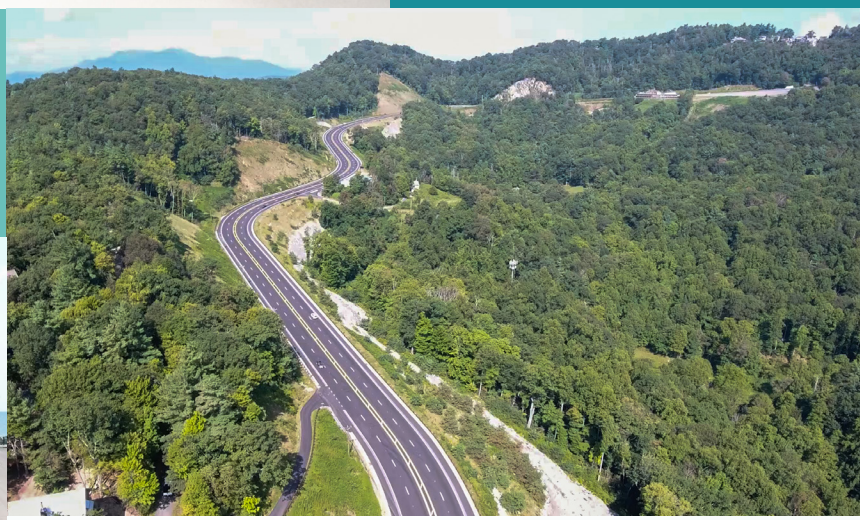
North Carolina Division of Motor Vehicles



North Carolina Division of Motor Vehicles

Examiner Staffing Plan: Updated Analysis (June 2026)

Examiner Staffing Plan Analysis for the North Carolina Division of Motor Vehicles

NCDOT Research Project
June 27, 2026

Adam Fleischer
Lauri Salovaara MPA
Ryan Hassett
John Shaw MURP
Jay Bowen
Steve Bert MA AICP
Daniel Findley PhD PE

Institute for Transportation Research and Education
North Carolina State University

Joy Bhadury PhD

Bryan School of Business and Economics
University of North Carolina at Greensboro

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1. Introduction

The North Carolina Division of Motor Vehicles (NCDMV) provides critical driver services to North Carolinians throughout the state, but limited Driver License Office (DLO) capacity has made accessing these services difficult in recent years, with considerable wait times coupled with limited appointment availability. The North Carolina General Assembly, in Session Law 2025-89 (HB125), instructed NCDMV to open additional offices and provided the Division with additional staff resources to address these concerns. Since its passage, NCDMV released a staffing plan and has significantly reduced wait times at DLOs throughout the state. This follow-up plan continues this previous work, allocating additional examiners made available in State Fiscal Year 2026-2027, and adds a focus on testing services for Commercial Driver Licenses (CDL) and motorcycle endorsements.

This staffing plan update was informed by data, site visits, and management best practices to further enhance customer experience. The addition of new staff is expected to continue improvements that have already been documented through wait time data and by local media outlets. Based on observations from announced and unannounced visits, NCDMV employees generally are patient, flexible, and customer-oriented, while often exceeding the requirements of the job, to best serve North Carolina’s citizens, and additional staff are expected to improve outcomes for both customers and staff.

2. Transaction and examiner analysis

2.1 Background

North Carolina continues to experience rapid population growth, creating increased demand for public services and infrastructure across the state. Recent population estimates indicate that North Carolina has surpassed 11 million residents and is growing faster than all but two states, Texas and Florida. The fast-paced growth places additional pressure on public-facing agencies, including the North Carolina Division of Motor Vehicles (NCDMV). As populations increase and shift geographically, ensuring that staffing resources are appropriately allocated across Driver License Offices (DLOs) becomes increasingly important for maintaining service quality and reducing customer wait times.

To support NCDMV staff allocation considerations, the Institute for Transportation Research and Education (ITRE) conducted an iterative systemic process to evaluate several approaches for addressing staffing needs across North Carolina's DLO network. Initial assumptions and analytical frameworks were developed collaboratively by the ITRE team and refined as data availability increased and operational considerations were better understood. As a first step, an exploratory analysis was undertaken to identify locations that may benefit from additional staffing resources. This analysis evaluated and mapped four key performance metrics: (1) 2.2 Population by Driver License Office catchment area, (2) 2.3 Catchment area population per examiner by Driver License Office, (3) 2.4 Transactions per examiner by Driver License Office, and (4) 2.5 Catchment area population per terminal by DLO catchment area. In addition, customers outside their zip code are in the final allocation of staffing, detailed in section 3. Assignment of additional examiners. Together, these measures provide insight into the relationship between population demand, office capacity, and staffing resources throughout the state.

2.2 Population by Driver License Office catchment area

Population by Driver License Office catchment area is the number of North Carolinians that are geographically closest to each Driver License Office. By examining catchment area population totals, NCDMV can identify offices serving large concentrations of residents and better understand the geographic distribution of demand across the state. The population in the catchment area for each Driver License Office is show in **Figure 1**.

Catchment area population alone, however, does not account for the staffing resources available at each office. While an office may serve a large population, it may also have a relatively large number of examiners available to meet customer demand. As a result, population by catchment area serves primarily as a preliminary indicator of potential demand and is less informative for staff allocation decisions than metrics that account for existing staffing levels, such as population per examiner.

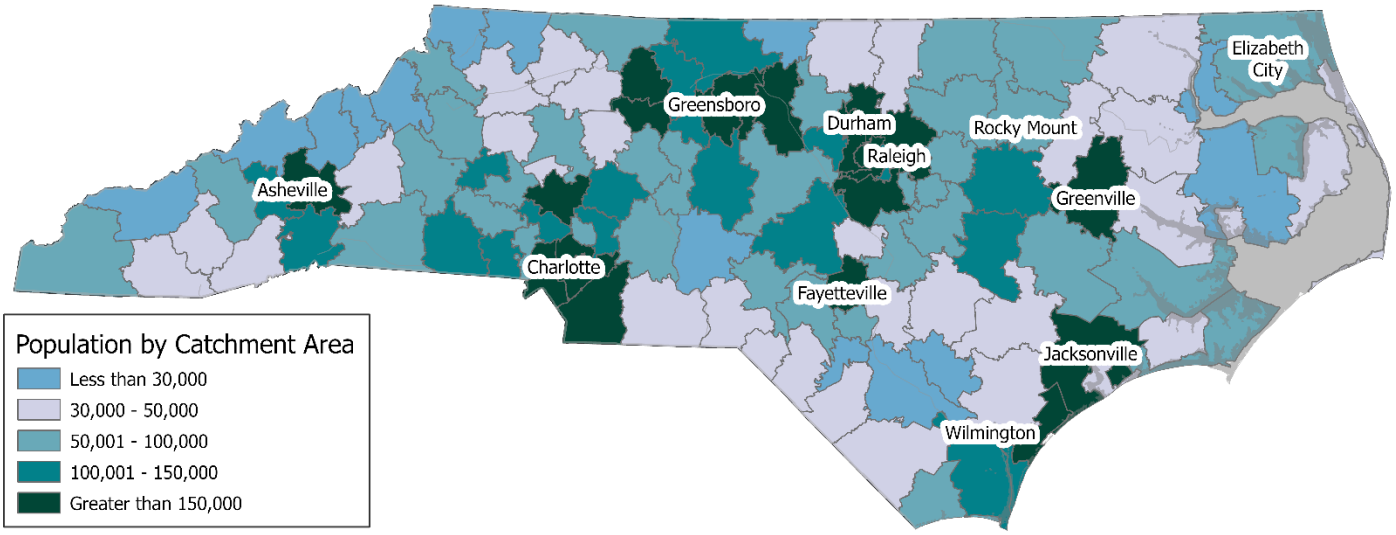


Figure 1. Population by Driver License Office catchment area (2025).

The catchment areas used in this section were developed by creating zones for each Drivers License Office (DLO) using the set of ZIP codes closest to each office with adjustments to match real world customer behavior, which allotted residents to their nearest Driver License Office. Maps using Voronoi polygons, which create zones that are geographically closest for each office, are in **Appendix A: Population and transaction metrics by Voronoi polygon**.

2.3 Catchment area population per examiner by Driver License Office

Population per examiner for each DLO was evaluated to assess the relationship between the population served by a Driver License Office and the staffing resources currently available at that location. This metric estimates the number of residents geographically allotted to a DLO catchment area relative to the number of examiners working within that office. By incorporating staffing levels, population per examiner provides a standardized measure that can be compared across offices and catchment areas of varying sizes.

Catchment area population by the number of examiners for each DLO (**Figure 2**) is an indicator of potential workload and service demand faced by an average staff member. Higher population-per-examiner values suggest that fewer examiners are available to serve a larger population, increasing the likelihood of longer wait times, reduced appointment availability, and customers seeking services at neighboring offices. Conversely, lower values indicate that staffing levels may be more aligned with the population being served. As a result, population per examiner provides a more direct indication of staffing adequacy than catchment area population alone.

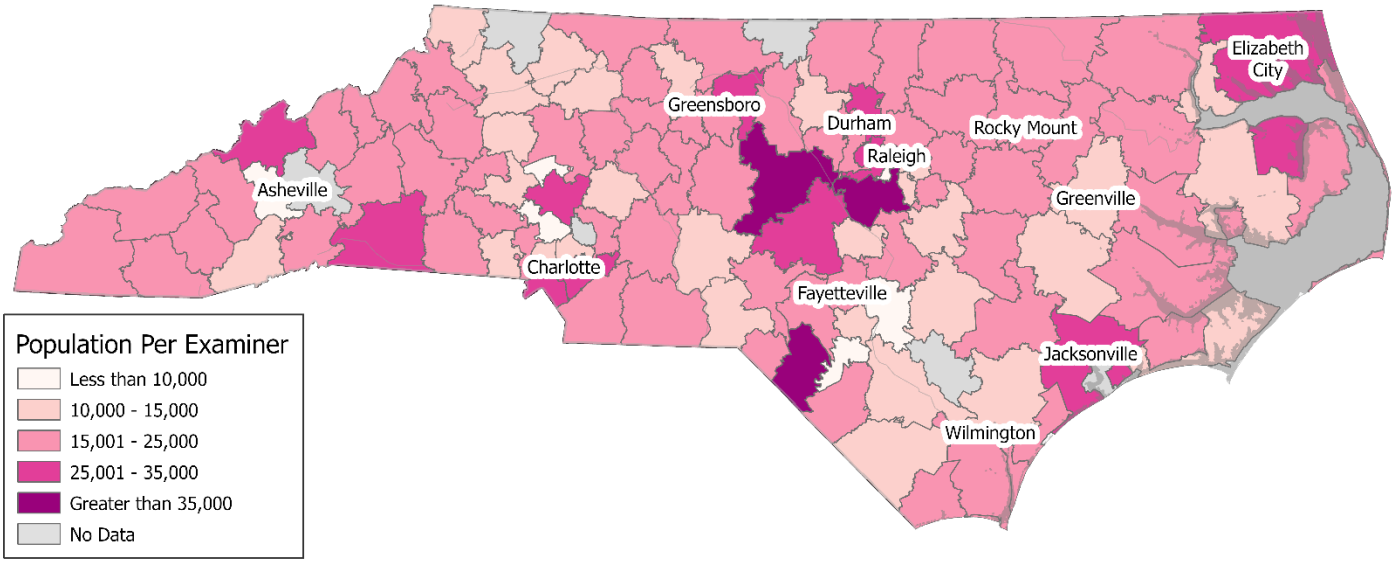


Figure 2. Catchment area population per examiner by Driver License Office (2025).

