North Carolina Division of Motor Vehicles

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The Road Ahead:
2026-2030 Strategic Plan

A Note from the Commissioner of the N.C. Division of Motor Vehicles

It is an honor to serve as Commissioner of the N.C. Division of Motor Vehicles (NCDMV), and I am proud to present our 2026-2030 Strategic Plan. This will be the playbook for transforming NCDMV into an exceptional customer service organization that enhances the lives of all who live, work, and do business in North Carolina. Our guiding purpose is simple yet profound: Safe and easy service, so every North Carolinian can get where they need to go.

When I became Commissioner on May 6, 2025, NCDMV faced several significant operational challenges: excessive wait times, outdated technology systems, inefficient processes, and widespread frustration among customers and staff. I have listened firsthand to customers whose daily lives and livelihoods have been disrupted by these issues.

Yet, in just months, the dedication of our team has proven that bold measurable progress is not only possible – it's already happening. We have delivered immediate, high-impact improvements to enhance customer experiences, streamline operations, and empower our workforce to provide the superior service North Carolinians deserve.

This Strategic Plan reflects an inclusive, forward-looking and action-driven process. We are grateful to the governor, General Assembly, Department of Transportation leadership, State Auditor, our customers, and – most importantly – our employees for the insights that have shaped our new mission, vision, purpose, and values. Implementation of several high-priority initiatives aligned to this strategic plan are already under way.

We invite you to join us on this purpose-driven journey as we transform NCDMV into an exceptional customer service organization.

Paul Tine
Commissioner
N.C. Division of Motor Vehicles

A Note from the North Carolina Secretary of Transportation

At the N.C. Department of Transportation, we are committed to transforming the NCDMV into an exceptional customer service organization.

The NCDMV's success is the NCDOT's success. As one of the most essential parts of the North Carolina government, the NCDMV plays a central role in how we connect with people across the state through essential services that touch nearly every resident and business. NCDOT is committed to providing the resources necessary to deliver a modern and responsive NCDMV experience through close collaboration.

I want to thank Gov. Josh Stein for his leadership and support.
We are also grateful to the General Assembly for their continued investment and backing.

Daniel Johnson
Secretary of Transportation
N.C. Department of Transportation

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WHO
WE ARE

About NCDMV

The N.C. Division of Motor Vehicles is a critical division within the N.C. Department of Transportation, responsible for administering services such as driver licensing and vehicle titling and registration to ensure the safe and efficient movement of people and goods throughout the state.

NCDMV is often the first point of contact residents have with state government—whether they are a new resident getting established in North Carolina, a teenager earning that first driver license, or an owner registering a new vehicle. It's where government meets people every day. NCDMV also plays a critical role in powering our economy: helping people get to work, supporting commercial transportation, and keeping supply chains moving.

NCDMV operates under the following units:

Driver Services
Issues, renews, and maintains driver licenses and identification cards

Vehicle Services
Manages the titling and registration of vehicles, and oversees license plates and related services

Customer Compliance Services
Oversees driver-related compliance functions such as suspensions, hearings, and reinstatements

Business Services
Provides essential internal support functions, including budgeting, safety and security, procurement, and training

The table below highlights our activities and impact on those we serve.[1]

~9 million N.C. credential holders *(licenses and IDs)*	**113** Driver License Offices	**~27 million** Total Annual Transactions	**~$3.5 billion** Annual Taxes and Fees
~1,556 Employees	**132** License Plate Agencies	**~8 million** Annual Online Transactions	**~$187 million** Annual Spending

[1] Statistics represent the most recently available figures collected from the NCDOT budget and internal NCDMV Driver Services transactions database. Reflects the number of offices and agencies that are currently open as of November 2025

The Case for Change

We are confronting the realities of a rapidly growing state alongside significant operational and systemic challenges.

Background and Context

North Carolina's rapid growth is reshaping the state
The state's population has surged past 11 million, posting the fourth-largest population gain in the nation in 2024, and fueling significant economic development.[2]

More people, more drivers, more demand
From 2015 to 2023, the number of licensed drivers rose from 7.2 million to more than 8 million — a 12.8% increase.[3] With North Carolina on track to become the seventh largest state by 2030, NCDMV must scale to meet the moment.[4]

Additional complexity
The start of federal REAL ID enforcement has not only increased customer demand but also made individual licensing transactions more complex.

Our Challenges

Excessive wait times
In-person service delays are straining our customers and our staff.

Access gaps and frustration
Customers are traveling long distances only to be turned away due to capacity constraints.

Limited appointment availability
Customers report frustration with the difficulty of securing appointments for services.

Inflexible policies
Outdated statutes and administrative rules limit NCDMV's ability to modernize services, adopt new technologies, and respond quickly to customer needs.

Older systems and outdated processes
Technology and workflows that are effectively frozen in time create bottlenecks in the delivery of services to customers.

A strained workforce
Critical staff shortages and lengthy training delays are preventing new and existing team members from fully supporting service demands.

Inability to react
Limited data collection and analytics capacity have made it difficult to measure performance, identify pain points, or make evidence-based improvements.

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[2] N.C. Office of State Budget and Management
[3] Federal Highway Administration
[4] N.C. Office of State Budget and Management

Our Progress to Date

We have already taken decisive action to address challenges and better meet growing demand. Here is what we are doing to build a more efficient, responsive, and customer-centered NCDMV.

Improving Online Experiences

Increasing online services
We have expanded the scope of our online services. In the first four weeks after we launched new online services, approximately 32k new renewals were completed online instead of in offices.

Streamlining our website
We have made it easier for people to navigate services on our website and get clear, helpful information to improve their experience at NCDMV.

Expanding Service Capacity

Strengthening our workforce
Within 30 days of receiving legislative authority, we filled 64 new positions to support offices, proving our ability to move quickly when given new tools. We have also begun the process of streamlining training to get more examiners into offices at a faster rate.

Increasing our footprint
We received authorization and funding to open new offices in Brunswick County, Cabarrus County, Fuquay-Varina, and Garland, and are developing temporary offices to address demand on the way towards permanent solutions.

