

2025
STATE FISCAL YEAR



ANNUAL PERFORMANCE REPORT





Message from Secretary of Transportation

It is a great honor and privilege to serve as North Carolina's Secretary of Transportation.

My transition to this role comes at a pivotal time for our state, amid rapid growth and development, as well as unprecedented challenges. On Sept. 27, 2024, Hurricane Helene delivered a devastating blow to our western communities, inflicting an estimated \$5.8 billion in damages to the state road system, including more than 9,400 damage sites and 1,500 road closures. Homes, businesses, and critical transportation corridors were destroyed. The impacts were historic, but so was our response.

Every branch of this agency came together, mobilizing quickly to support recovery efforts. Highway Divisions and modes worked tirelessly around the clock to deliver life-saving supplies and repair critical infrastructure. We executed emergency repair contracts and restored roadways expeditiously to reconnect communities across the region.

While our recovery efforts have underscored the capabilities of our teams, they've also revealed vulnerabilities in our infrastructure. This reinforces a critical truth: our transportation system must be resilient. It isn't an option, but rather a necessity, to ensure the safety, mobility, and economic vitality of our state.

We are also experiencing significant growing pains. North Carolina is the ninth most populous state and has the second-largest state-maintained transportation system in the nation. By 2040, we are expecting to welcome two million additional residents, boosting our population to more than 11 million. This growth will increase demand on our transportation system, requiring us to plan and invest strategically.

This demand is coupled with rising costs of constructing and maintaining our infrastructure. Over the past three years, the National Highway Construction Cost Index jumped 67%, compared to a 22% increase over the previous fourteen years. This places a serious strain on our ability to deliver projects. It is imperative we continue developing innovative solutions to meet the needs of the people of North Carolina, and to build upon the legacy of the visionaries who brought us "The Good Roads State."

Our commitment to this vision is unwavering. Building the transportation infrastructure needed to support the present and prepare for the future will require strong collaboration with our partners, attracting and retaining a skilled workforce, and securing consistent and reliable funding sources.

This annual report is a vital resource to track and assess NCDOT's performance and identify areas for operational improvement. I am grateful to our dedicated public servants and the support of our many partners who make our successes possible.

A handwritten signature in black ink, appearing to read "D H Johnson". The signature is fluid and cursive, with a long horizontal line extending to the right.

Secretary Daniel H. Johnson
North Carolina Department of Transportation

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Supporting material, including background information, definitions and rationale on the performance scorecard is available at ncdot.gov by searching “Performance Scorecard.” Information in this report is based on State Fiscal Year (SFY) 2025, which covers the time period of July 1, 2024, to June 30, 2025, unless otherwise noted.

Goals

Make transportation safer (Vision Zero)

Improve the reliability and connectivity of the transportation system

Deliver and maintain our infrastructure efficiently and effectively

Provide great customer service

Be a great place to work

Maintain our fiscal responsibility

Maintain our environmental responsibility

Embrace modernization and new ideas

Values

SAFETY

We are dedicated to providing a safe transportation network and work environment.

QUALITY

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

INTEGRITY

We earn and maintain trust through accountability, transparency and data-driven decisions.

CUSTOMER SERVICE

We serve our customers in a respectful, professional and timely manner.

INNOVATION

We promote the development and use of new and better solutions.

TEAMWORK

We work together using our diverse strengths and skills, collaborating to solve problems and serve our communities.

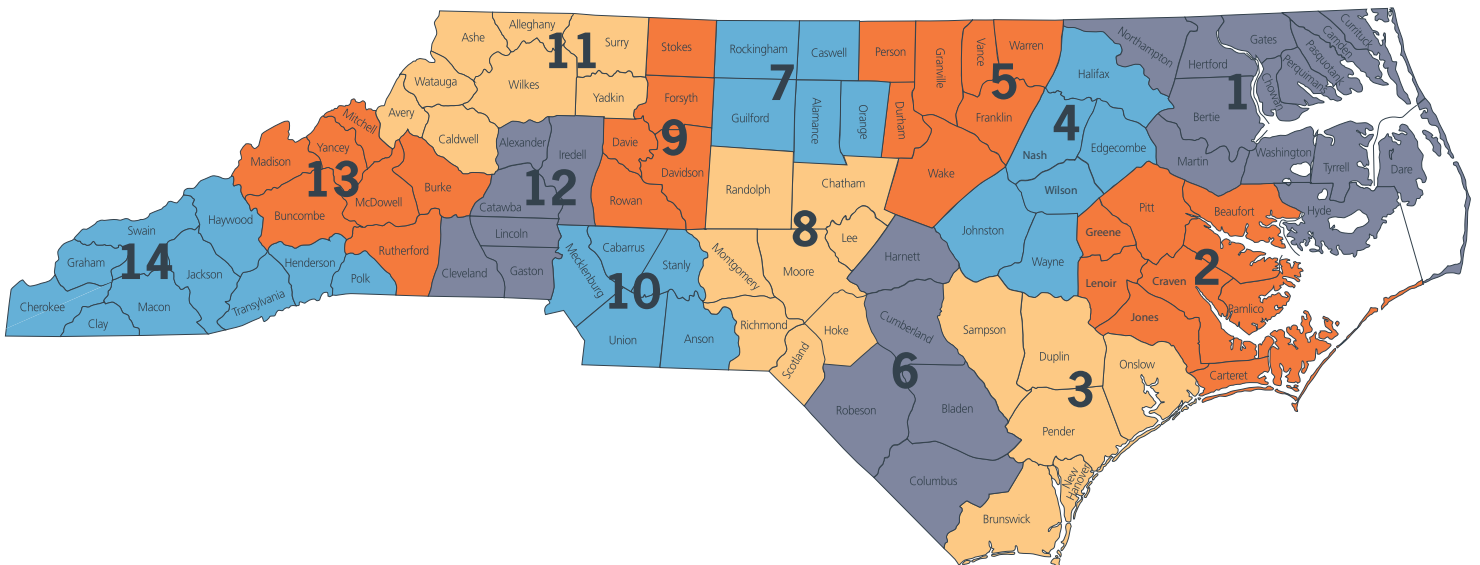
About NCDOT

The N.C. Department of Transportation is responsible for all modes of transportation in North Carolina. This includes highways, rail, aviation, ferries, public transit, and bicycle and pedestrian transportation. The department also oversees the state’s Division of Motor Vehicles and the Governor’s Highway Safety Program, which promotes safety awareness to reduce highway crashes and deaths. Additionally, NCDOT helps expand economic growth opportunities through oversight of the N.C. State Ports, N.C. Global TransPark and N.C. Turnpike Authority.

NCDOT is a performance-based organization with a strategic, data-driven decision making process that is transparent and accountable. This approach aligns the department’s operations with its overall mission and goals.

The department’s operations are led by the Secretary of Transportation. A 20-member Board of Transportation, the department’s governing body, is responsible for overseeing the transportation policymaking process and monitoring performance of the agency.