2.4 Transactions per examiner by Driver License Office

Transactions per examiner were evaluated to measure the volume of customer transactions completed relative to the number of examiners available at each DLO (**Figure 3**). Whereas population per examiner estimates potential demand based on the number of residents within a service area, transactions per examiner reflects realized demand by examining the actual workload completed by staff. This metric provides insight into how intensively examiner resources are utilized and highlights offices where staff may be processing unusually high transaction volumes.

Population per examiner and transactions per examiner both standardize demand relative to staffing levels; however, transactions per examiner captures customer behavior rather than potential service demand. Residents do not always visit the office closest to their residence, and some offices may attract customers from neighboring service areas due to appointment availability, office reputation, operating hours, or convenience. As a result, transactions per examiner can reveal operational pressures that may not be apparent from population-based measures alone.

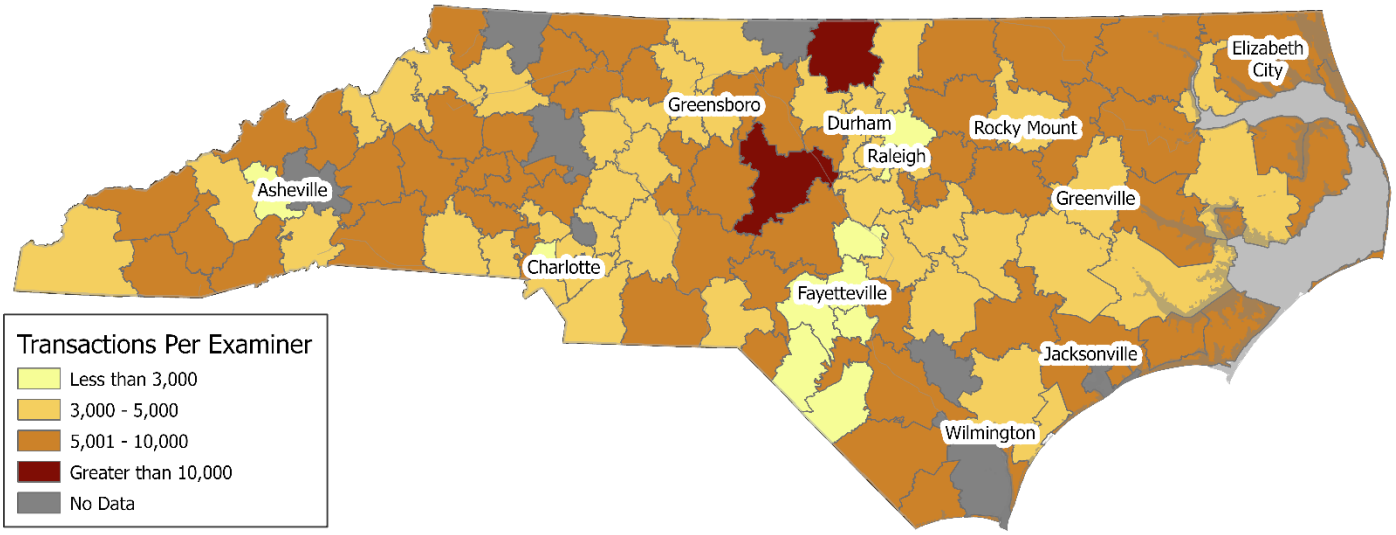


Figure 3. Transactions per examiner by Driver License Office.

2.5 Catchment area population per terminal by DLO catchment area

Examiner terminals—desks equipped to perform Driver Services transactions—are a key constraint limiting the maximum staff allocation at each Driver License Office. Catchment area population per terminal for each Driver License Office was evaluated to assess the relationship between service area population and the physical capacity available at each office (**Figure 4**). Because each examiner can only occupy a single terminal at a time, terminal availability is an important constraint on the maximum staffing level that can be accommodated within an office. Offices generally prefer at least one additional staff member serving as a customer facilitator to perform floor management and other customer assistance duties - and depending on availability and demand for road tests.

Population per terminal is similar to population per examiner in that both metrics compare service area demand to available capacity. In contrast to population per examiner, population per terminal focuses on the physical infrastructure available to support staffing. Similarly, transactions per examiner evaluates actual workload experienced by staff, whereas population per terminal provides insight into whether facility constraints may limit the ability to add staff in response to increasing demand. Facility capacity is discussed further in section 4.2 Office suitability analysis.

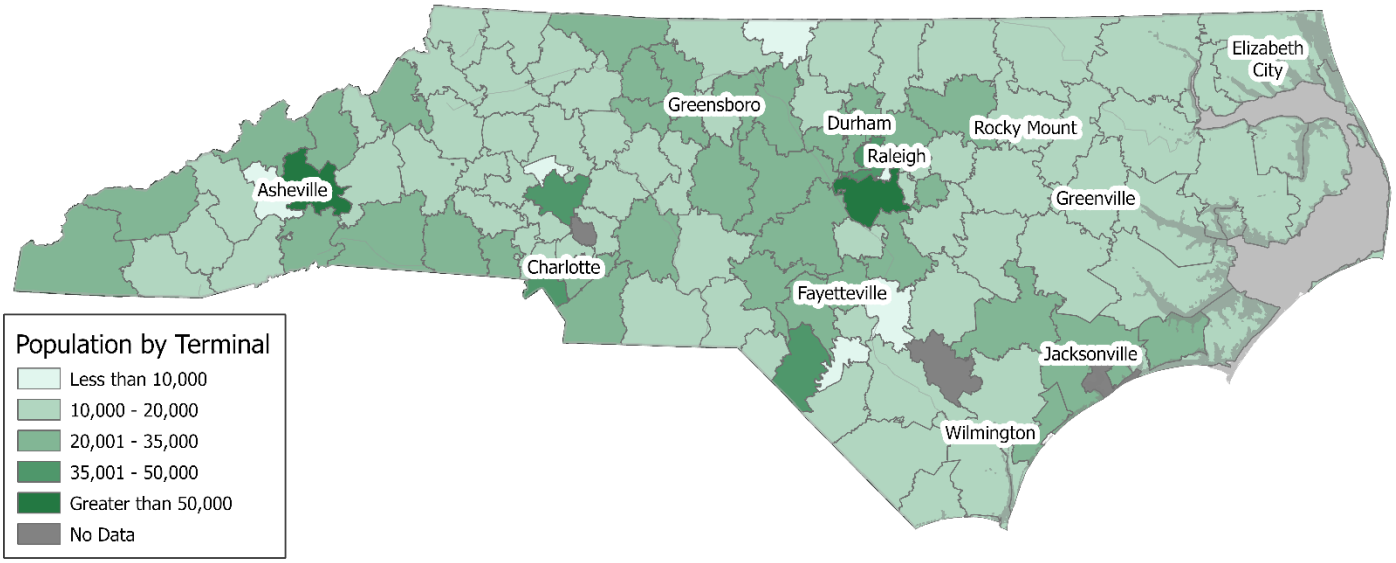


Figure 4. Catchment area population per terminal by Driver License Office (2025).

3. Assignment of additional examiners

In HB125, the North Carolina General Assembly made available to the Division of Motor Vehicles 33 additional Driver License Examiner I and II positions as of State Fiscal Year 2026-2027.

3.1 Initial allocation

Based on their operational needs, NCDMV leadership allocated 25 of the 33 additional positions based on the following criteria:

- **Minimum staffing of 2 examiners per Driver License Office** (10 examiners at 8 offices)
- **Assignments to newly opened or relocated offices** (13 examiners at 4 offices)
- **Additional examiners at select CDL testing locations** (2 examiners at 2 offices)

The distribution of these examiners is shown in **Table 1** and **Figure 5**.

Table 1. NCDMV assignment of initial 25 examiner figures.

DLO	Category	Assigned Examiners
Bryson City	Minimum Staffing	1
Burnsville	Minimum Staffing	1
Future Cabarrus County DLO	New Office	5
Camp Lejeune	New Office	1
Elizabeth City	CDL Testing Location	1
Elkin	CDL Testing Location	1
Fort Bragg	New Office	1
Relocated Fuquay-Varina DLO	Relocated Office	6
Marshall	Minimum Staffing	1
Newland	Minimum Staffing	1
Pembroke	Minimum Staffing	1
Sparta	Minimum Staffing	2
Spruce Pine	Minimum Staffing	1
Yanceyville	Minimum Staffing	2

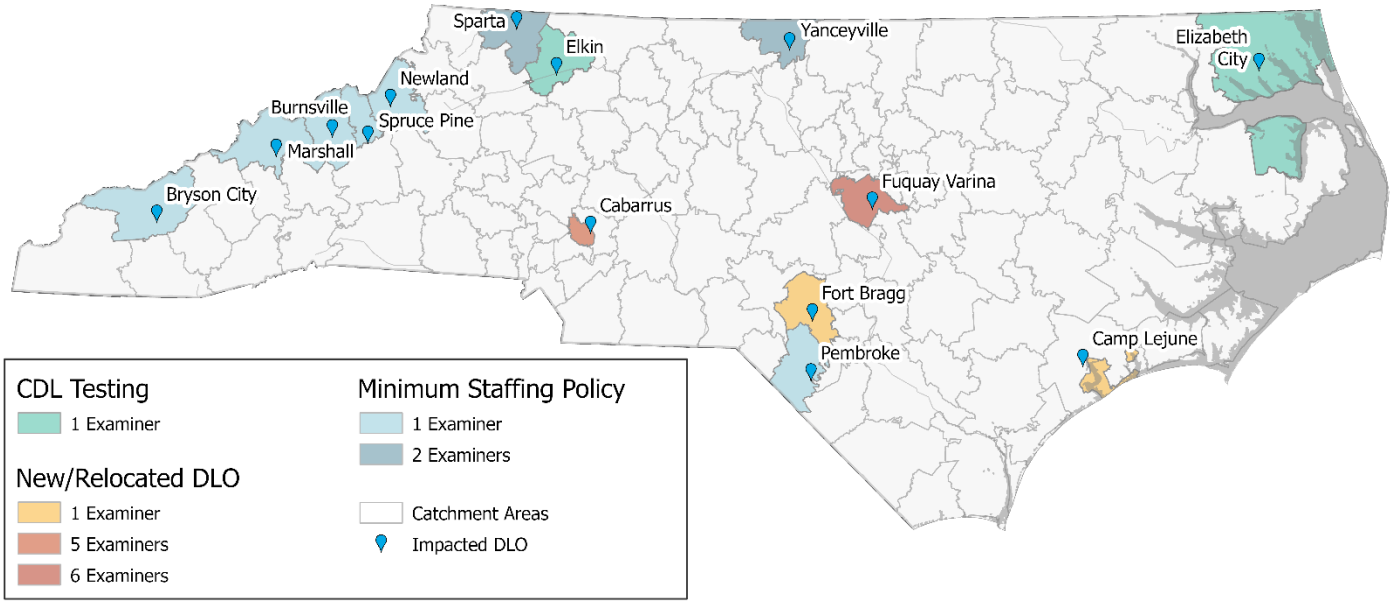


Figure 5. NCDMV assignment of initial 25 examiner positions.

