



**NORTH CAROLINA**  
Department of Transportation

# **DMV Performance and IT Modernization**

## Joint Appropriations Committee on Transportation

### Commissioner Wayne Goodwin

Feb. 26, 2025

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

# DMV Performance Metrics



# Driver Services

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# Customer Demand

- ❑ NC population continues to grow:
  - ❑ 2000: 8.1 million (U.S. Census Bureau)
  - ❑ 2020: 10.6 million (U.S. Census Bureau)
  - ❑ July 2024: 11 million (U.S. Census Bureau)
  - ❑ 2030 (projected): 11.7 million (State Demographer, NC OSBM)
  
- ❑ Number of Driver License Offices (DLOs)
  - ❑ 2003: 112
  - ❑ 2024: 115
  
- ❑ 8.6 million active customers
  - ❑ 7.6 million driver licenses
  - ❑ 950,000 ID cards

# Driver Services Personnel Overview

- ❑ DMV vacancy rate was between 25-30% in January 2022
  - ❑ 400+ Examiner positions filled in last three years; met with some attrition
  - ❑ Current vacancy rate among full-time permanent employees is 10%
  - ❑ 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

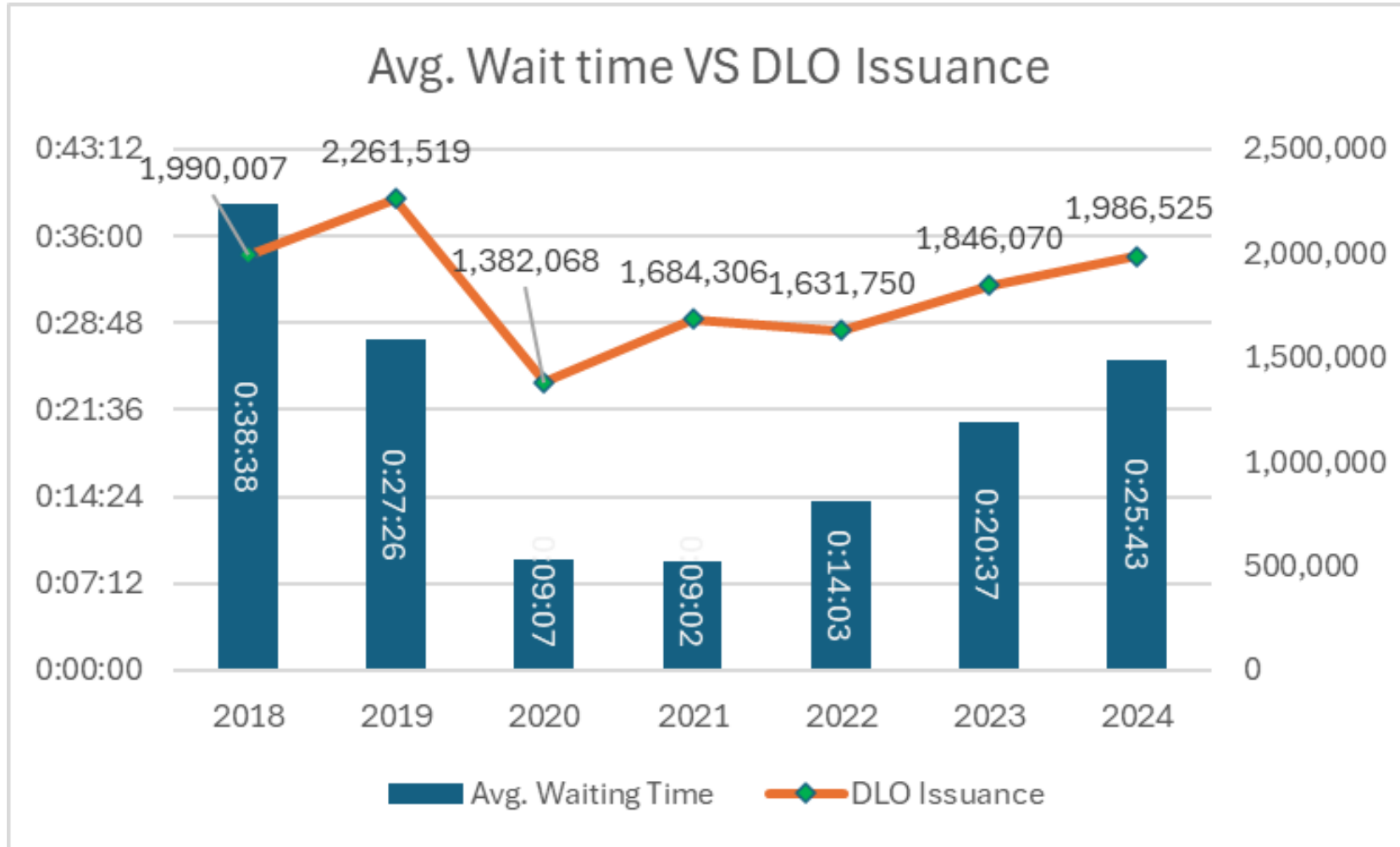
# Driver Services Metrics

- ❑ In-person transactions:
  - 2019: 2.3 million
  - 2020: 1.3 million
  - 2021: 1.7 million
  - 2022: 1.6 million
  - 2023: 1.8 million
  - \*2024: 2.0 million
- ❑ Online transactions:
  - 2019: 708,643
  - 2020: 792,596
  - 2021: 857,237
  - 2022: 755,470
  - 2023: 988,002
  - \*2024: 863,814
- ❑ Mail-in (including military):
  - 2019: 192
  - 2020: 200
  - 2021: 204
  - 2022: 141
  - 2023: 201
  - 2024: 241

❑ \*2024 – Online transactions decreased because individuals that renewed online last time (5 or 8 years ago) had to come in-person to renew this time. This, along with population growth and people wanting REAL IDs, led to the increase of in-person transactions.