Transportation Highway Divisions



N.C. Board of Transportation

Current as of January 2026



Anthony T. Lathrop
Chairman
Division 10



Lisa Mathis
Vice Chairwoman
Division 8



Lynn Clark
At-Large



N. Leo Daughtry
At-Large



Kathy Harrington
At-Large



Chuck McGrady
At-Large



Patrick Molamphy
At-Large



Stephen Rosenburgh
At-Large



Theresa 'Tess' Judge
Division 1



David Womack
Division 2



Landon G. Zimmer
Division 3



Melvin M. Mitchell
Division 4



Valerie D. Jordan
Division 5



Ralph Huff
Division 6



Michael S. Fox
Division 7



Graham F. Bennett
Division 9



Meagan C. Phillips
Division 11



Brad C. Lail
Division 12



William Clarke
Division 13



Dirk Cody
Division 14

AVIATION

72
PUBLICLY
OWNED
AIRPORTS

\$88 billion
to the economy
427,000
jobs
\$4.8 billion
in tax revenues
74 million
passengers



DMV



125+
LICENSE
PLATE
AGENCIES

110+
DRIVER
LICENSE
OFFICES



7.7 million
licensed drivers
946,035
state IDs
3 million
driver licenses,
permits and
identification
cards issued
10.8 million
vehicles
registered

3.7 million
vehicle titles
processed
10.9 million
license plates and
registration
stickers issued
1,280
stolen vehicles
recovered; valued at
\$14.1 million

FERRY

2nd largest
state-operated ferry
system in the nation
carried over **1.5**
million passengers

23
FERRIES
8
ROUTES



GLOBAL TRANSPARK



2,500
ACRE
MULTIMODAL,
INDUSTRIAL &
BUSINESS PARK

HIGHWAYS



ABOUT
80,592
MILES OF ROAD
2nd largest in
the nation



ABOUT
13,808
BRIDGES

NCDOT Incident Management
Assistance Patrol, sponsored by
GEICO, made **92,823 stops**

**ADOPT
A
HIGHWAY**

About **5,000**
volunteer groups
Adopted about
10,000 miles

11,891,400
pounds of litter
picked up statewide



INTEGRATED MOBILITY

98
TRANSIT
SYSTEMS

Serving residents
in all 100 counties
provide about
52 million
passenger trips a year

MORE THAN
3,000
MILES OF STATE AND
REGIONAL BICYCLE
ROUTES



PORTS

4 million+
tons of general
cargo annually

320,000+
TEUs
annually



RAIL

MORE THAN
3,300
CORRIDOR
MILES OF
RAILROAD
TRACK

10 daily trains
and growing
serving NC
carried nearly
721,000
passengers
3,700 total
at-grade
railroad crossings



TURNPIKE AUTHORITY

NC QUICK PASS

2.3 million
transponder sales
370,000
app downloads
3 million
annual
customers



Our Divisions

AVIATION

The Division of Aviation promotes the economic well-being of North Carolina by developing a safe and robust air transportation system. As the state's aviation authority, the division manages state and federal airport development grant programs, advances the safe and expanded use of unmanned aircraft systems, supports recruitment of aviation-related businesses, delivers aviation safety education and training programs, and provides passenger and photogrammetry services that support state agency missions.

FERRY

The Ferry Division provides safe, cost-effective and dependable service for travelers. The division operates seven year-round vehicle routes across the Currituck Sound, Pamlico Sound, Cape Fear River, Neuse River, Pamlico River and Hatteras Inlet, along with a seasonal passenger ferry route between Hatteras and Ocracoke. The division can also activate an emergency 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.

GLOBAL TRANSPARK

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

GOVERNOR'S HIGHWAY SAFETY PROGRAM

The Governor's Highway Safety Program is dedicated to reducing the number of traffic crashes and deaths in North Carolina by funding efforts to reduce crashes and promote safety awareness. GHSP also helps fund North Carolina's Vision Zero initiative, which is working to meet the goal of zero deaths on the state's roadways.

HIGHWAYS

The Division of Highways is responsible for all aspects of the nearly 81,000-mile state-maintained highway system, including the safe and efficient movement of traffic. It includes 14 regional offices, referred to as division offices, across the state that are comprised of multiple counties within a region (see map, page 2). Each division oversees project planning, design, construction and all maintenance activities, such as mowing, pothole repair and resurfacing. Statewide units provide support and oversight for these functions.

INTEGRATED MOBILITY

The Integrated Mobility Division administers state and federal funds for public transportation and bicycle and pedestrian programs, and provides subject matter expertise related to multimodal transportation planning and innovation. The division's core mission is to provide leadership for safe, affordable and innovative multimodal transportation throughout North Carolina.

MOTOR VEHICLES

The Division of Motor Vehicles delivers quality customer support through professional driver and motor vehicle services, while promoting highway safety and protecting secure information. Among the division's many services and programs are driver license offices, license plate agencies and the License and Theft Bureau. The bureau enforces state and federal laws regulating motor vehicle operations, sales, inspections and auto theft, and conducts investigations that prevent fraud and other offenses.

RAIL

North Carolina has more than 3,600 miles of railroad tracks that benefit freight and passenger trains by providing an efficient and environmentally friendly transportation option. The Rail Division's mission is to provide safe and efficient movement of people and goods on North Carolina's railroads through passenger and freight services while supporting job creation and economic development. The Rail Division works to expand and modernize service in North Carolina and make train travel safer for everyone. The division is responsible for a wide range of programs, including freight and passenger rail infrastructure, highway crossing improvements and grade separations.

The state-supported Amtrak Piedmont passenger train provides daily service between Raleigh and Charlotte. Additionally, the state-supported Amtrak Carolinian passenger train provides service between Charlotte and Raleigh, and continues up the East Coast to New York City.

STATE PORTS

The N.C. Ports Authority owns and operates ports in Wilmington and Morehead City and an inland port in Charlotte that complement North Carolina's transportation network and strengthen the economy by supporting the seamless movement of cargo. The ports link the state's consumers, businesses, and industries to world markets, and serve as magnets to attract new business and industry to North Carolina. The state's port system combines modern facilities and abundant capacity with the commitment to excel in service to customers, without taxpayer subsidies. Port activities contribute statewide to more than 87,700 jobs and \$687 million each year in state and local tax revenues.

TURNPIKE AUTHORITY

The N.C. Turnpike Authority supports the traditional non-toll transportation system in the state by accelerating the delivery of roadway projects using alternative financing options and facilitating the development, delivery and operation of an integrated, innovative system of projects. NCTA was created in 2002 by the N.C. General Assembly in response to concerns about rapid growth, heavy congestion and dwindling resources.