Strengthening Our Systems

Aligning for transformation
We started laying the groundwork for our broader technology modernization by establishing a Transformation Management Office (TMO) while preparing and cleansing our data.

Modernizing tools
We have deployed new scanners and other customer-facing technology statewide.

Tracking Performance

Surveying customer satisfaction
We have launched a survey to measure customer satisfaction after in-person transactions.

Establishing a performance dashboard
We have identified key measures for success for our NCDMV performance dashboard which will go live in 2026.

WHERE WE ARE GOING

Mission, Vision, Purpose and Values

The NCDMV mission clearly defines what we will do as an organization, and our vision brings focus to our mission by describing where we are going in the future.

Our Mission
Provide best-in-class driver and vehicle services to enhance the lives of the people who live and conduct business in North Carolina.

Our Vision
Be an exceptional customer service organization.

Our Purpose
Safe and easy service

Our new purpose statement is at the heart of our transformation, rooted in a commitment to providing exceptional service to the people of North Carolina. Our staff have always been essential to serving North Carolina and remain deeply committed to delivering exceptional service. This strategic plan is our roadmap for embedding that purpose throughout NCDMV and reinforcing the vital role every employee plays in delivering reliable service every day.

Our Values
We recognize the need to make broader changes across NCDMV, guided by our **E.A.S.E.** values. These values shape our culture, inform our decision making, and reflect what we believe in.

E **Empowerment**
Be accountable to improve the customer experience

A **Agility**
Adapt to meet customers where they are today and tomorrow

S **Service**
Serve the people and businesses of North Carolina

E **Efficiency**
Do so with accuracy and speed

To enable our success, we must accelerate technology modernization and lay the groundwork for transforming our organization. Modern, flexible systems are essential to improving customer service, streamlining operations, and supporting staff in their daily work. This effort is closely connected to how we are rethinking our processes, culture, and service delivery model, ensuring that technology supports every part of our broader transformation.

Enabling Our Success
Accelerate technology modernization

We invite our customers, employees, and stakeholders to join us as we bring our mission, vision, purpose, and values to life.

Strategic Priorities

The transformation of NCDMV will be driven by bold actions outlined in our strategic priorities, each designed to help us achieve our goals for the future. Every strategic action we take reinforces our purpose and values and moves us toward our vision of the future. Over the next five years, we will make progress through seven strategic priorities, each directly aligned to our plans for transformation and clear measures of success.

These priorities are more than just high-level aspirations; they are action plans. Each includes specific initiatives, committed resources, and defined timelines. We will hold ourselves accountable by tracking measurable outcomes and evaluating our readiness to execute every step of the way.

These initiatives are grouped into three broad timing categories:

What we are doing now
Current initiatives
(next 12 months)

What is coming next
Milestones to achieve alongside system modernization (2-3 years)

What is in our future
Aspirational efforts to fulfill our vision (4-5 years)

To achieve this transformation, we will pursue these seven strategic priorities.

01
Build a streamlined digital experience

02
Improve physical offices, staffing, and service mix

03
Simplify the policies and rules that guide our work

04
Streamline processes and automate transactions

05
Modernize and secure technology systems

06
Empower our entire team to be more customer-focused

07
Create a great place to work

Build a streamlined digital experience

In the future, NCDMV customers will enjoy a seamless experience across all online services. Improving digital services is vital for expanding accessibility and reducing the need for in-person visits.

We will measure our success using two primary measures	Currently[5,6]	Our approach moving forward
• 70% of all transactions will be available to be completed online	61%	We will deliver intuitive, predictable, and consistent services using methods that our customers prefer. We will do this by:
• 50% of transactions will be completed online	31%	• Enhancing the existing digital experience • Expanding the authorization of online services • Creating a fully integrated digital experience

⊘ Completed   ⊙ In Process   ⊙ Planned

What are we doing now…
(Next 12 months)

- ⊘ Expand and provide online driver services that were authorized under SB-245 (e.g., renewals, issuances)[7]

- ⟳ Enhance NCDMV website navigation and ease of information access (e.g., AI chatbot, navigation)

- ⟳ Enable online renewal of commercial driver licenses (CDLs)

- ⊙ Enable customers to upload and verify documents online before office visits (e.g., REAL ID, CDL requirements)

What is coming next…
(2–3 years)

- ⊙ Offer driver services knowledge exams online (e.g., driver license, CDL)

- ⊙ Expand online vehicle services (e.g., peer-to-peer vehicle sales, titling)

- ⊙ Adopt mobile IDs (for N.C. residents and for out-of-state residents)

What is in our future…
(4–5 years)

- ⊙ Develop a fully integrated mobile experience for NCDMV customers

- ⊙ Leverage emerging technology for online services (e.g., further AI usage, personalized reminders, streamlined processes)

- ⊙ Launch a platform that is a one-stop location for government services beyond the NCDMV

This strategy priority will create a more efficient, accessible, and user-friendly NCDMV experience, one that facilitates a seamless, consistent journey across all service channels.

[5] Current measure is for Fiscal Year 2024-25 (i.e., July 2024 to June 2025)
[6] Total transactions is defined as the total number of customer transactions. Each transaction may include multiple services (i.e., a registration renewal is one transaction, but includes issuing a sticker service and collecting property taxes service)
[7] SB-245 was signed into law on Sept. 30, 2025, and allows a second consecutive online driver license renewal, online renewal after in-person transactions, and online issuance of the Level III full provisional license for teen drivers

Strategic Priority 2

Improve physical offices, staffing, and service mix

In the future, NCDMV customers will have access to in-person services that fit the needs of our growing and changing state. Redesigning our physical footprint will help make services accessible, efficient, and responsive to where and how customers need them most.