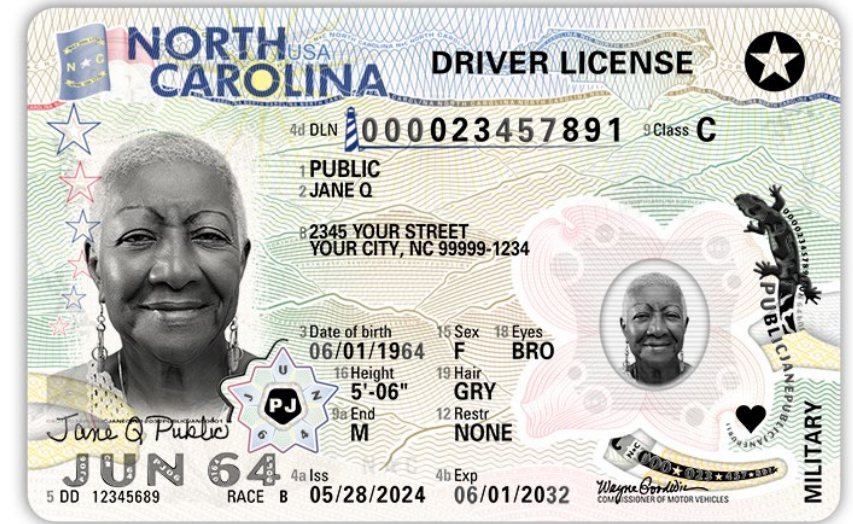
❑ 11,559 self-service kiosk transactions in 2024 (DL/ID duplicates, renewals)

# Driver Services Metrics (cont'd)



# N.C. REAL ID Update

- As of January 31, 2025:
  - 4.7+M REAL IDs issued since May 2017
    - 64,220 in January 2025
  - 49.6% of all active credentials are REAL IDs
  - Federal implementation date is May 7, 2025.



# Driver Services Fulfillment Metrics

- Credentials are manufactured and mailed within 10 days.
- Customers should receive their credential in the mail within three weeks.

# Customer Service Initiatives

- ❑ More than 20 Online Services available at MyNCDMV.gov
- ❑ Extended Hours & Expanded Walk-in Services
  - ❑ 50 offices opening an hour early at 7AM
    - ❑ Adding 42 more offices opening at 7AM in April
  - ❑ 20 offices with Saturday hours during summer “peak” season (June 7-Aug. 23)
    - ❑ 4 new offices this year (Elizabeth City, Clayton, Durham East, Kernersville)
  - ❑ Appointments in the morning; walk-ins every weekday afternoon
- ❑ Technology
  - ❑ Appointment reminders and confirmations
  - ❑ Q-Anywhere
  - ❑ Self-Service Kiosk Pilot
- ❑ Special Outreach: Re-Entry Program; Homebound; Military Assistance; Homeless Assistance; ASL and Foreign Language Interpreters.

# Appointment Confirmations, Reminders

- February 2024: 33.5% of appointments were no-shows
- When reserving an appointment: customers immediately receive a text *and* email with a confirmation link that they need to click within 15 minutes to confirm their appointment.
- Four days before the appointment, they will receive a reminder text and email with a confirmation link they will have to click within 24 hours to confirm their appointment.
- February 2025: 8.5% of appointments were no-shows

# Q-Anywhere

- Allows customers to check themselves in by scanning QR code and sending a text message.
- Customers can then wait in their car or run a nearby errand while they pass the time.
- Customers are alerted via text to enter the lobby when staff is ready to serve them.
- 110/115 DLOs utilize Q-Anywhere
  - 3 PT offices do not
  - 2 CDL offices (appointment only)



# Self-Service Kiosk Pilot

Last March, kiosk pilot launched at 3 Harris Teeters – one each in Raleigh, Charlotte and Fayetteville.

Available transactions include:

- Renew & order duplicate driver license/IDs
- In July , added vehicle registration renewals/stickers & property tax payments
- In August, added 6 more kiosks for a total of 9
  - 4 in Wake County
  - 4 in Mecklenburg County
  - 1 in Cumberland County