3.2 Proposed allocation of remaining examiners

Two separate approaches were conducted to allocate examiners to DLOs, the first 25 positions utilized existing laws and policies, and the second, conducted for the remaining eight positions, was based on the number of customers in a Driver License Office's catchment area that are currently travelling an excessive distance to access driver services at a different DLO. We have allocated these positions using the following process:

- **Driver License Offices were ineligible for these positions if they were already receiving examiners for another reason.** This resulted in the exclusion of new offices (4), recently opened offices (2), offices being brought up to a minimum staffing level (8) and offices receiving CDL examiners (2).
- **Offices that are already at or above staffing capacity (number of transaction terminals plus a customer facilitator) were excluded.** This excluded 47 additional offices.
- **Offices that exclusively serve CDL customers were excluded** as these serve geographies much broader than their immediate area.
- **The remaining additional positions were allocated to Driver License Offices (DLO) based on the number of Driver Services customers who did not go to their closest DLO but instead travelled to a different office more than 30 miles away between January 1 and May 31, 2026.** Eligibility was limited to eight offices because a total of eight positions were available for allocation. Priority was given to offices which had the largest excess travel demand measured by the number of customers who traveled to a DLO not closest to their home ZIP code (excessive travel customers). The number of excessive travel customers for each DLO was divided by the average number of customers who did not travel to their closest DLO, defined as the excessive travel factor. Across all DLOs, 374 customers, on average, did not travel to their closest DLO. Examiners were allocated to each office based on their share of excessive travel customers among the cohort of 8 selected. Using this method, one office would have received more examiners than it would be able to accommodate, and an adjustment was considered for "spill-over" examiners to be reallocated to remaining locations. One adjustment used the fixed cohort of 8 offices while the other adjustment allowed for the selection to consider the next highest overcapacity DLO catchment areas after each spill, and using either adjustment achieved the same result, with seven offices receiving examiners.

The 116-day period starting January 1, 2026 and ending May 31, 2026, was selected based on available data; the research team reviewed the data and determined it was appropriate as it would avoid disruptions to travel patterns in the summer season and as the most recent data would best reflect recent improvements experienced across the network. The 30-mile threshold was selected to ignore customers choosing a different office due to convenience factors, e.g., commuting patterns, or due to close proximity between offices. Catchment areas were defined by NCDMV based on ZIP codes, and distance to each DLO was measured from the center of each ZIP code. This analysis looks strictly at distributing the leftover examiner positions based on the excessive customer travel metric, focusing on the excessive travel factor defined as the excessive travel customers over the average of excessive travel customers for all offices, while the Division's initial allocation of the other 25 examiner positions considers other important factors.

The proposed allocation from this analysis is shown in **Table 2** and **Figure 6**.

Table 2. Proposed feasible allocation of additional examiner positions.

Eligible DLO	Free Capacity	Final Total	Excessive Travel Customers (#)	Travel Customers Above Average (#)	Excessive Travel Factor
Cary	1	1	2,032	1,658	5.4
Charlotte N	2	1	1,036	662	2.8
Fayetteville W	2	2	1,509	1,135	4.0
Mooresville	1	1	882	508	2.4
Raleigh E	5	1	790	416	2.1
Raleigh W	2	1	790	416	2.1
Sanford	1	1	974	600	2.6
Total	14	8			

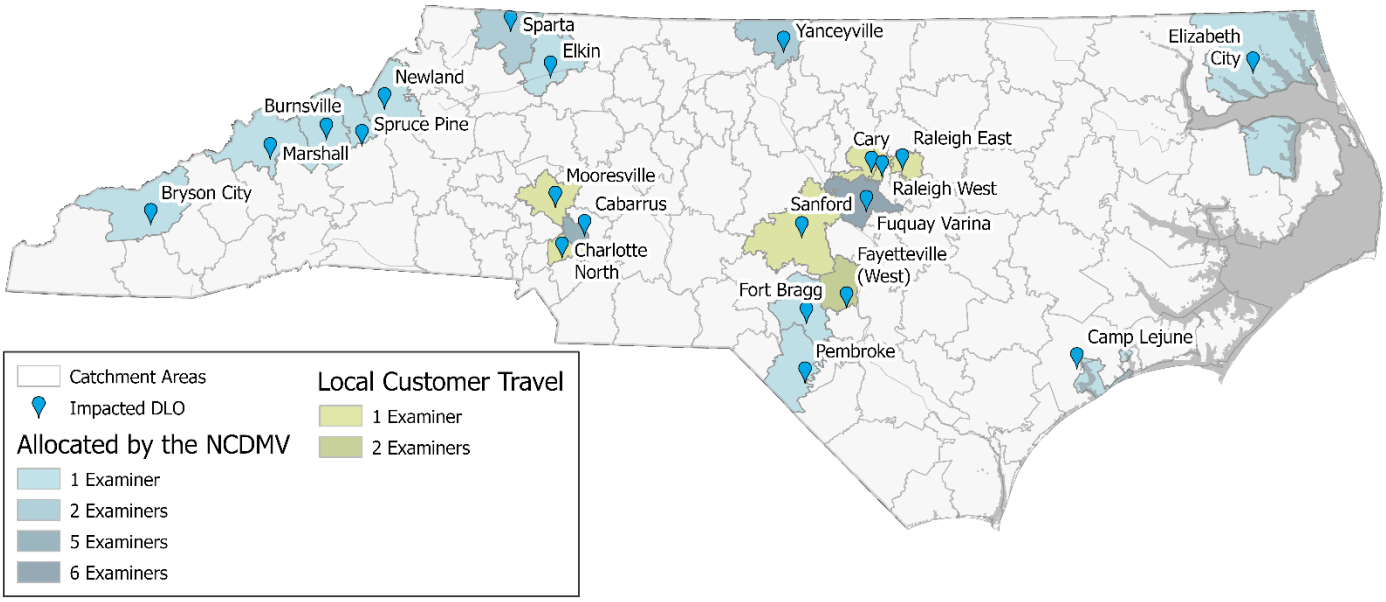


Figure 6. Proposed allocation of additional examiner positions (including initial NCDMV allocation).

3.3 Comparison with unconstrained allocation

The seven locations provided in the proposed allocation all had significant numbers of customers leaving their local area to travel thirty or more miles away to another DLO. Without regard to maximum capacity, the unconstrained allocation for these eight positions, shown in **Table 3** and **Figure 7**, would have looked much different. Only 2 of the 7 offices in our unconstrained allocation would have received examiners in the feasible allocation. However, the feasible allocation would assign examiners to offices that neighbor 3 of the 7 in the unconstrained allocation (**Figure 8**), leaving two offices, Monroe and Jacksonville, not receiving an examiner at it or a neighboring DLO. In our examination of NCDMV's CDL testing network, one proposed scenario involved relocating CDL testing from Monroe to another office, as the parts of Mecklenburg County closest to the Monroe office have a very low number of CDL customers, while those with a higher concentration are relatively far from any current CDL testing location. In addition to better serving CDL customers in the region, relocating CDL testing may also alleviate examiner capacity constraints at the Monroe office for non-CDL customers.

Table 3. Unconstrained allocation of additional examiner positions.

DLO	Free Capacity	Unconstrained Allocation	Excessive Travel Customers (#)	Travel Customers Above Average (#)	Excessive Travel Factor
Cary	1	1	2,032	1,551	4.2
Charlotte E	0	1	2,168	1,687	4.5
Charlotte S	0	2	2,611	2,130	5.4
Fayetteville W	2	1	1,509	1,028	3.1
Jacksonville	0	1	2,017	1,536	4.2
Monroe	0	1	2,129	1,648	4.4
Raleigh N	0	1	1,861	1,380	3.9
Total	1	8			

