

# North Carolina Turnpike Authority

NCTA Finance Committee Meeting

January 25, 2023

Providing drivers more choices for their commute

# Finance Committee



**Robert D. Teer Jr.**  
Finance Committee Chairman



**John Adcock**  
Finance Committee Member



**Dr. Pamela  
Gibson Senegal**  
Finance Committee Member



**James 'Jim'  
Walker**  
Finance Committee Member

## Other Board Members



**J. Eric Boyette**  
Chairman of the Board



**Mary N. Clayton**  
Board Member



**Sam Hunt IV**  
Board Member



**Montell W. Irvin**  
Board Member



**Charles 'Chuck'  
Travis III**  
Board Member



# Opening Comments

**J.J. Eden**  
Executive Director

# BANs Defeasance Update

**David Roy**

Chief Financial Officer

**Jacob Vlanich**

Financial Analyst

# Overview of BANs Defeasance

## Triangle Expressway System

- On December 20, 2022, the North Carolina Turnpike Authority Board of Directors approved an accelerated disbursement of the Complete 540 Phase 1 TIFIA Loan in order to fund a full defeasance of the outstanding Series 2020 BANs.
- Escrow securities were locked in on 1/10/2023 at 4.87%.
- Full Disbursement was received from TIFIA on 1/17/2023.
- Escrow settled and Defeasance Notice Posted on 1/17/2023.

### Net Benefit to NCTA\*

Excess TIFIA Funds	\$24,724,174
Less: NPV of Increased TIFIA Loan Debt Service	(8,970,437)
Less: CAPI Fund Yield Restriction Liability**	(140,238)
Less: Transaction Fees	(113,000)
<b>NPV Net Benefit</b>	<b>\$15,500,500</b>

\*Graphics provided by PFM Financial Advisors LLC

\*\*This transaction caused the capitalized interest fund to become yield restricted upon closing of the transaction, producing a yield restriction liability.

# Sources and Uses of Funds

## Triangle Expressway System

Escrow Funding*	
Sources	
TIFIA Loan Draw	\$499,461,980
2020 BANs Capitalized Interest Fund Contribution	27,501,970
NCTA Contribution for Transaction Fees	113,000
<b>Total Escrow Cost</b>	<b>527,076,950</b>
Uses	
Deposit to 2020 BANs Defeasance Escrow	502,239,776
Deposit to General Fund (Unrestricted Account)	24,724,174
Transaction Fees	113,000
	<b>527,076,950</b>

\*Graphics provided by PFM Financial Advisors LLC



# Refunding and Defeasance Transactions

## Triangle Expressway System and Monroe Expressway

Refunding	Closing	Refunded Series (Maturities)	NPV Savings (\$)	NPV Savings (%)*
\$200,515,000 Triangle Expressway System Turnpike Revenue Refunding Bonds, Series 2017	March 30, 2017	Series 2009A (2020-2039)	\$32,153,069	13.72%
\$150,125,000 Triangle Expressway System Appropriation Revenue Refunding Bonds, Series 2018A	May 10, 2018	Series 2009B (2033-2039)	\$10,933,562	7.25%
\$161,759,000 Triangle Expressway System Appropriation Revenue Refunding Bonds, Series 2018B	December 31, 2018	Series 2009B (2022-2032)	\$18,854,944	11.67%
\$401,155,000 Triangle Expressway System Senior Lien Turnpike Revenue Refunding Bonds, Series 2018	December 12, 2018	2009 TIFIA Loan	\$10,245,388	2.38%
\$499,460,000 Triangle Expressway System Senior Lien Turnpike Revenue Bond Anticipation Notes, Series 2020**	October 29, 2020	Interim Funding to allow for TIFIA Restructure	\$4,745,518	0.95%
\$73,985,000 Monroe Expressway System State Appropriation Revenue Refunding Bonds, Series 2021 (Forward Delivery)	Preliminary Closing: December 8, 2020	Series 2011 (2022-2041)	\$29,273,595	30.81%
\$499,461,980 Triangle Expressway System TIFIA Loan, 2021	August 5, 2021	2019 TIFIA Loan (Interest Rate Reset)	\$40,729,259	8.15%

Defeasance	Closing	Series	NPV Benefit (\$)
North Carolina Turnpike Authority Defeasance of Series 2020 BANs	January 17, 2023	Series 2020 BANs	\$15,500,500
<b>Total</b>			<b>\$162,435,835</b>

\*NPV Savings (%) is calculated based on the refunded par amount

\*\*Savings were originally estimated to be \$12.5 million (2.5%) and have been updated to reflect the impact of the reduced TIFIA Loan (and therefore, not double count savings). The TIFIA Loan would not have been eligible for the Rate Reset had the Series 2020 BANs not been issued as the TIFIA Loan would have been drawn upon.

