



2014
annual report
PERFORMANCE

NC DEPARTMENT OF TRANSPORTATION

our **MISSION**

Connecting people and places safely and efficiently, with accountability and environmental sensitivity to enhance the economy, health and well-being of North Carolina.

our **VALUES**

SAFETY

We strive for safety throughout our transportation networks as well as in our work and our daily lives.

CUSTOMER SERVICE

We respond to our customers, both internal and external, in an open, professional and timely manner.

INTEGRITY

We earn and maintain trust by responsibly managing the State's assets, acting ethically, and holding ourselves accountable for our actions.

DIVERSITY

We draw strength from our differences and work together in a spirit of teamwork and mutual respect.

QUALITY

We pursue excellence in delivering our projects, programs, services and initiatives.

message from the **SECRETARY**

Dear North Carolinian:

In State Fiscal Year 2014, we built on many successes, most notably making significant strides towards implementing Governor McCrory's Strategic Transportation Investments Law. The new law, which established the Strategic Mobility Formula, allows us to more efficiently invest our existing transportation revenues. It uses a data-driven process that addresses statewide and local needs while ultimately creating more jobs and better connecting North Carolinians.

As we plan for the future, we know that efficiency alone will not close the gap between our increasing transportation needs and our traditional revenue sources, which are projected to remain flat at best. That is why it is so important for us to continue expanding our use of alternative funding methods, such as public-private partnerships, and diversify how we pay for building and maintaining our transportation infrastructure.

Along with this effort, we remain committed to putting our customers first and providing them with excellent service. This commitment extends not only to our residents and visitors, but also to potential businesses looking to expand or relocate to North Carolina. Transportation infrastructure is a powerful economic engine. To ensure that North Carolina remains economically competitive, we are leveraging our existing infrastructure along with additional investments through STI to support job creation, attract more industry and provide a high quality of life for all North Carolinians—from the mountains to the coast, and in small towns and big cities.

We could not accomplish any of this work without the dedicated and talented team at NCDOT. Our employees are true public servants who strive daily to improve safety, enhance mobility and plan for the future. I'm proud to be part of this team, as we make our state an even better place to work, visit and call home.

Sincerely,

A handwritten signature in black ink, appearing to read "ATJ Tata". The signature is stylized and written in a cursive-like font.

Anthony J. Tata
Secretary of Transportation



table of **CONTENTS**

About Our Department	6
Motor Vehicles	8
Public Transportation	8
Ferry.....	8
Rail	8
Bicycle and Pedestrian	8
Aviation	8
Highways	8
Turnpike Authority.....	9
State Ports Authority	9
Global TransPark	9
Governor’s Highway Safety Program	9
Investing in Our People	10
Strategic Thinking	11
Investing in the Future	12
Providing Options	13
Economic Competitiveness	15
Serving North Carolinians	20
Putting Our Customers First	22
Alternative Solutions	24
Funding Overview	26
Measuring Our Performance	28
Performance Scorecard	30
Future Vision	32
SFY 2015 Executive Performance Metrics	33
Appendix: Performance Statistics with Trends	34

Supporting material, including background information, definitions and rationale on the performance scorecard, is available at www.ncdot.gov/performance.

Information in this report is based on State Fiscal Year (SFY) 2014, which covers the time period of July 1, 2013 to June 30, 2014, unless otherwise noted.

about our **DEPARTMENT**

The N.C. Department of Transportation (NCDOT) is responsible for all modes of transportation in North Carolina, including highways, rail, aviation, ferries, public transit, and bicycle and pedestrian transportation. It also includes the state's Division of Motor Vehicles, the Governor's Highway Safety Program, which promotes safety awareness and works to reduce highway crashes and fatalities, as well as the N.C. State Ports, N.C. Global TransPark and Turnpike Authority.

The Department's operations are led by the Secretary of Transportation. A 19-member Board of Transportation is the Department's governing body and responsible for overseeing the transportation policy-making process and monitoring performance of the agency.

NCDOT is a performance-based organization with a strategic, data-driven decision-making process that is transparent and accountable. This approach ensures that politics do not determine transportation priorities and aligns the Department's operations with its overall mission and goals.

2nd largest

state-maintained highway system



nearly
15,000 miles
of primary highways
(Interstate, US and NC routes)



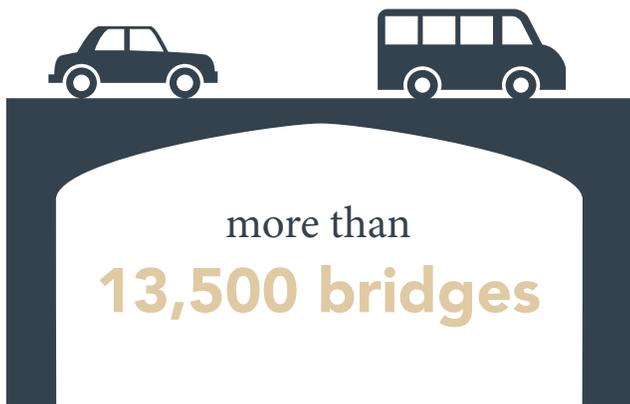
nearly
65,000 miles
of secondary roads

2nd largest
state-operated
ferry system



and the
largest
on the
East Coast

22
ferries that serve
7
routes



7,000
registered aircraft
14,000
licensed pilots

74

publicly owned airports
and nearly 300 privately
owned airports,
heliports and other
landing areas

**10 commercial airports have
regularly scheduled service**



transit systems
provide
transportation
options to
residents in all
100 counties



\$4.9 million
saved by taxpayers
through partnership
with **nearly 4,400**
volunteer groups
to clean more than
8,500 miles of state-
maintained roads
annually



8.8 million
vehicles registered
in North Carolina



7.4 million
licensed drivers

serviced by

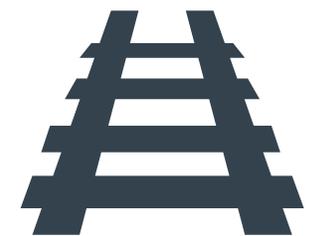


5 mobile units

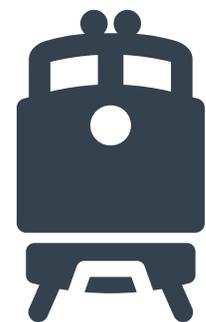


237 offices

3,300



*number of miles of tracks
operated in North Carolina*



North Carolina's Amtrak
provides 3 roundtrips daily to
Charlotte, Greensboro, Raleigh
and 9 other North Carolina cities

OUR DIVISIONS

Motor Vehicles

The mission of the North Carolina Division of Motor Vehicles is to deliver quality customer support through professional driver and motor vehicle services while promoting highway safety and protecting accurate and secure information.

Public Transportation

The Public Transportation Division was created in 1974 by the N.C. General Assembly to foster the development of intercity, urban and community public transportation for all North Carolinians. PTD administers federal and state transportation grant programs, provides leadership and training opportunities to transit professionals, makes planning and technical assistance available to enrich transit services, and prepares projections to meet future public transportation needs. Public transportation systems provide transit options in all 100 counties, offering a safe, cost-effective and environmentally friendly alternative for residents who cannot or choose not to drive.

Ferry

The Ferry Division's mission is to provide safe, cost-effective and dependable service for the traveling public. The division operates seven routes across five separate bodies of water—the Currituck Sound, Pamlico Sound, Cape Fear River, Neuse River and Pamlico River. The division also is capable of activating an emergency ferry route between the Dare County mainland and Hatteras Island at Rodanthe within two to three hours in the event of a long-term or emergency closure of N.C. 12. The ferry operations are supported by a full-service shipyard, dredge, crane barge, tugboats and other support vessels.

Rail

North Carolina has more than 3,300 miles of railroad tracks throughout the state used by both freight and passenger trains, providing travel options as well as efficient and environmentally

friendly transportation. The Rail Division works with communities throughout the state to make rail-highway crossings safer by installing signal devices, and closing and consolidating redundant and/or unsafe crossings on highways, streets and bridges.

The state-owned *Piedmont* passenger train provides service at stops between Raleigh and Charlotte three times a day. The state-supported *Carolinian* provides service between Charlotte and Raleigh, and up the East Coast to New York City.

Bicycle and Pedestrian

The Division of Bicycle and Pedestrian Transportation is a comprehensive operation touching all aspects of bicycling and walking by designing facilities, creating safety programs, mapping cross-state bicycle routes, training teachers, sponsoring workshops and conferences, fostering multi-modal planning, and integrating bicycling and walking into the ongoing activities of the Department.