We will measure our success using two primary measures

Currently[8]

- 99% of residents within 30 minutes of a physical NCDMV location

  97%

- 15 minutes average wait time

  110 minutes

Our approach moving forward

We will improve the in-person customer experience to better meet the needs of our customers. We will do this by:

- Increasing service capacity across rural, urban, and suburban areas
- Creating welcoming spaces for customers
- Being a proactive service provider

⊘ Completed   ⟳ In Process   ◉ Planned

What are we doing now...
(Next 12 months)

- ⊘ Improve staff allocations by developing a data-driven examiner staffing plan
- ⊘ Hire 64 additional examiners based on HB-125[9]
- ⟳ Reduce the training backlog by clearing the current delay
- ⟳ Open 4 new office locations
- ◉ Move complex services to specialized offices (e.g., CDL, motorcycle) and assess office layout
- ◉ Implement real-time wait time and capacity tracking
- ◉ Upgrade language translation support

What is coming next...
(2–3 years)

- ◉ Develop a real-time, predictive customer demand management and forecasting tool
- ◉ Expand office hours
- ◉ Improve office layouts through targeted renovations (e.g., seating, lighting, monitors)
- ◉ Increase placement and use of self-service kiosks at NCDMV offices
- ◉ Expand mobile unit access and services

What is in our future...
(4–5 years)

- ◉ Implement access to TeleDMV kiosks connected to live agents and deputized staff to verify documents, reducing the need for in-person office visits
- ◉ Redesign our real estate footprint through assessing and relocating offices

This strategy priority will provide customers with shorter wait times, more comfortable spaces, and services that feel efficient and responsive during visits.

[8] Current measure is for Fiscal Year to date (i.e., July 2025 to November 2025)
[9] HB-125 was signed into law on July 11, 2025, and provides funding to add 97 new driver license examiner positions by FY27 and open additional NCDMV offices in high-growth areas across the state

Simplify the policies and rules that guide our work

In the future, NCDMV operations will be guided by policies that prioritize customer service efficiency and effectiveness. Clear, consistent, and modernized policies will replace outdated rules, allowing NCDMV to streamline processes and improve the overall customer experience.

We will measure our success using two primary measures	Currently	Our approach moving forward
• 100% of administrative code reviewed and updated	0%	We will modernize our policies to create clear and simple objectives for staff and customers. We will do this by:
• 100% of general statutes reviewed with recommendations	0%	• Streamlining internal policies • Enabling broader policy reform • Developing adaptability for the future

⊘ Completed   ⊙ In Process   ◉ Planned

What are we doing now... *(Next 12 months)*	**What is coming next...** *(2–3 years)*	**What is in our future...** *(4–5 years)*
⊙ Study elements of the Graduated License Process for effectiveness with the N.C. Collaboratory at UNC-Chapel Hill	◉ Review and refresh internal NCDMV policies	◉ Revise and adapt policies to keep pace with emerging technologies and customer preferences
⊙ Consolidate all NCDMV policies into a single "source of truth" repository	◉ Modernize NCDMV administrative code for ease of operations	
◉ Evaluate existing statutes for potential improvements to the customer experience	◉ Advocate for policy changes to expand scope of allowable online transactions where appropriate	
◉ Advocate for a study on a funding model based on percentage of revenue to help the NCDMV grow with the state		

This strategic priority will create a simpler, more transparent system that eliminates unnecessary steps, giving customers easier approvals and clearer rules.

Strategic Priority 4

Streamline processes and automate transactions

In the future, NCDMV operations will be efficient and automated where possible. Reducing manual steps and embedding automation will result in streamlined service delivery.

We will measure our success using two primary measures	Currently	Our approach moving forward
• 12 minute average in-person driver license transaction time	15 minutes	We will drive efficiency throughout NCDMV to deliver better customer service. We will do this by: • Redesigning and standardizing our core business processes
• 75% of callers with issues resolved on the first call	Not tracked	• Embedding automation into transactions and business functions • Leveraging AI and emerging technology

⊘ Completed   ⟳ In Process   ◉ Planned

What are we doing now... *(Next 12 months)*	What is coming next... *(2–3 years)*	What is in our future... *(4–5 years)*
⟳ Streamline the in-office customer process steps (e.g., queuing, triaging, queuing status updates)	◉ Transform customer call center operations, processes, and technologies	◉ Redesign team structures, roles, and responsibilities to align with modernized processes
⟳ Develop process guides for examiners to improve consistency across offices	◉ Redesign signature approval processes (e.g., signatures required, approval steps)	◉ Explore emerging technology to support document security
◉ Expand the instant vehicle titling process at license plate agencies	◉ Reduce physical aspects of transactions (e.g., paper reports, stickers)	
◉ Utilize AI to increase accuracy and speed within the issuance process	◉ Automate back-office functions and processes (e.g., data access, quality control, auditing)	

This strategic priority will increase efficiency at NCDMV, resulting in faster resolutions, fewer steps, and a more predictable experience for customers.

Strategic Priority 5

Modernize and secure technology systems

In the future, NCDMV operations will be enabled by an efficient and modernized technology platform. Customers need secure, reliable NCDMV services, and modernizing legacy systems allows for more seamless transactions and stronger data protection.

We will measure our success using one primary measure

- 100% of core NCDMV systems operating on new system of record

Currently

0%

Our approach moving forward

We will modernize our IT systems to enable enhanced customer service, operating model efficiency, and data security. We will do this by:

- Making near-term technology improvements and preparing for modernization
- Launching our modernized technology systems
- Continuously innovating in our new system

⊘ Completed　　⊕ In Process　　◉ Planned

What are we doing now... *(Next 12 months)*	**What is coming next...** *(2–3 years)*	**What is in our future...** *(4–5 years)*
⊕ Finalize vendor selection for system modernization	◉ Develop and launch our modernized IT systems (e.g. system of record)	◉ Leverage the modernized system to drive innovation and continuous improvement as new technologies emerge
⊕ Complete legacy system data extraction and cleansing in preparation for system modernization	◉ Integrate new systems with customer service tools to provide a consistent experience across channels	
⊕ Upgrade customer-facing technology for better service (e.g., terminals, scanners, printers, payment options)	◉ Strengthen system security controls to protect customer data	
◉ Expand collaboration technology to better enable teams to work together (e.g., knowledge sharing, data tracking, shared file access)	◉ Improve data sharing within the NCDMV and across state government agencies	

This strategic priority will provide customers with faster and more secure NCDMV services, adding reliability and confidence in data protection.

