



**NORTH CAROLINA**  
Department of Transportation

# Joint Legislative Transportation Oversight Committee Meeting

Wayne Goodwin, DMV Commissioner

Thursday, February 29, 2024 at 9:30 a.m.

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

# Introductions and Overview

# Goals

- Shorten wait times.
- Shorten lines.
- Modernize our technology internally and for customers externally.
- Fill DMV Examiner vacancies.
- Protect customers from identity fraud/investigate fraud and theft.
- Provide more online service options for customers.
- Improve customer service overall for individuals and businesses.

# Systems Modernization Update

- Last month, NCDMV entered into an MOU with the State of Arizona to implement a System Modernization effort that would replace the multiple aging mainframe systems with a single solution containing all customer information.
- This one-system approach will break down the silos of information stored by NCDMV, and we expect increased efficiencies internally and improved customer service, namely shorter lines and wait times.
- North Carolina is one of several states that will be using the system code available from Arizona at no cost.
- NCDMV will seek consultants to assist with implementing this new modernized system utilizing the funding allocated by the legislature.

# Motor Vehicle Dealer Regulation

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Lieutenant Colonel Robert Sawyer  
License and Theft Bureau

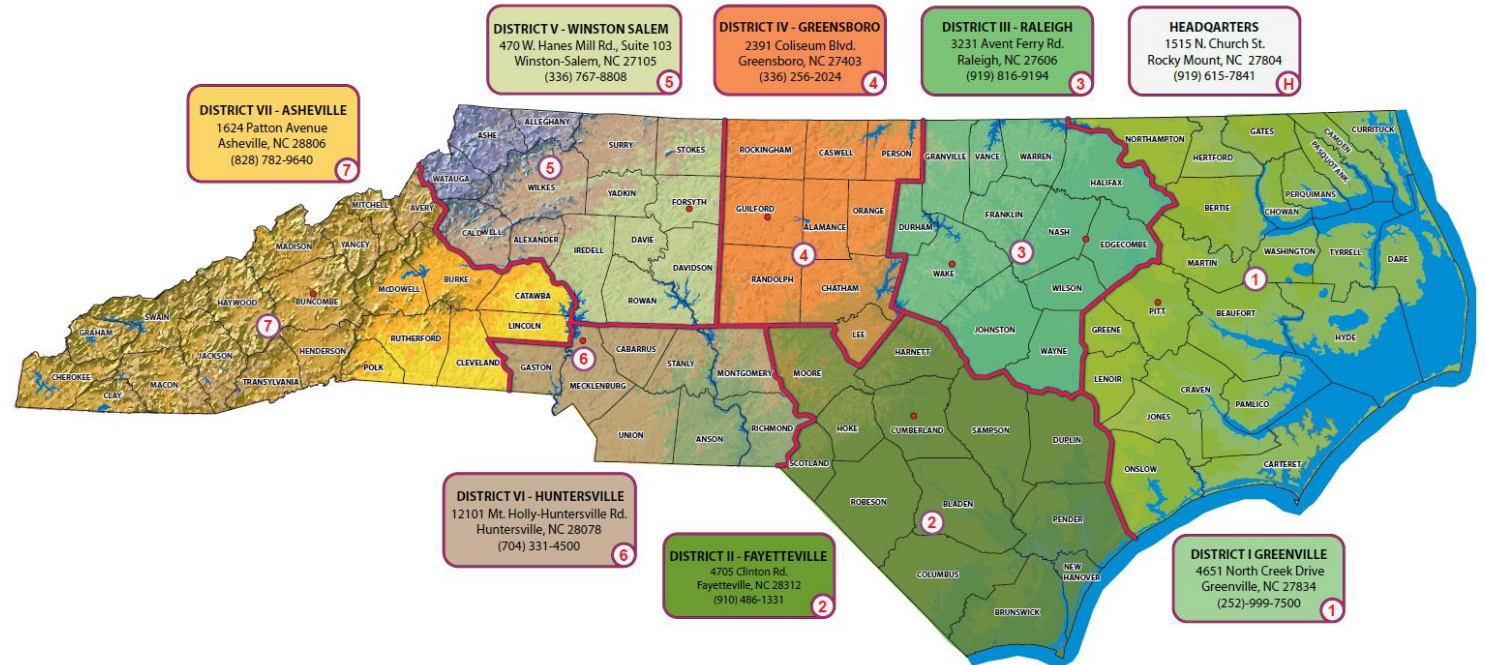


# License and Theft Bureau

The mission of the North Carolina Division of Motor Vehicles (NCDMV) License and Theft Bureau is to enforce all state and federal laws which regulate motor vehicle operations, sales, inspection maintenance and auto theft, and conduct investigations that prevent fraud, impositions and other abuses upon the citizens of North Carolina.

259 positions

- 147 sworn officers
  - 48 vacancies
- 45 civilian
  - 19 vacancies



# Regulatory Authority

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Chapter 20, Article 12 of the North Carolina General Statutes grants the License and Theft Bureau regulatory authority over motor vehicle dealers and manufacturers licensing law.

Administrative Code (19A NCAC 03D .0220) grants the Bureau authority to audit and inspect dealer records and to make periodic inspections of premises and records of licenses.





# Licensed Dealers and Salesmen

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- N.C.G.S. § 20-286 (11)
- 7,586 Licensed Dealers
- 43,200 Licensed Salesmen





# Licensing Process Overview

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For a dealer to obtain a license, the dealer must :

- Have an established salesroom or office that complies with all zoning ordinances or regulations,
- Complete an application for a dealer and salesmen license,
- L&T Inspector completes a site inspection and verify site complies with all requirements,
- Furnish a \$50,000 corporate surety bond or cash bond,