Aviation

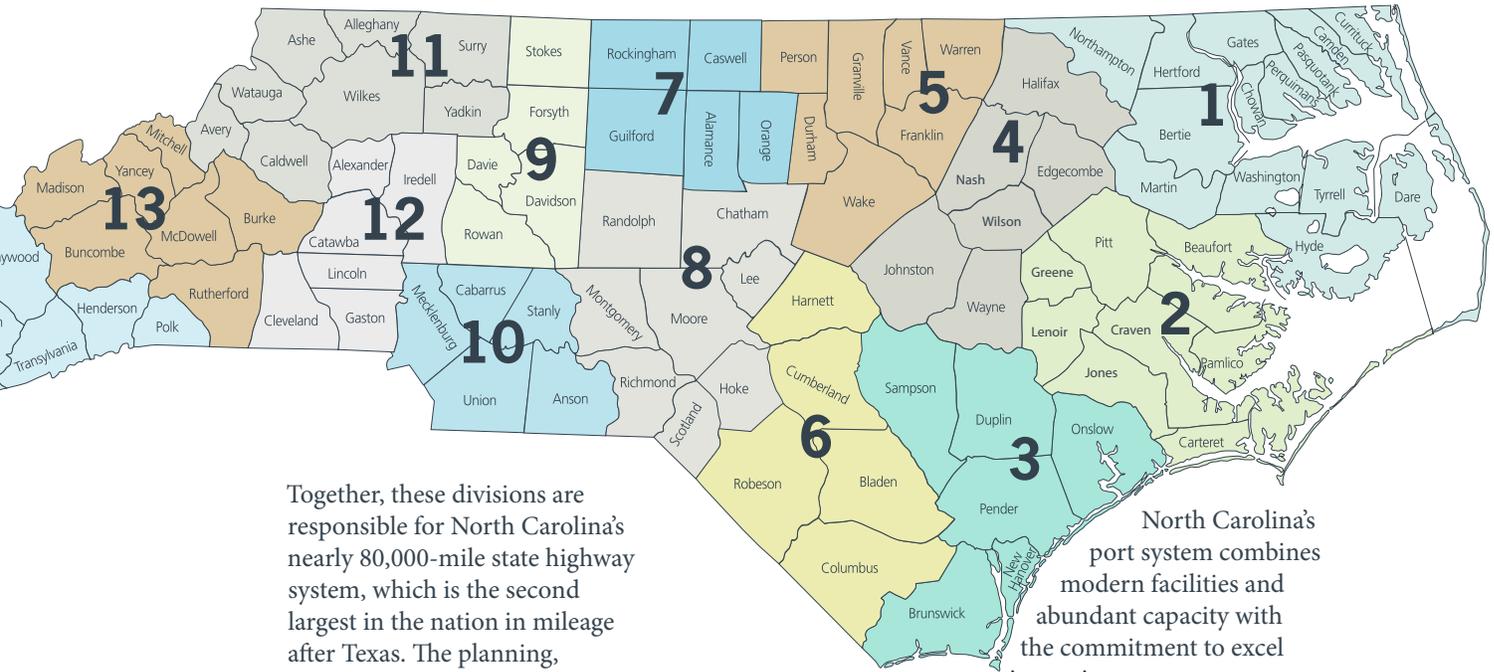
The Division of Aviation is responsible for all aviation functions regarding state system planning and development, and provides funding to communities for constructing and improving airports. Additionally, the division operates an active aviation safety and education program.

Highways

The Department's highway program is delivered primarily by the Division of Highways (DOH), and the Division of Technical Services (DTS). The DOH comprises central and field-based functions—including Preconstruction, Safety and Mobility, Field Support, Asset Management and Operations—all of which support delivery of transportation projects statewide. The DTS supports the delivery of projects through six key functions: contract standards and development, contractual services, photogrammetry, professional services, research and development, and program management.



14 TRANSPORTATION DIVISIONS



Together, these divisions are responsible for North Carolina's nearly 80,000-mile state highway system, which is the second largest in the nation in mileage after Texas. The planning, programming, technical assistance and engineering for major highway projects are handled within the central office in Raleigh, while the 14 transportation divisions, or field offices, manage project construction. The divisions also maintain and operate the road system within their geographical areas, and handle planning and engineering for small projects.

Turnpike Authority

The mission of the Turnpike Authority is to supplement the traditional non-toll transportation system in North Carolina by accelerating the delivery of roadway projects using alternative financing options, and facilitating the development, delivery and operation of an integrated, creative system of toll roads. It was created in 2002 by the N.C. General Assembly in response to concerns about rapid growth, heavy congestion and dwindling resources.

State Ports

North Carolina's ports in Wilmington and Morehead City, plus inland terminals in Charlotte and at the Piedmont Triad International Airport in Greensboro, have the capability and capacity to serve as competitive alternatives to ports in neighboring states. Owned and operated by the Ports Authority,

North Carolina's port system combines modern facilities and abundant capacity with the commitment to excel in service to our customers, without taxpayer subsidy.

Global TransPark

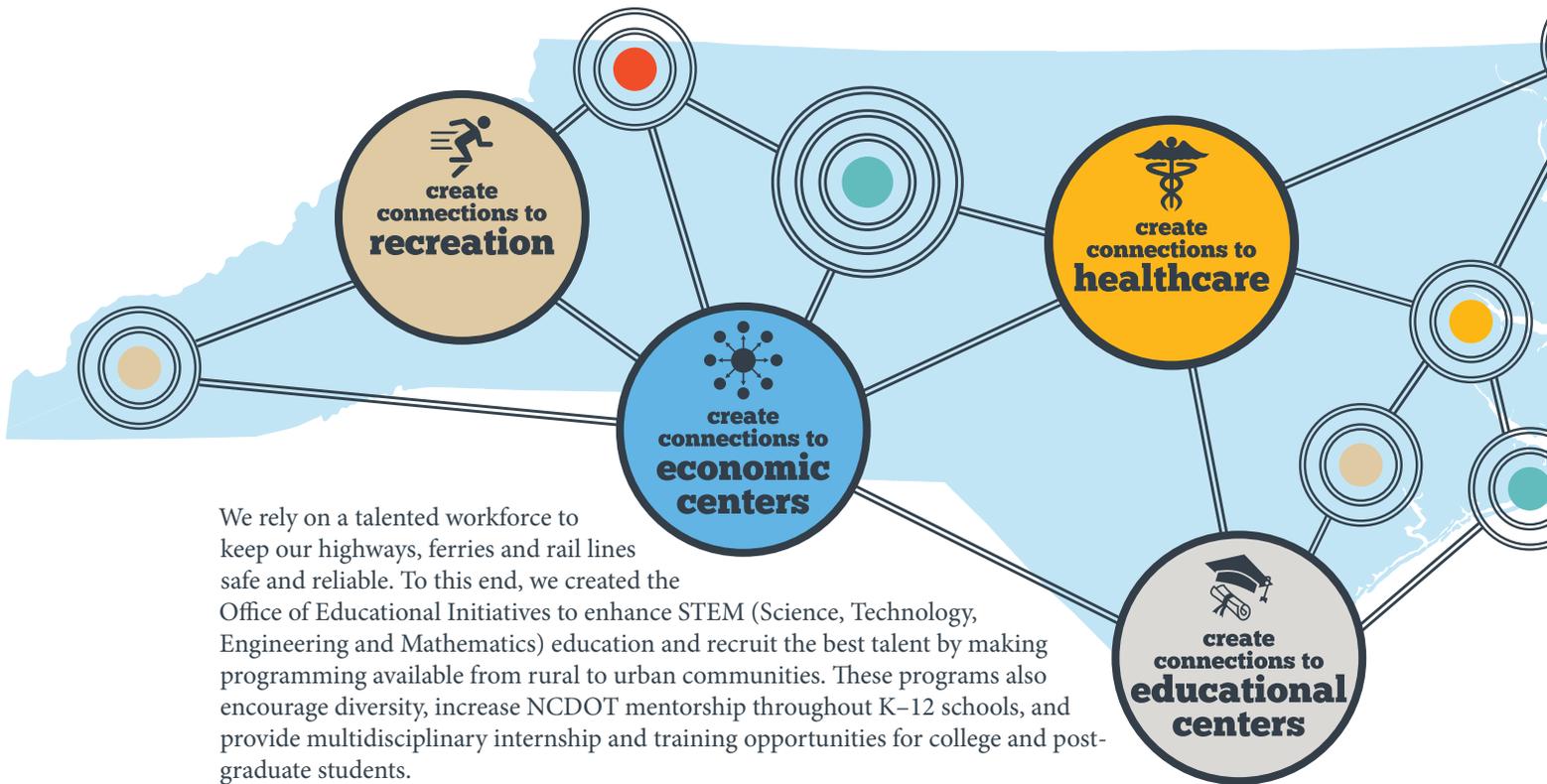
The N.C. Global TransPark is a 2,500-acre industrial/airport site situated strategically in eastern North Carolina. Its on-site Composite Center is one of the most advanced workforce development training facilities in the state. The GTP's integrated infrastructure and close proximity to Interstates 40 and 95 as well as the state's two deep water ports make it an ideal location for a variety of business types, especially companies involved in the aerospace sector and logistics.

Governor's Highway Safety Program

The Governor's Highway Safety Program is dedicated to promoting highway safety awareness to reduce the number of traffic crashes and fatalities in the state of North Carolina through the planning and execution of safety campaigns.

investing in **OUR PEOPLE**

North Carolina is a great state in which to live, work and play. That is why more and more people and businesses are moving here. For our state to continue to thrive, we must make sure our transportation system connects North Carolinians to jobs, education, healthcare, recreation and each other.



We rely on a talented workforce to keep our highways, ferries and rail lines safe and reliable. To this end, we created the Office of Educational Initiatives to enhance STEM (Science, Technology, Engineering and Mathematics) education and recruit the best talent by making programming available from rural to urban communities. These programs also encourage diversity, increase NCDOT mentorship throughout K-12 schools, and provide multidisciplinary internship and training opportunities for college and post-graduate students.

The work we do is essential to creating a high quality of life for everyone who lives, works and visits here. A strong transportation system is vital to our state—not just in moving people from Point A to Point B, but also in supporting jobs and economic development, and creating new opportunities for communities throughout our state.