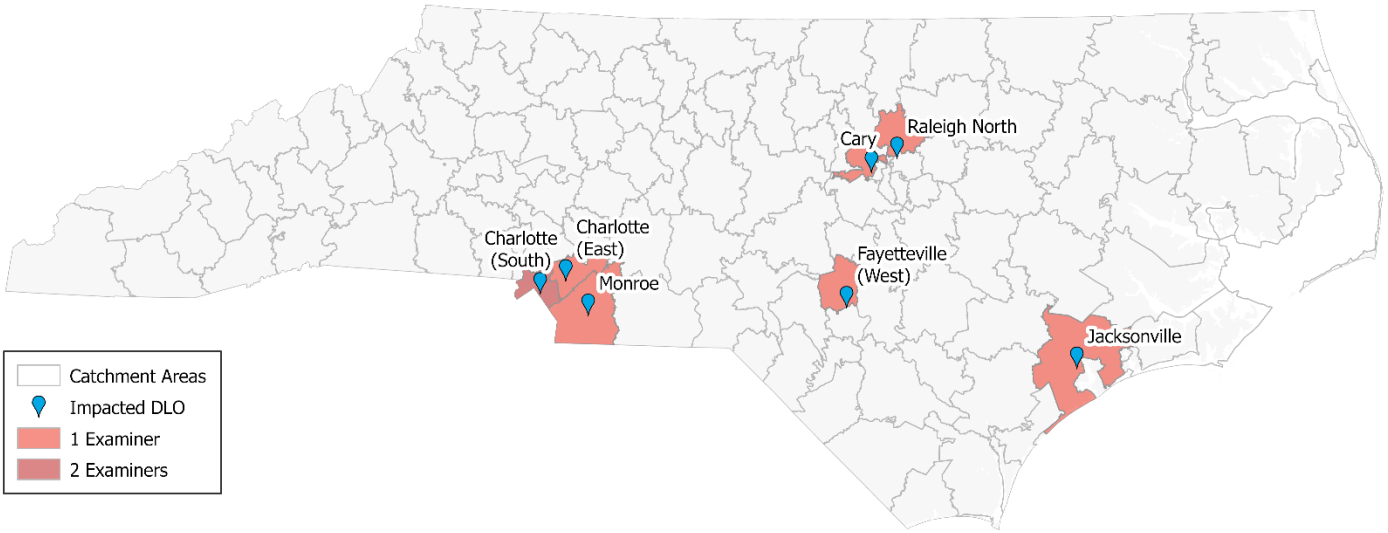


Figure 7. Unconstrained allocation of additional examiner positions

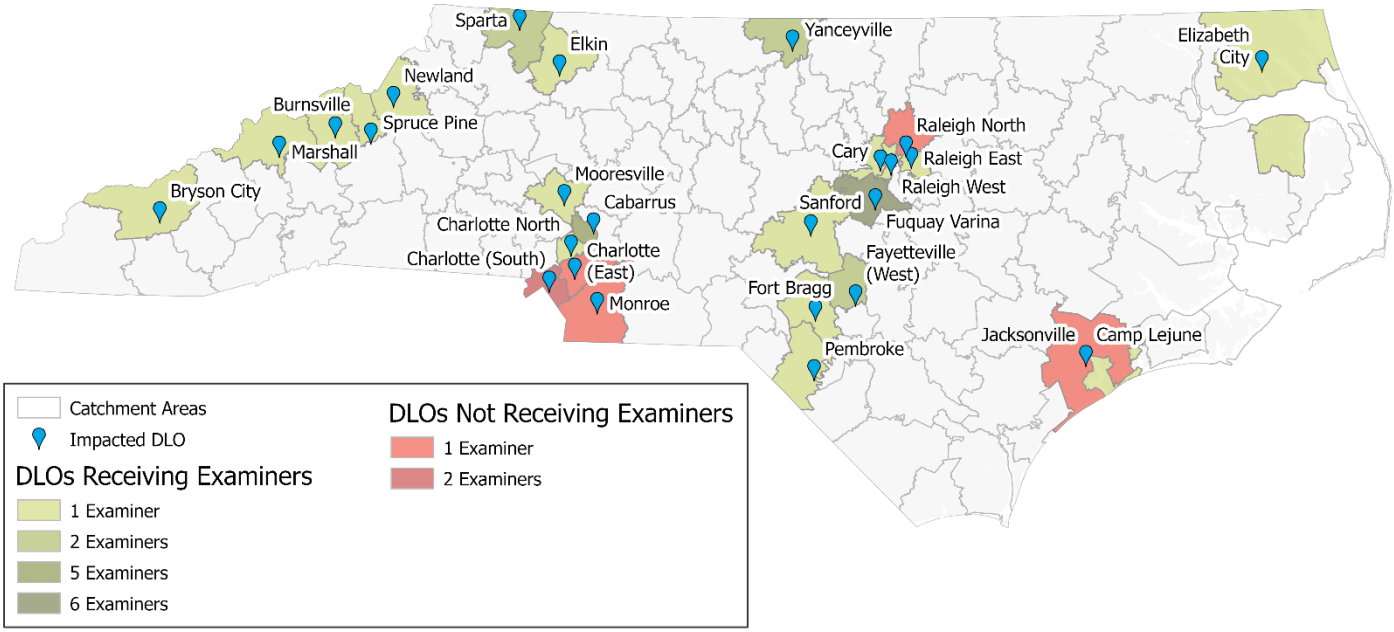


Figure 8. Comparison of infeasible and combined feasible allocations.

4. Commercial Driver License (CDL) testing

A Commercial Driver License (CDL) in North Carolina is available in three classes, A, B, and C. The Class C CDL allows for the operation of any vehicle used to transport hazardous materials requiring a warning placard or designed to transport 16 or more passengers. Class B allows drivers to operate large vehicles over 26,000 pounds, as well as a trailer for that vehicle of less than 10,001 pounds. Class A is the licensing required for the operation of the largest vehicles, including most truck-tractor/semi-trailers. NCDMV additionally provides endorsements on a customer's CDL which allow for additional types of vehicles or cargo to be driven, such as a school bus or specific hazardous materials. A full listing of endorsements for CDLs can be found in NCDMV's *Commercial Driver Manual*.

CDL testing in North Carolina can be conducted by community colleges, private Third Party Testers, and certain Driver License Offices. School bus testing is conducted by NCDMV's School Bus and Traffic Safety (SBTS) section. **Figure 9** shows DLOs across the state that conduct CDL testing, and any class-type restrictions on the CDL testing services they offer, such as whether testing is offsite or if only certain CDL classes are offered. SBTS testing is provided at locations statewide by a team of roaming examiners, split into seven regions.

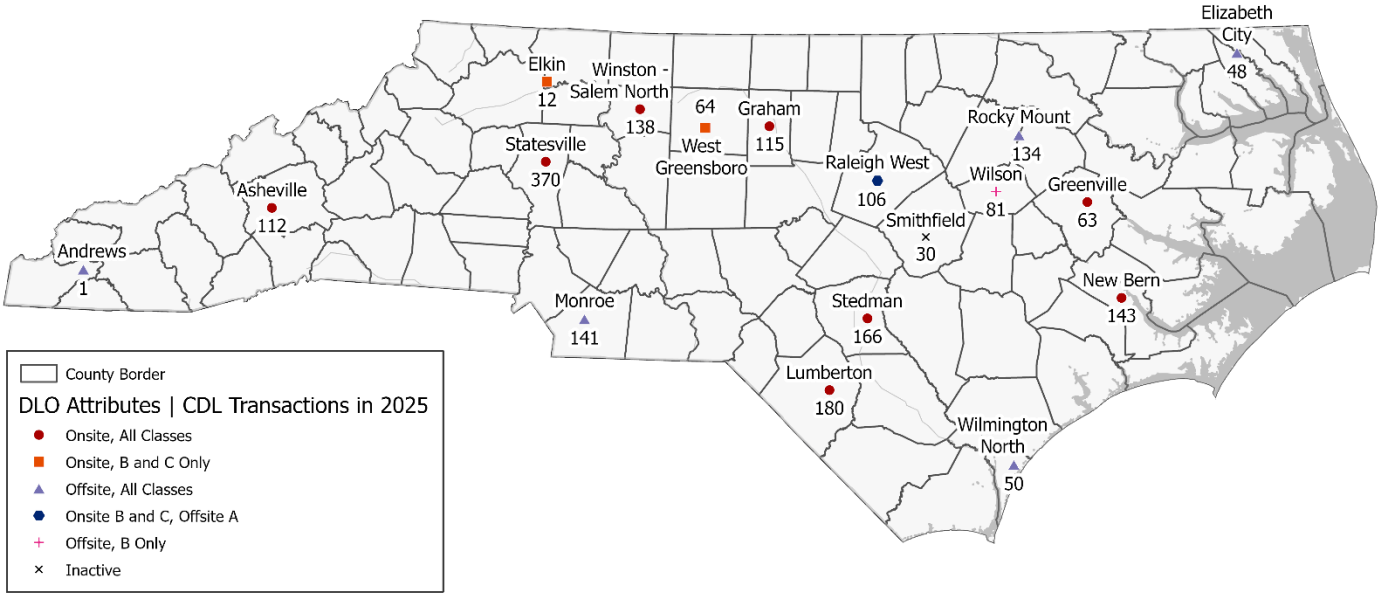


Figure 9. Driver License Offices offering CDL testing.

Figure 10 shows the number of transactions by a customer's home ZIP code in 2025 as proportionally sized dots. The color-coded areas indicate the estimated travel time by vehicle to the nearest DLO offering CDL testing in 30-minute bands, at under 30 minutes, under 60 minutes, and under 90 minutes. Every county in North Carolina had at least one resident with a CDL transaction in 2025, with greater numbers of transactions in urban areas, particularly in Charlotte, the Research Triangle, and the Piedmont Triad regions. Eastern North Carolina has a higher proportion of tests in respect to its population, while Western North Carolina has fewer relative to its population. **Figure 11** shows the transaction counts summed by county in increments of 25 transactions.

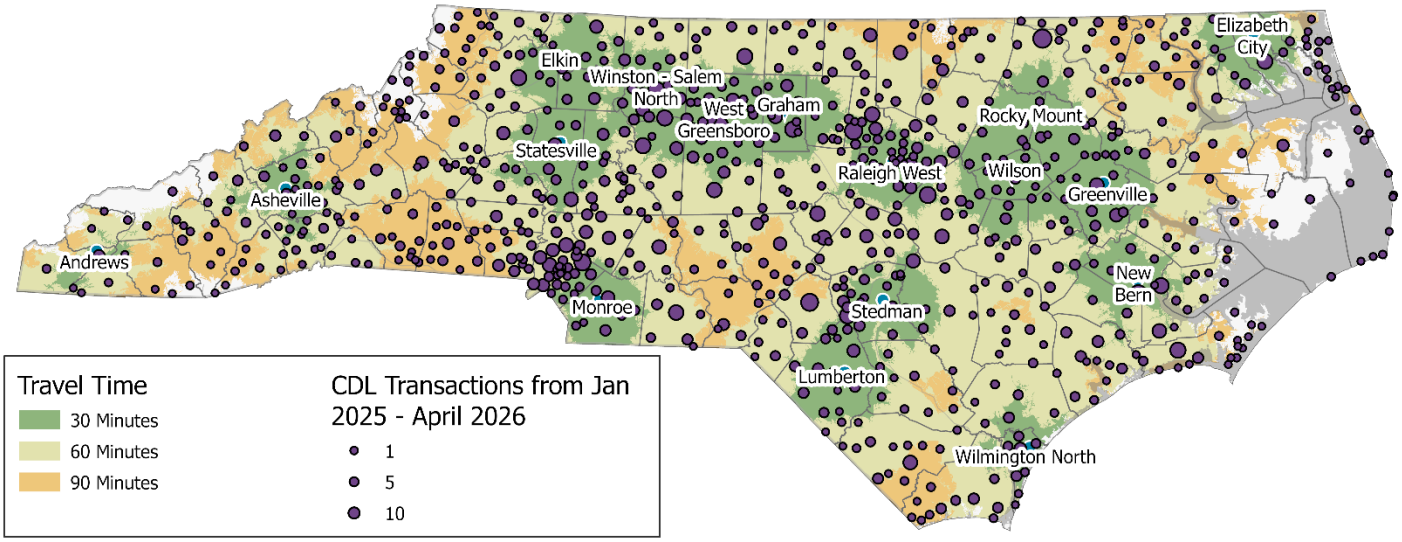


Figure 10. CDL transactions by customer home ZIP code (January 2025 – April 2026).