Measuring Our Performance & Accountability

To be transparent and accountable, the department measures and publicly reports on its performance. The agency has identified 41 executive measures that align with its eight goals. Performance accountability starts at the top of the organization and cascades down to all employees. All functions within the agency must work together efficiently and effectively to ensure that our programs, projects and services are delivered on schedule and within budget. The Performance Scorecard shows the results in each area as compared to numerical performance targets. This information is continually updated on the online [Performance Scorecard](#), which can be found at ncdot.gov by searching “performance scorecard.”

2024-25 PERFORMANCE SCORECARD

✓ Measure has been met ✗ Measure has not been met

GOAL 1: Make transportation safer (Vision Zero)

Performance Measure	How We Measure It	Target	Previous Result	Current Result	Target Met
Serious Injury Rate	Total statewide serious injuries per 100 million vehicle miles traveled	20% reduction	4.45	4.18	✗
Fatality Rate	Total statewide fatalities per 100 million vehicle miles traveled	31% reduction	1.42	1.32	✗
Non- Motorized Safety	Number of non-motorized fatalities and serious injuries	27% reduction	676	795	✗

GOAL 2: Improve the reliability and connectivity of the transportation system

Performance Measure	How We Measure It	Target	Previous Result	Current Result	Target Met
Highway Reliability	Percentage of acceptable travel time reliability on North Carolina roadways	80-100%	93%	92%	✓
Interstate Travel	Interstate travel time index	1.04-1.15 minutes	.98	.99	✓
Ferry Service Reliability	Percentage of planned ferry runs completed as scheduled	93-97%	92%	94%	✓
Rail Service Reliability	Percentage of planned passenger trains arriving on schedule (Carolinian and Piedmont only)	70-80%	64%	65%	✗
DMV Service Reliability	Average customer wait-times at DMV facilities (upon check in)	15-30 minutes	31.7 mins.*	65.7 mins.*	✗

* Ferry Reliability is currently reported including missed runs attributable to weather and shoaling. To better align the metric with factors within operational control, Ferry has revised the reliability definition to exclude weather and shoaling related missed runs. Under the revised definition, the proposed Ferry Reliability target is 95-98%.

GOAL 3: Deliver and maintain our infrastructure efficiently and effectively

Performance Measure	How We Measure It	Target	Previous Result	Current Result	Target Met
Project Development on Schedule	Percentage of planned projects let to contract on schedule (STIP and Non STIP)	80-90%	61% STIP 67% Non-STIP	54% STIP 45% Non-STIP	✗
Project Development on Budget	Percentage of total STIP dollars let to contract on schedule	80-90%	56%	68%	✗
Project Construction on Schedule	Percentage of construction projects completed on schedule	80-90%	89%	91%	✓
Project Construction on Budget	Total budget overrun for completed construction projects	0-5%	5%	4%	✓
Bridge Health	Percentage of bridges rated in good condition	70-80%	82%	82%	✓
Poor Condition Bridges	Percentage of bridges that are rated as poor condition	8-12%	8%	9%	✓
Pavement Health	Percentage of pavement miles rated in good condition	70-80%	69%	67%	✗

* Standard procedures ask examiners to check in customers as soon as possible when they arrive, but time waiting before opening or while waiting on customers ahead to be signed in is not included. DMV is making operational changes to ensure that customers are checked in as quickly as possible once they arrive.

GOAL 4: Provide great customer service

Performance Measure	How We Measure It	Target	Previous Result	Current Result	Target Met
NCDOT Customer Satisfaction	Percentage of surveyed customers satisfied with transportation services in North Carolina	70-85%	74%	74%	✓
DMV Customer Satisfaction	Satisfaction score of surveyed DMV customers	70-85%	n/a	n/a	n/a
Rail customer Satisfaction	Satisfaction score of surveyed rail passengers on the Carolinian and Piedmont train services	82-87%	80%	81%	✗
Ferry Customer Satisfaction	Satisfaction score of surveyed ferry passengers	82-87%	93%	n/a	n/a

GOAL 5: Be a great place to work

Performance Measure	How We Measure It	Target	Previous Result	Current Result	Target Met
Employee Retention	Percentage of critical career-point employees retained (with 10-25 years of service)	70-80%	94%	96%	✓
Position Vacancy	Percentage of positions that are vacant	15-18%	18%	18%	✓
Employee Safety	Weighted index score for employee injury rates, equipment accident rates, and workers compensation claim rates	5.07-6.16	2.37	2.48	✓
Employee Engagement	Employee engagement survey score (Survey is only reported bi-annually)	5.00-5.50	5.7	n/a	n/a
Workforce Development	Percentage of assigned employee LMS training completed	80-95%	88%	91%	✓
Workplace Conditions	Facility conditions scores	65-85%	63%	68%	✓
Payroll	Employee absenteeism rate (use of paid unplanned leave)	2.5-4.0%	.02%	.03%	✓

GOAL 6.1: Maintain our fiscal responsibility

Performance Measure	How We Measure It	Target	Previous Result	Current Result	Target Met
Fiscal Management	End days of cash on hand	90-143 days	119 days	108 days	✓
Fiscal Management	Percentage of cash to commitments	26-33%	31%	25%	✗
Fiscal Spend Planning	Percentage of planned costs compared to actual costs	90-105%	93%	99%	✓
Purchasing	Percentage of NCDOT's total budget expended on external goods, materials, and services	70-85%	81%	81%	✓
Internal Costs	Percentage of the overall budget for administrative costs	6.0-7.6%	5.6%	5.5%	✓
Agreements	Average turnaround time for encroachments agreements	20-30 days	58 days	50 days	✗
Asset Utilization	Equipment utilization rate*	45-55%	56%	n/a	

*Fleet and Material Management began transitioning to a new equipment utilization calculation midway through the year. Complete data is not available for FY 2025 and may not be available until FY 2026.