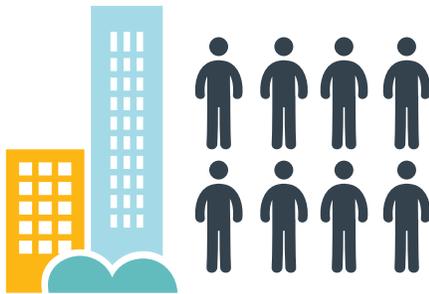
By investing in our young people, we can ensure we continue to have the right employees in place to develop and implement innovative solutions to keep pace with the growing demands placed on our transportation system, so North Carolina continues to thrive.

strategic THINKING

North Carolina is one of the fastest growing states in the nation. More than 12.5 million people are projected to live here by 2040, a 32-percent increase from the state's 2010 population. The majority of that growth will occur in major metropolitan areas, which are projected to house 81 percent of the state's overall population by 2040. Across the state, our smaller communities are expected to see population growth of more than 180,000 people over the next 25 years.



PROJECTED: 12.5 MILLION RESIDENTS BY 2040



Urban Population: 81%



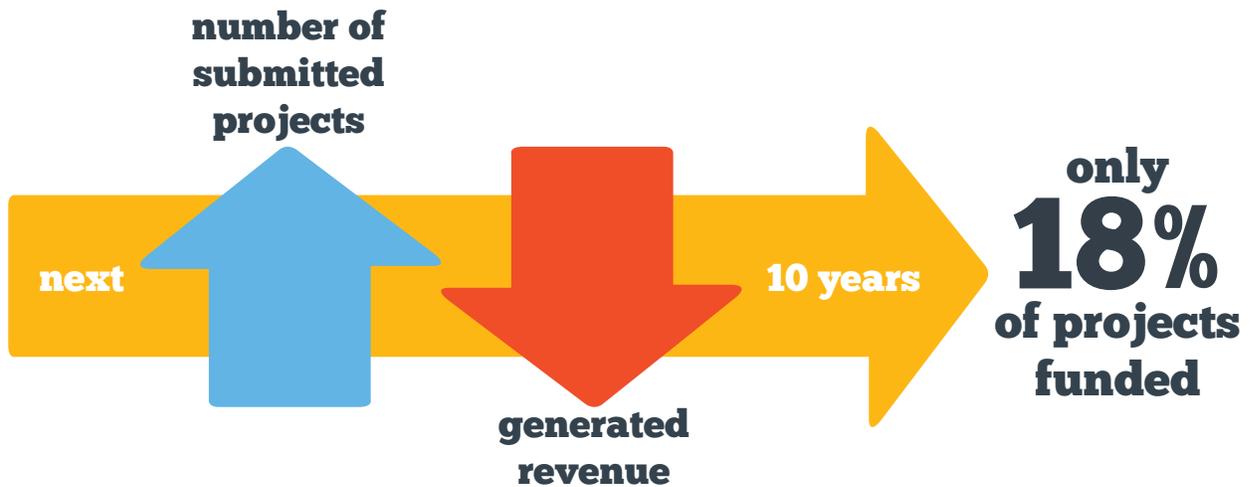
Rural Population: 19%

During this period of rapid growth, we are one of many states simultaneously seeing a sharp decline in the projected revenue needed to build and maintain our infrastructure. The state gas tax is no longer a reliable revenue source, and federal funding is uncertain. Therefore, we must find new ways to strategically invest in our transportation network to meet growing demands.

As we work to generate alternative funding sources, we are making the best use possible of our existing revenue by implementing the Strategic Transportation Investments (STI) law, which created the Strategic Mobility Formula. STI allows the state to prioritize its investments, based on quantifiable needs and community input, and help us better connect North Carolinians.

investing in **THE FUTURE**

As part of the process to implement STI, metropolitan and rural planning organizations and NCDOT identified more than 3,100 projects, totaling \$70 billion, in infrastructure needs across all modes of transportation over the next 10 years. Based on current revenue projections, however, we expect to have only about \$15 billion in funding to pay for those needs over that same time period.



Through STI, we will be able to schedule 475 projects as compared to 175 under the old funding system, and expect to spur the creation of about 300,000 direct and indirect jobs over the long term. This will enable us to better address congestion issues, improve connectivity across all our transportation modes, and improve quality of life. We also will work with the General Assembly to implement alternative funding solutions, which are a key part of Governor McCrory's 25-Year Vision for transportation in North Carolina. We must increase investment in our transportation infrastructure to remain economically competitive.

PROVIDING OPTIONS

North Carolina's population is not only growing, it is also becoming more diverse. Our residents and visitors are seeking more and better options for getting where they need to go. Investing in public transportation, passenger rail, and our bicycle and pedestrian network will meet the needs of a changing demographic, help address congestion issues and better connect North Carolinians.

Highlights from our FY 14 investments in alternative modes of travel include:

- **Expanded Watch for Me NC Campaign.** Seeking to improve safety, the Division of Bicycle and Pedestrian Transportation led the expansion of the Watch for Me NC pedestrian, cyclist and motorist safety campaign, adding eight new partner regions from the mountains to the coast.
- **Enhanced Safety for Cyclists and Motorists.** The Division of Bicycle and Pedestrian Transportation invested more than \$7 million to widen highway shoulders across the state, providing additional room for both cyclists and motorists to safely share the road.
- **Community Bicycle and Pedestrian Planning Efforts.** The Bicycle and Pedestrian Division helped more than 25 cities and towns submit applications for funding through the planning grant program, resulting in double the number of applications received in prior years.
- **Partnership to Provide Active Routes to Schools Coordinators.** NCDOT and the N.C. Department of Health and Human Services partnered to provide an Active Routes to Schools coordinator position in each region of the state. These coordinators promote walking and bicycling in coordination with local school districts and health departments.
- **Piedmont Improvement Program.** We continued our work to improve the tracks along the North Carolina Railroad Company corridor between Raleigh and Charlotte. Through the Piedmont Improvement Program, we are investing more than \$520 million to complete projects that will make train travel safer and more reliable, while better connecting major economic regions of our state and enhancing opportunities for job growth and commercial development. This work ultimately will also enable us to add two additional daily round-trip passenger trains between Raleigh and Charlotte with seven stops along the way.
- **Transportation Demand Management.** We are working to slow the growth of vehicle miles traveled and congestion by promoting public transportation, carpooling and van pooling. These efforts resulted in a 26.3 percent reduction in the growth of vehicle miles traveled for since 2009.
- **Aviation Grant Funding.** The Division of Aviation awarded a total of \$52.3 million in airport grants, including \$31.4 million in state funds and \$20.9 million in federal funds. These grants enable airports to complete projects necessary to improve safety and mobility, and maintain and preserve their infrastructure.
- **Alternative Fuel Use in Locomotives.** The Rail Division has been exploring the use of biodiesel fuel in its locomotives over the past three years in partnership with NC State University's Environmental Engineering Department. The division was the first in the nation to show that the locomotives can be run on biodiesel fuel with no loss of performance, creating a potentially valuable, money-saving and more environmentally friendly option as the cost of biodiesel fuel becomes more competitive with oil.

Case Study: Transportation Investments in Downtown West Jefferson

A streetscape improvement project in the Ashe County town of West Jefferson led by NCDOT is attracting new business and breathing life back into the historic mountain town. Today, downtown West Jefferson is the type of place that begs you to stay a while—to take your time with a leisurely stroll down its charming Main Street, do a little shopping or grab a bite to eat. In the past two years, 10 new businesses have opened, tourism dollars have steadily increased, and the number of vacant storefronts and apartments has dropped from 33 to 5.



But it was not always this way. Like many other small towns, West Jefferson was hard hit by the decline of its manufacturing industry, and just a few years ago, empty storefronts lined the once vibrant town center.

Local leaders and business owners attribute the turnaround to a series of transportation investments that transformed the look and feel of the downtown area, making it a more inviting place.

“It’s a considerably different town aesthetically. It is pedestrian safe, it is pedestrian friendly, and the pedestrians are coming in mobs,” said Cabot Hamilton, executive director of the West Jefferson Chamber of Commerce.

These transportation improvements have helped create an attractive, family-friendly atmosphere that has drawn visitors back to the downtown area, and serve as a shining example of the enormous impact transportation investments can have on the economy of small town USA.

ECONOMIC COMPETITIVENESS

From airports and rail lines to our highways and sea ports, businesses rely on a transportation network that helps them get their products to market in an efficient, safe and reliable manner. To keep our state economically competitive, we are working to fully integrate all our transportation modes, and make targeted investments to support economic growth.

Some examples of these efforts include:

- **Freight Rail and Rail Crossing Safety Improvement Program.** Through the newly established Freight Rail and Rail Crossing Safety Improvement Program, our Rail Division was able to fund more than 40 projects, totaling \$16 million, to improve freight service and enhance safety at rail-highway crossings in the state. The General Assembly established the program utilizing dividends received by the North Carolina Railroad Company.