Strategic Priority 6

Empower our entire team to be more customer-focused

In the future, NCDMV employees will be customer-focused in delivering services. By prioritizing customer needs, employees will help make services more user-friendly and responsive to feedback and innovation.

We will measure our success using one primary measure

- 85% NCDMV customer satisfaction score

Currently

Not tracked

Our approach moving forward

We will train our workforce on the principles of customer service while making the organization more responsive to customer needs and feedback. We will do this by:

- Providing customer-focused training
- Acting on customer feedback
- Expanding our capabilities for innovative thinking

⊘ Completed ⊙ In Process ⊙ Planned

What are we doing now… *(Next 12 months)*	**What is coming next…** *(2–3 years)*	**What is in our future…** *(4–5 years)*
⊙ Implement recurring customer satisfaction tracking for Driver Services at the office and on the website	⊙ Implement a customer-centric NCDMV operating model (e.g., analysis of training, processes, and technology)	⊙ Develop a feedback process for innovation and continuous improvement in offices based on customer needs
⊙ Improve the customer feedback process with third-party license plate agencies (e.g., LPA feedback surveys, working meetings with contractors, communication portal)	⊙ Develop a customer service training program for front line staff to handle customer issues, communicate clearly, and respond to feedback	⊙ Forecast customer needs for each year based on feedback collection and trends
⊙ Build processes for employees to provide ideas on improving the customer experience	⊙ Establish an office as an "NCDMV Innovation Lab" to test and pilot new customer service improvements	⊙ Offer cross-team training to improve collaboration and make better use of shared knowledge and tools
	⊙ Increase call center effectiveness for customer case management	

This strategic priority will provide customers with faster and more secure NCDMV services, adding reliability and confidence in data protection.

Strategic Priority 7

Create a great place to work

In the future, NCDMV employees will work in a fulfilling environment that prioritizes excellence and performance. Career development and employee well-being are essential to attracting and retaining talent for a workforce committed to timely and high-quality service.

We will measure our success using two primary measures	Currently[10]	Our approach moving forward
• 75% NCDMV employee satisfaction score	Not tracked	We will create a culture of excellence based on clearly communicated expectations, mentoring, and career growth. We will do this by:
• 95% NCDMV employee voluntary retention rate	90%	• Promoting performance • Fostering career development • Creating greater opportunities for growth and well-being

⊘ Completed   ⟳ In Process   ⊙ Planned

What are we doing now… *(Next 12 months)*	**What is coming next…** *(2–3 years)*	**What is in our future…** *(4–5 years)*
⟳ Launch a public-facing NCDMV organizational performance dashboard[11]	⊙ Reintroduce positive competitions that reward high-performing offices to encourage teamwork and continuous improvement	⊙ Create a recognition program to identify high-performing employees for team leadership and promotion
⊙ Clarify process for employee performance management	⊙ Launch a career development program for all roles across the NCDMV (e.g., driver services, vehicle services, business operations)	⊙ Design and implement an employee incentive and retention program
⊙ Promote access to existing state wellness programs	⊙ Establish mentoring programs to help foster career development for new hires (e.g., experienced mentor pairing, buddy pairing)	
⊙ Promote existing state career development resources (e.g., Pathways, Certified Public Manager Program)		
⊙ Relaunch recurring employee survey to collect data on satisfaction		

This strategic priority will create a well-trained and empowered workforce that positively serves our customers.

[10] Current measure is for Fiscal Year to date (i.e., July 2025 to November 2025)
[11] Our plan for launching this dashboard is described in more detail in the section "Measuring Our Success"

HOW
WE WILL
GET THERE

Readiness to Execute

Delivering on our seven strategic priorities and achieving the NCDMV vision will require resources across four key dimensions. To ensure successful execution, we must assess our current readiness in each of these areas.

NCDMV Readiness Assessment

Capacity

Criteria
Do we have the people and processes to execute?

Overall Readiness to Date
Capacity gaps exist in key areas such as product management, process improvement, technology integration, and training. Building these capabilities and improving coordination across units will be critical.

Funding

Criteria
Do we have the budget and capital required?

Overall Readiness to Date
Several strategic priorities depend on new funding and the preservation of existing modernization funds, especially for capital investments, technology upgrades, and staff training. Stable funding through a percentage of revenue model may help mitigate this shortfall.

Policy

Criteria
Do we have appropriate statutes and regulations?

Overall Readiness to Date
Outdated statutes and administrative code limit our flexibility to expand digital services and streamline processes. Updating statutes and regulations will enable greater efficiency, innovation, and responsiveness to customer needs.

Technology

Criteria
Do we have the technology and systems needed?

Overall Readiness to Date
Legacy systems remain a major barrier to integration, scalability, and innovation. Modern, flexible technology is needed to support automation, data sharing, and future digital services and emerging technology.

This detailed assessment highlights where we are well-positioned and where we must identify additional resources to deliver this strategic plan. Each priority is scored based on how ready for launch it is across the four areas.