GOAL 6.2: Maintain our environmental responsibility

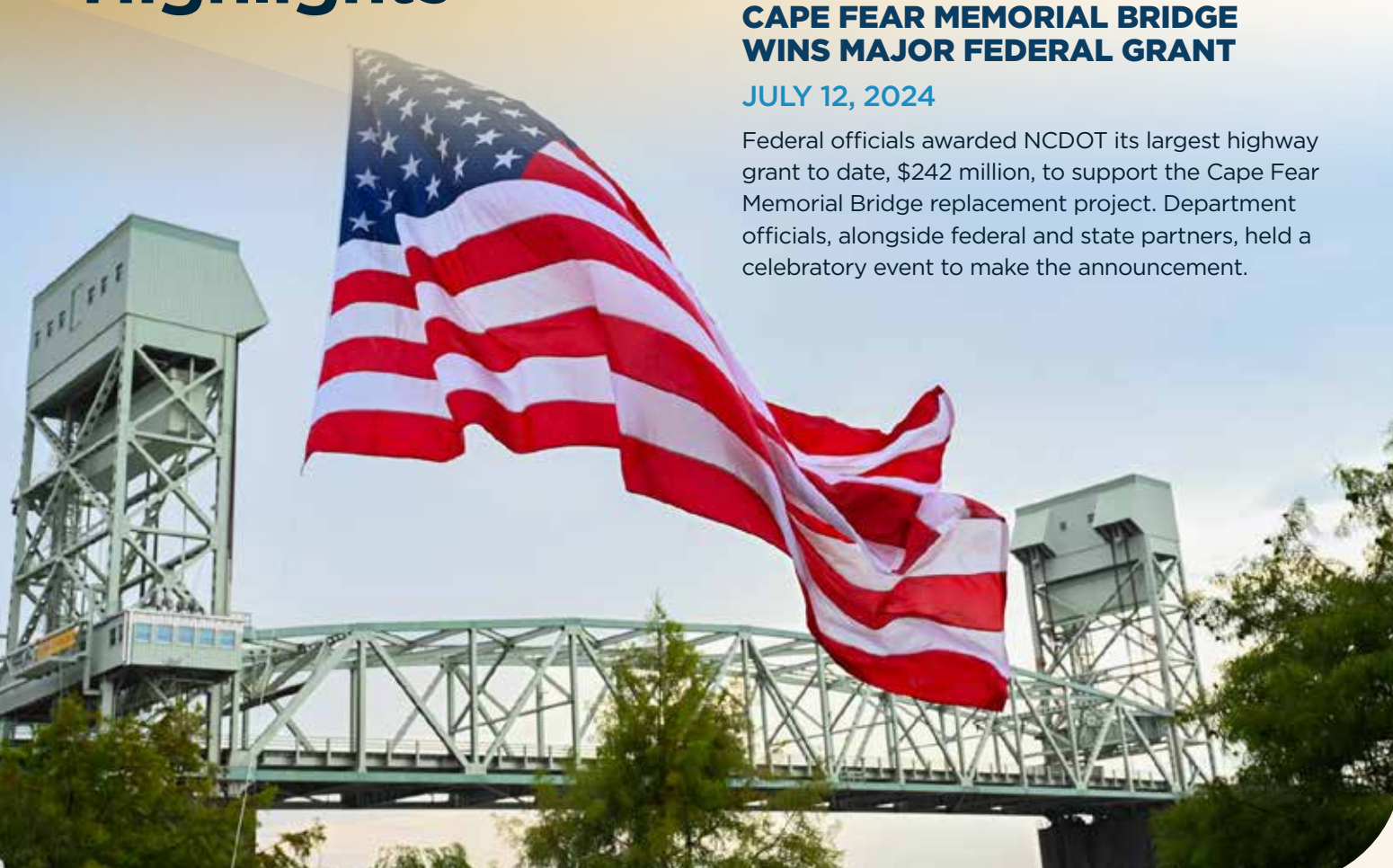
Performance Measure	How We Measure It	Target	Previous Result	Current Result	Target Met
Energy	Percentage reduction in building energy consumption (excluding GTP and NCSPA)	35-45%	36%	35%	✓
Natural Environment	Average statewide environmental compliance score on construction and maintenance projects	7.5-8.5	8.5	8.5	✓
Climate	Percentage of NC registered vehicles that are zero emission vehicles (ZEVs)	5-10%	1.16%	1.39%	✗
Resiliency	Percentage of predictive surge for coastal bridges with T-SAPP (Transportation Surge Analysis Prediction Program)	80-90%	90%	90%	✓

GOAL 8: Embrace modernization and new ideas

Performance Measure	How We Measure It	Target	Previous Result	Current Result	Target Met
Research & Development	Percentage of planned State Planning and Research Program (SPR Part B) projects implemented after completion	70-80%	46%	50%	✗
New Technology/Products	Numbers of annual lessons-learned and best practices submitted to the Internal Knowledge Management Program (CLEAR)	20-50	118	47	✓
Policy Innovation	Review internal policies biennially to ensure relevant and up to date technology and processes are embedded at NCDOT	Biennially	Annual	Annual	✓
National Research	Number of national research projects NCDOT is participating in	50-75	44	79	✓

SFY 2025

Organizational Highlights



CAPE FEAR MEMORIAL BRIDGE WINS MAJOR FEDERAL GRANT

JULY 12, 2024

Federal officials awarded NCDOT its largest highway grant to date, \$242 million, to support the Cape Fear Memorial Bridge replacement project. Department officials, alongside federal and state partners, held a celebratory event to make the announcement.



HARKERS ISLAND BRIDGE REPLACEMENT PROJECT WINS REGIONAL TRANSPORTATION AWARD

AUG. 20, 2024

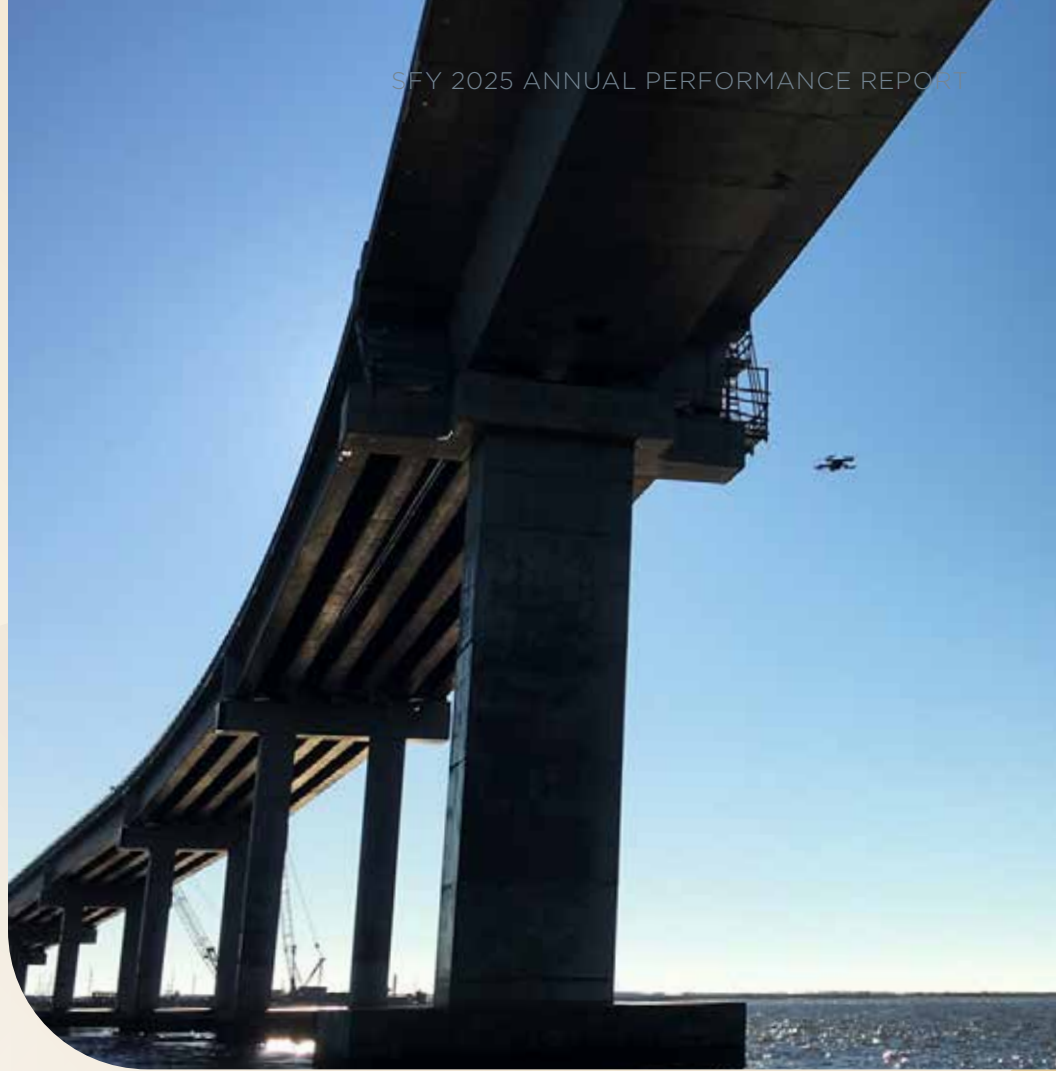
As part of the Southern Association of State Highway and Transportation Officials' (SASHTO) annual America's Transportation Awards contest, the Harkers Island bridge replacement project won an Operations Excellence award. For the first time in the state, the department used a material which is designed to withstand the coastal environment and provide greater durability.



