



NORTH CAROLINA
Department of Transportation

NCDMV – House Select Committee on Government Efficiency

Paul Tine, Commissioner

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Connecting people, products and places safely and efficiently with customer focus, accountability and environmental sensitivity to enhance the economy and vitality of North Carolina

For today's discussion:

- Recap where our team started
- Affirm DMV's commitments
- Preview updated mission & vision in DMV's strategic plan
- Review ongoing projects & future improvements
- Share early results

Starting point | DMV has challenges, but we are making progress

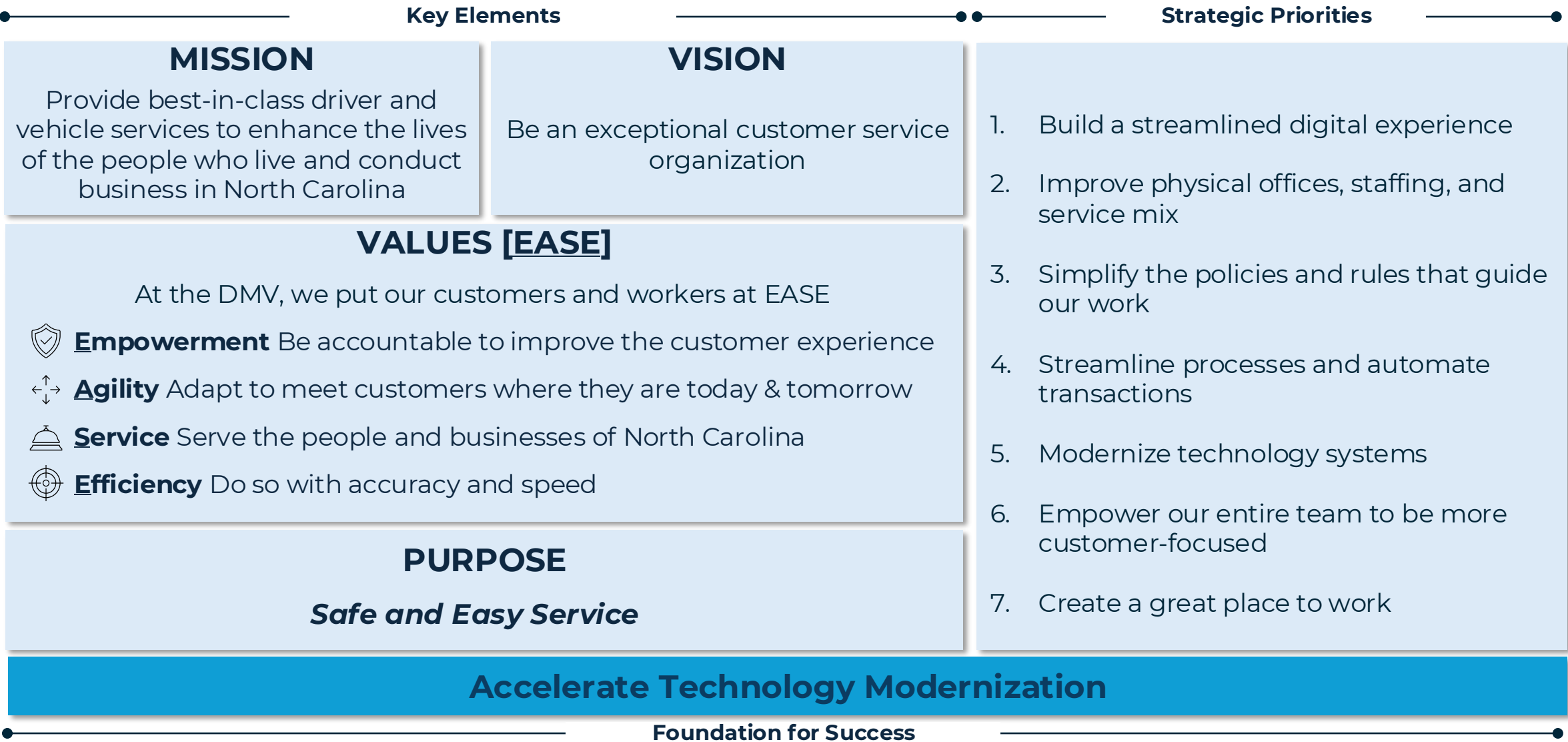
Theme	Starting point in spring 2025	Examples of early change	NON-EXHAUSTIVE
Culture	<ul style="list-style-type: none">• Low morale amongst staff• Challenges with prioritization	<ul style="list-style-type: none">• Listening tour visiting 110+ of 113 offices so far• Weekly communication to the organization	
Comms	<ul style="list-style-type: none">• Limited public engagement seeded confusion with customers	<ul style="list-style-type: none">• NCDMV.gov & dedicated social media• Website upgrades (e.g., REAL ID quiz & checklist)	
Operations	<ul style="list-style-type: none">• Customer waits averaging 3+ hours• Appointment system challenged by demand• 6-month waits for examiner training requiring weeks away from home• KPIs inconsistently measured	<ul style="list-style-type: none">• Accepting walk-in customers all day• New sign-in system to take phone numbers• Improved wait time data with AI query tool• Redesigned, modular training program• Stood up Operations Command Center	
Staffing	<ul style="list-style-type: none">• Limited support for frontline staff (10 managers for 115 offices)• Limited capacity to execute new initiatives• Disruption from Highway Patrol transfer	<ul style="list-style-type: none">• Interns and headquarters volunteers utilized for summer triage• Initiative support from other agencies & consultants	