- Provide the Division with proof of an assumed name from the Register of Deeds,
- Articles of Incorporation, if required, the first page of the corporate charter and/or certificate of authority from the Secretary of State,
- Provide certificate of garage insurance,
- Furnish proof of completion of education courses approved by the Division, if applicable,
- Submit the completed application to the Division.

# Dealer Unit

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For each dealership that is licensed, most, and in some cases, all, of the following processes are involved; not only initially, but annually and periodically:

- Modifications (address changes, officer changes, adding franchise, name changes, adding DBAs, etc.)
- Ownership Changes
- Plates (additional, renewed, turn-in)
- Salesman (additional, renewed, cancelled)
- Annual renewals
- Inspector Audits
- 30-day markers (tags) (issue and purge)
- Mail (in and out)
- Document scanning/imaging
- Document review (Initial and subsequent)
- Document Filing
- Dealer and Salesman profile and history reviews
- Rejection notices
- Military status collection
- Bond cancelation, rescind notices and verification
- Licensing Board reviews
- Hearing Orders
- Civil Penalty Collection
- Out of Trust Investigation
- Customer Service

# Dealer Unit

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Staff of 13 includes:

- 1 Lieutenant
- 2 Program Supervisor I
- 6 Program Coordinator III's
- 3 Program Coordinator I's
- 1 Temporary Employee

Raleigh Office Vacancies:

- 1 Program Coordinator III
- 2 Program Coordinator I's

New Huntersville Office Vacancies:

- 1 Program Supervisor I
- 3 Program Coordinator III's



2024 Personnel Actions: 2 Promotions and 1 New Hire has reduced the vacancies from 10 to 7.

# Dealer Unit

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Monthly production average for 2023:

- 61 new dealers
- 402 dealer renewals
- 372 new salesmen
- 1,932 salesmen renewals

Month	New Dealers	Renewals	New Salesmen	Renewals
January	75	516	1,046	1,930
February	80	506	562	1,990
March	74	629	617	2,803
April	69	436	307	2,292
May	16	188	123	1,154
June	57	356	226	1,793
July	49	338	188	2,010
August	57	532	342	2,474
September	50	464	278	2,200
October	46	355	310	2,203
November	48	253	251	1,322
December	109	254	214	1,008
<b>Average</b>	<b>61</b>	<b>402</b>	<b>372</b>	<b>1,932</b>

# Dealer Unit Backlog Remedies

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- The Bureau has brought in members from other Units to assist.
- The Bureau is opening a second Dealer Licensing Unit, in Huntersville, so that dealers from western NC will not need to travel to Raleigh.
  - **OPENING SPRING 2024.**
- In the meantime, the State-Operated Huntersville License Plate Agency Express Office will be helping to address the backlog until the second dealer unit is open.
- Working with HR to increase pay using LMAR to help fill vacancies and retain staff.
- Legislative ask:
  - Change renewals to biennial (every 2 years) instead of the annual.