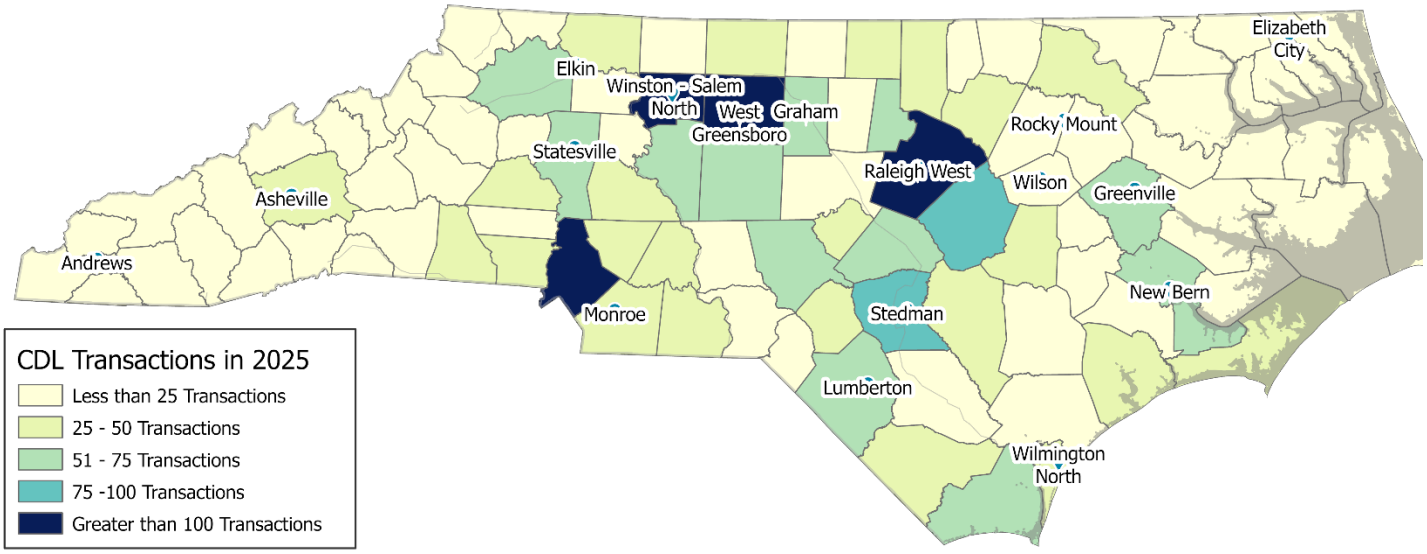


Figure 11. Total transactions by county (2025).

In 2013, North Carolina passed a law allowing private Third Party Testers to conduct testing for class A and B CDLs. Third Party Testers and community colleges combined make up the majority of CDL testing in North Carolina at 21% and 38% respectively. The remaining portion is made up of SBTS at 23%, DLOs at 15%, and a select few others, such as certain local transit agencies or utility companies, at 3%. **Figure 12** shows the breakdown in CDL testing by provider category.

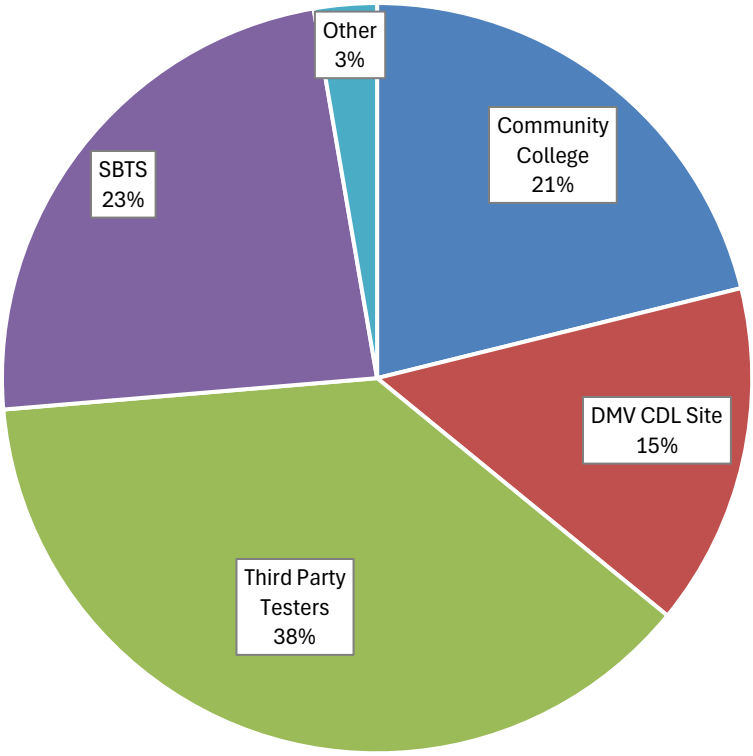


Figure 12. Distribution of CDL Provider Categories

Categories of testing providers conduct more tests in some parts of the state than others. Third Party Testers have a larger share of tests in urban counties such as Wake and Mecklenburg, while SBTS dominates rural testing with 100% of all CDL tests conducted by SBTS examiners in 54 counties. **Appendix B: CDL tests by provider and county** contains the geographic distribution for each testing provider category.

4.1 CDL testing optimization opportunities

As CDL customers are a small portion of all Driver Services customers, and as most CDL testing is conducted by non-DLO providers, not every Driver License Office must offer CDL testing. This creates an optimization opportunity to offer CDL testing at the minimum number of offices that still serves NCDMV's operational needs while providing adequate network coverage.

Regional suitability analysis

The existing 14 DLOs that provide the full range of CDL testing are already within a 60 minute drive of 90% of North Carolina's population and 97% of DLO CDL testing customers, with two-thirds of each (66% and 65%) within 30 minutes. **Figure 13** shows the drive time to the nearest DLO that offers the full range of CDL testing across the state.

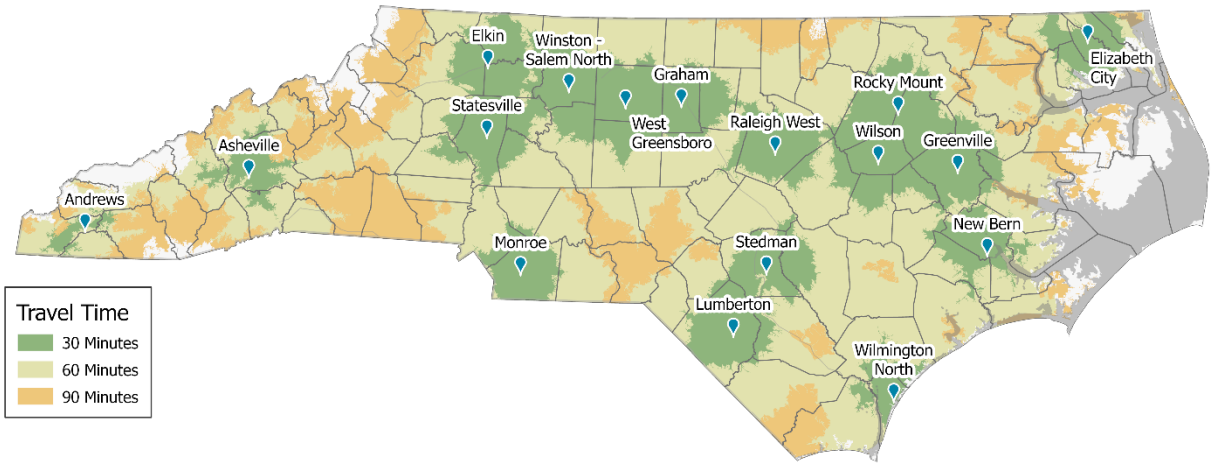


Figure 13. Drive time to closest DLO offering full CDL testing services.

The analysis of drive times for residents, and especially those who were seeking CDL testing at a DLO in 2025, reveals how close the current testing network is to optimal. There are, however, improvements which could be made. Multiple offices currently conduct at least some CDL testing off-site, which creates inefficiencies as examiners are required to travel from the DLO to another nearby site to conduct some or all of the following test procedures: inspection, basic skills, and road testing. There are also some gaps in coverage shown by the drive time map which exist across the state, with 90-minute drive time zones covering Rutherfordton, Shelby, and Kings Mountain; Southern Pines, Rockingham, and Troy; and the northern portions of Vance and Granville counties.

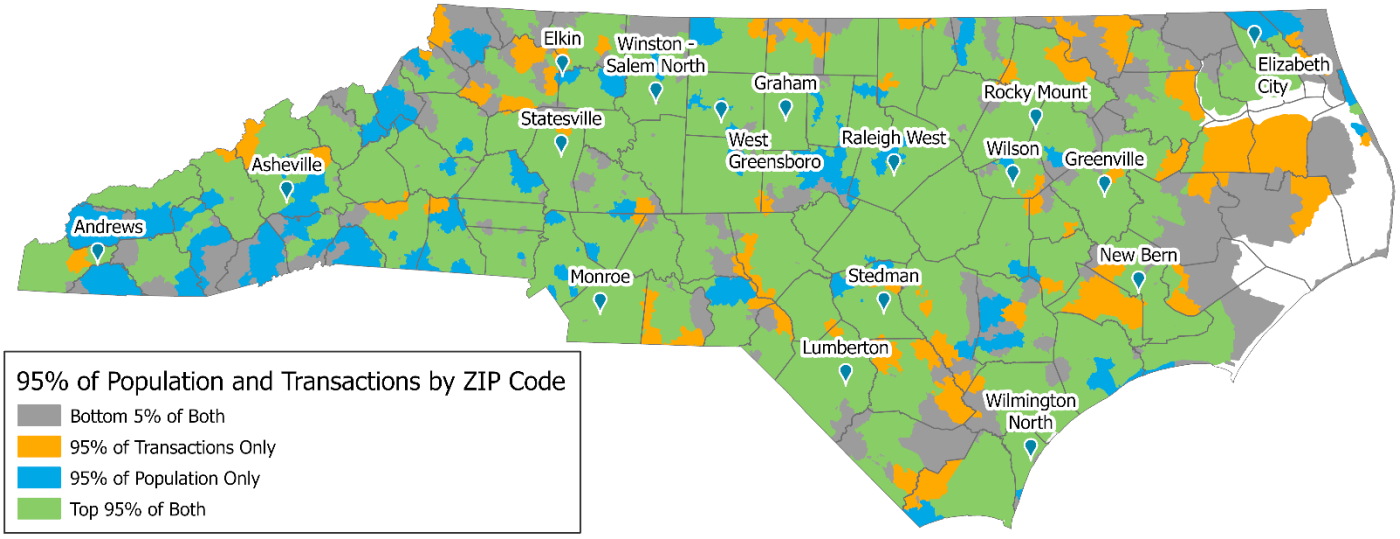


Figure 14. Relative population and transactions by ZIP code (ZCTA) (2025).

Figure 15. Relative population and transactions by ZIP code (ZCTA), Charlotte region (2025).

Figure 16. Relative population and transactions by ZIP code (ZCTA), Piedmont Triad region (2025).

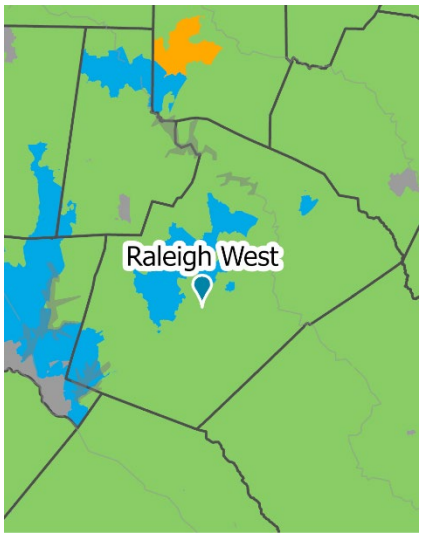


Figure 17. Relative population and transactions by ZIP code (ZCTA), Research Triangle region (2025).