STATE TO DEVELOP DRONE PROGRAM TO BETTER RESPOND TO DISASTERS LIKE HELENE, FLORENCE

DEC. 17, 2024

State transportation officials started a program in 2024 to maximize the use of drones when responding to natural disasters like Hurricanes Helene and Florence, thanks to a \$1.1 million U.S. Department of Transportation grant awarded to the state agency in December.



MORE PEOPLE THAN EVER TRAVEL NC BY TRAIN

JAN. 8, 2025

NC By Train, the state-supported Amtrak service, achieved record ridership in 2024 for the third year in a row. The state's intercity passenger rail service carried over 720,000 passengers in 2024, which is a 12% increase from 2023 and a 55% increase since 2019, prior to COVID.





NEW INTERCITY BUS SERVICE TO PROVIDE GREATER CONNECTIVITY BETWEEN NORTH CAROLINA AND VIRGINIA

JAN. 21, 2025

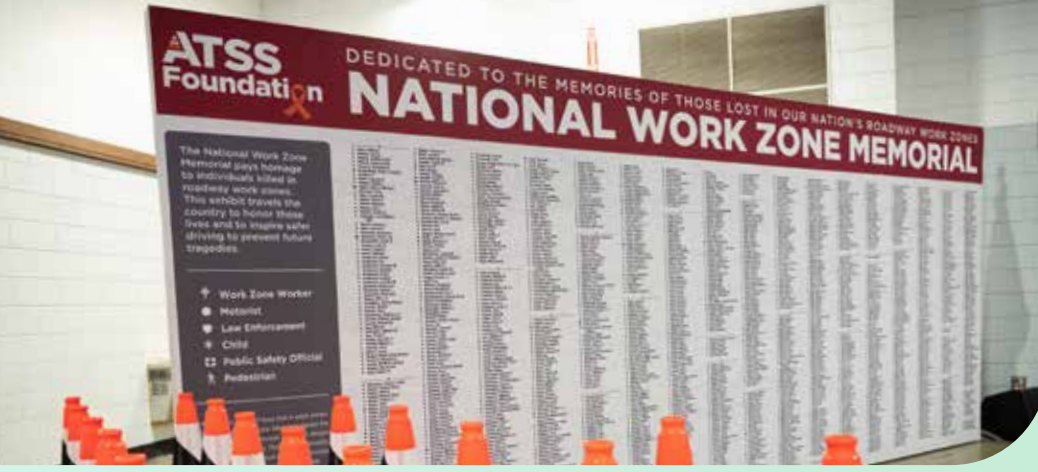
NCDOT's Integrated Mobility Division launched a new intercity bus route on Jan. 15 to coordinate with Virginia Breeze bus service and better connect North Carolina and Virginia.



NEW PERMANENT LANES OPEN ON I-26

APRIL 9, 2025

New lanes opened on Interstate 26 in Henderson County. The interstate expanded from two to four lanes in each direction from Airport Road (Exit 40) to U.S. 25 (Exit 44), and from two to three lanes from U.S. 25 (Exit 44) to U.S. 64 (Exit 49). The additional lanes accommodate the growing need for infrastructure expansion in the greater Asheville area.



NATIONAL WORK ZONE SAFETY AWARENESS

APRIL 22, 2025

North Carolina hosted the 2025 National Work Zone Awareness Week kickoff event at the State Fairgrounds. Organized by the Governor's Highway Safety Program, Division 5 staff, State Road Maintenance, Safety & Mobility, law enforcement and industry partners, the event raised awareness about the importance of work zone safety. This year's theme, "Respect the zone so we all get home," emphasized the shared responsibility in protecting roadway workers and travelers. In another effort to help maintain safety in work zones, NCDOT and the State Highway Patrol continued their HAWKS initiative, "Helping All Work Zones Keep Safe" by deploying off-duty officers to increase driver awareness in work zones.



80 NEW DRIVER LICENSE EXAMINERS TO HELP IMPROVE SERVICE AT DMV OFFICES

MAY 29, 2025

Under new Commissioner Paul Tine, the N.C. Division of Motor Vehicles made several customer service improvements, including streamlining the check-in process to get lines moving and driver license offices started serving walk-in customers all day. The NCDMV also hired 80 new driver license examiners in May to increase service levels and address its staffing shortage at driver license offices statewide.





HURRICANE **HELENE**



HURRICANE HELENE

SEPT. 27, 2024

Hurricane Helene caused historic rainfall and severe damage in Western North Carolina on Sept. 27, 2024, becoming the most destructive storm in the state's history. It led to over 9,400 damage sites and more than 1,500 road closures. NCDOT continues working with its contractors and many partners on the recovery.



1,500+
ROAD
CLOSURES



9,400+
DAMAGE
SITES



HELENE UPDATE: REOPENING OF I-40 IN THE PIGEON RIVER GORGE

MARCH 1, 2025

The N.C. Department of Transportation reopened I-40 through the Pigeon River Gorge on March 1, restoring the connection of people, goods and services between North Carolina and Tennessee. USDOT Secretary Sean Duffy visited the I-40 site the month prior to help make the announcement of the reopening date. Secretary

Duffy also reaffirmed the administration's commitment to helping expedite reconstruction. Seventeen media outlets joined NCDOT crews at the location and got to drive their vehicles through the gorge and into Tennessee to experience the recovery effort and temporary traffic pattern ahead of the reopening.