# Field Operations – Audits

NCAC grants the Bureau authority to audit and inspect dealer records and to make periodic inspections of premises and records of licenses.

Count	Audit Type	N.C.G.S/ Administrative Code
2,786	Dealer Audits	§ 20-297; 19A NCAC 03D .0220
717	New Dealer Site Inspections	19A NCAC 03D .0217(k)
434	Close Dealer Audits	





# Field Operations – Investigations

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In 2023, dealer investigations comprised 14% of the Bureau’s total investigations.

Complaints are received in person or through our online web portal, Law Enforcement Case Management System.

Count	Investigation Type	N.C.G.S
2	Unlicensed Dealer	§ 20-287
6	Open Title	§ 20-72
6	Out of Trust	§ 20-75
13	Improper Use/Issuance of Dealer Plates	§ 20-79(e)
24	Notary Violations	§ 10B-60
41	Theft	§ 14-71.1, § 14-71.2, § 14-100
61	Registration	§ 20-79.1,
65	Failure to Deliver Title	§ 20-73, § 20-75
65	Odometer Rollback Investigations	§ 20-343
72	30-Day Marker Violation	§ 20-79.1
<b>355</b>		

# Contact Us

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# Regulation and Oversight of Commission Contractors/LPAs

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Judy Schmidinger, Program Analyst II, Vehicle Services

# License Plate Agency (LPA) Commission Contractors

- ❑ 129 Commission Contract LPA locations throughout NC
- ❑ There are currently 116 of those locations open
- ❑ We have 13 LPAs that are closed and in different phases of reopening

# **New Contractors LPAs Trained and Opening**

- ❑ Greenville in NCDOT building – March 5
- ❑ Jackson County/Sylva - Week of March 25

## **New Contractors Selected: Early Phase Paperwork, Lease, Building Prep, Training**

- Jacksonville
- Lexington
- Wilmington
- Hampstead
- Plymouth
- Shallotte



# New Contractors

## Background Check/Final Decision Phase

- Mooresville
- Southport
- Robbins
- Eden

# New Contractor Application Phase

Newton

# LPA Oversight

A Program Supervisor II in the Vehicle Services Director's office is assigned the duty as LPA Liaison.

The LPA Liaison provides LPA oversight and compliance by monitoring compliance of:

- ❑ The Contract
- ❑ The LPA Standard Operating Procedures (SOP)

## LPA Oversight – How

The LPA Liaison oversees contract compliance by:

- ❑ Monitoring compliance through audits.
- ❑ Monitoring complaints from customers and DMV units
- ❑ Monitoring Error Reports
- ❑ License and Theft investigations

## LPA Contract and SOP

- ❑ The LPA SOP and the LPA contract provides all contract compliance requirements.
- ❑ All LPAs must follow the contract requirements and SOP regardless if the commission contractor is a private individual, an agency of a local government or a chamber of commerce.

# LPA Contracts

The Division's current contract entities:

- Individual Contract
- Individual and Business Entity Commission Contract
- Joint Commission Contract
- Joint with Business Entity
- Municipality/Government Contract
- Individual Temporary Commission Contract



# LPA Standard Operating Procedures

The most recent LPA  
SOP revision date  
02.01.2024

North Carolina Division of Motor Vehicles

License Plate Agency

Standard Operating Procedures

Effective Date: 02/01/2024

# Performance Metrics/Performance Points

□ The SOP lays out all the metrics, points and deductions.

□ Performance points are listed under Section 35.