The demand for CDL licenses is dependent on population demographics that match the attributes of commercial drivers. As such, the analysis next identified geographical mismatches between source of demand and the location of CDL offices, we found what amount of population and transactions add up to 95% of each, with Figure 18 showing the relationship between the variables, with each color corresponding to the colors on the map.

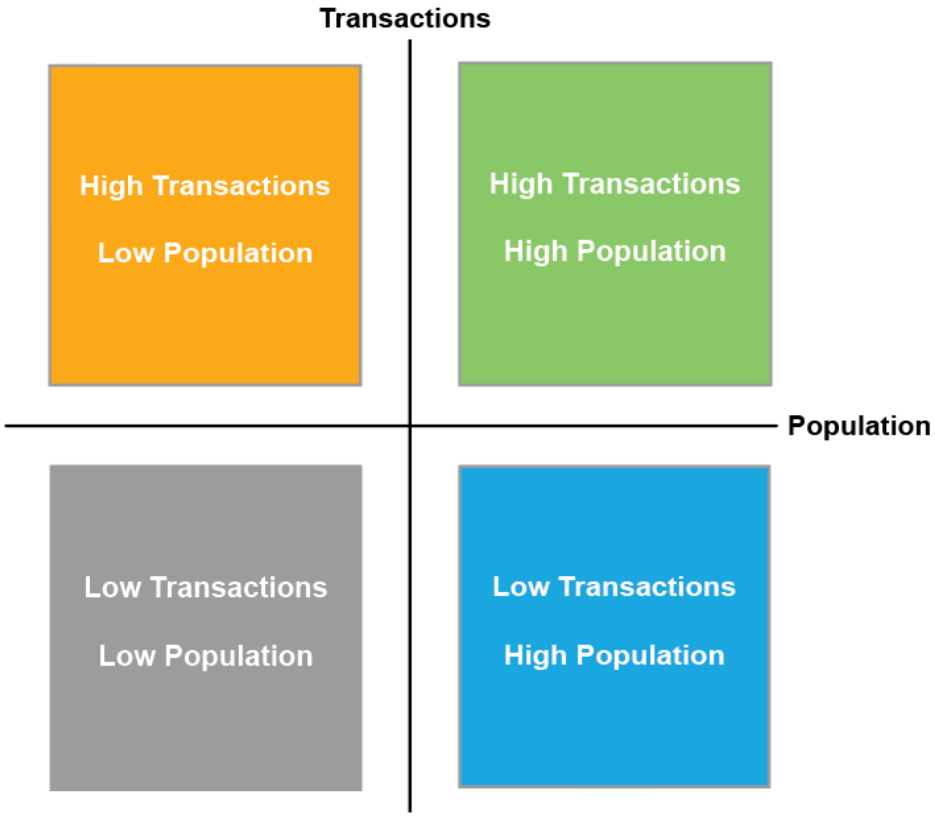


Figure 18. Relationship between transactions and population

Western North Carolina has significant areas in the bottom 5% for transactions but not in population (shown in blue), reflecting low demand, while the eastern part of the state shows large areas that are in the bottom 5% of population but not in transactions, representing high demand per person, though on a low base. These low transactions per person in the west, coupled with relatively low demand at the Asheville and especially Andrews offices for CDL services, suggest that testing network coverage is adequate in the area, while the demand at a number of offices in Eastern North Carolina despite areas of low population support having a higher density of offices in this region. The grey areas have a strong overlap with the white areas (greater than 90-minute drivetime from **Figure 13**) with much of it being protected land such as the Alligator River National Wildlife Refuge.

In the Charlotte region, shown in **Figure 15**, Mecklenburg County has no CDL testing facilities, with the nearest facilities in Monroe and Statesville, far from the metro area's core population center near Uptown Charlotte. Moreover, South Charlotte has a sizeable area that is among the state's densest by population but, as shown in blue, falls in the bottom 5% for transactions per person statewide; this area, often referred to by demographers as the "Wedge," is among the wealthiest in the state, and, despite the high population, has relatively few people who work in occupations that would require a CDL. Similarly, as seen in **Figure 17**, the only CDL testing site in the core three counties of the Research Triangle region is the Raleigh West DLO. Closely bordering this location, and between the office and the region's other major population center in Durham County, is a large area of low transaction despite high population areas; this area, which contains large portions of Cary, Morrisville, and North Raleigh, has similar demographics to South Charlotte.

4.2 Office suitability analysis

In addition to population and transaction data, aerial mapping tools were used to assess the spatial constraints around each DLO, looking specifically at whether a site had sufficient paved area to support CDL and motorcycle testing. The project team looked for large areas to conduct CDL testing, based upon AAMVA testing guidance. Offices where the parking facility was shared (except when it was shared exclusively with another state agency) were excluded. **Appendix C: Aerial images of potentially suitable CDL testing DLOs** shows the spatial constraints of each potential CDL office.

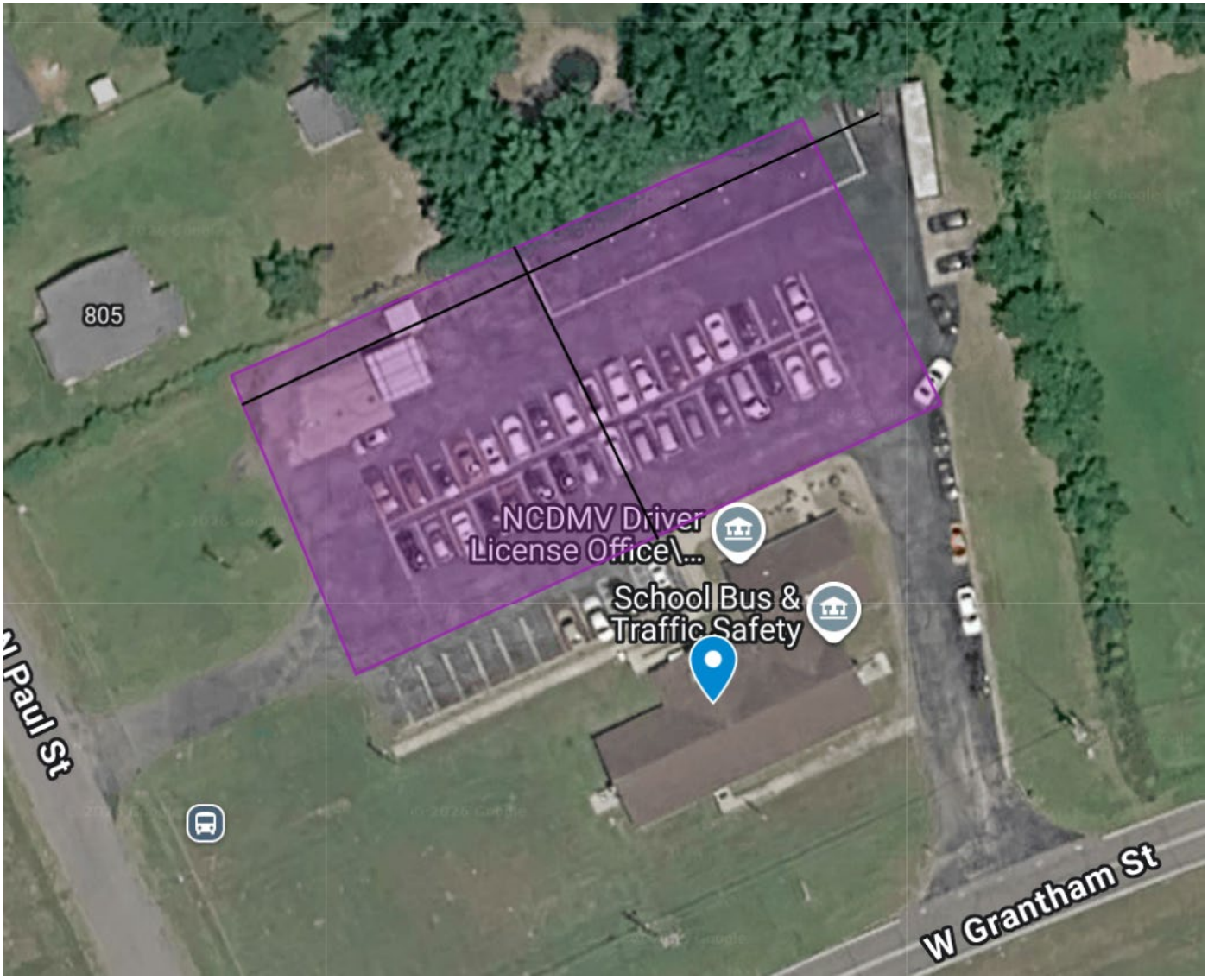


Figure 19. Aerial analysis of East Greensboro DLO

Only 16 DLOs potentially met the requirements for CDL testing, and often the areas that were found to be potentially adequate for CDL testing are currently used for necessary parking. Driver License Offices that were potentially suitable but do not currently offer CDL testing are shown in

Table 4. Potentially suitable candidate DLOs for CDL testing.

Office Name	
Fayetteville South	Greensboro East
Forest City	Siler City
Goldsboro	

Additional considerations for office additions, relocations, or consolidations should include:

- **Employee and terminal availability**
- **Whether the space is leased or owned**
  Ownership or long-term leases are preferred for any sites requiring infrastructure investments.
- **Available space around the current site for additional truck parking or testing**

- **Local changes in population and employment** in anticipation of future needs
- **Facility lease expiration** to help prioritize potential location changes due to staffing capacity

Figure 20 shows DLO locations, their potential suitability for CDL testing, and whether the locations are leased to NCDMV or owned by NCDMV.