# Complete 540 Construction Update

**Dennis Jernigan, P.E.**  
Interim Chief Engineer



## Girder Setting





# Holly Springs Road





# Bells Lake Road





US 401





# Old Stage Road





# Sauls Road to Holland Church Road





# Holland Church Road Bridge





## West Lake Road to Bells Lake Road





# Turbine Interchange

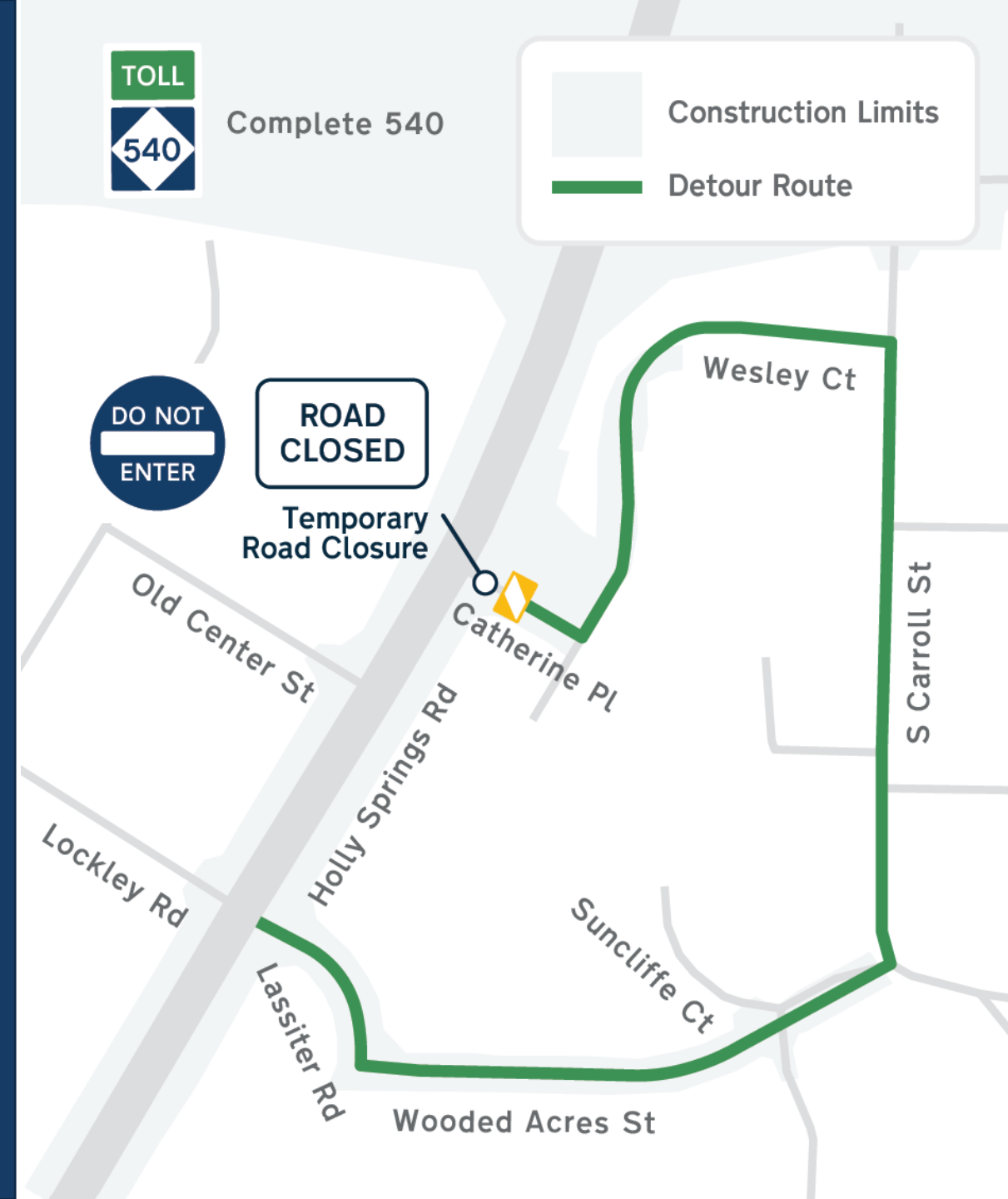




# Detours and Closures



- Catherine Place
  - Temporary closure
  - Closed January 2023
  - Closure estimated to last until late 2023
- Pierce Olive Road
  - Temporary closure
  - Closed July 2022
  - Closure scheduled to last eight months
- Deer Meadow Drive
  - Temporary Closure
  - Closed July 2022
  - Closure scheduled to last twelve months
- U.S. 70 West Loop to I-40 East
  - Permanent closure
  - Closed July 2022
  - New turbine scheduled to open 14 months after closure



# On-Site Detours

- Sunset Lake Road
- Holly Springs Road
- West Lake Road
- Bells Lake Road
- Old Stage Road
- Sauls Road



NORTH CAROLINA  
Department of Transportation

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[Home](#) » [News](#) » [Press Releases](#) » Upcoming Bells Lake Road Traffic Shift as Part of Complete 540 Construction

## Upcoming Bells Lake Road Traffic Shift as Part of Complete 540 Construction

**RALEIGH** - The North Carolina Turnpike Authority is continuing construction of the southern portion of the Complete 540 project, which will extend the Triangle Expressway (Toll N.C. 540) from N.C. 55 Bypass to Interstate 40.

On or around July 21, contractors for the project have scheduled a temporary traffic shift on Bells Lake Road for Toll N.C. 540 construction. Bells Lake Road traffic will shift to an on-site temporary detour that is scheduled for approximately 12 months.

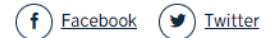
Signage will be installed advising travelers of the upcoming on-site detour. Drivers should use caution and slow down while traveling through work zones and detour routes.

Construction updates for the Complete 540 project can be found by visiting [ncdot.gov/projects/complete-540/Pages/planned-construction.aspx](https://ncdot.gov/projects/complete-540/Pages/planned-construction.aspx).

Published Date:

7/15/2022

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\*\*\*NCDOT\*\*\*

# Community Outreach

**Dennis Jernigan, P.E.**

Interim Chief Engineer





## 2022 Complete 540 Outreach



### Public Meetings

Over 1,400 participants over 31 public meetings



### Informing Residents

9,015 postcards &  
33 Nextdoor posts



### Resident Inquiries

402 emails & 315 calls to  
the Complete 540 Hotline



# Complete 540 Outreach

Over the Course of the Project



## Public Meetings

Over 3,900 participants over 100 public meetings



## Informing Residents

25,650 postcards & 79 Nextdoor posts



## Resident Inquiries

1,692 emails & 988 calls to the Complete 540 Hotline



# Complete 540 Spend Update

**Travis Feltes, P.E.**

Project Engineer

# Plan of Finance Cost Tracking

	DESCRIPTION	Cost Estimate (\$M)	Spent as of December 31, 2022	% of Budget Spent
R-2721A	Construction	\$ 228.18	\$ 161.49	71%
	Landscaping	\$ 2.67	\$ -	0%
	Right of Way	\$ 74.93	\$ 76.09	102%
	Utilities	\$ 16.90	\$ 14.20	84%
	Agency Costs:	\$ 24.27	\$ 15.40	63%
	PROJECT SUB-TOTAL	\$ 346.95	\$ 267.18	77%
R-2721B	Construction	\$ 206.58	\$ 164.05	79%
	Landscaping	\$ 2.32	\$ -	0%
	Right of Way	\$ 81.67	\$ 83.55	102%
	Utilities	\$ 12.50	\$ 12.39	99%
	Agency Costs:	\$ 24.29	\$ 18.61	77%
	PROJECT SUB-TOTAL	\$ 327.36	\$ 278.60	85%
R-2828	Construction	\$ 422.83	\$ 283.41	67%
	Toll Integration	\$ 21.24	\$ 0.92	4%
	Landscaping	\$ 5.84	\$ -	0%
	Right of Way	\$ 48.99	\$ 65.26	133%
	Utilities	\$ 36.57	\$ 31.53	86%
	Agency Costs:	\$ 85.65	\$ 60.40	71%
	PROJECT SUB-TOTAL	\$ 621.12	\$ 441.53	71%
TOTAL	Construction	\$ 857.59	\$ 608.96	71%
	Toll Integration	\$ 21.24	\$ 0.92	4%
	Landscaping	\$ 10.83	\$ -	0%
	Right of Way	\$ 205.59	\$ 224.91	109%
	Utilities	\$ 65.97	\$ 58.12	88%
	Agency Costs:	\$ 134.21	\$ 94.41	70%
	PROJECT COST FOR FINANCING	\$ 1,295.44	\$ 987.31	76%