□ DMV Accountability Unit audits the LPAs every 30-45 days for compliance.

Checklist (Auditor) ID# Rev 10/18		LICENSE PLATE AGENCY NUMBER, NAME AND TIER: Clinton LPA 11 Tier II												Points	
		FIELD AUDITOR: Alicia Jenkins													
		DATE: 7/5/2023													
SOP PROVISION	POTENTIAL POINTS	Metric	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Points
1	20.2 (1)	10	Has deposit slip with 2:00pm time stamp												120
2	20.2 (1)	10	Daily deposit slip matches amount in STARS												120
3	20.2 (2)	10	Daily deposit of cash and checks match amount in STARS												120
4	20.2 (3)	10	Submits Fiscal Exception Form												120
5	24.2	10	Daily has STARS & iNOVAH documentation												120
6	15.4 -15.5	10	Monthly no missing RIS inventory												120
7	15.4 -15.5	2	Monthly no more than 2 missing RIS inventory												0
8	15.6	10	Monthly has all inventory items reported as damaged												100
9	15.6	2	Monthly missing no more than 2 inventory items reported as damaged												4
10	15.4-15.5	10	No missing INI inventory												120
11	15.4 - 15.5	2	No more than 2 missing INI inventory												0
12	24.1	5	Daily mails documents to DMV												60
13	30.2	10	Monthly stores confidential documents and inventory in secure place												120
14	30.3	5	Monthly disposes of confidential documents within 30 days												60
15	17.1	n/a	Has Required Security Cameras(checklist item 2 x per year - Y or N)												Y
16	16.1	n/a	Has Required Signs(checklist item 2 x per year - Y or N)												Y
<b>Monthly Total</b>			100	100	92	100	100	100	100	100	100	100	92	99	
<b>TOTAL SCORE: 1183</b>															
			Alicia Jenkins Field Auditor's Signature						Janae M. Davis Contractor or Manager's Signature						

Most points that LPA may receive would be 100.  
 Options 1-5- points will be deducted for each day that is incorrect.  
 Option 6- may receive 10 points if no missing RIS inventory or 0 points if any inventory is missing.  
 Option 7- may receive 2 points if no more than 2 missing RIS or 0 points if more than 2.  
 Option 8- may receive 10 points if all inventory items reported as damaged or 0 points if any inventory missing.  
 Option 9- may receive 2 points if no more than 2 inventory items reported as damaged is missing or 0 points if more than 2.  
 Option 10- 10 points for no missing INI inventory or 0 points if any inventory is missing.  
 Option 11- 2 points for no more than 2 missing INI inventory or 0 points if more than 2.  
 Option 12- 5 points for daily mails documents to DMV (no more than 1 day of work) or 0 if work is late being mailed.  
 Option 13- 10 points for storing confidential documents and inventory in secure place or 0 point if not.  
 Option 14- 5 points for disposing of confidential documents within 30 days or 0 point if not.  
 Options 15-16- No points will be given- will be checked twice a year and be reported to Vehicle Registration.

## Performance Metrics – Items checked

- Deposit Slips and Deposit Exception Forms
- Daily STARS & iNovah Documentation
- Ready to Issue (RIS) and in back-office inventory (INI)
- Mails documents to DMV
- Stores documents and inventory in secure location
- Disposes of confidential documents

## Performance Deductions – 36.1 and 36.2

Additional performance deductions are also laid out in Section 36.1 and 36.2 which are deductions for cameras, signs and substantiated complaints.

- Failure to post required signs and have readable signs, as required by Section 16.1.
- Failure to have a security camera or keep a recording of the camera, as required by Section 17.1.
- The LPA omits a lien from a title.
- DMV determines that a customer complaint against the LPA is a substantiated complaint.
- DMV determines that a Division complaint against the LPA is a substantiated complaint.
- The LPA contractor or an LPA employee fails, without good cause, to attend training required by DMV.