The funds will enable us to:

- Close seven at-grade crossings and improve adjacent crossings
 - Replace one at-grade crossing in Mount Airy
 - Improve rail access for 13 projects for companies and enhance their ability to move freight via the rail network
 - Support “Project C” in Transportation Division 1 with the requirement that the proposed industry commit to creating new jobs and using rail shipping for business needs
 - Improve 14 short line railroads by adding capacity, increasing operating efficiency and enhancing safety on these critical rural development corridors
 - Modernize two rail crossing signals
 - Modernize and add capacity to the Wilmington Terminal Railroad at the Port of Wilmington
- **Aviation Development Task Force.** Gov. McCrory established an Aviation Development Task Force charged with recommending ways we can better leverage the state’s aviation programs to enhance economic development. North Carolina is on the forefront of implementing advanced aviation technologies while preparing our workforce with the skills necessary to enter the growing aviation and aerospace industries. This approach has helped attract new and retain existing industries to our state.
 - **State Ports.** The N.C. State Ports Authority also is partnering with the private sector to ensure growth at previously under-utilized facilities. One such partnership is with leading container terminal service provider Container Port Group Inc. (CPG) to provide service at the Charlotte Inland Terminal (CIT). Under the terms of the agreement, CPG will use the CIT as a base of operations to provide international container drayage (transport between the port/ramps and shipping docks) over the Port of Wilmington and the ramps in Charlotte. With secured access to the CIT, CPG will provide customers with additional empty container yard space along with loaded container/trailer storage options, complementing CPG’s existing terminal services network.
 - **Foreign Trade Zone Realignment.** To better align our transportation assets and promote economic development in eastern North Carolina, the Department combined and oversees existing Foreign Trade Zones (FTZ) at the state ports in Morehead City and Wilmington, and at the Global TransPark in Kinston into one designation, #214, that encompasses 24 counties.

The U.S. FTZ Program was created to level the competitive playing field on taxes in global trade. The program allows U.S.-based companies to defer, reduce or even eliminate Customs duties on products admitted to the zone, providing important benefits to businesses and industries.

- **I-495 Interstate Designation.** The section of U.S. 64 between I-440 and I-540 on the east side of Raleigh has been designated I-495. The stretch of U.S. 64 between I-540 and I-95 near Rocky Mount is designated Future I-495 until improvements are made to bring it up to interstate standards. Having this future interstate connection to the vital I-95 corridor is an important part of our future vision for transportation in North Carolina. It is key to promoting job creation and aligning our infrastructure with commerce activity.
- **Repositioning the Global TransPark.** NCDOT continues to focus on maximizing the resources the Global TransPark in Kinston offers to meet our state's vital needs and attract new businesses by:
 - Supporting military logistics and training by leveraging available facilities and infrastructure
 - Supporting additional North Carolina exports
 - Continuing to work with education and economic development partners to support STEM (Science, Technology, Engineering and Math) education and workforce development
 - Focusing on aviation-related businesses and increasing airport utilization
 - Supporting existing tenant's business development and environmental compliance efforts

As of June 30, 2014, the GTP directly supported 456 private-sector jobs, with employment expected to top between 800 and 1,000 by the end of 2016. The average private-sector job at GTP paid \$48,185 annually; 15 percent higher than the state average. The annual private-sector payroll for GTP tenants was more than \$22 million.

Case Study: U.S. Open

North Carolina welcomed hundreds of thousands of golf fans to the Pinehurst Resort, which hosted the U.S. Open and the U.S. Women's Open Championships the weeks of June 9 and 16. The N.C. departments of Commerce, Cultural Resources and Transportation used these major sporting events to showcase the state to visitors from around the world.

To celebrate the tournaments and help golf fans find their way to Pinehurst, crews installed special directional signs at Charlotte Douglas International Airport, Piedmont Triad International Airport in Greensboro and Raleigh-Durham International Airport, where many out-of-state visitors flew in to North Carolina.



This endeavor required creative collaboration across multiple departments, as well as the private sector, and was an excellent example of the public sector partnering with private entities. It also marked the first such collaboration of Governor McCrory's "Art that Moves You" initiative, a project to improve infrastructures and landscapes throughout North Carolina. The initiative is led by the N.C. Department of Cultural Resources with support from NCDOT and the N.C. Department of Commerce.

The special signs not only helped guide visitors to Pinehurst for the tournaments, but they also will help promote tourism statewide in the years to come. The departments will continue using the signs to highlight North Carolina's brand as they market the state to businesses and visitors.

This year marked the first time in U.S. Open history that the championships were held at the same course in consecutive weeks. More than 340,000 people attended the tournaments over the 14-day period, according to the U.S. Golf Association.

Case Study: Charlotte Regional Intermodal Facility

Norfolk Southern Railway's intermodal terminal near uptown Charlotte was in dire need of additional capacity without ample space to expand. At times, the demand to move more goods was so high that freight had to be shifted to four off-site parking lots. The problem was clear: they needed a better way to move more freight in and out of Charlotte. With USDOT funds, NCDOT partnered with Norfolk Southern and the City of Charlotte to develop the solution—build a new intermodal facility at Charlotte Douglas International Airport to serve rail and trucks.

Both Norfolk Southern and the city, which owns the airport, saw the benefits of building the facility here, as the opening of a third parallel runway made several hundred acres of unused property available. Moving the intermodal yard out of the downtown Charlotte area would also reduce noise and congestion while boosting redevelopment. Approximately \$16.5 million of the partnership's \$90 million investment went toward grading, site improvements, road improvements, track and signals.

The new facility opened in December 2013 with the ability to load/unload 250,000 containers or trailers from railcars annually—more than double the capacity of the former facility—with future capacity of more than 400,000 annual lifts. New technologies include an automated gate system and an equipment position determination system, which improve efficiency and safety.

Over the next 20 years, the facility is projected to have an economic impact of \$7.6 billion and support up to 5,000 additional jobs in the region. In the same time period, more long-haul trucks will be removed from highways, saving 8.4 million hours of travel time, preventing 470 accidents and emitting 668,000 fewer tons of carbon dioxide.



photo courtesy of Norfolk Southern



NORTH CAROLINIANS

NCDOT is dedicated to serving travelers throughout North Carolina by providing modern transportation infrastructure, cutting-edge communication about our operations and activities, and services that enhance safety and improve quality of life.





Engagement is an important part of serving the people of North Carolina. NCDOT created and actively uses 24 Twitter feeds to provide information regarding NCDOT activities to more than 63,800 followers.



NCDOT's Flickr site, featuring photos of Department events and activities, had a total of more than 5.1 million views at the end of the year.



NCDOT's new social media pages, Pinterest and Instagram, have 443 and 853 followers respectively.



The Department hosts seven Facebook pages with more than 41,000 followers.



The Department's YouTube site had more than 842,800 views during the fiscal year.

ncdot.gov

received approximately 45.5 million views



More than 730,712 calls were made to North Carolina's "511" telephone traveler information system to access real-time statewide travel information.

putting our **CUSTOMERS FIRST**

At the heart of our mission is serving the people of North Carolina, and we are working to maintain a customer-centered focus in all we do.

Division of Motor Vehicles

- **Customer Service Study.** DMV completed a Voice of the Customer Market Study, which emphasized the organization's focus on increasing customer service and efficiency. The results of the study showed that standard employee training and continuing education are critically important, not only as a response to our customers' feedback and needs, but also on workforce development.
- **Veteran's Identifier.** A special "Veteran" designation is now placed on the driver licenses and identification cards of qualifying North Carolina military veterans. This customer service benefit makes it easier for them to receive discounts at retailers and service providers. More than 17,500 veterans now have this designation on their cards.
- **Reduce Wait Times Pilot.** Eight locations participated in the program, which tested various timesaving measures and customer service amenities, including a customer greeter who helps answer questions and makes sure the customer is in the correct office with the right paperwork in hand. The successful changes shortened wait times by more than 80 percent in our North Raleigh and Cary pilot offices.
- **Huntersville Office Opening.** This modern, state-of-the-art building is considered North Carolina's "DMV of the future." It houses all DMV sections (driver license issuance, vehicle registration, administrative hearings, and the License and Theft Bureau), as well as the N.C. State Highway Patrol, in one location. It also features many of the services included in the Reduce Wait Times Pilot and offers extended hours.
- **Testing Rule Change.** Newcomers and North Carolina residents no longer have to take a knowledge exam if they present a valid driver license that has been expired for less than two years. By eliminating unnecessary testing, we expect a 20-percent increase in efficiency.
- **Credit/Debit Card Acceptance.** We started accepting credit/debit cards in license plate agencies in August 2013 to make it easier when collecting county taxes during the renewal process. Our goal is for all driver services offices to have credit/debit card payment options offices by 2016.
- **Modernization.** DMV's website is now more user-friendly and optimized to fit all mobile devices. The site uses the GPS in the users' phones to help them easily find the nearest office location.
- **Customer Service Training.** NCDMV partnered with Wake Technical Community College to provide two-day customer service training to all managers and customer-facing employees,

including License Plate Agency contractors and staff. These workshops focused on improving customer interactions through hands-on instruction. About 1,800 employees were trained during the year.

State Ports

- Our State Ports Authority (SPA) capitalized on its reputation as a customer-focused organization by landing a major project to transport materials from Virginia and North Carolina to New York via the Port of Morehead City.
 - The new Tappan Zee Bridge is part of the 570-mile New York Thruway system that will replace the existing bridge spanning the Hudson River between Westchester and Rockland counties northwest of New York City. It is the largest design-build bridge system ever built in the U.S., with a project cost of \$3.9 billion. It will require about 110,000 tons of structural steel according to the American Journal of Transportation.

Much of that steel will be transported via truck from Abington, Va. and Colfax, N.C. to the port, where a large crane and heavy equipment will be used to load 715 steel girders, cross frames and stringers onto barges that will transport them to New York. The project is expected to take two years to complete, and will showcase our ports' attention to detail, coordination and capacity.