Commitments | Transformation & refreshed strategic plan

 Details follow

Recommendation	Response	Anticipated Completion
Develop a DMV-focused strategic plan	Developing a new strategic plan with updated mission, vision, priorities	December 1, 2025
Develop a phased, data-driven staffing plan	Developing a staffing plan to share with strategic plan	December 1, 2025
Enhance transparency and performance reporting	Preparing public dashboard to report on key metrics	Before July 1, 2026
Improve service delivery through targeted customer experience initiatives	Transformation program focused on moving transactions online & improving the in-person experience at DMV offices	Ongoing – significant progress to date
Evaluate DMV’s organizational placement	Proposed study of percent-of-fee-based funding model	<i>If directed by General Assembly</i>

Mission & Vision | Refreshed to guide DMV's transformation



Recent Initiatives | Capacity & customer experience improvements (1/2)

Details follow

Project	Overview	Results
SB245: Authorizing Renewals Online	Allow customers greater flexibility to renew their license online	<ul style="list-style-type: none">Enabled REAL ID renewal online if last transaction was in-officeEnabled 2nd consecutive online renewal for non-REAL ID holders
Website Improvement	Help customers arrive fully prepared for service	"Do you need a REAL ID? Quiz & document checklist launched
Road Tests Outsourced to Commercial Schools	Certify commercial driving school instructors to administer road tests for teen drivers	32 schools currently certified to provide tests across NC
New Examiner Positions (Authorized by Legislature)	61 new positions in existing offices + 36 new positions to open 4 new offices	64 new employees (all authorized for FY25-26) filled within 30 days - total 87 since 8/6
SMS Sign-in System	Get customers out of line and out of the heat by checking in with their phone number and returning later for service	Implemented in 105 of 115 offices – representing 99% of all transactions

Recent Initiatives | Capacity & customer experience improvements (2/2)

■ Memorial Day – Labor Day only

Project	Overview	Results
Balancing Walk-ins & Appointments	Support walk-ins & appointments to maximize service capacity and decrease wait times	~87% of customers in September were served as walk-in customers – total in-office issuances are up 7% fiscal year over year
New Scanners	Upgrade scanner hardware to reduce time and storage needs	Distribution began Oct. 17 and will be completed in the coming days
Accelerated Examiner Training Program	Streamline training program to offer more virtual instruction, increase class sizes, and reduce the total time spent in training	Training 123 examiners in 2 nd half of 2025 vs 74 in 2024
Peak Season Saturday Hours	Staff volunteered to work overtime at 20 offices on summer Saturday mornings – an increase of 4 offices versus 2024	2.1k average Saturday issuances – an increase of 49% versus 2024
Triage support	Ensure that customers are checked in promptly & have all the documents they need for service	13 interns & 28 volunteers from other sections to triage customers checking in at offices