# Complaint Metrics – Logging and Tracking

## Sample Log

Branch Name	Branch #	Date of Complaint	Written by	Reason for complaint	Substantiated = Points Deduction	Comments
Anytown LPA	1000	1/1/2024	J. Schmidinger	Anytown LPA's December audit shows that she has been taking the end of the day deposit home with her and depositing it the next morning. Contractor advised that she was tired and didn't want to go to the bank.	10	Contractor violated 20.2 of the SOP and banking laws by bringing deposits home at the end of the night.
Smalltown LPA	1010	1/2/2024	J. Schmidinger	Smalltown LPA has not retained 30 days of video footage. Contractor advised she didn't know.	10	Contractor violated 36.1 of the SOP.
Bigtown LPA	1023	1/3/2024	J. Schmidinger	Customer called to state Bigtown LPA was closed when she arrived at 3:00pm. Contractor advised that she had too much title work to complete from dealers.	10	Contractor violated 6.2 of the SOP and was advised to follow proper operating procedures.

## Performance Bonus

- ❑ NCGS 20-63(h) : The Division may award monetary performance bonuses, not to exceed an aggregate total of ninety thousand dollars (\$90,000) annually, to commission contractors based on their performance.
- ❑ Performance Metrics are used to determine highest ranking LPAs in five equal tiers.



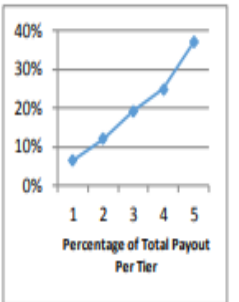
# Performance Bonus

- ❑ LPAs are divided in equal number by ordering all LPAs by Total Transactions for that fiscal year.
- ❑ Total Net Compensation (TNC) is determined for all LPAs
- ❑ Net Compensation of each tier is determined and expressed as a percentage of the total (TNC).
- ❑ Percentage for each tier is applied to the total bonus available (\$90,000) to determine bonus amount applicable to each tier.
- ❑ Bonus for each tier is divided 67%-33% to determine amount for 1<sup>st</sup> and 2<sup>nd</sup> place; results are rounded for simplicity
- ❑ If a 1<sup>st</sup> place tie occurs each LPA will receive a portion (1/2, 1/3, 1/4) of the 1<sup>st</sup> and 2<sup>nd</sup> place portion depending on how many LPAs are tied.
- ❑ If a second-place tie occurs each LPA will receive a portion(1/2, 1/3, 1/4) of the 2<sup>nd</sup> place portion.

### LPA Bonus Computation Algorithm Summary

(5) Equally divided tier divisions

2019-2020 LPA Transaction and Net Compensation Totals										
	No. of LPA's	TNC	lowest net compensation amount		highest net compensation amount	% of \$90k to this tier	1st Place Performance	2nd Place Performance	% of lowest tier member's net comp represented by 1st place performance	% of highest tier member's net comp represented by 1st place performance
Tier 1	25	\$ 1,655,036	\$ 10,131		\$ 97,125	6%	\$ 4,500	\$ -	44.4%	4.6%
Tier 2	25	\$ 3,110,621	\$ 99,853		\$ 159,331	12%	\$ 7,236	\$ 3,564	7.2%	4.5%
Tier 3	25	\$ 4,946,424	\$ 160,924		\$ 224,288	19%	\$ 18,000		11.2%	8.0%
Tier 4	25	\$ 6,392,495	\$ 225,136		\$ 299,321	25%	\$ 15,678	\$ 7,722	7.0%	5.2%
Tier 5	25	\$ 9,676,668	\$ 306,224		\$ 684,502	37%	\$ 33,300		10.9%	4.9%
		<b>\$ 25,781,244</b>				<b>100%</b>	<b>\$ 78,714</b>	<b>\$ 11,286</b>		



# 2022-23 Performance Bonus Winners and their scores

FY 2022-2023

**Tier 1**

	<b>Branch Name</b>	<b>Branch Number</b>	<b>Metric Score</b>	<b>Bonus Amount</b>
1st Place -Tie	Polk County	29	1200	\$ 1,500.00
1st Place -Tie	Town of Farmville	157	1200	\$ 1,500.00
1st Place -Tie	Robbins	98	1200	\$ 1,500.00
			Total	\$ 4,500.00