Turnpike Authority

- The Turnpike Authority signed agreements to make NC Quick Pass®, which allows drivers to use the Triangle Expressway at a discounted rate, interoperable with both E-ZPass® and Florida's SunPass®. The two agreements have expanded the versatility of the NC Quick Pass® system and allowed NC Quick Pass® to be the premiere transponder program along the east coast. The Turnpike Authority is working with other states to further expand interoperability. The interoperable transaction totals for FY 14 totaled nearly 1.7 million.

G.R.E.A.T.

- G.R.E.A.T. stands for Greet, Respect, Empathy, Answer and Thank, and it was designed by a team of NCDOT employees who wanted to create a culture of great customer service throughout the department. By focusing on these five components, G.R.E.A.T. reminds employees that providing great customer service is a top priority.

Rail Division

- Our Rail Division is continually looking to enhance the experience of our customers who travel by rail. Their efforts earned national recognition in 2014 as Cary, Durham and Greensboro were rated by passengers among the top 10 stations in the nation, according to Amtrak surveys. Cary and Durham tied at number two with an Overall Customer Satisfaction Index of 93 percent, while Greensboro ranked eighth with an Overall Customer Satisfaction Index of 91 percent.

alternative **SOLUTIONS**

While we have implemented strategies to help our existing transportation dollars go further, we know that we cannot meet our state's increasing transportation needs without utilizing a wide range of options.

Alternative financing such as tolls, Grant Anticipation Revenue Vehicles (GARVEE bonds) and public-private partnerships, as well as alternative delivery methods such as design-build that allow us to complete projects more efficiently, are a few of the options we are currently utilizing.

- Through a public-private partnership (P3), NCDOT is moving forward with a project that will construct express lanes to address current and future congestion along 26 miles of I-77 in Mecklenburg and Iredell counties. This type of partnership provides a funding mechanism to bring private equity to the development of public infrastructure. The Department in June signed a \$655 million contract with Cintra to design, build, operate and maintain the project for 50 years. Construction should get underway in the spring of 2015, with the new lanes opening to traffic in 2018.

The P3 concept provides several advantages for this project:

- Accelerating completion to 2018, instead of depending on traditional funds to make smaller, piecemeal improvements over the next 20 years.
- Reducing the financial investment from the state, because the majority of the financial risk is taken on by the private sector.

Express lanes will provide several benefits to all drivers on I-77, including:

- Travel time reliability
- Increasing our capacity to move people and goods
- Offering drivers a choice—they can pay a toll and use the express lanes to avoid travel delays, or continue driving on the general-purpose lanes for free
- Reducing congestion in the free general-purpose lanes as other motorists opt to take the express lanes
- Addressing long-term future demands. Motorcyclists, buses and carpoolers with three or more occupants, including the driver, will be able to use the express lanes free of charge. By offering these options, we encourage drivers to take alternative forms of transportation, which will also help reduce congestion on the general-purpose lanes.

- P3s also help supplement taxpayer dollars and provide valuable opportunities to partner with the private sector on transportation services such as roadside litter cleanup and travel information. We launched a pilot Sponsor-A-Highway program in April 2011 along I-40 from Durham County to Wilmington and the entire length of I-95. Due to the success of that initial phase, we expanded the program in April 2012 to additional routes and counties in divisions 7 and 9, and now plan to expand the program statewide.

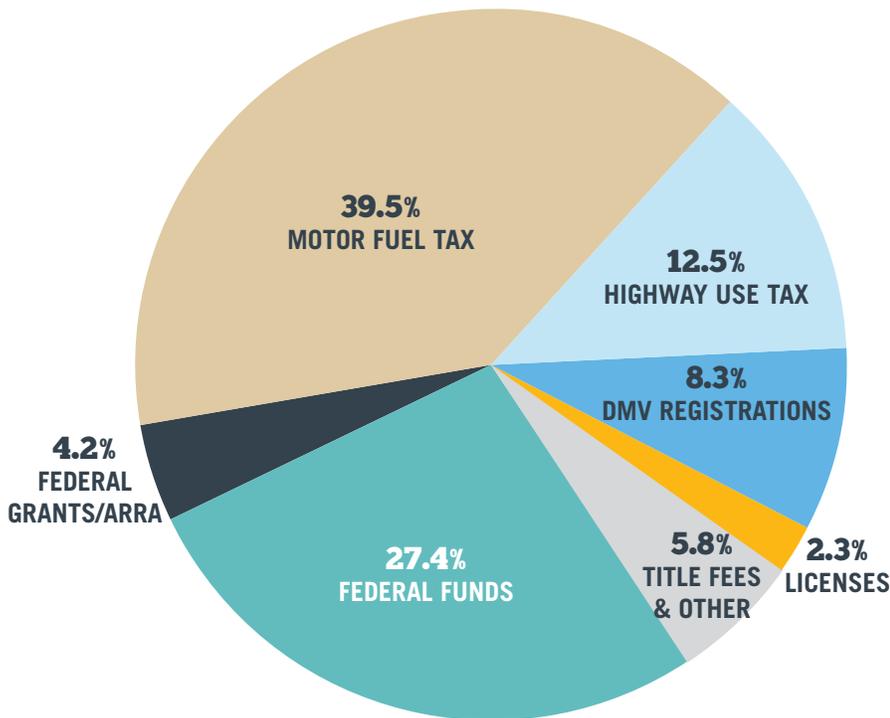
The General Assembly also passed legislation in 2014 to allow NCDOT to pursue sponsors for our roadside motorist assistance program, called IMAP, as well as our rest areas and welcome centers, ferry system, highway beautification, Smartphone applications, weigh stations, print and electronic publications, and traveler information phone line, 511.

- The design-build method and approach allows a single team to be responsible for the design and construction of a project. This approach not only expedites completion time, but often results in cost savings due to project innovations and avoidance of inflation-related costs. Low bids received on design-build projects to date are about 7.8 percent below NCDOT's total estimates, and innovations have cut up to six years off project completion times.
- The express design-build method stems from the success of design-build. The express approach helps us expedite the contracts for small bridge replacements, accelerating many of the projects by as much as two years. NCDOT has contracted to replace more than 370 bridges using express design-build since February 2012.
- Through the State-Funded Bridge Improvement Program, we are investing more state funding in our bridges to help improve their condition. Through this program, the largest of its kind in state history, NCDOT is investing about \$800 million over four years to replace, and strategically preserve or rehabilitate, existing bridges to help extend their lifespan and stretch existing resources further. For FY 14, the N.C. General Assembly approved about \$180 million for NCDOT to improve bridges. This investment will result in:
 - 100 fewer structurally deficient bridges
 - 146 fewer bridges in "poor" condition
 - 150 fewer posted bridges
- GARVEE bonds allow NCDOT to borrow against future federal funding. They help pay for improvements of statewide significance, helping complete projects sooner and reduce inflation-related costs. To date, the department has realized net inflation-related savings of \$398.4 million.
- The Triangle Expressway—North Carolina's first modern toll road—continued to exceed traffic and revenue projections. Receipts totaling \$19.7 million for FY 14 exceeded the 2009 certified revenue forecast by 12 percent.

funding OVERVIEW

NCDOT has an annual operating budget of about \$4 billion, with dedicated revenue sources that fund its operations. The three primary sources are the Highway Fund, the Highway Trust Fund and federal funds.

REVENUE BY MAJOR FUNDING SOURCES



State	\$3,177,927,900
Federal	1,313,921,702
Federal Stimulus	80,692,251
Local	50,073,340
Grants	70,991,305
Debt—GARVEE	40,516,743
Debt—NCTA	34,010,621
Toll Rev./Int.	18,980,073