SITE SELECTION FOR ROCK TO REBUILD I-40

JUNE 3, 2025

NCDOT selected two sites for extracting and storing material to help rebuild sections of the interstate damaged by Hurricane Helene. The sites are located in the Pisgah National Forest, just across the river near the eastern end of the I-40 damage. The selection of these sites will reduce estimated construction costs and timelines compared to using rock materials from other locations farther away. It will also decrease travel times for motorists on I-40 and increase safety by reducing the number of heavy trucks in the two-lane pattern.



CHIMNEY ROCK PARK REOPENS

JUNE 27, 2025

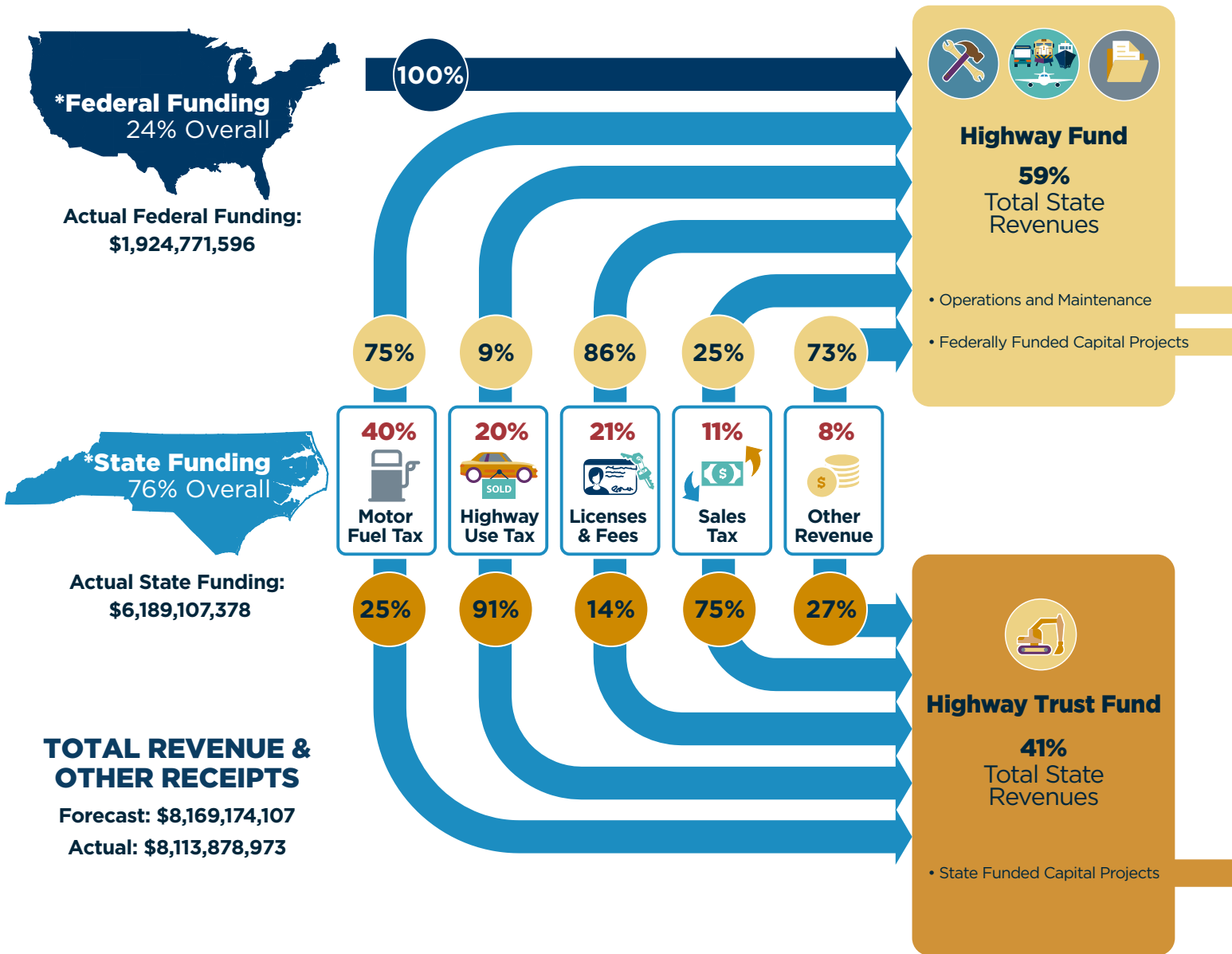
Chimney Rock State Park officially reopened to the public. NCDOT participated in the ceremony held by the N.C. Department of Natural and Cultural Resources exactly nine months to the day after Helene devastated the region. During the event, Gov. Stein signed the latest Helene recovery bill, which passed through the legislature with unanimous support. The bill directed nearly \$300 million for NCDOT recovery work in Helene impacted communities. That same afternoon, Tennessee was able to clear a mudslide that occurred on their side of I-40, which enabled NCDOT to reopen the final 20 miles of I-40 West on the other side.



SFY 2025

Funding Sources and Allocation

In fiscal year 2025, NCDOT operated under an approved spend plan of approximately \$8.2 billion to build, operate and maintain the state's diverse transportation network.



* Federal and State Funding includes revenues, grants and financing.

SFY 2025 Expenses

Modes Actual: \$477,985,732

Modal Units include Integrated Mobility, Rail, Aviation and Ferry.



6%

Administrative and Other Actual: \$721,684,281

Includes state-aid to municipalities and transfers to other state agencies.



9%

The Highway Fund also supports the Powell Bill Program, which provides state aid to municipalities for pedestrian, bicycle and road improvements.

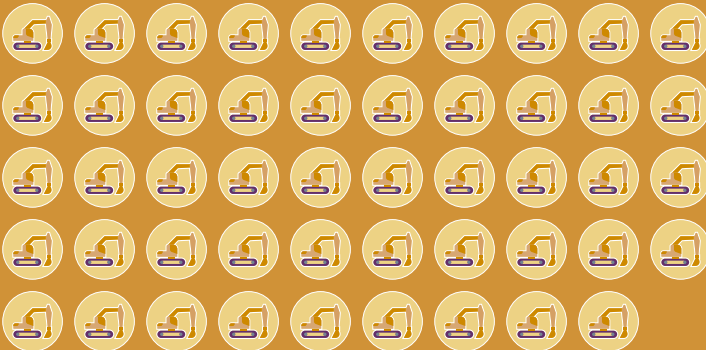
Maintenance Actual: \$2,954,301,830



36%

Primarily supports projects that help take care of the state's existing transportation system. This includes resurfacing highways, replacing bridges and paving unpaved secondary roads. Funds are distributed across North Carolina based on need.

Construction Actual: \$3,979,188,828



49%

Primarily funds new construction and capacity projects across all modes of transportation. Funding is allocated on local, regional and statewide levels based on data and input from local planning organizations and NCDOT divisions. Federal funding accounts for about 45% of NCDOT's available funding for these types of projects.