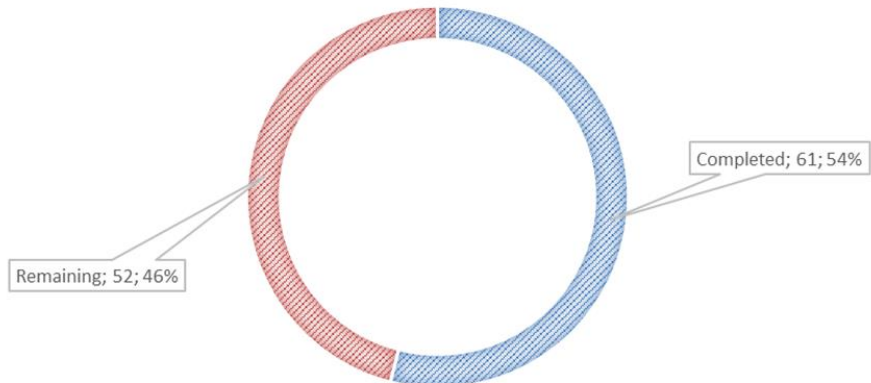


# Right of Way Update

Project	Standard Parcels	Condemnation Parcels	MAP Act Parcels	Total
R-2721 A	140	44	28	212
R-2721 B	129	33	60	222
R-2828	128	36	51	215
<b>Total</b>	<b>397</b>	<b>113</b>	<b>139</b>	<b>649</b>

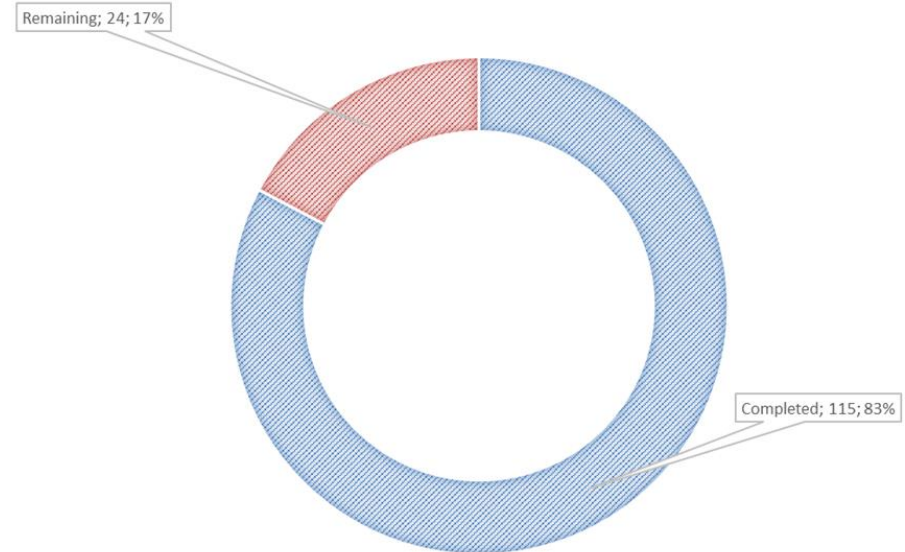
**CONDEMNED PARCELS, 113 TOTAL**  
(190 INCLUDING MAP ACT PARCELS)

■ Completed ■ Remaining



**MAP ACT PARCELS, 139 TOTAL**

■ Completed ■ Remaining



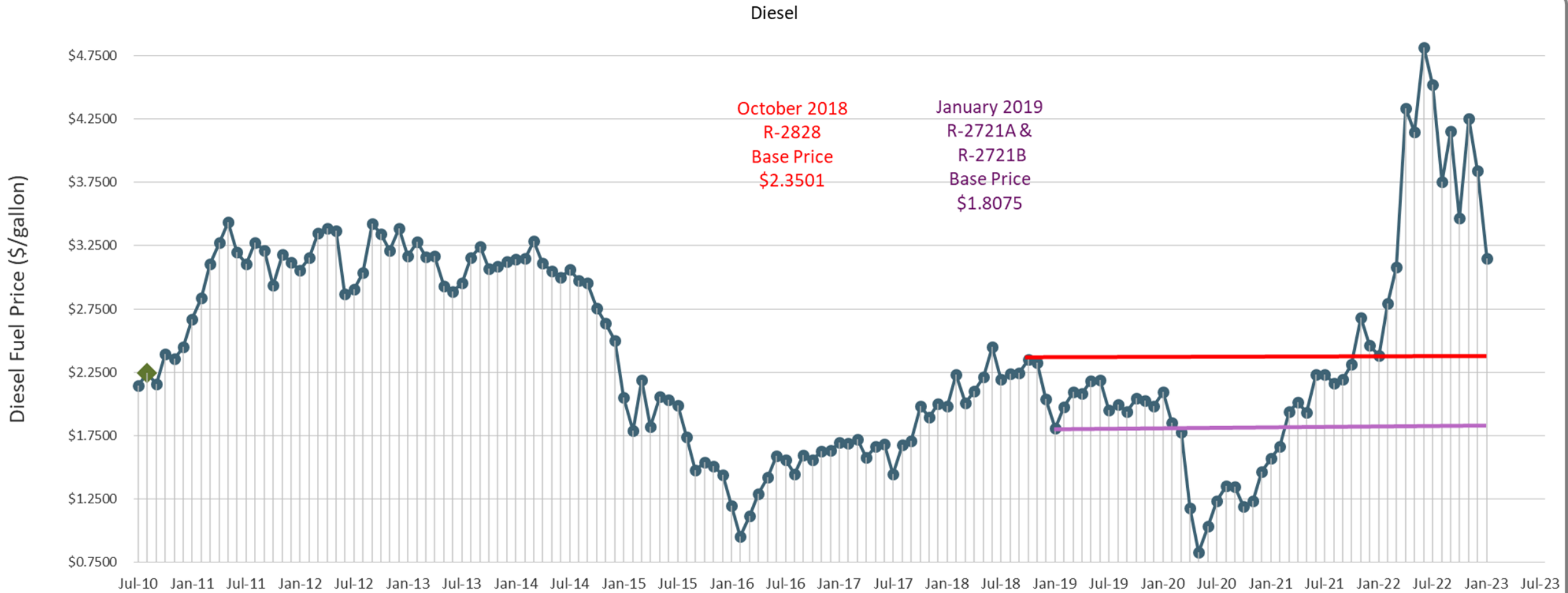


# Contingencies

Contingency Item	Current Plan of Finance Budget	Previous Report (9/30/2022 Data)
Third Party Delay Contingency	\$0	\$0
Contingency & Reserves	\$0	\$0
Fuel & AC Reserves	\$4,120,000	\$4,140,000
<b>Total</b>	<b>\$4,120,000</b>	<b>\$4,140,000</b>

Project	Supplement Budget	Supplemental Agreement Total	% Spent	Amount Remaining	% Remaining
R-2721 A	\$43,722,332	\$43,722,332	100%	\$0	0%
R-2721 B	\$47,634,463	\$47,634,463	100%	\$0	0%
R-2828	\$43,199,873	\$41,389,873	96%	\$1,810,000	4%
<b>Total</b>	<b>\$134,556,668</b>	<b>\$132,746,668</b>	<b>99%</b>	<b>\$1,810,000</b>	<b>1%</b>