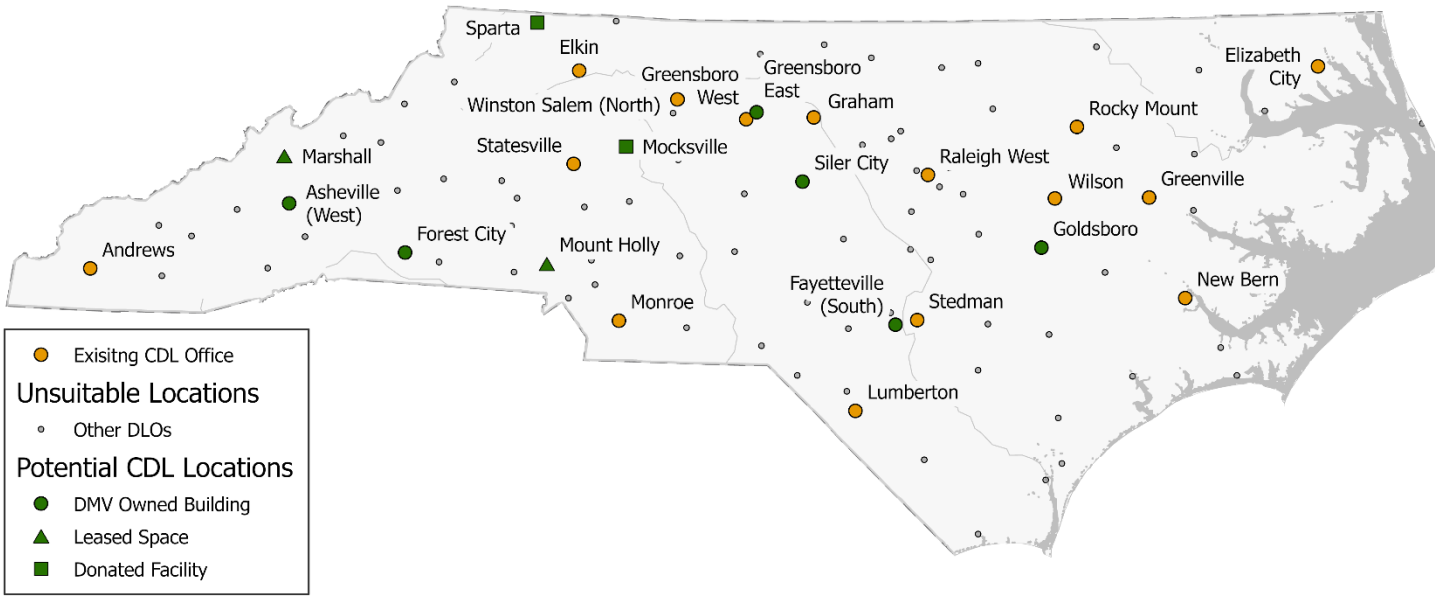


Figure 20. Potential suitability for CDL testing by DLO.

4.3 Hypothetical example of alternative CDL testing network

Impacts to drive time were considered for some hypothetical DLO additions, relocations, or consolidations. No specific sites were selected in this analysis or specifically recommended in this study but are shown as examples of potential impacts and demonstrate a methodological approach for evaluating office location changes. As an example, a potential Catawba Valley location was analyzed in the vicinity of Burke, Catawba, and Caldwell counties. Details pertaining to specific location placement, employee relocation, hiring, office layout, and more should be considered before a final decision is made.

Figure 21 shows a potential, hypothetical set of changes to the current set of offices. From the current 18 offices, one was removed for being inactive (Smithfield), three were removed for not offering testing for all three classes of license (Elkin, Greensboro West, Wilson), two were moved to add onsite testing and better serve their regions (Raleigh West to Southern Wake, Monroe to Cabarrus), and two offices were added to close drive time gaps and add services to growing metro areas (Catawba Valley, Sandhills), with the overall count of DLOs offering CDL services dropping to 16. **Table 5** shows the changes in population and transaction coverage across 30-, 60-, and 90-minute drive time bands.

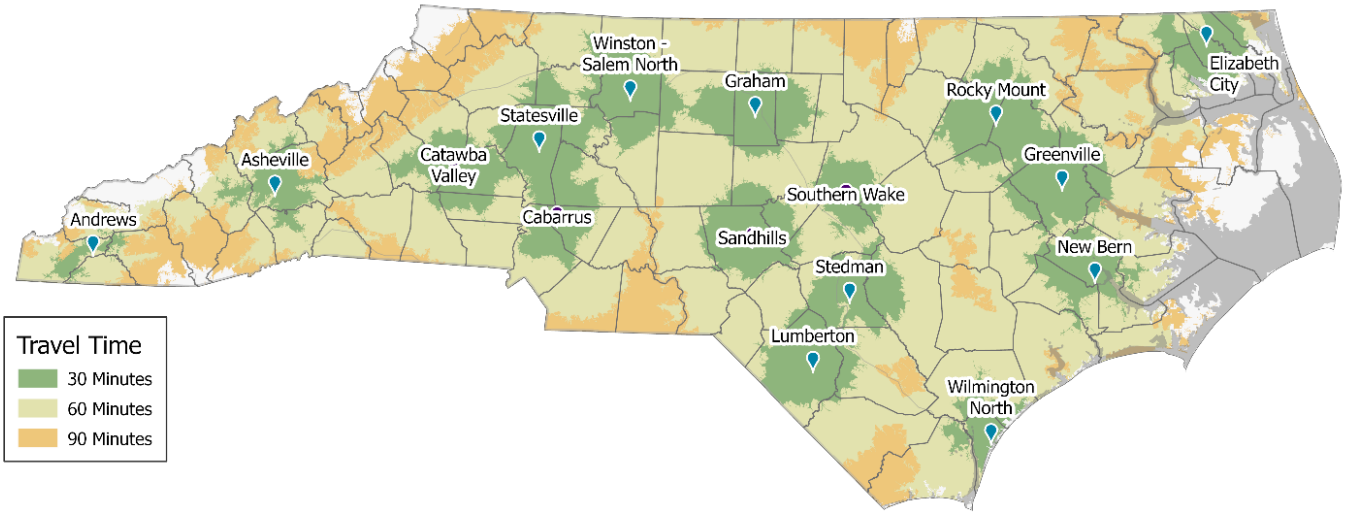


Figure 21. Drive time to closest CDL testing location in composite hypothetical scenario.

Table 5. Percent Differences Between Hypothetical Situation and Current Situation

Drive time	Percent of population covered		Percent of transactions covered	
30 minutes	67%	1% ↑	72%	7% ↑
60 minutes	92%	2% ↑	99%	2% ↑
90 minutes	93%	—	100%	—

Figure 22 shows the change in travel time between the baseline scenario and the new scenario, with travel time reductions in green and travel time increases in orange and red. The addition of two new potential offices in the Catawba Valley and the Sandhills greatly reduces the size of two major areas that currently experience long drive times, while relocation of testing from Monroe to Cabarrus County results in an increase in travel time in Union County. Relocating testing services from Raleigh West to Southern Wake County, increases travel times in central and eastern Wake County.

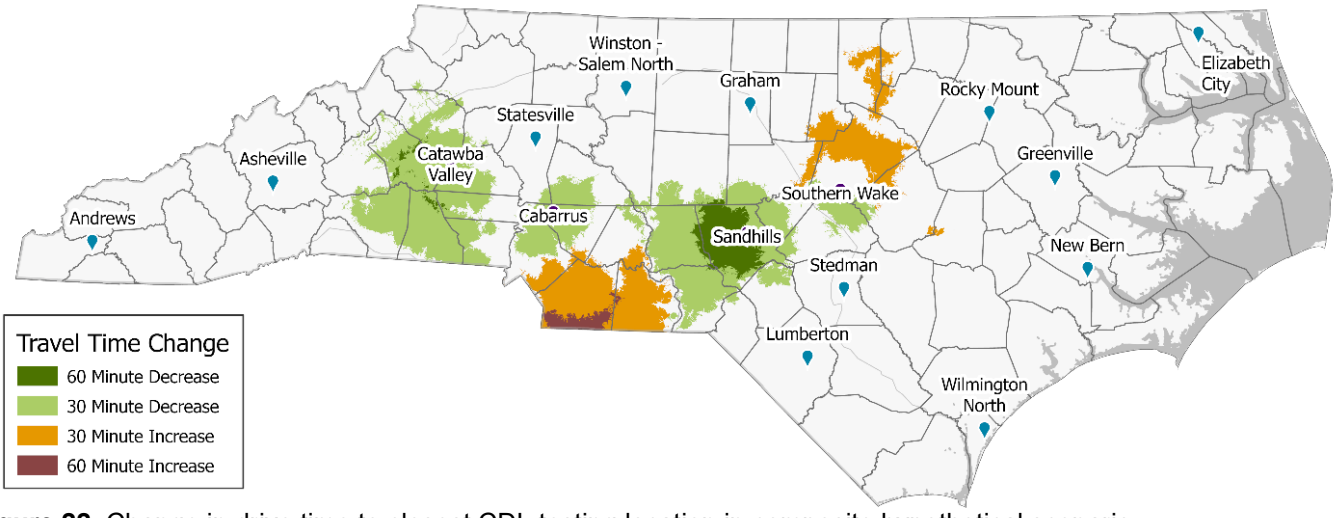


Figure 22. Change in drive time to closest CDL testing location in composite hypothetical scenario.

5. Motorcycle testing

Between January 2, 2025, and April 27, 2026, there were 9,979 motorcycle endorsement related transactions. As seen in **Figure 23**, the five busiest offices for motorcycle testing during this time period were Jacksonville (440), Hudson (423), Morganton (390), Asheboro (380), and Forest City (338). The five busiest counties in the aggregate by office location (**Figure 24**) were Mecklenburg (886), Wake (776), Forsyth (556), Surry (556), and Catawba (519), while per capita (**Figure 25**), they were Surry (7.79 per 1,000 residents), Alexander (5.53), Rutherford (5.21), Caldwell (5.17), and Ashe (4.73). Motorcycle testing was especially concentrated on the western end of the Piedmont, through the foothills to the mountains.

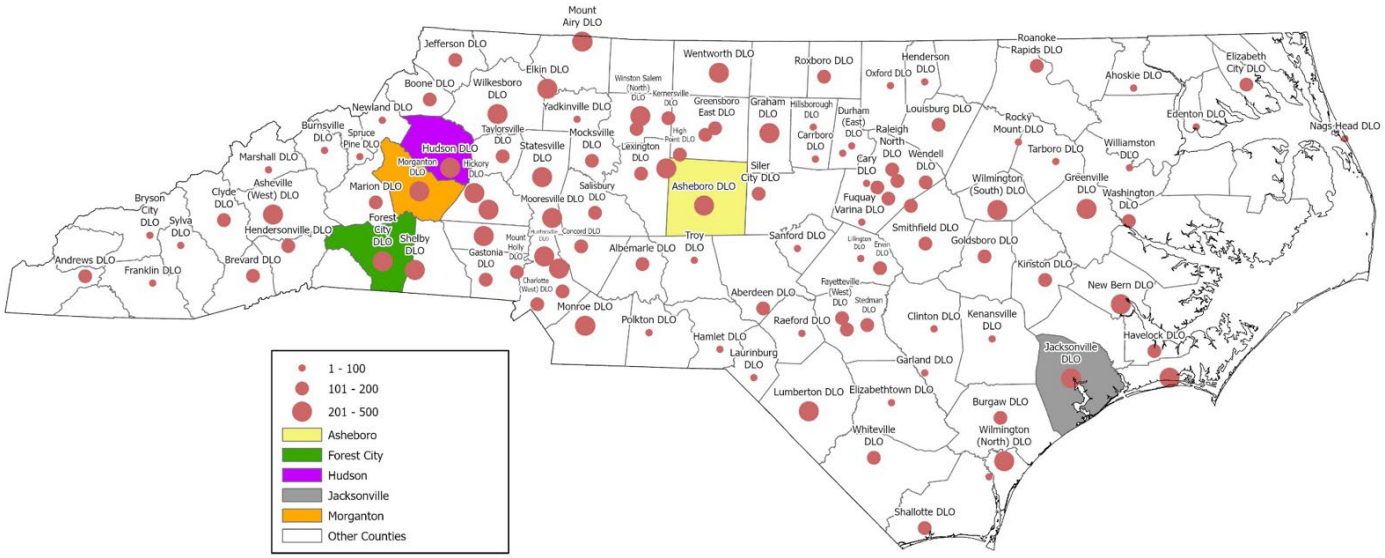


Figure 23. Motorcycle tests by DLO (Jan 2025 – Apr 2026).