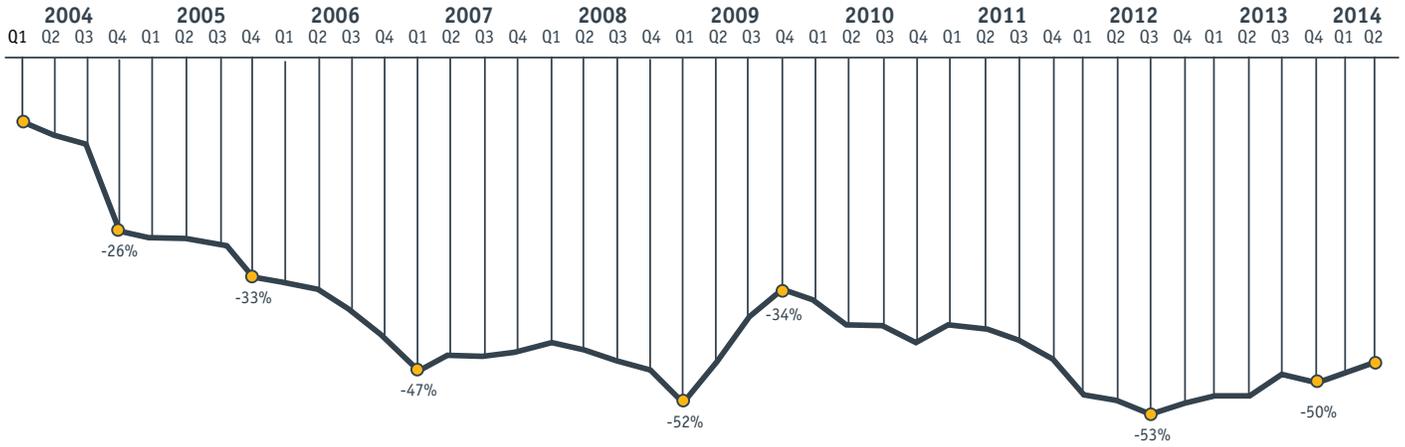
Total **\$4,787,113,942**

Forecast \$4,550,456,869

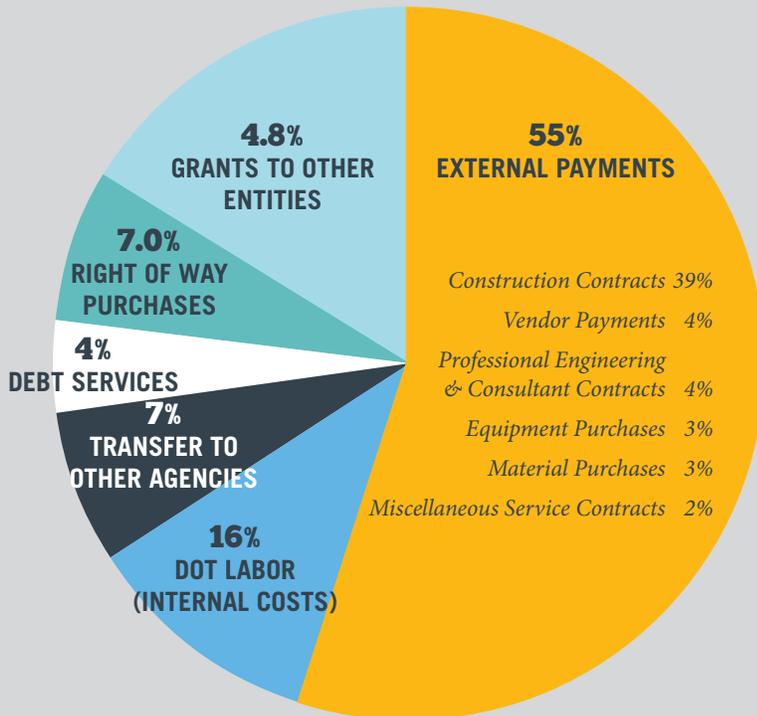
Variance % 5.2%

Note: NCTA=N.C. Turnpike Authority

PURCHASING POWER OF NCDOT HIGHWAY CONSTRUCTION DOLLARS



EXPENDITURES BY MAJOR CATEGORIES



Construction	\$2,084,013,674
Construction—Stimulus	4,552,898
Construction—NCTA	52,143,711
Maintenance	1,229,057,943
Transit & Other Modal	264,334,848
Transit—Stimulus	2,480,450
Rail—Stimulus	85,121,0906
Debt Service	159,414,916
Finance Cost—NCTA	75,962,097
Administration	263,967,795
Transfers	254,801,097
(Highway Patrol)	196,582,981
(Public Instruction)	25,795,164
(Other Agencies)	32,422,952
State Aid Municipalities	145,588,013
Other Programs	31,537,385

Total **\$4,652,975,917**

Forecast **\$4,620,698,927**

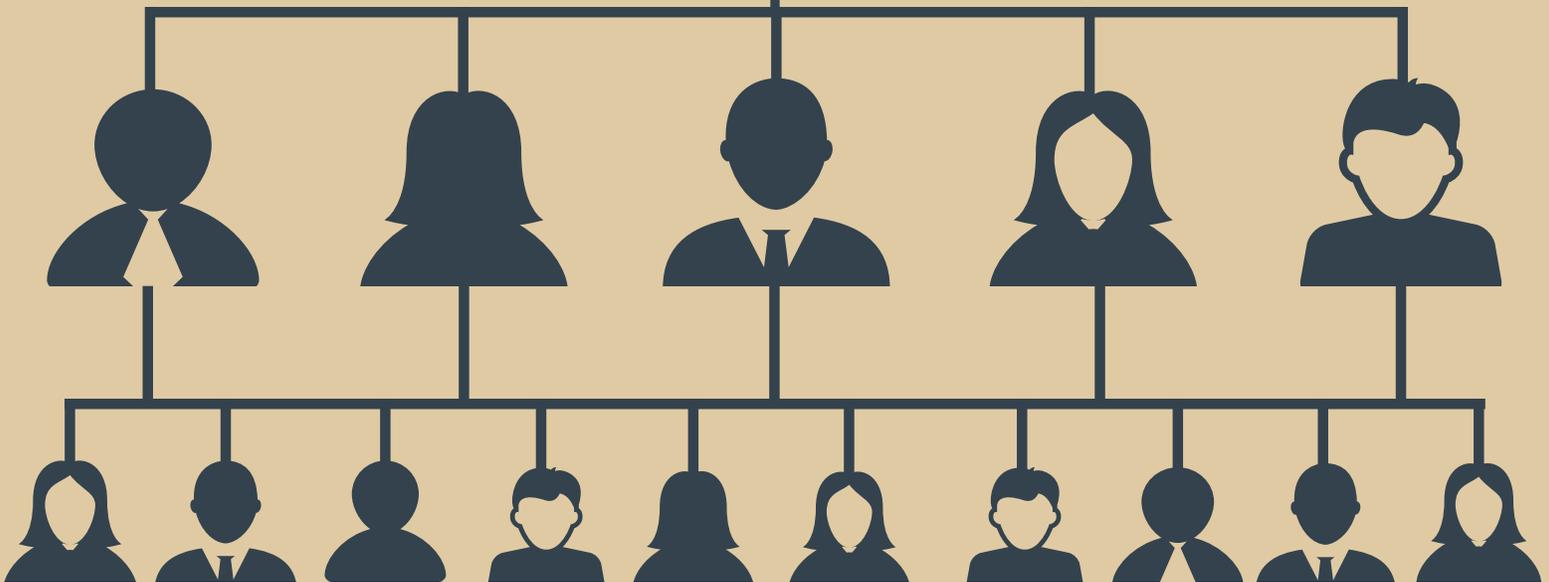
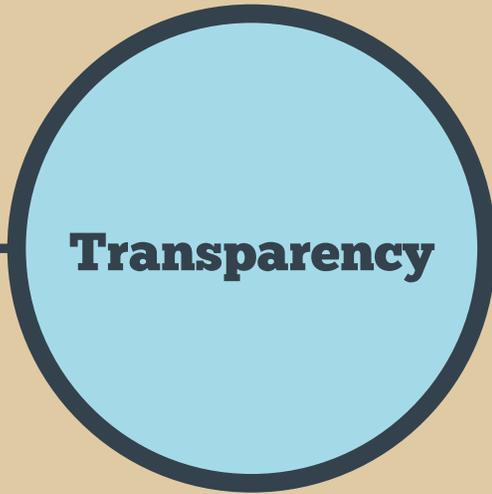
Variance % 0.7%

Note: NCTA=N.C. Turnpike Authority

measuring **OUR PERFORMANCE**

As part of our continuous efforts to operate more efficiently, NCDOT measures its performance based on expected results, so we are more transparent and more accountable for what we promise. Performance accountability starts at the top of our organization and cascades down to all employees. All functions within the agency must work together efficiently and effectively to ensure our programs, projects and services are delivered on schedule and within budget. We have identified 26 key performance measures to gauge our success in meeting our five organizational goals.

In SFY 14, we met or exceeded 19 measures and did not meet four. We did not have results for two measures. Our Performance Scorecard reports the results in each area as compared to numerical performance targets. Included with each section is an explanation of where we did not meet annual expectations, why we did not and what we are doing as a Department to improve performance in these areas. If results are not achieved, the appropriate agency head is expected to identify causes and improve results. Our detailed performance metrics for SFY 14 are included at the back of this report in the appendix. Additionally, our web-based Performance Dashboard is continually updated to display the most recent results of our organizational performance. Both the Dashboard and performance measures can be found on our website at ncdot.gov/performance.



performance SCORECARD

Met or Exceeded Target
 Within 5% of Target
 Below Target

Goal	Defined Performance Measure	SFY2013 Result	SFY2014 Target	SFY2014 Result
Safety: Make our transportation network safer	Statewide network crash rate ¹	237	233 or less	237
	Statewide network fatality rate ¹	1.24	1.39 or less	1.17
	Percentage of surveyed North Carolina drivers using a safety belt ²	88.6%	90.0% or greater	90.6%

What are we doing to improve?

Statewide network crash rate¹

Winter weather brought more snow and ice than normal, including several statewide snow storms. Widespread winter weather is known to create a large spike in crashes. With the significant decreases in fatalities and injuries, it is reasonable to attribute a large portion of the crash increase to the widespread inclement weather over the winter. We will continue to work with our partners across the state to not only reduce the number of injuries and fatalities, but also the number of incidents.

Mobility: Make our transportation network move people and goods more efficiently	Average statewide accident clearance time	62 min.	70 min. or less	81 minutes
	Travel time index for surveyed interstates ⁴	0.98	1.02 or less	0.97
	Percentage of planned ferry runs completed as scheduled	97.3%	95.0% or greater	96.6%
	Percentage of planned passenger trains arriving on schedule (<i>Carolinian</i> and <i>Piedmont</i> only)	59%	80.0% or greater	63.2%
	Percentage change in public transit ridership ⁶	1%	5% or greater	.20%
	Percentage change in Ports Authority cargo movements (bulk and breakbulk cargo only) ⁶	10%	5% or greater	24%

What are we doing to improve?

Average statewide accident clearance time

In 2014, there was an increase in the number and proportion of high-severity incidents, which typically take longer to clear. We have been working with law enforcement agencies and first responders to consider the overall impact of having a lane closed or long clearance times, as well as to further implement quick clearance activities such as removing damaged vehicles from the road faster and moving minor incidents out of the road, which should help reduce clearance times.