# Fuel (Diesel) Trend





## Fuel Cost/Hedge

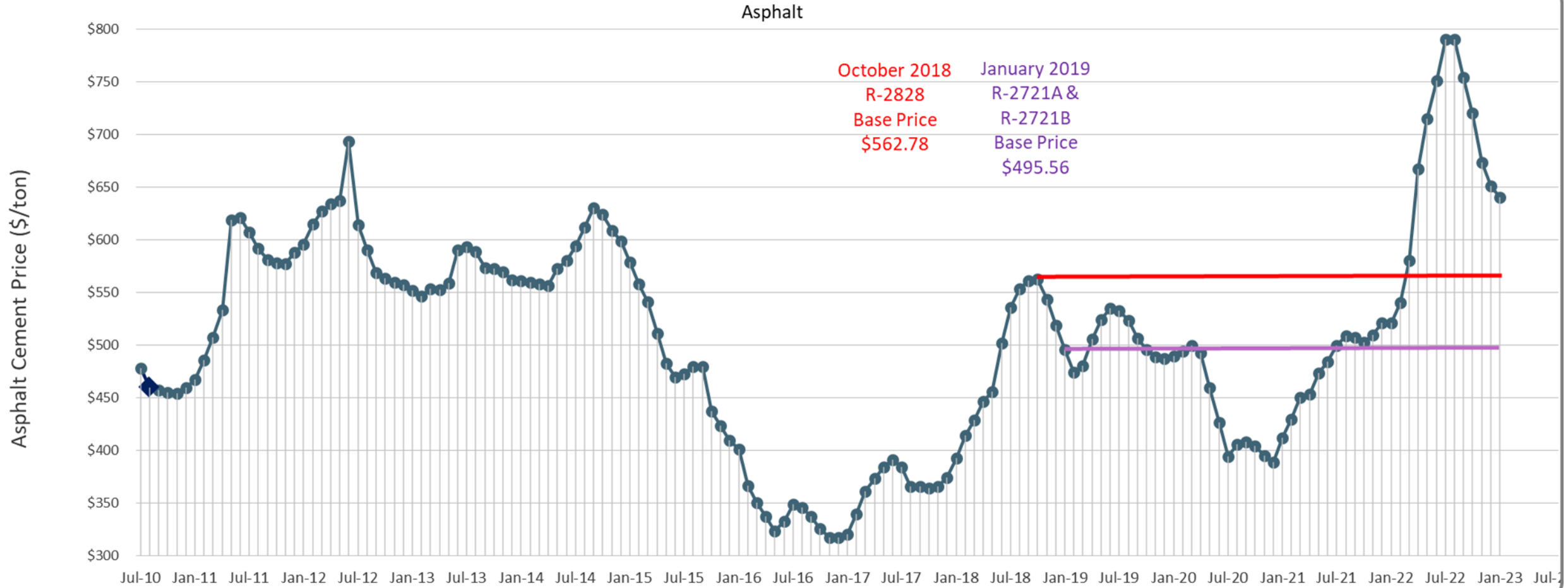
Early in the project, NCTA entered into a Fuel Hedge to de-risk the plan of finance. The premium for this plan was \$254,000 and the strike price for the hedge is \$2.40/gallon.

Fuel Cost Adjustment					Fuel Hedge Payout
	R-2721A	R-2721B	R-2828	Total	Total
Prior FY's	\$ (268,277.70)	\$ (316,398.80)	\$ (97,384.38)	\$ (682,060.88)	\$ 1,312,450.47
July-22	\$ (75,620.06)	\$ (111,186.89)	\$ (131,228.13)	\$ (318,035.07)	\$ 305,560.48
August-22	\$ (47,125.28)	\$ (46,879.12)	\$ (121,760.71)	\$ (215,765.11)	\$ 232,119.70
September-22	\$ (106,264.88)	\$ (141,851.40)	\$ (77,107.79)	\$ (325,224.08)	\$ 142,160.65
October-22	\$ (40,954.31)	\$ (111,257.56)	\$ (82,621.95)	\$ (234,833.83)	\$ 192,924.39
November-22	\$ (61,273.83)	\$ (110,421.96)	\$ (83,619.05)	\$ (255,314.84)	\$ 6,372.21
December-22	\$ (35,483.45)	\$ (71,323.93)	\$ (22,327.49)	\$ (129,134.87)	\$ -
January-23	\$ -	\$ -	\$ -	\$ -	\$ -
February-23	\$ -	\$ -	\$ -	\$ -	\$ -
March-23	\$ -	\$ -	\$ -	\$ -	\$ -
April-23	\$ -	\$ -	\$ -	\$ -	\$ -
May-23	\$ -	\$ -	\$ -	\$ -	\$ -
June-23	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ (634,999.50)	\$ (909,319.66)	\$ (616,049.51)	\$ (2,160,368.68)	\$ 2,191,587.90

Project	Price/Gallon
R-2721A	\$ 1.8075
R-2721B	\$ 1.8075
R-2828	\$ 2.3501

Paid out to the contractor	\$ (2,575,585.22)
Received from the contractor	\$ 415,216.54
Received from the hedge	\$ 2,191,587.90
Net Total	\$ 31,219.22