TOTAL EXPENDITURES

Forecast: \$8,243,737,039

Actual: \$8,133,160,670

Appendix

In addition to the Performance Scorecard on pages 7-8, NCDOT maintains and tracks hundreds of various key performance measures and indicators that influence the department's ability to move people and products safely and efficiently 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.

Additional information and more up-to-date results are available on the Performance Scorecard at ncdot.gov by searching "performance scorecard."

Bicycle and Pedestrian Performance Profile: BICYCLE AND PEDESTRIAN FATALITIES

Division	SFY 2020		SFY 2021		SFY 2022		SFY 2023		SFY 2024		SFY 2025			5 Year Average		
	Bicycle	Ped.	Bicycle	Ped.	Bicycle	Ped.	Bicycle	Ped.	Bicycle	Ped.	Bicycle	Ped.	Combined	Bicycle	Ped.	Combined
Division 1	1	2	3	8	2	7	2	3	0	8	1 ▼	12 ▲	13 ▲	1.6	5.6	7.2
Division 2	1	14	2	13	1	14	1	10	4	10	1 ▼	16 ▲	17 ▲	1.8	12.2	14
Division 3	1	24	3	15	0	23	2	20	2	26	3 ▲	21 ▼	24 ▲	1.6	21.6	23.2
Division 4	1	8	0	13	2	20	2	20	5	21	4 ▲	12 ▼	16 ▼	2	16.4	18.4
Division 5	1	41	2	30	3	34	5	39	3	34	2 ▼	31 ▼	33 ▼	2.8	35.6	38.4
Division 6	4	27	3	32	4	24	2	29	4	35	3 ■	31 ▲	34 ▲	3.4	29.4	32.8
Division 7	3	23	3	26	2	31	3	28	2	27	3 ■	33 ▲	36 ▲	2.6	27	29.6
Division 8	0	13	0	16	1	15	1	20	6	16	2 ■	11 ▼	13 ▼	1.6	16	17.6
Division 9	2	10	0	22	3	16	2	15	3	22	1 ▼	14 ▼	15 ▼	2	17	19
Division 10	3	37	4	39	2	46	1	34	6	37	6 ▲	47 ▲	53 ▲	3.2	38.6	41.8
Division 11	1	7	0	7	0	6	0	8	2	5	1 ■	5 ▼	6 ▼	0.6	6.6	7.2
Division 12	6	19	0	16	0	9	0	20	2	22	2 ■	13 ▼	15 ▼	1.6	17.2	18.8
Division 13	3	10	4	13	1	16	3	6	5	11	1 ▼	14 ▲	15 ▲	3.2	11.2	14.4
Division 14	0	8	0	9	3	2	1	5	2	6	0 ▼	7 ▲	7 ■	1.2	6	7.2
Statewide	27	243	24	259	24	263	25	257	46	280	30 ▲	270 ▲	300 ▲	29.2	260.4	289.6

- ▼ Trend is down (FY 2025 compared to 5-year preceding average)
- Trend is statistically even (+/- 0.5)
- ▲ Trend is up (FY 2025 compared to 5-year preceding average)

- Notes:
- FY 2025 data is shown as of Aug. 27, 2025
 - The 5-year average is the preceding 5 years of data (SFY 20-24).

Passenger Rail Performance Profile: PIEDMONT AND CAROLINIAN RIDERSHIP STATISTICS

Quarter	SFY 2021	SFY 2022	SFY 2023	SFY 2024	SFY 2025
First	37,545	109,466	142,988	163,623	174,525
Second	45,639	115,947	155,865	191,195	203,946
Third	47,145	89,719	135,332	167,983	170,034
Fourth	89,603	133,978	150,943	174,304	185,211
Annual Total	219,962	449,110	585,128	697,105	733,716

- Notes:
- In SFY 2021, passenger rail was immensely impacted by reduction in travel due to the pandemic. Full passenger rail service was restored in April 2021.

Ferry Performance Profile: FERRY RIDERSHIP STATISTICS

Ferry Route	SFY 2021		SFY 2022		SFY 2023		SFY 2024		SFY 2025	
	Vehicles Transported	Passengers Transported	Vehicles Transported	Passengers Transported	Vehicles Transported	Passengers Transported	Vehicles Transported	Passengers Transported	Vehicles Transported	Passengers Transported
Southport / Fort Fisher	147,554	373,604	176,430	467,373	177,456	475,088	186,830	487,464	163,779	425,946
Cherry Branch / Minnesott	170,521	282,635	193,230	325,768	201,008	321,362	206,099	339,957	206,337	332,558
Cedar Island to Ocracoke	32,453	69,148	43,607	94,744	41,395	92,315	43,024	97,254	39,936	88,419
Pamlico River	36,384	49,944	40,796	55,664	42,289	57,845	35,773	48,470	33,314	44,665
Swan Quarter to Ocracoke	28,036	56,495	35,971	73,836	35,475	72,483	39,332	80,266	39,691	79,770
Hatteras Inlet	241,775	560,218	221,448	517,105	212,686	495,148	192,691	440,245	189,047	434,176
Currituck / Knotts Island	11,649	25,096	16,136	41,257	15,979	47,113	15,217	45,031	14,917	44,869
Passenger Ferry Only	N/a	8,945	N/a	24,498	N/a	21,548	N/a	16,214	N/a	17,336
Annual Summary	668,672	1,426,085	727,618	1,600,245	726,288	1,582,902	718,966	1,554,901	687,021	1,467,769

Notes:

- In SFY 2021, the ferry service was immensely impacted by the pandemic and financial hardships.

Ferry Performance Profile: PASSENGER FERRY STATISTICS

Sailing Date	2021	2022	2023	2024	2025
Passenger Only Service May	n/a	2,513	942	1,115	1,556
Passenger Only Service June	2,153	7,550	5,434	4,935	5,485
Passenger Only Service July	7,380	6,111	3,518	6,736	6,879
Passenger Only Service August	6,069	5,749	4,534	2,735	3,906
Passenger Only Service September	986	3,167	2,112	854	960
Totals	6,792	16,588	25,090	16,540	18,786