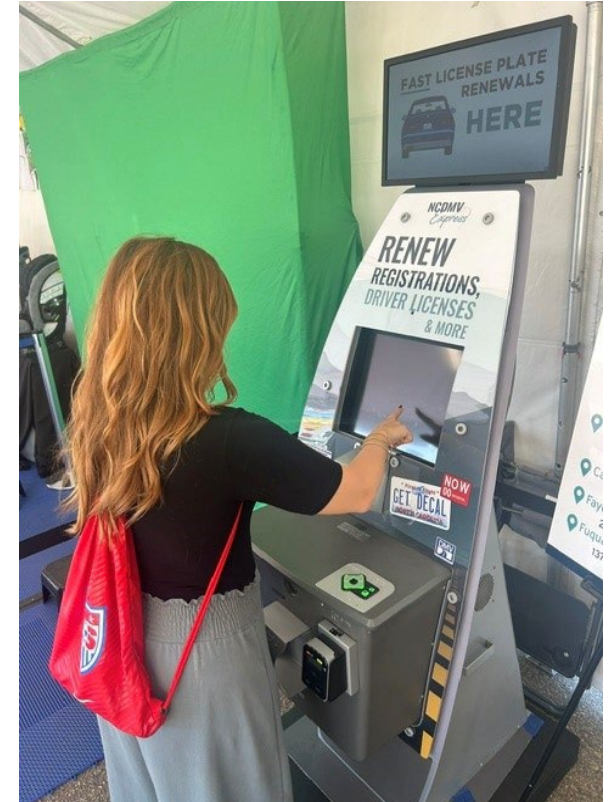


# Kiosk Metrics

21,299 transactions through Feb. 19, 2025

- ❑ Driver Services (14,893 transactions)
  - ❑ 7,422 driver license duplicates
  - ❑ 4,249 driver license renewals
  - ❑ 2,291 ID card duplicates
  - ❑ 931 ID card renewals
  
- ❑ Vehicle Services (6,406 transactions)
  - ❑ 5,805 vehicle registration renewals
  - ❑ 601 property tax payments on new vehicle

Most popular kiosk is in Fayetteville – 4,805 transactions



# Vehicle Services

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# Vehicle Services Personnel Overview

- ❑ Vehicles Services has 375 full time positions
- ❑ Currently have a 4% vacancy rate
- ❑ Vacancies averaged from 80-90 vacant positions 2020-2022

# License Plate Agency (LPA) Commission Contractors

- ❑ 130 LPAs throughout NC
  - ❑ 123 currently open
  - ❑ 7 closed and in different phases of reopening

# License Plate Agency Metrics/Goals

- No customer wait time metrics for LPAs
- Time studies completed at LPAs when complaints occur
- 20 minute or less wait time goal

# License Plate Agency Transactions

In-person transactions at private contractor LPAs per fiscal year:

- 2020: 16.8 million
- 2021: 17.2 million
- 2022: 17.1 million
- 2023: 16.9 million
- 2024: 16.6 million

# State Operated Offices

- ❑ 1 Full-service office/Raleigh Central Services (RCS)
- ❑ 1 Specialty office/Huntersville Express (no title transactions)
- ❑ 2 International Registration Plan (IRP) Offices  
(Raleigh and Charlotte)

# State Operated Offices Metrics/Goals

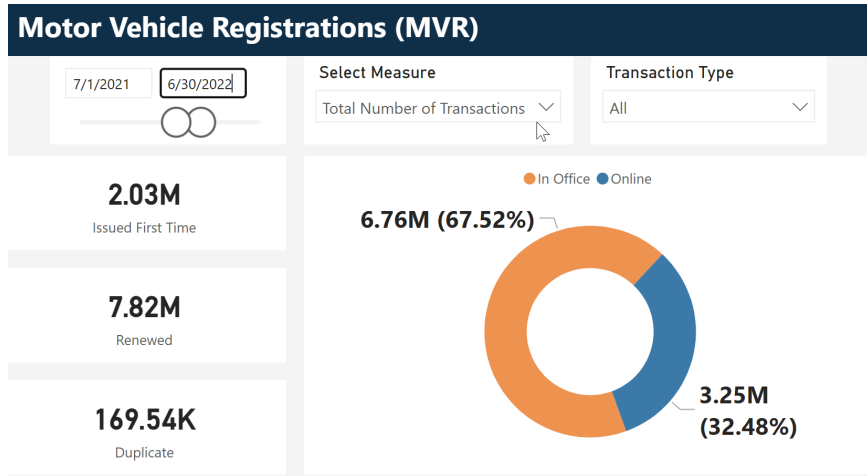
## Raleigh Central Services

- ❑ Wait Time Goal = 20 minutes or less
- ❑ Average 19-minute customer wait time
- ❑ Average 11-minute service time

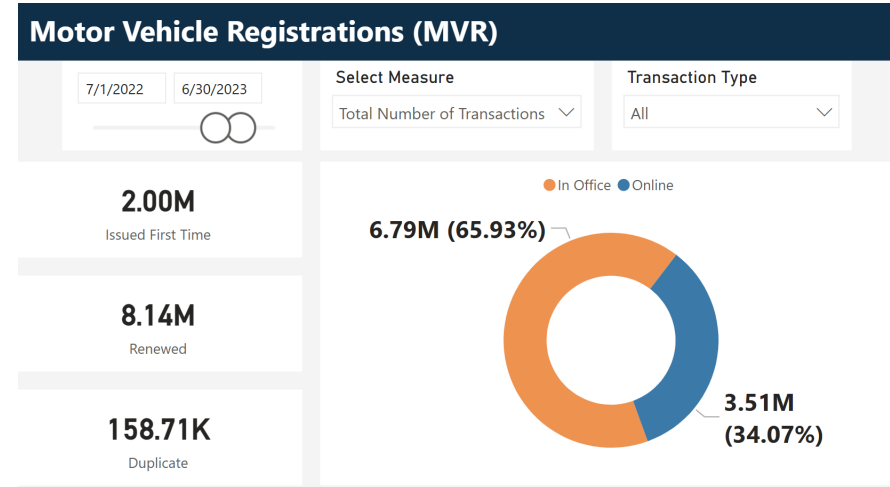
| Service                           | Avg. Service   | Avg. Waiting   |
|-----------------------------------|----------------|----------------|
| 10-day Tag                        | 00:10:26       | 00:18:44       |
| Crash Report                      | 00:12:45       | 00:21:30       |
| Driving Record                    | 00:08:12       | 00:18:38       |
| Exchange/Turn In/Replace/Transfer | 00:01:25       | 00:23:33       |
| Instant Title                     | 00:21:25       | 00:18:00       |
| Liability Insurance               | 00:08:06       | 00:17:09       |
| Other                             | 00:09:25       | 00:08:08       |
| Renewal/LRP/Taxes                 | 00:05:59       | 00:16:28       |
| Title History                     | 00:13:43       | 00:21:47       |
| Title Only                        | 00:13:39       | 00:17:00       |
| Title with Plate                  | 00:17:09       | 00:17:02       |
| <b>Total</b>                      | <b>0:11:19</b> | <b>0:19:18</b> |