# Asphalt (AC) Trend





# Asphalt Cost Adjustment

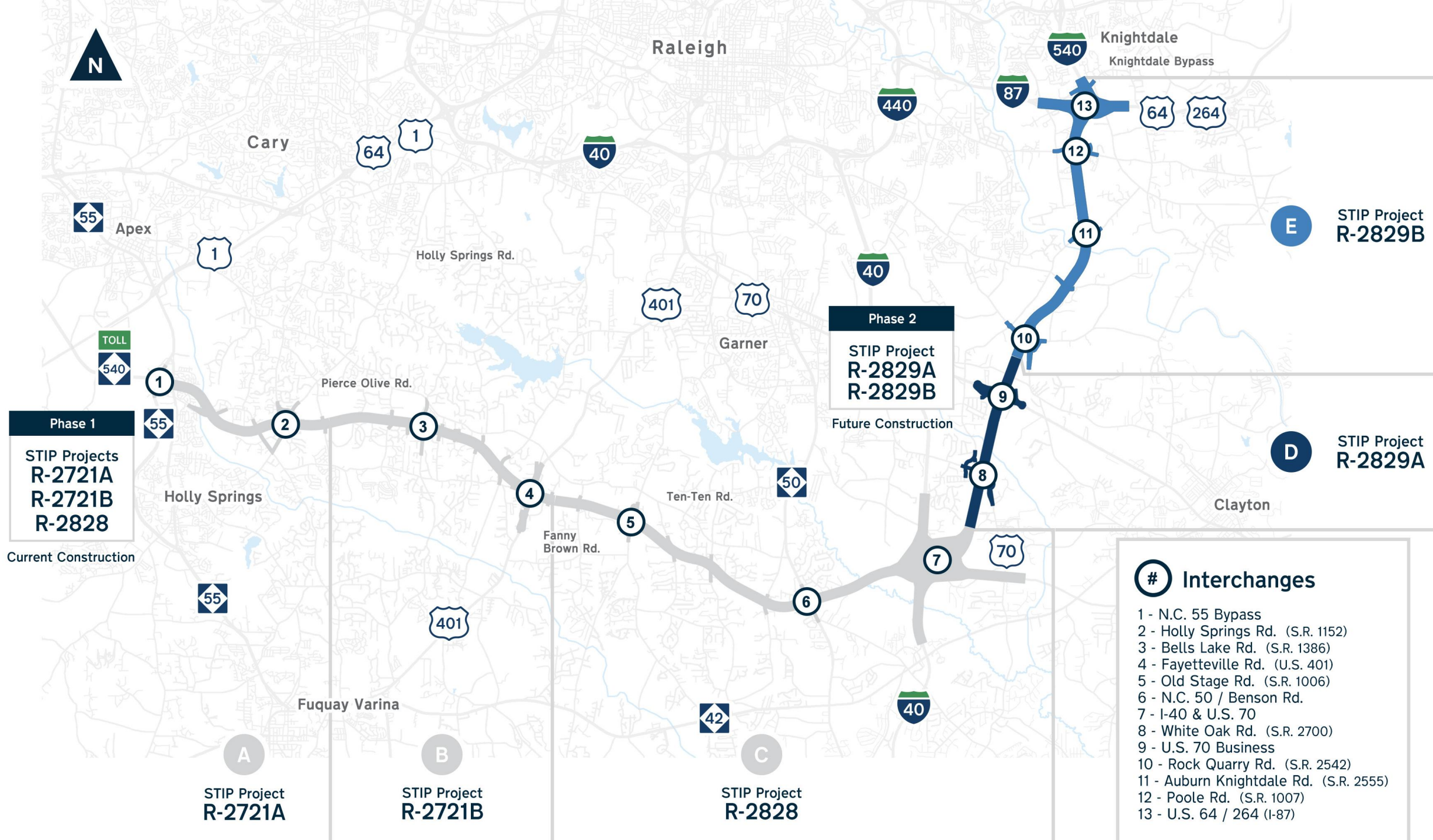
	R-2721A	R-2721B	R-2828	Total
Prior FY's	\$ (54,557.45)	\$ (17,212.63)	\$ 25,197.03	\$ (46,573.05)
July-22	\$ -	\$ (11,046.38)	\$ (7,871.11)	\$ (18,917.48)
August-22	\$ (4,196.14)	\$ -	\$ (16,564.25)	\$ (20,760.39)
September-22	\$ (16,691.98)	\$ (107,949.53)	\$ (11,148.50)	\$ (135,790.01)
October-22	\$ -	\$ (116,301.57)	\$ -	\$ (116,301.57)
November-22	\$ (10,152.84)	\$ (52,213.76)	\$ -	\$ (62,366.60)
December-22	\$ -	\$ (49,519.57)	\$ -	\$ (49,519.57)
January-23	\$ -	\$ -	\$ -	\$ -
February-23	\$ -	\$ -	\$ -	\$ -
March-23	\$ -	\$ -	\$ -	\$ -
April-23	\$ -	\$ -	\$ -	\$ -
May-23	\$ -	\$ -	\$ -	\$ -
June-23	\$ -	\$ -	\$ -	\$ -
	\$ (85,598.41)	\$ (354,243.43)	\$ (10,386.83)	\$ (450,228.67)

# Complete 540 Phase 2

**Dennis Jernigan, P.E.**

Interim Chief Engineer





# FAA Communications Tower Relocation – R-2829B

- Currently on private property at Rock Quarry Road – Parcel 30 ~ Sta 1208+00
- Tower relocating to property off NC 540
- All work for this relocation is by others
- Ongoing coordination is underway – relocation anticipated prior to project letting





# SBA Cell Tower Relocation – R-2829B

- Currently on southeast corner of the Raleigh Rugby Club property – Parcel 53 ~ Sta 1433+00
- All work for this relocation is by others
- Ongoing coordination is underway



# R-2829B

RFQ Advertisement	November 15, 2022 ✓
Statement of Qualifications due from Design-Build Teams	December 20, 2022 ✓
Department Announces Short-listed Teams	January 18, 2023 ✓
Department Issues Industry Draft RFP to Short-listed Teams	January 18, 2023 ✓
First Meeting with Short-listed Teams	February 1, 2023
Department Issues Second Industry Draft RFP to Short-listed Teams	February 15, 2023
Department Holds Statement of Qualifications Debriefs	Week of February 20, 2023
Second Meeting with Short-listed Teams	March 1, 2023
Department Issues Final RFP to Short-listed Teams	March 22, 2023
Technical Proposals and Fuel Usage Factor Chart / Estimate of Quantities Due	June 22, 2023
Sealed Price Proposals Due	July 11, 2023
Technical Presentations by Short-listed Teams	July 12, 2023
Open Price Proposals	July 18, 2023
Department Holds Technical Proposal Debriefs (Pending Contract Execution)	Week of August 21, 2023

NOTE: All dates are approximate and subject to change.

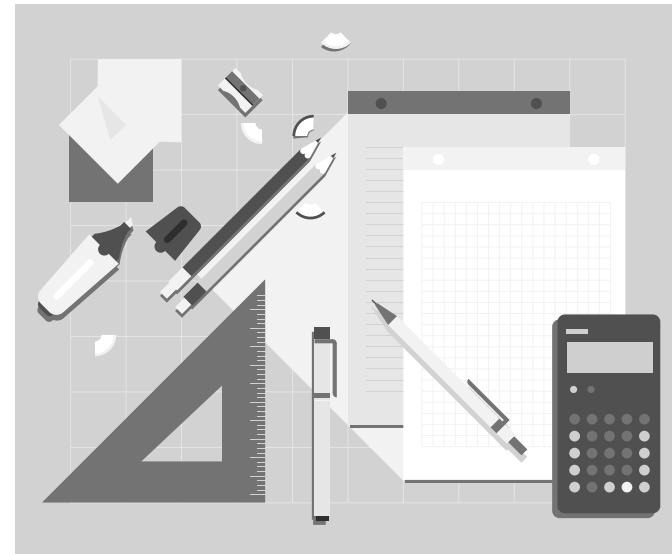


# R-2829A

<b>RFQ Advertisement</b>	<b>February 1, 2023</b>
<b>Statement of Qualifications due from Design-Build Teams</b>	<b>February 28, 2023</b>
<b>Department Announces Short-listed Teams</b>	<b>March 16, 2023</b>
<b>Department Issues Industry Draft RFP to Short-listed Teams</b>	<b>March 16, 2023</b>
<b>First Meeting with Short-listed Teams</b>	<b>April 4, 2023</b>
<b>Department Holds Statement of Qualifications Debriefs</b>	<b>Week of April 17, 2023</b>
<b>Department Issues Second Industry Draft RFP to Short-listed Teams</b>	<b>April 18, 2023</b>
<b>Second Meeting with Short-listed Teams</b>	<b>May 2, 2023</b>
<b>Department Issues Final RFP to Short-listed Teams</b>	<b>May 16, 2023</b>
<b>Technical Proposals and Fuel Usage Factor Chart / Estimate of Quantities Due</b>	<b>August 24, 2023</b>
<b>Sealed Price Proposals Due</b>	<b>September 12, 2023</b>
<b>Technical Presentations by Short-listed Teams</b>	<b>September 13, 2023</b>
<b>Open Price Proposals</b>	<b>September 19, 2023</b>
<b>Department Holds Technical Proposal Debriefs (Pending Contract Execution)</b>	<b>Week of October 23, 2023</b>