Key

✦ Capacity	🐷 Funding	🖹 Policy	💻 Technology
⊕ Launch ready	⋯ Needs some work	⊗ Significant work required	

NCDMV Readiness Assessment				
Strategic Priorities	✦	🐷	🖹	💻	**"Get to Green" Action Plan**
1. Build a streamlined digital experience	⋯	⊕	⊗	⊗	• **Capacity:** Build software product capacity for expanding online services and understanding key processes • **Policy:** Gain additional policy authorization for online transactions • **Technology:** Establish technology and data architecture to support development and seamless integration of mobile devices, mobile ID, and AI usage
2. Improve physical offices, staffing, and service mix	⊕	⊗	⊕	⋯	• **Funding:** Secure new funds for real estate, office investments, and mobile units • **Technology:** Acquire assets to support offices, particularly TeleDMV kiosks
3. Simplify the policies and rules that guide our work	⋯	⊕	⊗	⋯	• **Capacity:** Allocate resources toward reviewing policies and providing additional legal support • **Policy:** Assess policy changes in Chapter 20; look toward funding based on percentage of revenue • **Technology:** Develop a policy repository
4. Streamline processes and automate transactions	⋯	⋯	⋯	⋯	• **Capacity:** Identify process improvement specialists to review processes and develop automation tools • **Funding:** Secure additional funding to procure automation technology if the IT modernization funds are not sufficient for this effort • **Policy:** Update policies that require manual processes • **Technology:** Coordinate use of automation and AI
5. Modernize and secure technology systems	⊗	⊕	⋯	⊕	• **Capacity:** Identify and hire dedicated and experienced staff support to focus on technology modernization and business integration • **Policy:** Seek modernization for Chapter 20
6. Empower our entire team to be more customer-focused	⊗	⋯	⊕	⊕	• **Capacity:** Develop training capacity for new programs • **Funding:** Create content and acquire licenses for customer service trainings
7. Create a great place to work	⋯	⊗	⊕	⊕	• **Capacity:** Increase ability to manage feedback mechanisms and staff programs • **Funding:** Create incentive and retention programs

Measuring Our Success

The NCDMV will hold itself accountable through clear, measurable outcomes.

We are defining our future success through the following objectives

Improving customer experience

Increasing customer satisfaction and decreasing wait times

Driving efficient processes

Increasing throughput and online transactions

Empowering our workforce

Increasing employee satisfaction and retention

Strategic Priority Metrics and Reporting Frequency	Currently	Frequency
1. Build a streamlined digital experience		
• 70% of transactions will be able to be completed online	61% [12]	Quarterly
• 50% of transactions will be completed online	31% [12]	Quarterly
2. Improve physical offices, staffing, and service mix		
• 99% of residents within 30 min. of a physical NCDMV location	97% [13]	Annually
• 15 minute average wait time	110 minutes [13]	Quarterly
3. Simplify the policies and rules that guide our work		
• 100% of administrative code reviewed and updated	0%	Quarterly
• 100% of general statutes reviewed with recommendations	0%	Quarterly
4. Streamline processes and automate transactions		
• 12 minute average in-person driver license transaction time	15 minutes [12]	Quarterly
• 75% of callers with issues resolved on the first call	Not tracked	Annually
5. Modernize and secure technology systems		
• 100% of core NCDMV systems operating on the new system of record	0%	Quarterly
6. Empower our entire team to be more customer-focused		
• 85% NCDMV customer satisfaction score	Not tracked	Quarterly
7. Create a great place to work		
• 75% NCDMV employee satisfaction score	Not tracked	Annually
• 95% NCDMV employee voluntary retention rate	90% [12]	Annually

[12] Current measure is for Fiscal Year 2024-25 (i.e., July 2024 to June 2025)
[13] Current measure is for Fiscal Year to date (i.e., July 2025 to November 2025)

Our Commitment to You

Moving forward, we are committed to making informed decisions and holding ourselves accountable to provide better service to North Carolinians. We will be using the following accountability mechanisms to ensure that we are pushing ourselves toward achieving our goals.

Today, NCDMV data collection and reporting is often siloed and inconsistent, limiting our ability to monitor and improve in real time. We will establish a unified system that supports timely, data-driven decisions and more accountability. To provide transparent progress on these outcomes to the public, we will launch a centralized public performance dashboard that tracks our progress on our measures for success, with our goal being to achieve all of these goals by 2030.

NCDMV Accountability Plan

Accountability Method and Impact

Internal performance dashboard

Enables leadership and staff to monitor key operational metrics in real time, identify bottlenecks, and take swift action

Public-facing dashboard

Builds public trust by making performance data transparent and accessible

General Assembly reporting

Provides regular communication with legislators, aligning our progress with state-level priorities and reinforcing accountability

Looking ahead

This reporting structure will help us stay focused on what matters most: delivering faster, more reliable, and more customer-friendly service. With better data and greater accountability, we can continuously improve, adapt, and build trust with the people we serve. This is how we will turn our strategic plan into a broader transformation that leads to lasting, measurable changes.