Percentage of planned passenger trains arriving on schedule (*Carolinian* and *Piedmont* only)

Projects underway as part of the Piedmont Improvement Program will add parallel tracks where freight and passenger trains now share a single track along the Raleigh to Charlotte corridor. These improvements, along with the construction of highway/railroad bridges, will improve reliability and on-time performance.

Percentage change in public transit ridership

Ridership increases were affected by fewer operating days due to inclement weather and diversification of service contracts in the community transportation systems. We continue to work in partnership with municipalities on Transportation Demand Management programs to reduce congestion by educating and motivating commuters to explore the use of public transit. These programs have resulted in a 26.3 percent reduction in the projected growth of commuter vehicle miles traveled since 2009.

NORTH CAROLINA DEPARTMENT OF TRANSPORTATION

Goal	Defined Performance Measure	SFY2013 Result	SFY2014 Target	SFY2014 Result
<i>Infrastructure Health:</i> Make our infrastructure last longer	Percentage of bridges rated in good condition ⁵	64.9%	65.0% or greater	68.2%
	Percentage of pavement miles rated in good condition ²	68.7%	70.0% or greater	70.4%
	Average highway feature condition scores (excluding pavement and bridges) ²	89.7	84 or greater	90.1
	Average rest area condition scores	95	90 or greater	95.5
Make our organization a place that works well	Percentage of work program projects on schedule ³	76.1%	85% or greater	83.4%
	a. Percentage of centrally-managed STIP projects let on schedule			89.7%
	b. Percentage of division-managed STIP projects let on schedule			79.6%
	c. Percentage of municipal- and locally managed STIP projects let on schedule			38.2%
	Percentage of division-managed non-STIP projects on schedule ³	71.2%	85% or greater	85.0%
	Percentage of construction projects completed on schedule	88.7%	85% or greater	86.8%
	Total budget overrun for completed construction projects	-1.7%	5% or less	-3.91%
	Percentage of NCDOT's total budget expended on external goods, materials, services, debt and transfers	84%	80% or greater	85%
	Percentage of the overall budget for administrative costs	5.3%	7.6% or less	5.6%
	Percentage of the total program budget paid to minority- and women-owned businesses	13.5%	12.1% or greater	14.9%
	Average customer wait time at DMV facilities that track transactions	not available	24 min. or less	data unavailable
	Average statewide environmental compliance score on construction and maintenance projects	8.7	7.5 or greater	8.6
	Percentage of surveyed customers satisfied with transportation services in North Carolina ²	not available	75% or greater	survey underway
Make our organization a great place to work	Percentage of employees retained after three years	98.1%	90% or greater	96.8%
	Employee engagement survey score ²	not available	5.25 or greater	5.38
	Employee safety index	4.27	6.16 or less	4.38

¹ The crash rate and fatality rate are measured by dividing the crash count and fatality count by 100 million vehicle miles traveled.

² The performance measure and result are based on a standing survey or periodic assessment and not based on the state fiscal year; therefore, it's considered "static" and is assumed to have no change since the most recent result was published. Current NCDOT systems only track the result annually or biannually.

³ The result only evaluates STIP projects that are on the Work Program delivery list downloaded from the project schedule management tool (STaRS) on July 1, 2013. Performance results are adjusted to include projects that are added or advanced in the program.

⁴ The result is a 12-month moving average (July 2013–June 2014) and excludes the hours of 10:00 p.m. to 6:00 a.m.

⁵ The result is an actual summary of active bridge condition ratings as of July 1, 2014.

⁶ The percentage change is compared to the results one year prior.

* Data that is unavailable is due to absent or incomplete information that limits the ability to provide an accurate result.

future **VISION**

North Carolina provides a strategic transportation and logistics connection to markets throughout the region, nation and world. Costs for improvements on our aging infrastructure are increasing rapidly, with I-95 improvements alone projected to cost \$4.5 billion. While STT's data-driven prioritization process is increasing our efficiency in using Highway Trust Fund money to program more projects, we must reinvest in our existing transportation infrastructure and revisit how we generate revenue to build new infrastructure.

Future discussions about transportation funding will focus on the state's role in supporting the costs of maintaining and building our transportation infrastructure. We also will look to expand our use of alternative funding solutions such as public-private partnerships, innovative express lanes and other fee-for-service projects, as well as to take advantage of historically low interest rates to enhance our ability to fund projects with just-in-time bond strategies.

2015 executive performance METRICS

Goal	Defined Performance Measure: SFY 2015	Target
Make our transportation network safer	Statewide network crash rate	234 or less
	Statewide network fatality rate	1.30 or less
	Percentage of surveyed North Carolina drivers using a safety belt*	90% or greater
Make our transportation network move people and goods more efficiently	Average statewide accident clearance time	70 min. or less
	Travel time index for surveyed interstates	1.02 or less
	Percentage of planned ferry runs completed as scheduled	95% or greater
	Percentage of planned passenger trains arriving on schedule (<i>Carolinian</i> and <i>Piedmont</i> only)	80% or greater
	Percentage change in Port Authority cargo movements (bulk and breakbulk cargo only)	5% or greater
Make our infrastructure last longer	Percentage of bridges rated in good condition	65% or greater
	Percentage of pavement miles rated in good condition*	70% or greater
	Average highway feature condition score (excluding pavement and bridges)*	84 or greater
	Average rest area condition score	90 or greater
Make our organization a place that works well	Percentage of work program projects on schedule (STIP only)	85% or greater
	a. Percentage of centrally managed STIP projects let on schedule	
	b. Percentage of division-managed STIP projects let on schedule	
	c. Percentage of municipal-and locally managed STIP projects let on schedule	
	Percentage of division-managed non-STIP projects on schedule	85% or greater
	Percentage of construction projects completed on schedule	85% or greater
	Total budget overrun for completed construction projects	5% or less
	Percentage of NCDOT's total budget expended on external goods, materials and services	60% or greater
	Percentage of the overall budget for administrative costs	7.6% or less
	Percentage of the total program budget paid to minority- and women-owned businesses	12% or greater
Make our organization a great place to work	Percentage reduction in customer wait-times at DMV facilities	40% or greater
	Average statewide environmental compliance score on construction and maintenance projects	7.5 or greater
	Percentage of surveyed customers satisfied with transportation services in North Carolina*	75% or greater
	Percentage of employees retained after three years	90% or greater
	Employee safety index	6.16 or less

*Performance measure is based on a standing survey or assessment and not tracked quarterly.

Note: During FY 15 NCDOT will undergo a strategic planning process to validate and refine its agency goals and executive performance metrics to better meet the needs of its customers and citizens.

APPENDIX

In addition to the Performance Scorecard on page 30, NCDOT maintains and tracks hundreds of various key performance measures and level of service indicators that influence the Department's ability to move people and goods and provide an improved level of service to our citizens.

The detailed results of these key measures are monitored by management on an on-going basis, and reported periodically throughout the year as well as annually in the following pages of this report. When applicable, historical data and color indicators are included to illustrate increased and decreased results, which can fluctuate from year to year due to a number of variables.

The following tables and charts provide a more detailed view of several key performance measures maintained regularly by Department analysts and experts. Additional information and more up-to-date results are available at ncdot.gov/performance.

Highway Performance Profile: Infrastructure Health Condition Scores

Division	2014 Pavement Conditions*			2014	2014
	Statewide Tier	Regional Tier	Subregional Tier	Bridge Conditions (All Roads)	Roadside Features Index
Color Legend	(70-85%=yellow)	(65-80%=yellow)	(60-75%=yellow)	(55-65%=yellow)	(80-84=yellow)
1	78.6%	56.1%	56.2%	63.5%	84.7
2	87.5%	83.9%	68.8%	75.4%	89.8
3	76.9%	60.5%	57.3%	63.8%	86.9
4	91.7%	77.7%	64.2%	72.2%	91.2
5	94.3%	77.5%	73.9%	80.3%	91.9
6	75.2%	65.4%	56.9%	62.3%	88.3
7	81.8%	65.6%	56.8%	62.3%	89.2
8	79.8%	76.6%	67.2%	71.9%	89.6
9	74.3%	77.4%	66.8%	70.1%	92.5
10	87.6%	67.9%	72.1%	75.6%	89.8
11	84.0%	72.2%	58.6%	62.1%	89.7
12	79.6%	81.3%	70.7%	73.3%	89.3
13	82.7%	70.3%	62.3%	65.7%	91.7
14	87.8%	74.2%	60.3%	65.0%	87.2
Statewide	83.8%	72.0%	63.6%	68.6%	90.1

Notes:

- Pavement Condition is defined as the percentage of pavement miles rated in good condition.
- Bridge Condition is defined as the percentage of bridges rated in good condition.
- Roadside Features is defined as a composite score from 1-100 with 100 being the best.
- For counties included in each division, please see map on page 9.