# Vehicle Services Metrics

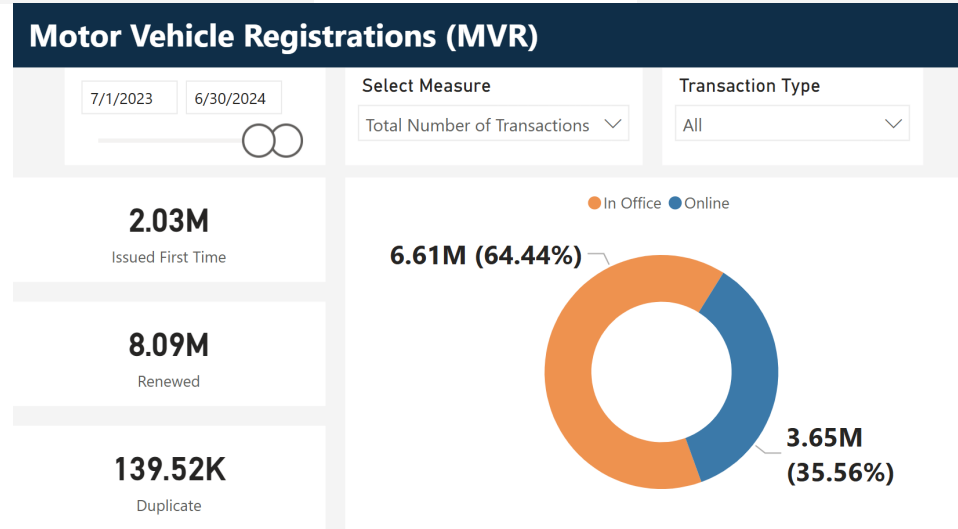
2021-22



2022-23



2023-24



# Vehicle Services Fulfillment Metrics

- ❑ Titles – mailed 5 days after processing
- ❑ License Plates - mailed the day after processing
- ❑ Registrations - mailed the day after processing
- ❑ Placards - mailed the day after processing

# IT Modernization

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# DMV Application Systems

DMV has many functions that require application support. These functions include but are not limited to vehicle registration, issuance of credentials, traffic records (crashes), voter applications, car inspections and emissions, vehicle insurance, medical certifications, etc.

The four major systems are:

- State Automated Driver License System (SADLS)
- State Titling and Registration System (STARS)
- LITES/IRP/MC/Traffic Records
- Enforcement/Emissions

# DMV Application Systems Descriptions

SADLS - Supports the Division of Motor Vehicle Driver Services Unit by providing quality, cost effective and timely technical solutions that facilitates the issuance and adjudication of Driver's Licenses and Identification Cards.

STARS - Supports the Vehicle Services unit of DMV by providing applications that records and monitors the ownership and license plates for vehicles owned or leased by citizens, businesses, and organizations (public and private) in North Carolina.

LITES/IRP/MC/Traffic Records - Supports interstate and intrastate commercial motor carriers. Provides automated processes to collect vehicle crash reports, view/print crash reports, and analyze crash data. Responsible for ensuring that registered owners of motor vehicles in the State of North Carolina maintain the proper level of liability insurance coverage.

Enforcement/Emissions - Supports the License and Theft Unit in enforcing the General Statutes for Motor Vehicles and to administer the Fuel Tax program enforced by the NC State Highway Patrol. This system, known as "Emissions," is used to support DMV License and Theft in managing the North Carolina Vehicle Inspection program and providing data to STARS to support the renewal of a vehicle.

# DMV Application Systems Descriptions

## Enterprise Application Services

iNovah Payment Card System (IPCS) - Supports the Driver and Vehicle Services by providing a Point-of-Sale solution for Euro Pay, MasterCard and Visa (EMV) complaint card-present payments including Credit and Debit card transactions with or without PIN at various customer service counters.

AQURIT Remittance Check Processing (AQ2) - Supports Vehicle Services (VS) by scanning, viewing and storing Vehicle Registration (VR) coupons and customer checks, then transmits files to State Titling and Registration System (STARS) and First Citizens Bank.

Intelligent Document Management System (IDMS) - Supports Driver and Vehicle Services by digitally capturing paper documents that are delivered from License Plate Agencies, the Customer Compliance Services Medical Unit, DMV Customer Compliance Services Records unit, multiple units in License and Theft Bureau and the DMV CRASH reporting system.