# Contract Administration

- As the Construction Contract Administrator, NCTA will be responsible for approval of all contract adjustments
- Consultant (CEI) Resident Engineering Team(s) will be utilized
  - NCTA will have the option to award two project specific teams or one consultant team that demonstrates the ability to administer both projects





# Backoffice System Update

**BOS2 Transition**

**Manish Chourey**

Chief Technology Officer

**Customer Service**

**Angela Queensland**

Manager of Customer Service

**Communications**

**Logen Hodges**

Marketing & Communications Director

# Backoffice System Transition

**Manish Chourey**

Chief Technology Officer

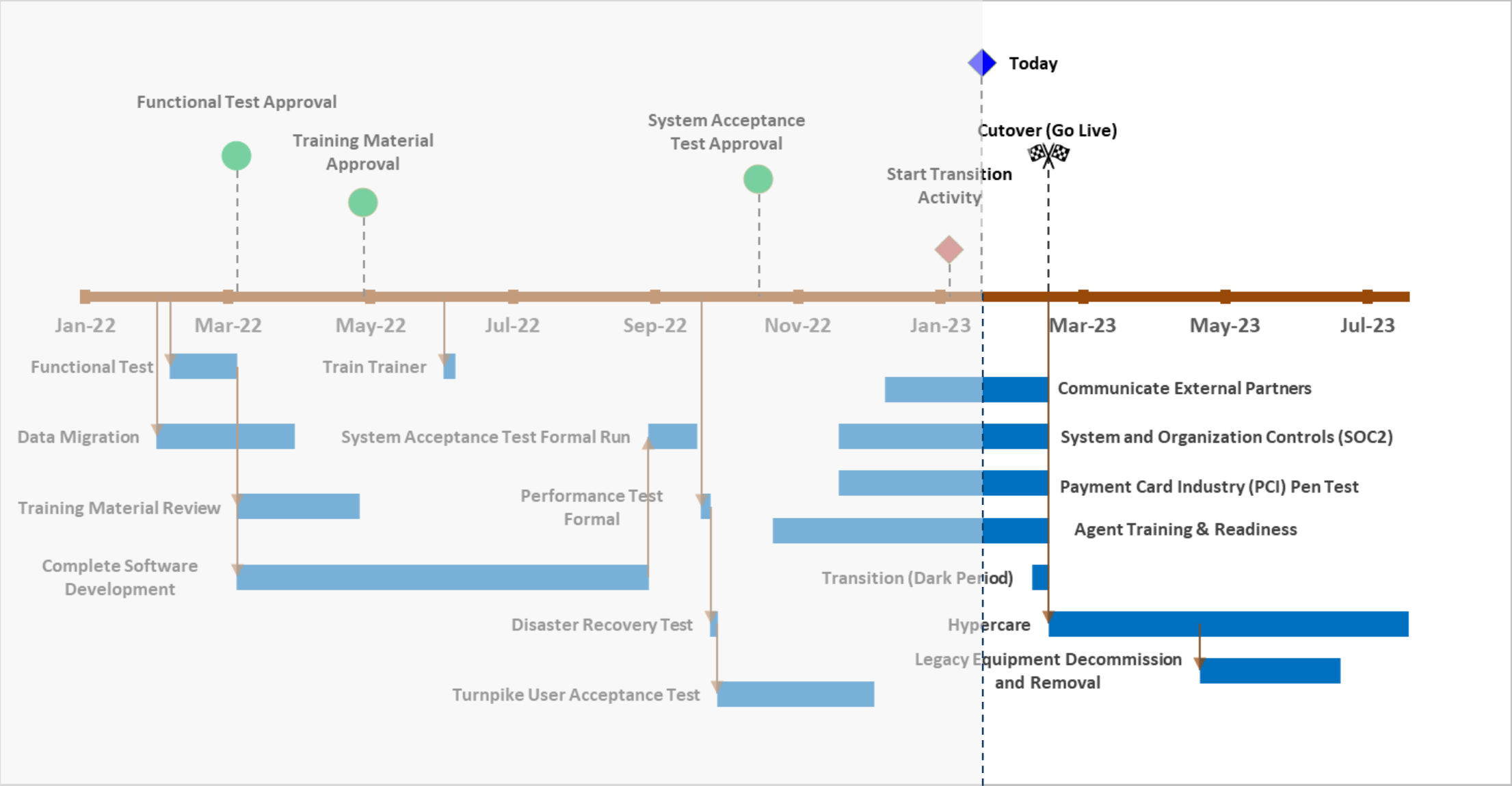


# Why Transition BackOffice System?

?

- **Antiquated technology stack deployed in 2011** includes a large and complex set of tightly coupled applications and is hard to change.
- **Obsolete website and mobile web.**
- **On-premise telephony solution.**
- **Inflexible, hard to interface** with current days technology.
- **Batch interfaces do not support real-time interfaces.**
- **Scalability is restricted** to available/procured hardware in computing and storage.
- **Unable to quickly improve customer service experience** with the advent of new channels for customer interactions – social media, web chats, and mobile Apps.
- **Data retention and ability to quickly scale** to the growth of traffic and customer data.
- **Technology is evolving far faster than the current systems can handle.**

# Backoffice System Upgrade



The Timeline provides Plan dates – subject to changes based on actual activities



# Technology Upgrades



- **Utilizes cloud services** that capture and store unstructured and structured data in real-time.
- **Event-driven and container-based microservices architecture** to take advantage of cloud services. (Microservice Architecture is a collection of small autonomous services modeled around a business domain).
- **Protecting system security and ensuring customer privacy.**
- **IT integration services to integrate new technologies in current solutions** while “as a service” based concepts and partnerships with services continue to grow.
- **Identify subsystems from the Back Office as services** (Web, Mobile Apps, IVR, Telephony, DMV name, and address lookups, Mail-house). All integrations are to be developed with standard APIs via a gateway.