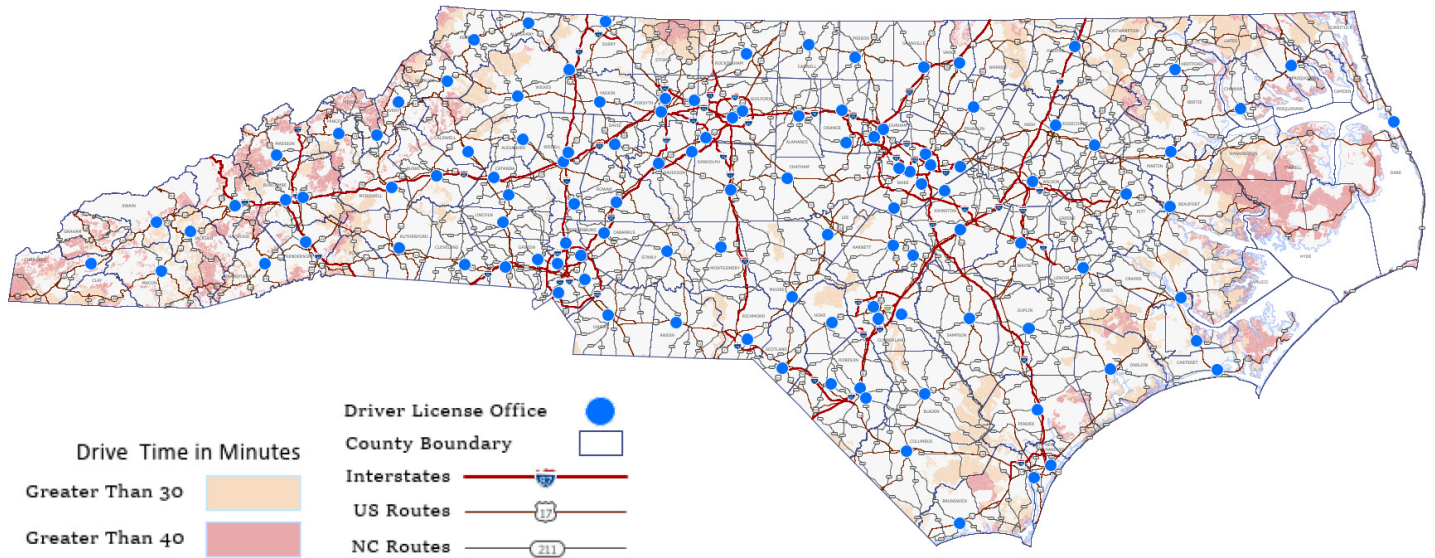# APPENDIX

NCDMV Office Drive Time Map

Below is a map of the North Carolina population by drive time to their closest Driver License Office.

Drive Time in Minutes

Greater Than 30

Greater Than 40

Driver License Office

County Boundary

Interstates

US Routes

NC Routes

Detailed Performance Reporting

NCDMV Detailed Performance Reporting		
Measure	**Data Source**	**Calculation**
Percentage of transactions that will be able to be completed online	NCDMV State Automated Drivers License System (SADLS); Vehicle Services Database	Total number of transactions able to be completed online divided by total transactions
Percentage of transactions will be completed online	NCDMV State Automated Drivers License System (SADLS); Vehicle Services Database	Total number of online transactions divided by total transactions
Percentage of residents within 30 minutes from a physical NCDMV location	NCDIT-Transportation, GIS Unit	Sum of the population that is less than a 30-minute drive from a Driver License Office divided by the state population
Average wait time in minutes	NCDMV Observations Reporting Dashboard	Average of wait times from dashboards (includes only full-time offices, excludes offices where wait time data is not available)
Percentage of administrative code reviewed and updated	Workplan for the Review Internal Policies Initiative	Number of subchapters in Title 19A that have been reviewed and updated, divided by the 11 subchapters in Title 19A
Percentage of general statutes reviewed with recommendations	Workplan for the Review Code and Statutes Initiative	Number of articles in Chapter 20 that have been reviewed and recommendations provided for, divided by the 18 articles in Chapter 20
Average in-person driver license transaction time in minutes	Driver Services Queueing System	Average time for all basic service transactions, calculated during time study
Percentage of callers with issues resolved on the first call	NCDMV Call Center Database	Percentage of customer queries resolved during the initial call without the need for follow-ups
Percentage of core NCDMV systems operating on the new system of record	IT Modernization Project Plan	Percentage of modernization complete based on the initiative timeline
NCDMV customer satisfaction score	Driver Services Customer Satisfaction Database	Number of customers that rate a 4 or 5 on a 5-point satisfaction scale, divided by the total number of customers recorded
NCDMV employee satisfaction score	NCDOT Human Resources Employee Satisfaction Survey	Number of employees that rate a 4 or 5 on a 5-point satisfaction scale, divided by the total number of employees recorded
NCDMV employee voluntary retention rate	NCDOT Integrated Human Resources / Payroll System	100% minus the voluntary separation rate that excludes retirees

Initiative Detail

Below is each initiative for our strategic priorities with additional description.

Strategic Priority 1
Build a streamlined digital experience

Initiative	Description	Timeframe
Expand and provide online driver services that were authorized under SB-245 (e.g., renewals, issuances)	Implement additional online driver services made possible by recent legislation (e.g., consecutive renewals and GDL II to III), allowing customers to complete more licensing transactions digitally while reducing the need for office visits.	Next 12 months
Enhance NCDMV website navigation and ease of information access (e.g., AI chatbot, navigation)	Redesign the NCDMV website to make information and services easier to find using improved search tools, intuitive menus, and an AI-powered virtual assistant.	Next 12 months
Enable online renewal of commercial driver licenses (CDLs)	Develop secure online systems that allow CDL and CDL Permit holders to renew their licenses remotely, streamlining the process for commercial drivers.	Next 12 months
Enable customers to upload and verify documents online before office visits (e.g., REAL ID, CDL requirements)	Introduce a pre-visit document submission and verification tool so customers can upload required forms and identity documents online before arriving at an office.	Next 12 months
Offer driver services knowledge exams online (e.g., driver license, CDL)	Expand access to online knowledge testing for driver licenses, enabling customers to complete written exams from home.	2-3 years
Expand online vehicle services (e.g., peer-to-peer vehicle sales, titling)	Enhance online capabilities to cover a broader range of vehicle-related services, including digital titling and transactions for peer-to-peer vehicle sales, all while digitizing and modernizing third-party interactions.	2-3 years
Adopt mobile IDs (for N.C. residents and for out-of-state residents)	Introduce mobile identification that can be securely stored and used on smartphones, providing residents with a modern, flexible form of ID accepted in and beyond North Carolina.	2-3 years
Develop a fully integrated mobile experience for NCDMV customers	Create a unified mobile application where customers can manage all NCDMV services, such as renewals, payments, appointments, and alerts, in a single, user-friendly interface.	4-5 years
Leverage emerging technology for online services (e.g., further AI usage, personalized reminders, streamlined processes)	Use data analytics and AI tools to personalize online interactions, anticipate customer needs, and deliver recommendations or reminders.	4-5 years