# DMV System Replacement – DMV 5

- The DMV Full System Replacement Project replaced the SADLS refactoring project that was listed as a DMV 5.
- NC received the Arizona code via a Memorandum of Understanding (MOU) at no cost to the state.
- The DMV System Replacement Project serves as the umbrella for all cost required for a full system analysis, design and implementation project.
  - This cost includes but is not limited to:
    - Resources for IT
      - Resources required for the replacement Project
      - Resources required to maintain the existing system in parallel
    - Resource cost for DMV Business
    - Product integrators (consultants to assist and provide a roadmap)
    - Cloud hosting and storage

# DMV Application Systems Interfaces

DMV Application Systems consists of many internal and external interfaces.

There are internal and external systems that must work together to administer DMV functions.

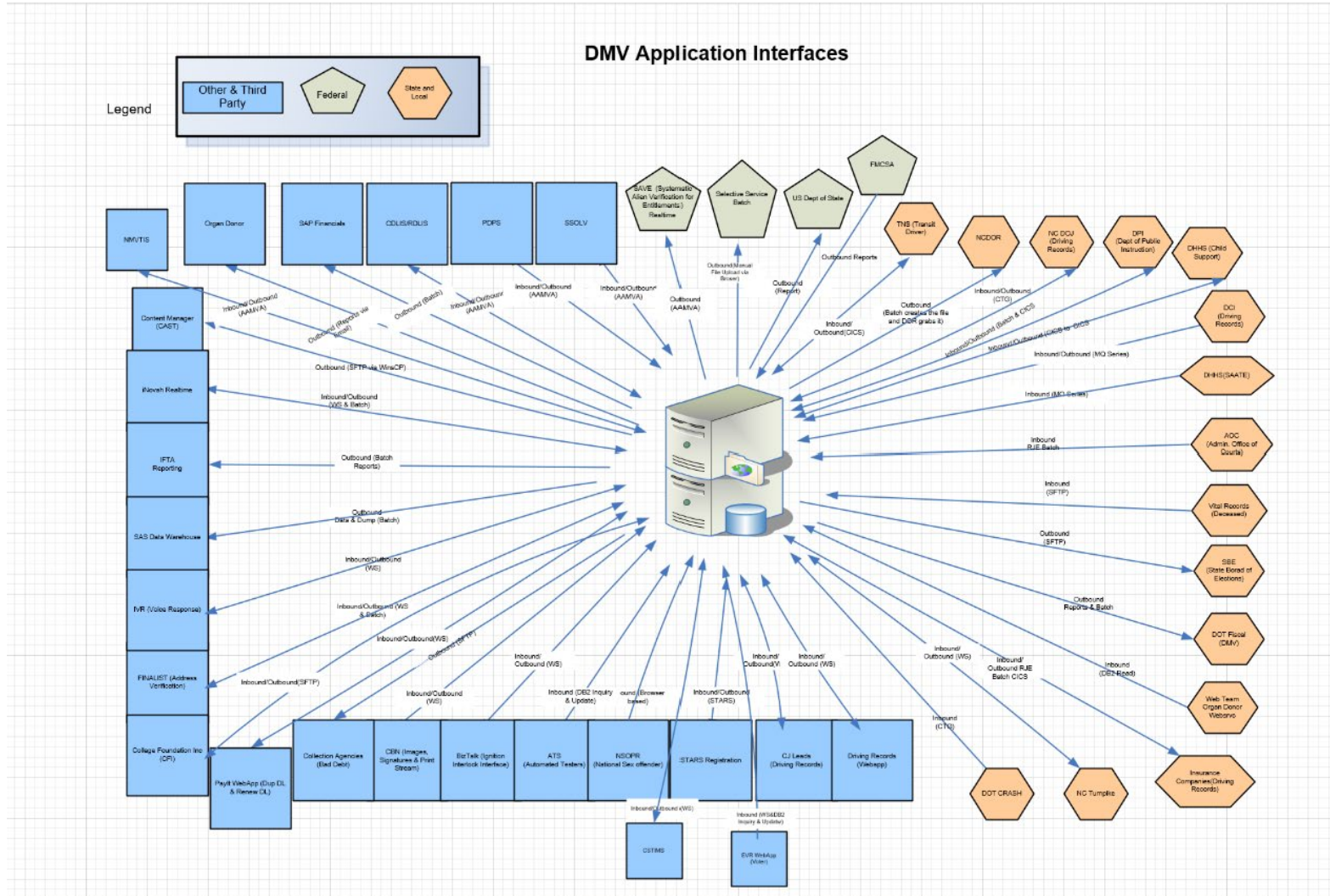
Approx. 50 state, federal, law enforcement, internal/external applications connect to NCDMV Systems.

The following slides provide an overview of some of the internal and external interfaces.