# Customer Service Center Update

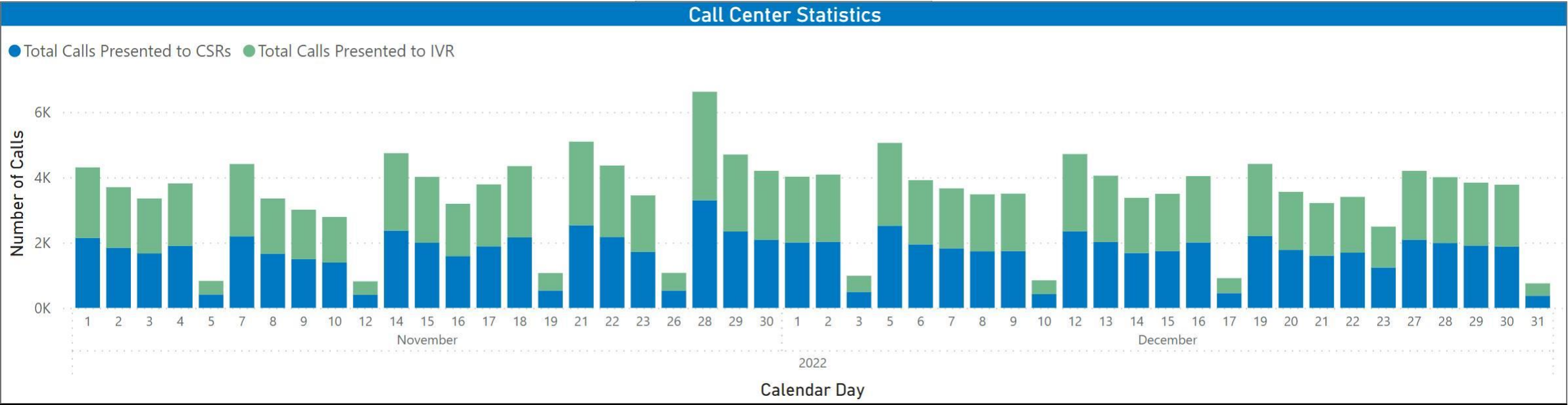
**Angela Queensland**

Customer Service Manager



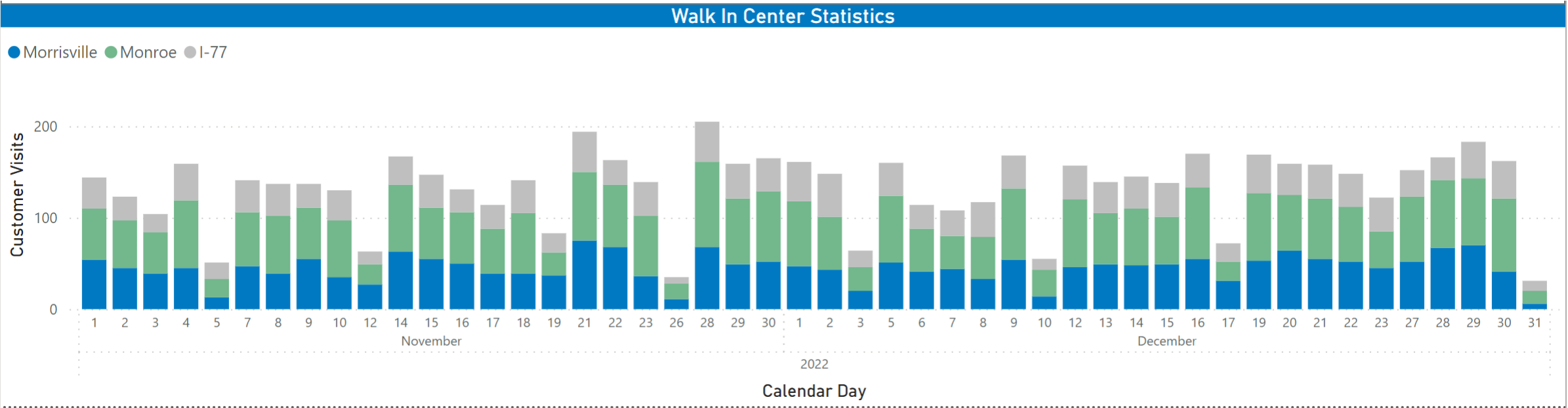
# Call Center Statistics

NC Quick Pass Program



# Walk-In Center Statistics

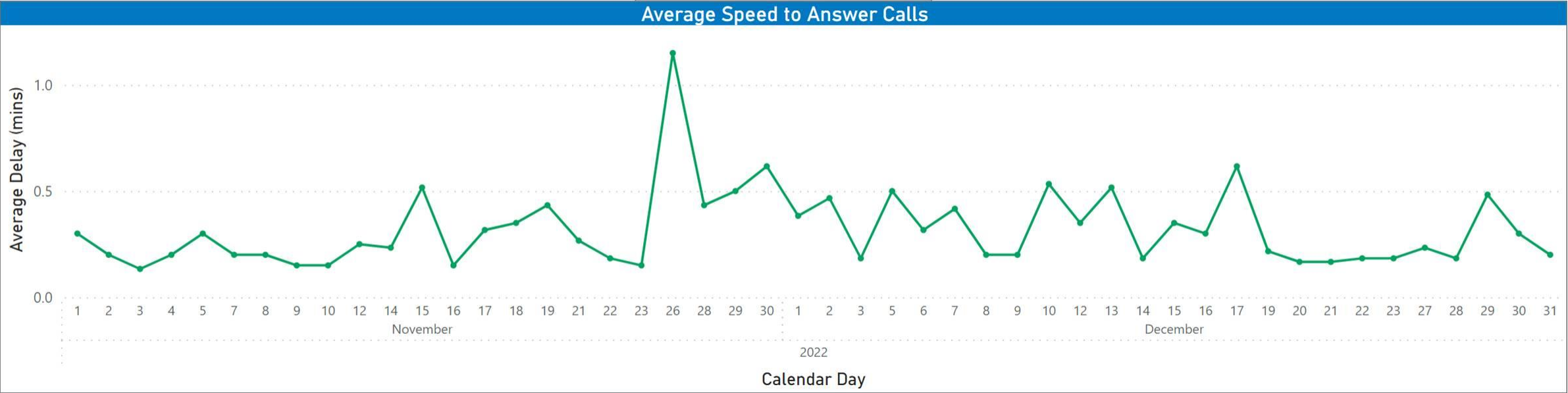
NC Quick Pass Program





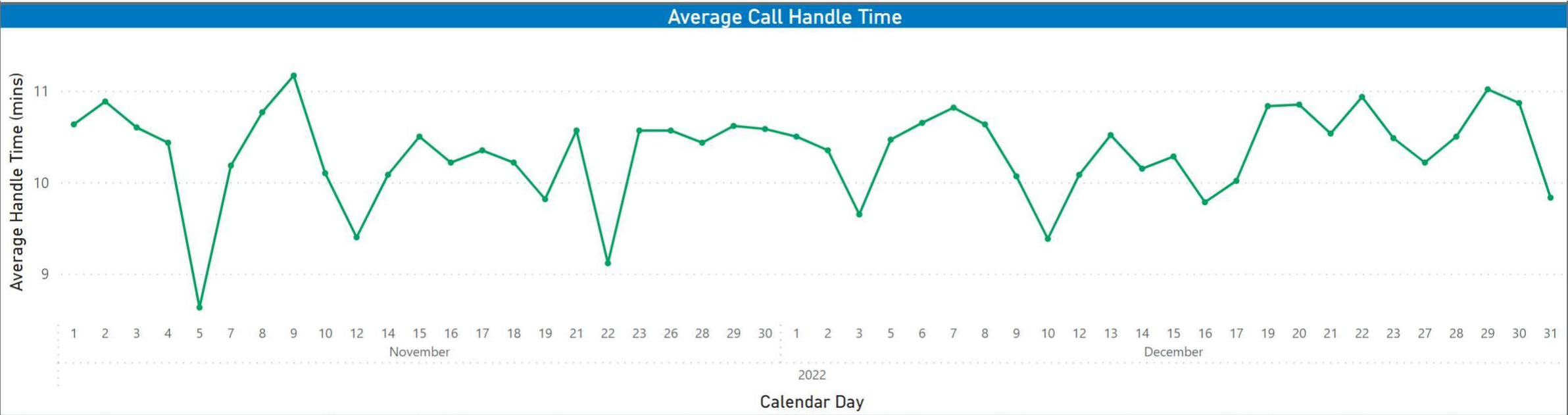
# Average Speed to Answer Calls

NC Quick Pass Program



# Average Call Handle Time

NC Quick Pass Program





# CSC Operational Readiness

**Angela Queensland**

Customer Service Manager

**Suzie Wiley**

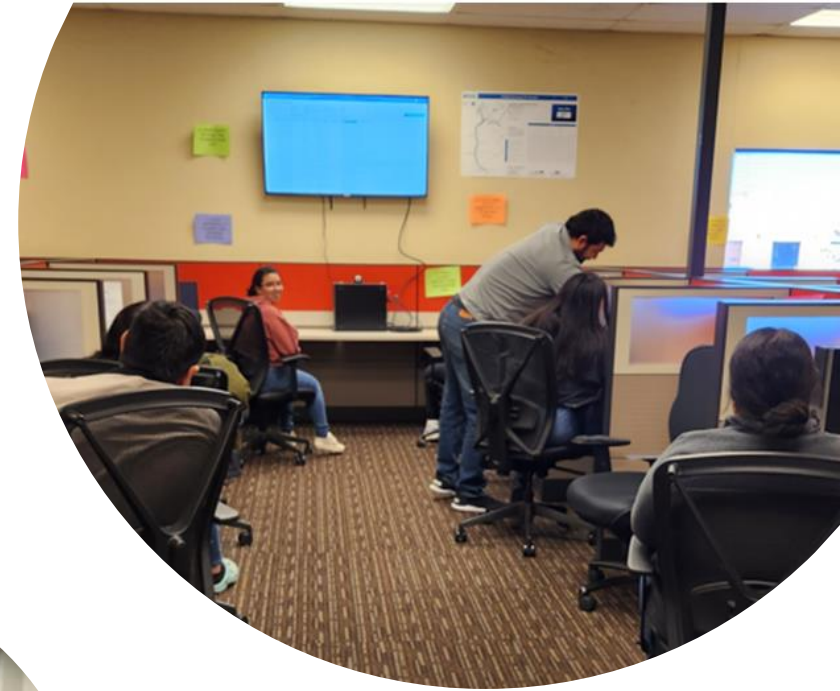
Quality & Training Manager

# Operational Preparation

- Staffing
  - Increased staffing 91% over the last quarter
  - Cross training agents on multiple functions
  - Processing backlogs
- Projections
  - Work Force Management
  - Analysis of workstream volumes
- SOP Development
  - NCTA owned process
  - Step by step procedures for new BOS2 functions

# Agent Training

- Employee Wellness
- Training materials
- Measurement
- Schedule





# Communications

**Logen Hodges**

Marketing & Communications Director

# Schedule

Campaign	Anticipated Date	Platforms	Messaging
A			
BOS2 General Announcement	60 days from go-live (December 13)	Press release, email, social media, BBM insert, CSR script, Stakeholder coordination	February 2023 NC Quick Pass is launching a new website and customer experience.
B			
Downtime of Website/Accounts	30 days from go-live	Press release, email, social media, BBM insert, CSR script, BOS1 website alert (banner), DMS sign messaging, temporary landing page (FAQ), stakeholder one pager, CSC TV Slide	Beginning February 17 at 5:00 p.m. through February 24, ncquickpass.com and myncquickpass.com will be unavailable, as we transition to the new system.
C			
New Website Announcement	Go-live	Press release, Email, social media, BBM insert, CSR script, DMS sign messaging, IVR, Stakeholder coordination	NC Quick Pass is now live!
D			
Website and App Marketing Campaign Launch	Within 90 days of system go-live	Press release, email, social media, BBM insert, CSR script, IVR, NCQP website banner, video	It's easier than ever to sign up for NC Quick Pass.

# Campaign A Review

NC Quick Pass is pleased to announce that a new website and system are coming February 2023.

- 600K Emails & 60% Open Rate
- 35K SCM Impression
- 40K BBM Inserts
- 600 New Followers
- 1,300 Visits to the News Release







## New Website and System Coming February 2023

# Important!

## Website and System Update



NC Quick Pass is pleased to announce that a new website and system are coming February 2023. This new website and system will substantially modernize our customer service and the customer experience.

The transition to the new website and system will require a temporary down time for all NC Quick Pass website functions and customer service. As we continue towards this update period, we will provide the expected impacted dates on all available platforms. Customers can receive updates at [ncquickpass.com](https://ncquickpass.com) or by following NC Quick Pass on [Twitter](#) and [Facebook](#).