Strategic Priority 2
Improve physical offices, staffing, and service mix

Initiative	Description	Timeframe
Improve staff allocations by developing a data-driven examiner staffing plan	Use analytics to assess customer demand, transaction types, and regional population trends to create an efficient staffing model.	Next 12 months
Hire 64 additional examiners based on HB-125	Expand examiner staffing levels in line with the funding and authorizations provided under HB-125, with the goal of adding 97 new examiners by FY27.	Next 12 months
Reduce the training backlog by clearing the current delay	Accelerate examiner onboarding by streamlining training programs, expanding class capacity, and implementing a more efficient certification processes.	Next 12 months
Open 4 new office locations	Open offices in Brunswick County, Cabarrus County, Fuquay-Varina, and Garland.	Next 12 months
Move complex services to specialized offices (e.g., CDL, motorcycle) and assess office layout	Designate select offices for specialized or high-complexity services to improve efficiency, while reassessing physical layouts to optimize workflow.	Next 12 months
Implement real-time wait time and capacity tracking	Improve processes to accurately capture and post real-time office wait times and service capacity online.	Next 12 months
Upgrade language translation support	Expand translation services through digital tools, multilingual signage, and interpreter availability.	Next 12 months
Develop a real-time, predictive customer demand management and forecasting tool	Create an analytics-driven system that uses historical data and trends to forecast demand, allowing offices to adjust staffing, resources, and schedules.	2-3 years
Expand office hours	Extend office hours to increase accessibility and accommodate more customers.	2-3 years
Improve office layouts through targeted renovations (e.g., seating, lighting, monitors)	Enhance the customer experience by renovating office spaces to improve accessibility and efficiency through better layouts.	2-3 years
Increase placement and use of self-service kiosks at key locations	Install additional kiosks to allow customers to complete simple transactions independently, reducing lines and freeing up staff.	2-3 years
Expand mobile unit access and services	Increase the reach of mobile NCDMV units to provide services to rural and under-served communities.	2-3 years
Implement access to TeleDMV kiosks connected to live agents and deputized staff to verify documents, reducing the need for in-person office visits	Deploy kiosks that enable customers to connect remotely with NCDMV staff to conduct in-person transactions in locations with limited access.	4-5 years
Redesign our real estate footprint through assessing and relocating offices	Conduct a review of office locations and community needs to determine where relocations or new sites can best serve residents.	4-5 years

Strategic Priority 3
Simplify the policies and rules that guide our work

Initiative	Description	Timeframe
Study elements of the Graduated License Process for effectiveness with the N.C. Collaboratory at UNC-Chapel Hill	Partner with UNC-Chapel Hill to evaluate which elements of the Graduated Licensing System are most effective in promoting safety and skill development for new drivers.	Next 12 months
Consolidate all NCDMV policies into a single "source of truth" repository	Create a centralized, digital repository for all NCDMV policies and procedures to improve internal consistency, accessibility, and staff understanding of operational requirements.	Next 12 months
Evaluate existing statutes for potential improvements to the customer experience	Conduct a comprehensive review of current NCDMV-related statutes to identify outdated provisions or barriers that limit flexibility, with the goal of simplifying customer interactions and reducing unnecessary complexity.	Next 12 months
Advocate for a study on a funding model based on percentage of revenue to help the NCDMV grow with the state	Collaborate with policymakers and fiscal experts to explore alternative funding models that align NCDMV resources with service demand.	Next 12 months
Review and refresh internal NCDMV policies	Systematically review all internal policies to see if they are current, aligned with best practices, and supportive of efficient, customer-centered service delivery.	2-3 years
Modernize NCDMV administrative code for ease of operations	Update administrative rules and procedures to streamline processes, reduce redundancy, and provide clearer guidance for both staff and customers.	2-3 years
Advocate for policy changes to expand scope of allowable online transactions where appropriate	Work with state leaders to pursue legislative and regulatory updates that enable more services to be offered online.	2-3 years
Revise and adapt policies to keep pace with emerging technologies and customer preferences	Allow NCDMV policies to remain flexible and responsive to new technologies such as digital IDs, autonomous vehicles, and electronic verification systems.	4-5 years

Strategic Priority 4
Streamline processes and automate transactions

Initiative	Description	Timeframe
Streamline in-office customer process steps (e.g., queuing, triaging, queuing status updates)	Redesign the end-to-end customer flow within offices to reduce wait times and improve transparency, including queue management, triage systems, and real-time status updates for waiting customers.	Next 12 months
Develop process guides for examiners to improve consistency across offices	Create standardized process documentation and quick-reference guides to improve consistent service delivery, decision-making, and compliance across all NCDMV locations.	Next 12 months
Expand the instant vehicle titling process at license plate agencies	Broaden the availability of instant vehicle titling services so customers can complete title transactions more quickly, reducing processing time and increasing customer satisfaction.	Next 12 months
Utilize AI to increase accuracy and speed within the issuance process	Apply artificial intelligence and machine learning tools to assist with document verification, data entry, and error detection, improving both accuracy and processing time.	Next 12 months
Transform customer call center operations, processes, and technologies	Modernize call center infrastructure with advanced phone systems, self-service options, and AI-powered chatbots to provide faster responses and improve the overall customer support experience.	2-3 years
Redesign signature approval processes (e.g., signatures required, approval steps)	Review and simplify internal approval and signature workflows to reduce unnecessary steps, shorten turnaround times, and eliminate redundant authorization requirements.	2-3 years
Reduce physical aspects of transactions (e.g., paper reports, stickers)	Transition from paper-based transactions and physical materials to digital alternatives, such as electronic records, reports, and credentials, to improve efficiency and sustainability.	2-3 years
Automate back-office functions and processes (e.g., data access, quality control, auditing)	Implement automation tools for administrative and operational functions to increase speed, accuracy, and consistency in tasks such as data validation, auditing, and reporting.	2-3 years
Redesign team structures, roles, and responsibilities to align with modernized processes	Reevaluate organizational structures to align staff roles and responsibilities with new, automated workflows and empower employees to focus on higher-value customer interactions.	4-5 years
Explore emerging technology to support document security	Investigate and pilot advanced technologies to enhance document security, prevent fraud, and support the integrity of digital records and credentials.	4-5 years