Below are a few of the external interfaces:

- AOC – Admin Office of Courts
- SBE&EE Elections and Ethics Enforcement
- DPI- Public Instruction
- SSA – Social Security Admin.
- CJLEADS & DCI – Law Enforcement
- DHHS – Health and Human Services
- CRASH – Traffic Accident Reporting System
- DOR – Department of Revenue

# DMV Application Systems Interfaces



# DMV Modernization Budget

| DIT Transportation Budget for DMV Modernization |  |                     |                    |
|---|--|---------------------|--------------------|
| 2/13/2025                                       |  |                     |                    |
|   |  | <b>Total Budget</b> | <b>Total Spent</b> |
|   |  | <b>113,884,601</b>  |                    |
| <b>Projects</b>                                 |  |                     |                    |
|   | *SADLS*  | 44,830,690          |                    |
|   | *STARS ESTIMATED by GARTNER - \$21,382, 400  | 37,671,371          |                    |
|   | *LITES ESTIMATED by GARTNER - \$4,152,000  | 4,152,000           |                    |
|   | NCRIS - NC Crash system used by DMV and DOT Traffic Safety (Data Collection)         | 3,188,948           | 4,392,746          |
|   | Hearing Fees Phase 2 and Virtual Hearings  | 1,150,992           | 1,111,384          |
|   | State Automated Administrative Hearing System  | 1,125,000           | 1,031,907          |
|   | Qflow 6.2 Upgrade/Virtual Check-In (completed) - funds moved to LPA/IRP queuing      | 175,000             |                    |
|   | Insurance Verification   | 300,000             | 719,128            |
|   | MY DMV   | 1,000,000           | 879,766            |
|   | Central Issuance of License Plates (CIRP)  | 970,600             | 317,040            |
|   | Law Enforcement Case Management - LECMS/EFCMS  | 1,900,000           | 2,129,989          |
|   | Print on Demand (POD)  | 1,300,000           |                    |
|   | LPA Queuing (License Plate AGENCY)/IRP   | 1,720,000           |                    |
|   | Driver License Issuance Replacement  | 500,000             | 7,139,537          |
|   | Mobile Driver License  | 2,900,000           |                    |
|   | NSM  | 800,000             | 245,110            |
|   | UNI Migration and Driving History Records (UMDHR)                                    | 1,200,000           | 361,133            |
|   | School Bus and Traffic Safety  | 500,000             |                    |
| <b>DMV Modernization Initiatives</b>            |  |                     |                    |
|   | SB183 - Ignition Interlock   | 1,000,000           | 343,973            |
|   | Upgrade DMVCredit Card Machines for Mastercard and Visa EMV Contactless Requirements | 1,300,000           | 616,779            |
|   | DMV Optimization   | 3,800,000           | 4,974,814          |
|   | Service Delivery Optimization  | 2,400,000           | 2,595,225          |
|   | <b>Total for all Current Projects</b>  | <b>113,884,601</b>  |                    |
|   | <b>*</b>   |                     |                    |
|   | <b>SADLS- State Automated Driver License System</b>                                  |                     |                    |
|   | <b>*</b>   |                     |                    |
|   | <b>STARS – State Titling and Registration System</b>                                 |                     |                    |
|   | <b>*</b>   |                     |                    |
|   | <b>LITES- Liability Insurance Tracking and Enforcement System</b>                    |                     |                    |
|   |  |                     |                    |
|   | *SADLS Refactoring   | 44,830,690          |                    |
|   | *STARS ESTIMATED by GARTNER - \$21,382, 400  | 37,671,371          |                    |
|   | *LITES ESTIMATED by GARTNER - \$4,152,000  | 4,152,000           |                    |
|   |  | <b>86,654,061</b>   |                    |

# Modernization Projects Statuses

| Project No. | Project Name  | Project Budget Code | Status      | Start      | Finish     |
|-------------|---|---------------------|-------------|------------|------------|
| ITP.00350   | eForce Case Management System (eFCMS)                   | 150021 / S0678      | In Progress | 1/16/2024  | 7/23/2025  |
| ITP.00337   | Notice and Storage Modernization (NSM)                  | 150021 / S0551      | In Progress | 1/18/2021  | 5/14/2025  |
| ITP.00323   | Law Enforcement Case Management Phase II (LECMS2)       | 150021 / S0475      | Complete    | 1/18/2021  | 6/4/2024   |
| ITP.00347   | ELT Replacement (ELTR)                                  | 150021/150017       | On Hold     | 1/2/2024   | 3/19/2027  |
| ITP.00361   | Mobile Drivers License (mDL)                            | 150021 / S0755      | In Progress | 1/21/2025  | 9/30/2026  |
| ITP.00351   | SimpliGov Automation Platform (SGAP)                    | 150021 / S0679      | In Progress | 12/11/2023 | 4/19/2027  |
| ITP.00316   | Hearing Fees Phase II (HFII)                            | 150021 / S0437      | Complete    | 2/17/2020  | 9/28/2023  |
| ITP.00345   | Digital Fillable Forms (DFFRM)                          | 150021 / S0599      | Cancelled   | 2/2/2023   | 6/21/2023  |
| ITP.00339   | Driving Records to PayIt Platform (PPDR)                | 150021 / S0561      | Complete    | 2/9/2022   | 6/22/2023  |
| ITP.00354   | DMV Application Sys Modernization (DASM)                | 150021 / S0726      | Cancelled   | 3/1/2024   | 1/16/2026  |
| ITP.00310   | Electronic Insurance Verification (EIV)                 | 150021 / S0409      | Complete    | 4/1/2019   | 6/28/2024  |
| ITP.00325   | Q-Anywhere (QAny)                                       | 150021 / S0486      | Complete    | 4/1/2021   | 6/12/2024  |
| ITP.00352   | ELT Transition (ELTT)                                   | 150021 / S0727      | Complete    | 4/17/2024  | 11/15/2024 |
| ITP.00311   | SADLS Refactoring (SREF)                                | 150021              | Cancelled   | 5/20/2019  | 7/28/2023  |
| ITP.00348   | Central Issuance of Reg Products (CIRP)                 | 150021 / S0615      | On Hold     | 5/9/2023   | 9/27/2027  |
| ITP.00329   | Automated Hearings Solution (AHS)                       | 150021 / S0507      | In Progress | 6/1/2021   | 7/17/2025  |
| ITP.00338   | SB183 Ignition Interlock Enhancements (SB183)           | 150021 / S0558      | Complete    | 6/1/2022   | 1/5/2024   |
| ITP.00318   | Lockbox Service Outsource (LSO)                         | 150021 / S0458      | Cancelled   | 6/11/2020  | 1/6/2023   |
| ITP.00290   | NC Crash Reporting Info System (NCCRIS) formerly eCRASH | 150021 / S0339      | In Progress | 6/29/2016  | 6/30/2027  |
| ITP.00320   | DMV Modernization Support (DMS)                         | 150021 / S0460      | Complete    | 7/1/2019   | 10/10/2023 |
| ITP.00331   | myDMV Portal to PayIT Platform (PPMDP)                  | 150021 / S0515      | In Progress | 7/27/2021  | 8/29/2025  |
| ITP.00356   | Print On Demand (POD)                                   | 150021 / S0744      | In Progress | 8/14/2024  | 1/30/2026  |
| ITP.00357   | Data Cleansing and System Analysis (DCSA)               | 150021              | In Progress | 8/29/2024  | 11/16/2026 |
| ITP.00333   | UNI Migration and Driving History Records (UMDHR)       | 150021 / S0529      | In Progress | 9/16/2021  | 2/28/2028  |
| ITP.00358   | Automated Hearing Solution2 (AHS2)                      | 150021 / S0748      | In Progress | 9/19/2024  | 6/29/2026  |