Highway Performance Profile: Highway Safety Rates

Division	VMT (per 100 MVMT)		Total Crashes		Crash Rates (per 100 MVMT)		Total Fatalities		Fatality Rates (per 100 MVMT)		Total Injuries		Injury Rates (per 100 MVMT)	
	5YrAvg*	FY 14**	5YrAvg*	FY 14	5YrAvg*	FY 14	5YrAvg*	FY 14	5YrAvg*	FY 14	5YrAvg*	FY 14	5YrAvg*	FY 14
1	30.91	30.60	5,914	5,984	191.31	195.57	48	42	1.54	1.37	2,479	2,256	80.21	73.73
2	48.66	47.45	12,160	12,181	249.91	256.72	75	57	1.55	1.20	5,692	5,110	116.98	107.70
3	70.66	73.35	16,710	17,598	236.48	239.91	111	91	1.57	1.24	7,417	6,876	104.97	93.74
4	68.36	68.32	14,976	15,310	219.08	224.10	106	107	1.55	1.57	6,993	6,826	102.30	99.92
5	147.47	154.87	40,519	44,268	274.75	285.83	128	121	0.87	0.78	14,471	15,852	98.13	102.35
6	71.72	72.20	18,022	16,831	251.29	233.11	160	123	2.24	1.70	9,397	7,964	131.02	110.30
7	98.41	100.10	20,942	22,026	212.81	220.04	98	97	1.00	0.97	10,517	10,631	106.87	106.21
8	50.78	50.02	11,365	11,441	223.82	228.75	86	90	1.69	1.80	5,382	5,027	106.00	100.51
9	80.61	81.15	16,737	16,931	207.63	208.65	99	89	1.23	1.10	7,551	6,920	93.67	85.28
10	151.10	157.11	36,297	41,570	240.22	264.59	124	127	0.82	0.81	18,491	20,221	122.38	128.71
11	39.56	39.28	8,320	7,906	210.34	201.25	62	51	1.56	1.30	3,734	3,336	94.41	84.92
12	78.45	79.73	17,504	18,873	223.14	236.72	90	99	1.15	1.24	8,872	8,372	113.10	105.01
13	54.61	55.90	10,703	11,518	195.98	206.04	61	79	1.12	1.41	5,258	4,767	96.29	85.27
14	41.60	41.06	6,855	6,639	164.79	161.70	55	52	1.33	1.27	3,126	2,734	75.13	66.59
Statewide	1,032.89	1,051.13	237,022	249,076	229.48	236.96	1,304	1,225	1.26	1.17	109,380	106,892	105.90	101.69

- Trend is down (FY14 compared to 5-year average)
- Trend is statistically even (+/- 2.5%)
- Trend is up (FY14 compared to 5-year average)

Notes:

- *5YrAvg is for FY09–FY13
- **SFY VMT, which is used to determine the 5YrAvg VMT, is calculated by using 50% of the official VMTs for SFY 09–SFY 10 and the official VMTs for SFY 11–SFY 13.
- **SFY 14 VMT is calculated by using the most current published VMT data from the Transportation Planning Branch that is available at the time the statistics are compiled.
- VMT=vehicle miles traveled
- MVMT=million vehicle miles traveled
- For counties included in each division, please see map on page 9.

Rail Performance Profile: Ridership Statistics

SFY Quarter	SFY 2009	SFY 2010	SFY 2011	SFY 2012	SFY 2013	SFY 2014	5YrAvg
Quarter 1	180,946	174,255	215,865	211,159	232,227	246,624	202,890
Quarter 2	198,649	197,132	245,816	250,270	257,654	261,290	229,904
Quarter 3	140,211	163,491	198,237	204,272	222,722	208,775	185,787
Quarter 4	175,480	214,663	232,820	236,634	231,477	256,428	218,215
Annual Total	695,286	749,541	892,738	902,335	944,080	973,117	836,796

- Results compared to 5-year average have increased 10% or more
- Results compared to 5-year average have increased between 0% and 10%
- Results compared to 5-year average have declined

Note:

° Total passenger rail ridership has increased 11.4% in SFY 2014. If this trend continues, more than 1 million passengers will be served in the next fiscal year.

Public Transit Performance Profile: Ridership Statistics

SFY	Total	Difference from Year Prior	% Change
2003	48,500,000	1,000,000	2.06%
2004	50,500,000	2,000,000	3.96%
2005	52,300,000	1,800,000	3.44%
2006	55,972,623	3,672,623	6.56%
2007	56,781,441	808,818	1.42%
2008	62,200,000	5,418,559	8.71%
2009	68,452,104	6,252,104	9.13%
2010	68,251,786	-200,318	-0.29%
2011	72,957,653	4,705,867	6.45%
2012	77,191,873	4,234,220	5.49%
2013	77,689,129	497,256	0.64%
2014	77,824,804	135,675	0.17%

Ferry Performance Profile: Ridership Statistics

Ferry Route	SFY 2010		SFY 2011		SFY 2012		SFY 2013		SFY 2014	
	Vehicles Transported	Passengers Transported								
Southport to Fort Fisher	167,773	455,668	175,168	476,646	180,072	478,249	183,223	485,424	188,848	503,458
Cherry Branch to Minnesott	229,270	403,984	249,945	432,991	231,948	409,685	214,114	381,591	210,719	376,295
Cedar Island to Ocracoke	32,354	77,672	32,725	79,324	30,660	73,707	28,054	66,426	26,786	62,284
Ocracoke to Cedar Island	32,091	77,250	32,700	78,601	30,012	72,052	26,753	64,911	26,608	60,927
Pamlico River	67,416	100,252	70,493	101,850	69,750	94,163	66,125	90,103	63,159	82,549
Swan Quarter to Ocracoke	11,936	27,719	12,722	29,777	18,355	42,217	17,245	37,835	14,429	32,500
Ocracoke to Swan Quarter	11,783	25,326	13,259	29,595	17,940	39,454	17,058	36,434	14,662	33,228
Hatteras Inlet	339,013	875,257	324,340	859,343	264,508	703,309	260,248	697,149	275,789	718,253
Currituck	25,033	78,374	26,312	84,359	23,593	72,862	21,805	63,227	19,772	57,835
Summary	916,669	2,121,502	937,664	2,172,486	866,838	1,985,698	834,625	1,923,100	840,772	1,927,329

- % change was positive compared to 5-year average
- % change was 0 to -7.99% compared to 5-year average
- % was greater than or equal to -8% compared to 5-year average

Motor Vehicles Performance Profile: Driver Statistics

Performance Element	SFY 2009	SFY 2010	SFY 2011	SFY 2012	SFY 2013	5YrAvg*	SFY 2014
Licensed Drivers	6,700,342	6,800,191	5,973,646	6,934,427	7,100,000	6,701,721	7,218,121
Registered Vehicles	8,451,048	8,212,407	8,650,028	8,700,000	8,800,000	8,562,697	8,843,938
Titles Processed	2,373,050	2,343,929	2,143,906	2,566,580	2,248,516	2,335,196	2,335,330
Plates/Stickers Requested	9,163,348	8,749,229	8,883,540	7,159,592	8,957,212	8,582,584	8,795,462
Internet Renewals	1,530,019	1,567,438	1,646,496	1,628,284	1,673,929	1,609,233	1,678,978
Graduated Licenses Issued	191,191	206,498	210,038	213,066	210,074	206,173	212,374
Learner's Permits Issued	88,037	57,267	59,766	89,822	87,544	76,487	88,945
Duplicate Licenses Issued	711,290	620,153	595,978	639,475	698,284	653,036	757,599
Renewals Issued	888,700	957,550	974,235	754,941	490,825	813,250	427,587
Original Licenses Issued	304,643	276,008	280,363	307,428	314,825	296,653	324,025

- Results compared to 5-year average have increased
- Results compared to 5-year average have stayed the same or declined less than 10%
- Results compared to 5-year average have declined by greater than 10%

Note:
 ◦ *5YrAvg includes the preceding 5 years of data

Bicycle and Pedestrian Performance Profile: Fatalities

Division	SFY 2009		SFY 2010		SFY 2011		SFY 2012		SFY 2013		SFY 2014			5YrAvg*		
	Bicycle	Ped.	Comb.	Bicycle	Ped.	Comb.										
1	3	6	1	3	1	5	2	9	3	11	1	5	6	2.0	6.8	8.8
2	2	12	2	6	1	6	2	10	2	10	1	8	9	1.8	8.8	10.6
3	4	17	0	20	4	11	1	13	6	18	2	15	17	3.0	15.8	18.8
4	2	6	1	15	3	14	1	9	0	21	2	15	17	1.4	13.0	14.4
5	1	15	2	13	2	16	0	24	3	21	1	19	20	1.6	17.8	19.4
6	0	18	4	30	2	25	2	21	5	26	0	20	20	2.6	24.0	26.6
7	2	16	2	10	1	9	4	9	2	18	7	14	21	2.2	12.4	14.6
8	1	9	0	5	1	10	2	6	2	9	0	12	12	1.2	7.8	9.0
9	2	9	1	8	2	10	2	13	0	15	0	6	6	1.4	11.0	12.4
10	1	14	2	22	2	26	0	36	1	28	0	23	23	1.2	25.2	26.4
11	0	4	2	2	0	2	2	0	0	3	0	3	3	0.8	2.2	3.0
12	4	8	0	16	0	11	0	11	0	15	2	11	13	0.8	12.2	13.0
13	1	6	0	7	1	6	0	12	0	5	0	13	13	0.4	7.2	7.6
14	0	5	0	1	0	1	0	2	0	5	1	7	8	0.0	2.8	2.8
Statewide	23	145	17	158	20	152	18	175	24	205	17	171	188	20.4	167.0	187.4

- Trend is down (FY14 compared to 5-year average)
- Trend is statistically even (+/- 2.5%)
- Trend is up (FY14 compared to 5-year average)

Note:

- For counties included in each division, please see map on page 9.
- *5YrAvg includes SFY09–SFY13



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