**Tier 2**

	<b>Branch Name</b>	<b>Branch Number</b>	<b>Metric Score</b>	<b>Bonus Amount</b>
1st place	Sylva	54	1199	\$ 7,236.00
2nd place	Spring Hope	89	1187	\$ 3,564.00
			Total	\$ 10,800.00

**Tier 3**

	<b>Branch Name</b>	<b>Branch Number</b>	<b>Metric Score</b>	<b>Bonus Amount</b>
1st Place-Tie	Rockingham	64	1200	\$ 6,000.00
1st Place-Tie	Wallace	24	1200	\$ 6,000.00
1st Place-Tie	Roxboro	178	1200	\$ 6,000.00
				\$ 18,000.00

**Tier 4**

	<b>Branch Name</b>	<b>Branch Number</b>	<b>Metric Score</b>	<b>Bonus Amount</b>
1st Place	Morehead City	40	1200	\$ 15,678.00
2nd place	Mount Airy	168	1191	\$ 7,722.00
				\$ 23,400.00

**Tier 5**

	<b>Branch Name</b>	<b>Branch Number</b>	<b>Metric Score</b>	<b>Bonus Amount</b>
1st place-tie	Cary	107	1200	\$ 16,650.00
1st place-tie	Durham	12	1200	\$ 16,650.00
				\$ 33,300.00

# LPA Contracts Terminated since 2022 due to Retirement, Death or Other Reason (not violations)

	LPA	Date Closed	Reason for Termination	Period of Operation
1	Lumberton #187	12/13/2022	Contractor retired.	10/01/2012 - 12/13/2022
2	Goldsboro #18	8/12/2023	Contractor passed away. Reopened within a week with the manager of the LPA under temporary contract who was eventually awarded the contract.	12/12/1996 - 08/12/2023
3	Hampstead #145	8/31/2023	Contractor retired.	09/01/1994 - 08/31/2023
4	Wilmington #150	9/22/2023	Contractor retired.	09/22/2003 - 09/22/2023
5	Eden #184	9/29/2023	Contractor retired.	07/15/2017 - 09/29/2023
6	Lexington #177	9/29/2023	End of contract period.	09/29/2015 - 09/29/2023
7	Newton #101	10/11/2023	Contractor retired.	02/09/1998 - 10/11/2023
8	Spruce Pine #57	10/11/2023	Contractor retired.	04/01/1996 - 10/11/2023
9	Spring Lake #112	11/30/2023	Contractor retired.	01/15/2016 - 11/30/2023
10	Greenville-#118	12/1/2023	Contractor and majority shareholder passed away. Temporary contract issued and office posted for applications. Temp Contractor voluntarily terminated the contract effective 12/1/2023 and did not want to reapply.	06/01/2021 - 12/01/2023
11	Sylva #54	12/15/2023	Contractor retired.	10/04/2021 - 12/15/2023
12	Shallotte #97	12/21/2023	Contractor retired.	09/24/1982 - 12/21/2023
13	Robbins #98	1/31/2024	Contractor retired.	06/15/2019 - 01/31/2024
14	Mooreville	02/14/2024	Contractor retired.	10/20/2015– 02/14/2024

# LPA Contracts Terminated since 2022 due to Contract Violations

	LPA	Date Closed	Reason	Issues Addressed before Termination
1	HOLLY SPRINGS #53	8/10/2022	Contractual Violations. Improper Use of Dealer Folders and title fraud.	Broadcast Messages and Emails to manager and contractor concerning the proper use of the dealer folders.
2	HUNTERSVILLE #52	9/9/2022	Contractual Violations. Deposit shortages and overages; title work not mailed to division; missing inventory; branch reports missing; unpaid lease in the amount of \$14,581 to the NCDOT.	Warning Letters
3	SOUTHPORT #160	1/6/2023	Contractual Violations: Notary violations and employee violation of RACF ID User.	None because this was an investigation which resulted in violation.
4	JACKSONVILLE #16	11/17/2023	Contractual Violations: Notary violations.	Warning by auditor, practice continued, office closed.