**Note:** AHS phase 1 will be implemented in 5/12/2025. An RFP will be posted for all subsequent phases.

## “DMV 5” Projects

S.L. 2021-134 (House Bill 650), entitled “*An Act to Make Multiple Changes to Motor Vehicle Laws,*” specifically provided DMV with the authority to manage and procure information technology goods and services, and to enter contracts for up to five (5) information technology projects at one time.

The applicable provision is entitled “*Limited Exemption From Department Of Information Technology Oversight And Requirements For Division Of Motor Vehicles Information Technology Modernization Projects Section.*”

DMV executed three contracts and one memorandum of understanding, pursuant to Section 11(b) of S.L. 2021-134.

| Project                               | Vendor/Jurisdiction                | Contract Execution Status | Contract End Date   |
|---------------------------------------|------------------------------------|---------------------------|---------------------|
| Automated Hearing Solution            | Vanguard                           | 5/17/2023                 | 7/17/2025           |
| eCRASH/NC CRIS                        | VHB                                | 6/1/2023                  | 1/19/2027           |
| DL Credential Issuance Replacement    | CBNSTI                             | 8/16/2023                 | 6/2036              |
| DMV Application Systems Modernization | Arizona DOT Motor Vehicle Division | 1/23/2024                 | N/A, not a contract |

# DMV Modernization

The scope of the NCDMV Application System replacement is to deliver a solution that offered more innovative, efficient, and convenient service delivery methods to the DMV and to the citizens of NC. This is a full system analysis, design, and implementation project.

This modernization effort will provide citizens and businesses with more options for conducting DMV business, it will also make overall DMV operations more efficient.

Moving a significant percentage of additional DMV services to an online channel should result in significant reduction of customer waiting times for those customers who need, or choose, to visit DMV Offices.