Strategic Priority 5
Modernize and secure technology systems

Initiative	Description	Timeframe
Finalize vendor selection for system modernization	Complete the competitive selection process to identify a technology partner that will lead the NCDMV's core system modernization effort, ensuring alignment with state IT standards and long-term strategic goals.	Next 12 months
Complete legacy system data extraction and cleansing in preparation for system modernization	Extract, and clean existing data from legacy systems to migrate data into the new platform	Next 12 months
Upgrade customer-facing technology for better service (e.g., terminals, scanners, printers, payment options)	Replace outdated hardware and software used in customer transactions to improve reliability, speed, and accessibility while expanding payment and verification options.	Next 12 months
Expand collaboration technology to better enable teams to work together (e.g., knowledge sharing, data tracking, shared file access)	Implement modern collaboration tools that allow NCDMV teams to share knowledge, coordinate tasks, and access real-time data securely, such as centralized document management, shared workspaces for cross-division projects, automated workflows, and integrated dashboards	Next 12 months
Develop and launch our modernized IT systems (e.g. system of record)	Deploy a modernized system of record that integrates driver and vehicle data into a single, secure, and efficient platform to support all core NCDMV operations.	2-3 years
Integrate new systems with customer service tools to provide a consistent experience across channels	Connect the modernized system to call centers, online portals, and mobile platforms so that customers experience seamless, consistent service.	2-3 years
Strengthen system security controls to protect customer data	Enhance cybersecurity measures across all platforms by implementing stronger access controls monitoring to safeguard personal and transactional data.	2-3 years
Improve data sharing within the NCDMV and across state government agencies	Establish secure data-sharing frameworks that enable the NCDMV and other state agencies to exchange information efficiently, reducing duplication and improving service coordination.	2-3 years
Leverage the modernized system to drive innovation and continuous improvement as new technologies emerge	Design the new system with flexibility and scalability in mind, allowing for ongoing integration of emerging technologies such as AI, mobile ID systems, and digital credentials.	4-5 years

Strategic Priority 6
Empower our entire team to be more customer-focused

Initiative	Description	Timeframe
Implement recurring customer satisfaction tracking for Driver Services at the office and on the website	Launch regular customer satisfaction surveys and feedback tools across in-person and online services to measure performance, identify trends, and guide continuous improvement.	Next 12 months
Improve the customer feedback process with third-party license plate agencies (e.g., LPA feedback surveys, working meetings with contractors, communication portal)	Establish consistent feedback channels with license plate agencies, including surveys, collaborative meetings, and an online communication portal, to improve customer service.	Next 12 months
Build processes for employees to provide ideas on improving the customer experience	Create structured opportunities for staff to share insights and suggestions for improving service delivery, ensuring that front-line experiences help drive enhancements.	Next 12 months
Implement a customer-centric NCDMV operating model (e.g., analysis of training, processes, and technology)	Develop and adopt a comprehensive operating model that integrates customer feedback into every aspect of NCDMV operations, confirming that training, technology, and processes are all aligned with customer expectations.	2-3 years
Develop a customer service training program for front-line staff to handle customer issues, communicate clearly, and respond to feedback	Introduce an agency-wide training program focused on communication skills, conflict resolution, and empathy to strengthen staff confidence and consistency in handling customer service.	2-3 years
Establish an office as an "NCDMV Innovation Lab" to test and pilot new customer service improvements	Designate a pilot location as an innovation lab to experiment with new technologies, layouts, and service models, using real-time feedback to refine improvements before statewide implementation.	2-3 years
Increase call center effectiveness for customer case management	Enhance call center operations through improved case tracking, staff training, and technology tools to resolve customer issues more efficiently and reduce repeat contacts.	2-3 years
Develop a feedback process for innovation and continuous improvement in offices based on customer needs	Create a standardized feedback loop that collects, analyzes, and acts on customer insights from every office to drive ongoing innovation and service enhancements.	4-5 years
Forecast customer needs for each year based on feedback collection and trends	Use customer feedback data and trend analysis to anticipate emerging needs and proactively adjust operations to stay ahead of demand.	4-5 years
Offer cross-team training to improve collaboration and make better use of shared knowledge and tools	Provide cross-functional training and collaboration opportunities that help employees understand different parts of the NCDMV's operations, leading to better teamwork and more cohesive service delivery.	4-5 years

Strategic Priority 7
Create a great place to work

Initiative	Description	Timeframe
Launch a public-facing NCDMV organizational performance dashboard	Develop and publish a performance dashboard that tracks key organizational metrics, providing transparency and recognizing progress toward agency goals while fostering a culture of accountability.	Next 12 months
Clarify process for employee performance management	Redefine and communicate a clear, consistent process for performance evaluation, goal setting, and feedback, incorporating measurable metrics through the performance management process, to help employees understand expectations and support their professional growth.	Next 12 months
Promote access to existing state wellness programs	Promote participation in statewide wellness initiatives and resources to encourage physical, mental, and financial well-being among NCDMV employees.	Next 12 months
Promote existing state career development resources (e.g., Pathways, Certified Public Manager Program)	Increase awareness and participation in existing state-sponsored career development programs to provide staff with structured opportunities for skill building and advancement.	Next 12 months
Relaunch recurring employee survey to collect data on satisfaction	Conduct regular employee engagement surveys to gather input on workplace satisfaction and identify opportunities for improvement.	Next 12 months
Reintroduce positive competitions that reward high-performing offices to encourage teamwork and continuous improvement	Revive agency-wide recognition programs that celebrate offices demonstrating excellence in customer service, efficiency, and innovation, promoting healthy competition and shared success.	2-3 years
Launch a career development program for all roles across the NCDMV (e.g., driver services, vehicle services, business operations)	Develop a structured career development framework that outlines clear pathways for advancement across all functional areas of the NCDMV, ensuring access to growth opportunities.	2-3 years
Establish mentoring programs to help foster career development for new hires (e.g., experienced mentor pairing, buddy pairing)	Implement mentorship and peer support programs that pair new employees with experienced staff to accelerate onboarding, build confidence, and strengthen connections across the organization.	2-3 years
Create a recognition program to identify high-performing employees for team leadership and promotion	Establish a formal recognition process to highlight employees who demonstrate exceptional performance and leadership potential, creating clear pathways for advancement.	4-5 years
Design and implement an employee incentive and retention program	Introduce incentive structures and retention initiatives to reward performance, recognize contributions, and reduce turnover.	4-5 years

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