# Contact Us

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# Customer Service



Wayne Goodwin, DMV Commissioner

# Customer Service Data Metrics

- ❑ NC population continues to grow:
  - ❑ 2000: 8.1 million (U.S. Census Bureau)
  - ❑ 2020: 10.6 million (U.S. Census Bureau)
  - ❑ July 2024 (estimated): 10.9 million (State Demographer, NC OSBM)
  - ❑ 2030 (projected): 11.7 million (State Demographer, NC OSBM)
  
- ❑ Number of Driver License Offices
  - ❑ 2003: 112
  - ❑ 2024: 115
  
- ❑ LPAs –
  - ❑ 116 commission contract offices currently open
    - ❑ 26 local governments (will be 27 when Jackson Co LPA reopens in March)
    - ❑ 90 private commission contractor locations
  - ❑ 3 state-operated LPAs (Raleigh, Huntersville, Jacksonville)
  - ❑ 2 International Registration Plan offices (Raleigh and Charlotte)
  
- ❑ License & Theft Bureau co-located at 58 DLOs

# Driver Services Personnel Overview

- ❑ DMV vacancy rate was between 25-30% in January 2022
  - ❑ 250+ Examiner positions filled in last two years
  - ❑ Current vacancy rate among full-time permanent employees is 11%
  - ❑ How?
    - ❑ Intense, dedicated recruiting effort by HR.
    - ❑ Joint efforts of the Executive and Legislative branches to raise salaries and offer hiring bonuses and retention bonuses.
  
- ❑ Current/future challenges:
  - ❑ DOT HR projects a surge in DMV retirements in the next few years.
  - ❑ Filling *temporary* positions (no benefits)
    - ❑ 70-80% vacancy rate
  
  - ❑ **Legislative ask:** Convert temporary positions to full-time permanent positions
    - ❑ 40 additional full-time examiners to fill open workstations statewide



# Customer Service Initiatives

- ❑ More than 20 Online Services available at MyNCDMV.gov
- ❑ Extended Hours & Expanded Walk-in Services
  - ❑ 45 offices opening an hour early at 7AM
  - ❑ 16 offices with Saturday hours during summer “Peak” season
  - ❑ Appointments in the morning; walk-ins every weekday afternoon
- ❑ Technology
  - ❑ Q-Anywhere
  - ❑ Walk-in Wait Time Tool
  - ❑ Self-Service Kiosk Pilot
  - ❑ Electronic Forms
- ❑ Special Outreach: Re-Entry Program; Homebound; Military Assistance; Homeless Assistance; ASL and Foreign Language Interpreters.

# Driver Services Metrics

- In-person transactions:
  - 2019: 2.3 million
  - 2020: 1.3 million
  - 2021: 1.7 million
  - 2022: 1.6 million
  - 2023: 1.8 million
- Online transactions:
  - 2019: 708,643
  - 2020: 792,596
  - 2021: 857,237
  - 2022: 755,470
  - 2023: 988,002

\*(31% increase)
- Mail-in (military):
  - 2019: 192
  - 2020: 200
  - 2021: 204
  - 2022: 141
  - 2023: 201

# Vehicle Services Metrics

## ❑ In-person transactions at State-operated LPAs:

- 2019: 359,830
- 2020: 301,748
- 2021: 279,860
- 2022: 302,026
- 2023: 285,727

## ❑ Online transactions:

- 2019: 2.9 million
- 2020: 3.1 million
- 2021: 3.7 million
- 2022: 3.6 million
- 2023: 3.8 million

## ❑ In-person transactions at private contractor LPAs:

- 2019: 26.1 million
- 2020: 16.8 million
- 2021: 17.2 million
- 2022: 17.1 million
- 2023: 16.9 million

## ❑ Mail-in transactions:

- 2019: 1.5 million
- 2020: 1.4 million
- 2021: 1.7 million
- 2022: 1.4 million
- 2023: 1.4 million

# Questions?

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# Contact

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**Thank you!**

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