SB 245 Implementation | Enables up to 400k online transactions

Phase	Description	Implementation Date
Non-REAL ID holder's 2 nd consecutive online renewal	Allow online renewals 2 of every 3 times for Driver License holders	✓ October 7th
REAL ID holder's 2 nd consecutive online renewal	Driver License holders with a REAL ID can renew their driver license online for a second consecutive time and keep REAL ID if they have visited an office and had a photo taken since their last renewal	✓ October 16th
Graduated Driver License Level II to Level III online upgrade	Allows teen drivers to advance from a Level II limited provisional license ("before 9s") to a Level III full provisional license ("after 9s")	Early November
State ID card online renewal	Allow state ID card holders the same consecutive renewal privileges as Driver License holders	By end of year

More than 26,000 customers renewed their license online in the first 3 weeks

Ongoing priority projects

Project	Description	Impact (capacity gained)
New offices (Authorized by Legislature)	<ul style="list-style-type: none">• 4 new offices (Brunswick, Cabarrus, Sampson, Wake Counties)• 36 new positions to support office expansion	Up to 200k transactions per year
Upload documents ahead of visit	<ul style="list-style-type: none">• Allow customers to scan required documents ahead of in-person visit	Up to 150k transactions per year
Upgrade credit card machines	<ul style="list-style-type: none">• Enable examiners to process payments more efficiently and allow customers greater flexibility	Up to 15k transactions per year
Expand self-service kiosks	<ul style="list-style-type: none">• Install 11 new self-service kiosks in Cumberland, Mecklenburg, and Wake Counties	Up to 3k transactions per year
Additional initiatives	<ul style="list-style-type: none">• Online CDL renewal, analyze service offerings by location, tablets for triage, reduce # of signatures	Impact to be determined

Initiative case study | SMS Sign-in System

Phase	Our approach	Lessons learned
Development	Listened to feedback from the field that QR code sign in process didn't work & worked with vendor to develop new process where examiners take phone numbers	Directly engage with IT partners earlier & manage closely with daily standups
Pilot	Initial roll out to 4 offices to test implementation materials; spread to additional 20 offices 2 weeks later	Hold town halls with staff so that they understand goals behind the change
Implementation	Accelerated implementation to 105 of 115 offices a week later to mitigate risk from excessive heat	Executive leadership needed on the front-line during pilot to drive problem solving (did not identify significant glitch until full rollout)
Customer feedback driven coaching	Monitored constituent concerns and media to guide coaching while data infrastructure was improved	Monitoring will be maintained along with more data driven approaches
Improved data	Challenges measuring wait time led us to rebuild reporting mechanisms with granular data	Building on granular data allows deeper insight on office-level performance
Ongoing coaching	Identify challenges with field visits & back up with data and clear communication on what needs to change	Office-level communication drives faster impact (e.g., 59% reduction in inside wait after coaching messages on lobby capacity ¹)

1. 1:12 average inside wait for last 28 days as of July 24 vs. 0:24 on October 24
Source: Q-Flow wait time tables on Databricks as of October 24

Early results | We are seeing more customers & waits are improving

More Examiners are ready to serve customers	Wait times are shorter & more flexible on when customers need to be in the lobby		We are seeing more people in our offices
<div>4.1%</div> <div>10.9% in April 2025 (↓ 6.8 p.p.)</div> <div>Examiner vacancy rate, %</div>	<div>1:31</div> <div>2:11 in July 2025¹ (↓ 31%)</div> <div>Average total wait hours:mins Last 28 days</div>	<div>0:29</div> <div>1:12 in July 2025¹ (↓ 59%)</div> <div>Average lobby wait hours:mins Last 28 days</div>	<div>686k</div> <div>643k in FY24-25 (↑ 7%)</div> <div>Total in-office issuance, # Fiscal year to date</div>
	<div>April survey estimated average experience time for walk-ins at 3.5 hours (including wait outside)</div>		

1. 28 days prior to July 24, 2025; data prior to late June not accurate due to inconsistency in sign-in process
Source: SADLS transaction data, Q-flow wait time data, last updated October 24, 2025