Highway Performance Profile: HIGHWAY SAFETY STATISTICS

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 25***	5YrAvg**	FY 25	5YrAvg**	FY 25	5YrAvg**	FY 25	5YrAvg**	FY 25	5YrAvg**	FY 25	5YrAvg**	FY 25
Division 1	33.14	34.96	5,963.2	5,928	180.25	169.57▼	56.60	45▼	1.71	1.29▼	2,292.6	2,230▼	69.34	63.79▼
Division 2	49.78	51.69	13,968.4	14,210	280.76	274.91■	87.20	94▲	1.74	1.82▲	5,502.8	5,133▼	110.68	99.30▼
Division 3	79.64	85.27	19,722.0	20,338	247.79	238.51▼	133.40	125▼	1.68	1.47▼	6,670.2	6,867▲	83.82	80.53▼
Division 4	75.36	81.30	18,354.4	18,337	243.95	225.55▼	137.80	119▼	1.83	1.46▼	7,251.2	7,012▼	96.41	86.25▼
Division 5	179.63	196.95	50,948.6	52,779	283.69	267.98▼	196.20	164▼	1.07	0.83▼	17,523.4	16,963▼	97.66	86.13▼
Division 6	78.33	82.71	19,697.8	18,997	251.7	229.68▼	184.80	171▼	2.42	2.07▼	7,710.2	6,931▼	98.72	83.80▼
Division 7	107.96	114.17	25,347.6	26,694	234.67	233.81■	136.6	136■	1.25	1.19▼	11,834.8	11,695▼	109.63	102.43▼
Division 8	59.41	63.73	13,997.0	13,929	235.66	218.56▼	134.8	114▼	2.24	1.79▼	5,278.0	5,177■	88.96	81.23▼
Division 9	89.47	93.65	23,253.2	23,422	259.94	250.10▼	123.20	117▼	1.36	1.25▼	8,269.6	8,563▲	92.47	91.44■
Division 10	187.72	202.34	53,689.6	54,409	285.98	268.90▼	197.60	215▲	1.04	1.06■	21,970.6	20,816■	117.12	102.88▼
Division 11	41.6	43.56	8,555.2	8,995	205.68	206.50■	64.20	66▲	1.56	1.52■	3,022.4	3,009■	72.77	69.08▲
Division 12	87.71	92.21	23,762.2	24,670	271	267.54■	123.40	126■	1.39	1.37■	8,475.8	8,354■	96.66	90.60▼
Division 13	58.83	61.41	13,665.2	13,701	186.73	223.11▲	79.60	97▲	1.36	1.58▲	4,385.4	4,350■	74.57	70.84▼
Division 14	46.38	49.30	8,978.4	9,131	193.53	185.21▼	55.20	67▲	1.2	1.36▲	2,992.8	2,794▼	64.53	56.67▼
Statewide	1,174.96	1,253.25	299,902.8	305,540	240.10	243.80■	1,710.60	1,656▼	1.56	1.43▼	113,179.8	109,894▼	90.95	87.69▼

- ▼ Trend is down (FY 25 compared to 5-year average)
- Trend is statistically even (+/- 2.5%)
- ▲ Trend is up (FY 25 compared to preceding 5-year average)

- Notes:
1. *100 Million Vehicle Miles Traveled (MVMT)
 2. **5YrAvg is for FY 20-FY 24
 3. ***FY 25 Vehicle Miles Traveled (VMT) is calculated by using the most current published VMT data from the Transportation Planning Division that is available at the time the statistics are compiled.

Highway Performance Profile: PAVEMENT CONDITION RATINGS (% GOOD)

Division	Interstate	Primary	Secondary	Total
Division 1	100%	58.8%	77.7%	71.9%
Division 2	100%	64.4%	73.0%	70.9%
Division 3	92.9%	59.1%	68.7%	67.1%
Division 4	90.5%	53.8%	65.8%	64.4%
Division 5	91.7%	55.0%	66.6%	66.2%
Division 6	96.7%	61.8%	78.0%	74.9%
Division 7	94.4%	53.4%	68.1%	67.6%
Division 8	64.9%	58.4%	67.1%	65.4%
Division 9	95.0%	57.1%	62.1%	63.2%
Division 10	98.1%	42.6%	63.1%	61.7%
Division 11	100%	74.0%	66.8%	68.8%
Division 12	81.3%	58.4%	62.7%	62.7%
Division 13	93.1%	74.2%	69.4%	71.6%
Division 14	94.4%	61.5%	69.6%	68.3%
Statewide	92%	59.3%	68.2%	67.3%

- Notes:
1. This data is from calendar year 2024
 2. Percentage good is defined as the percentage of pavement lane miles rated in good condition (scored 80 or above).

Highway Performance Profile: BRIDGE HEALTH INDEX (% GOOD)

Division	Interstate	Primary	Secondary	Total
Division 1	100.0%	88.8%	87.5%	88.2%
Division 2	100.0%	92.9%	88.5%	90.7%
Division 3	100.0%	88.8%	83.7%	87.1%
Division 4	95.3%	87.1%	85.9%	87.2%
Division 5	96.2%	86.9%	83.8%	86.4%
Division 6	99.1%	95.9%	93.6%	95%
Division 7	94.9%	81.0%	85.3%	86.5%
Division 8	94.7%	95.9%	83.4%	87.4%
Division 9	95.0%	81.3%	88.5%	87.6%
Division 10	97.4%	89.6%	86.7%	89.4%
Division 11	91.4%	80.6%	69.9%	71.8%
Division 12	78.2%	80.8%	73.0%	75.1%
Division 13	84.1%	74.2%	71.2%	72.9%
Division 14	72.5%	80.2%	69.0%	71.1%
Statewide	93.0%	86.7%	79.3%	82.3%

Notes:

- Bridge Condition is defined as the percentage of bridges rated in good condition as of July 1, 2025.
- Bridge Health Index (BHI) is the average of the Deck, Superstructure, Substructure & bridge posting score.
 - Bridges with BHI ≥ 6 are considered Good.
- Division 2 now maintains interstate bridges.

Highway Performance Profile: POOR CONDITION BRIDGES (% POOR)

Division	Interstate	Primary	Secondary	Total
Division 1	0.0%	4.3%	6.1%	5.2%
Division 2	0.0%	4.0%	3.0%	3.4%
Division 3	0.0%	5.6%	5.9%	5.2%
Division 4	2.3%	5.0%	4.0%	4.2%
Division 5	1.9%	6.0%	7.1%	6.1%
Division 6	0.9%	0.4%	0.9%	0.8%
Division 7	2.0%	11.4%	8.1%	7.4%
Division 8	0.0%	0.4%	2.3%	1.7%
Division 9	5.0%	8.3%	5.0%	5.8%
Division 10	2.6%	3.6%	6.6%	5.2%
Division 11	2.9%	10.3%	18.2%	16.7%
Division 12	6.4%	7.7%	14.9%	12.7%
Division 13	2.1%	13.6%	17.4%	15.4%
Division 14	12.5%	11.7%	18.5%	17.2%
Statewide	2.7%	6.2%	10.6%	8.8%

Notes:

- This measure tracks the percentage of state-maintained bridges that are considered in Poor Condition, which indicates the bridge has components that are deteriorating.
- Poor Condition bridges can require significant maintenance to remain in service and might require limits on vehicle weights.
- The fact that a bridge is Poor Condition does not imply that it is likely to collapse or that it is unsafe.
- This measure tracks the percentage of state-maintained bridges that are considered poor condition as of July 1, 2025.

Source: SAP BW

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