## New Website and System

### Coming February 2023

**During the update period, customers will temporarily be unable to access the website and customer service**

Flip over to view important updates.



# Campaign B

Downtime of Website/CSC	30 days from go-live	Press release, email, social media, BBM insert, CSR script, BOS1 website alert (banner), DMS sign messaging, temporary landing page (FAQ), stakeholder one pager, 77 MP website alert, CSC TV Slide	Beginning February 17 at 5:00 p.m. through February 24, ncquickpass.com and myncquickpass.com will be unavailable, as we transition to the new system.



## Campaign B

### Travel

During this system update, **customers will be able to travel as usual** on North Carolina toll facilities with or without a transponder.

### Stay informed/After Update

Once the system update is complete, customers will be able to **manage and login to their account with their username and password** at ncquickpass.com or pay their Bill by Mail invoice and be able to make updates to their account. As with any system update of this scale, there may be **necessary system maintenance during the transition or in the first few weeks of operation**. If any system maintenance is required, customers will be notified on ncquickpass.com or on [Twitter](#) and [Facebook](#).

### Project Summary

NC Quick Pass is excited to launch our new website and system in February! **Beginning February 17 at 5:00 p.m. through February 24, ncquickpass.com and myncquickpass.com will be unavailable**, as we transition to our new system.

### Payments

Please be sure to pay any outstanding invoices or add money to your NC Quick Pass account before February 17. Customers that receive invoices dated January 12 through February 16 will have 45 days to pay the invoice instead of the traditional 30-day period. **This 15-day extension will be included in the due date of the invoice and no fees or penalties will be assessed during this time. No invoices will be due between February 11 through February 25.**





# New Website and System Coming February 2023

NC Quick Pass System Update Begins February 17



NC Quick Pass is excited to launch our new system in February! For five to seven days beginning February 17 at 5:00 p.m., our current website will be temporarily offline, as we transition to our new system. During this time, customers will not be able to make payments, add money to accounts, sign up for a NC Quick Pass account, or perform any other actions available on our existing website.

Please be sure to pay any outstanding invoices or add money to your NC Quick Pass account before **February 17**. All North Carolina toll roads will not be impacted during this system upgrade and customer will be able to travel as usual.



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## Avoid the slowdown

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The background features a dark blue field with a subtle, repeating pattern of hexagons. Overlaid on this are several dynamic, glowing green particle trails. These trails consist of numerous small dots that form flowing, wavy lines across the upper and lower portions of the image, creating a sense of movement and energy.

**Thank you!**