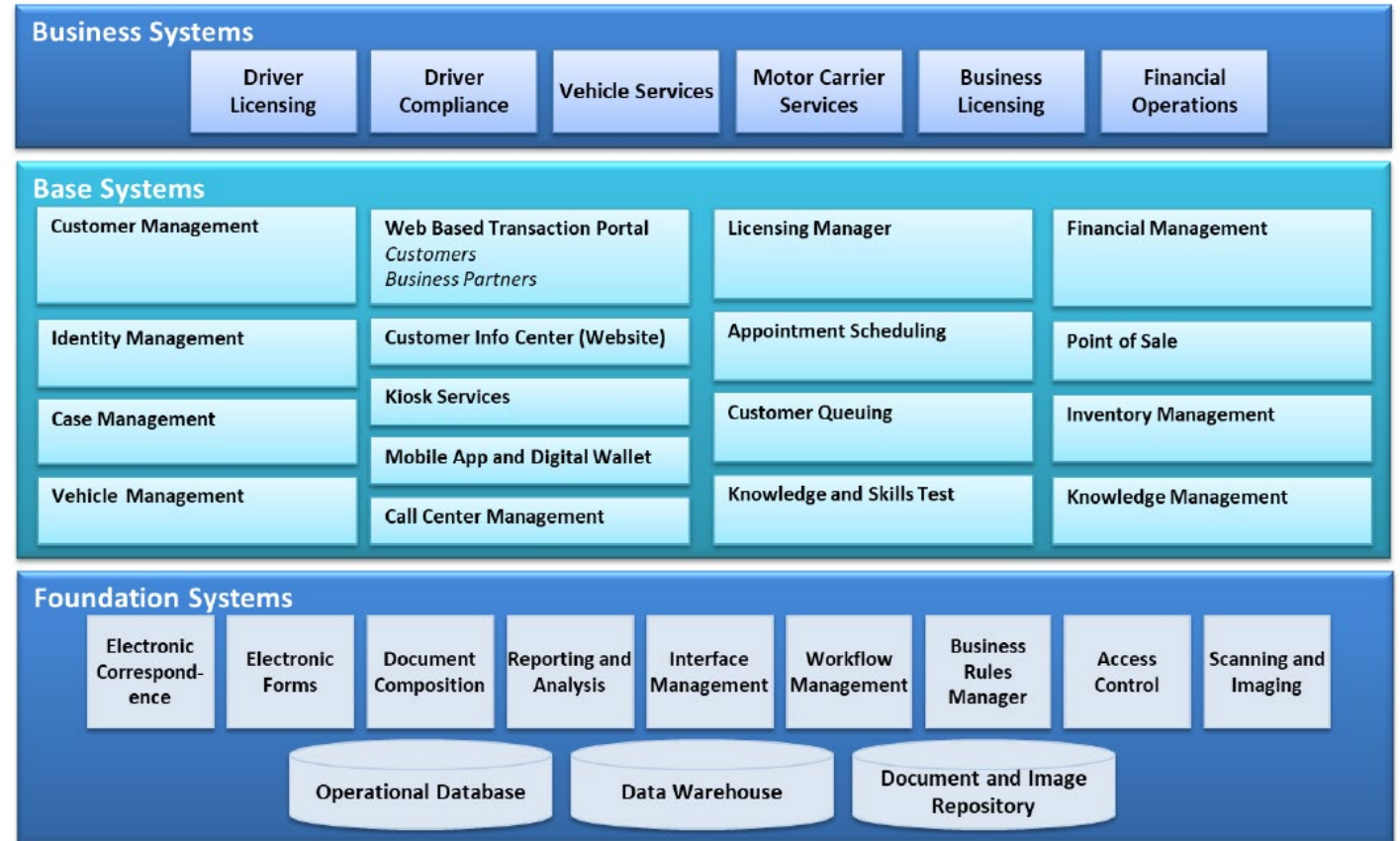
The NCDMV Modernization Project shall support the following Driver Services, Vehicle Services, Emissions, Liability Insurance, Dealer/Salesman Licensing, and Inventory.

# Modernization Study RFP

as directed by session law 2024-45, section 19.2

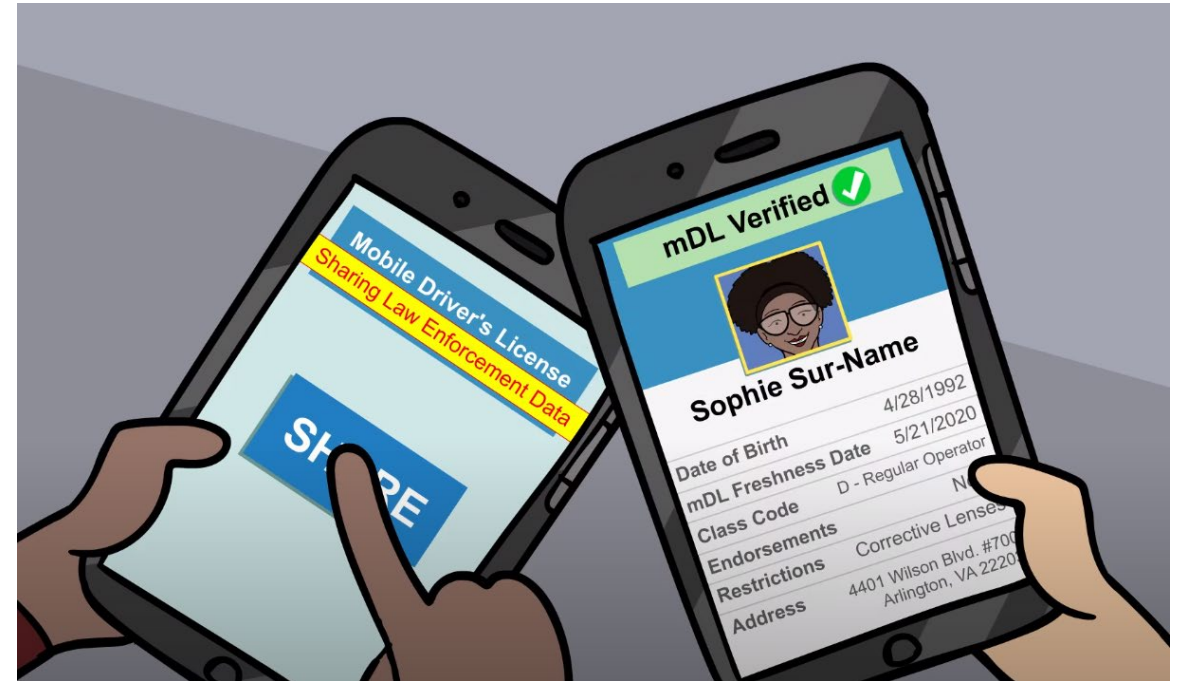
Assessment underway and proceeding according to plan:

- Vision documentation completed
- Scope substantially completed
- Meetings planned for “360 Review” with stakeholders



# Mobile Driver License (mDL) Update

- mDL study that was directed in S.L. 2024-30, sec. 1(c) was completed and submitted.
- Project Request submitted to DIT-T
- Next steps:
  - RFP process
  - Choose vendor
  - Implement mDL
- 18-24 months for full rollout



# Contact

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**Thank you!**