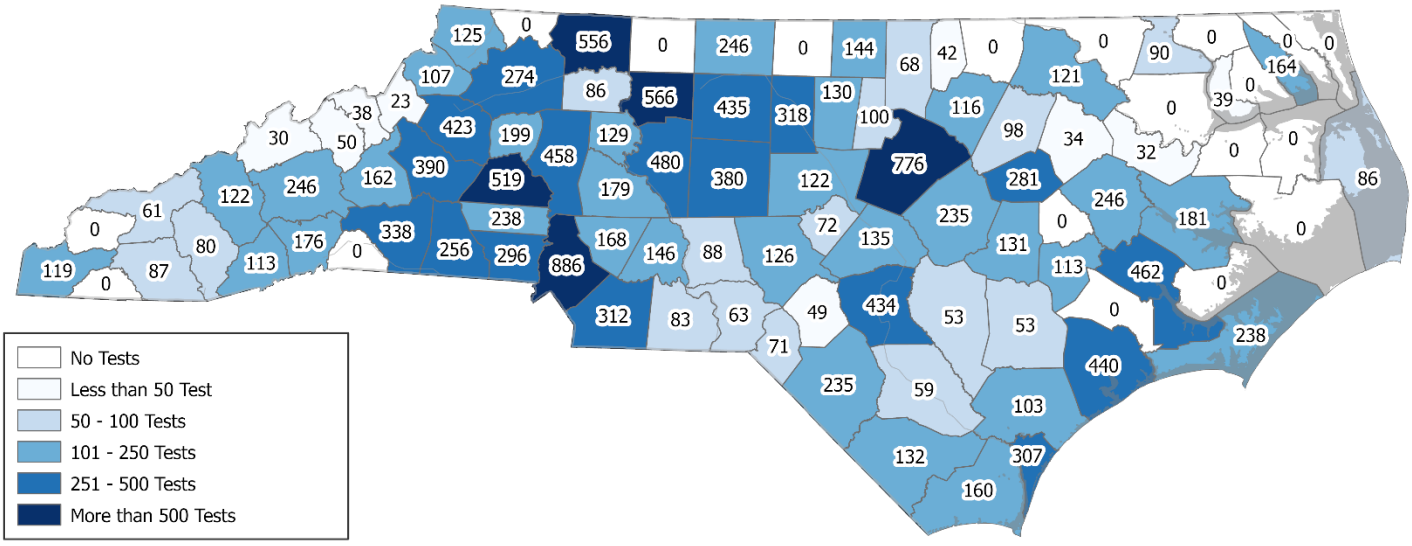


Figure 24. Motorcycle tests by county (Jan 2025 – Apr 2026).

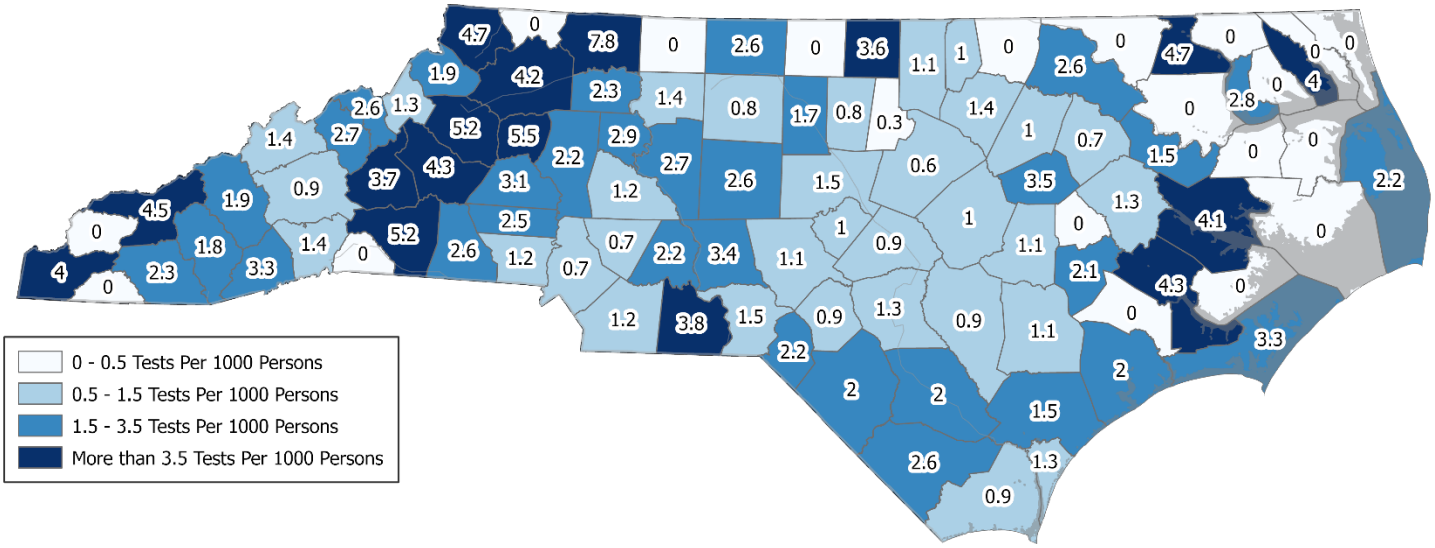


Figure 25. Motorcycle tests per capita by county (Jan 2025 - Apr 2026).

6. Real Estate Effects of Changes in CMV and Motorcycle Road Tests

The practical tests for commercial motor vehicle (CMV) and motorcycle operator skills include maneuvers on off-street courses. Both sets of tests are designed to demonstrate operating proficiency.

The American Association of Motor Vehicle Administrators (AAMVA) has proposed changes in CMV testing procedures. Similarly, the Motorcycle Safety Foundation (MSF) has recommended changes in motorcycle testing procedures to modernize the test and facilitate testing for operators of three-wheelers. These changes affect the size and shape of the off-street driving courses, with a substantial reduction in the area required for CMV testing. Real estate and paving requirements for motorcycle testing would change only marginally. Both sets of changes are already being implemented in other US states.

6.1 Commercial Vehicles

As shown in **Figure 26** and **Figure 27**, the CDL test modernization proposed by AAMVA reduces the size of the test course from 140×320 feet to 40×280 feet, a net reduction of 33,600 square feet (0.77 acres). As shown in **Figure 28**, this is accomplished by replacing the “parallel and alley dock” test (which simulates backing into a T-shaped alley or loading dock) with a “reverse offset backing” test (lateral shift while backing up). AAMVA also proposes changes in the vehicle inspection and brake tests to emphasize safety-critical components.

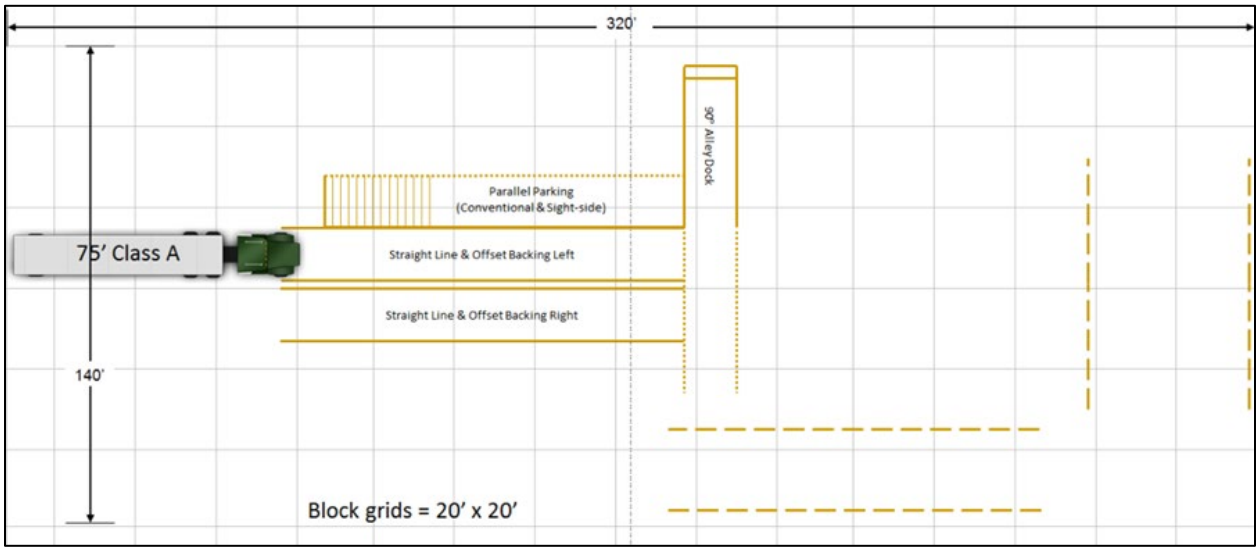


Figure 26. Current CMV Basic Control Skills (BCS) test layout.

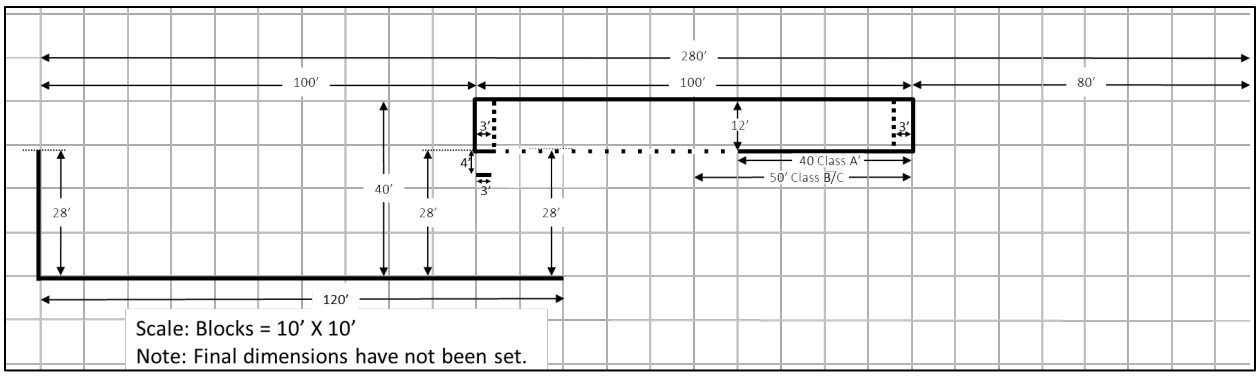
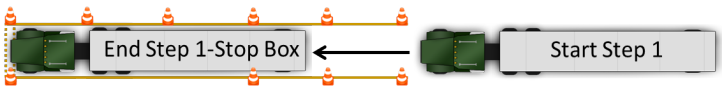
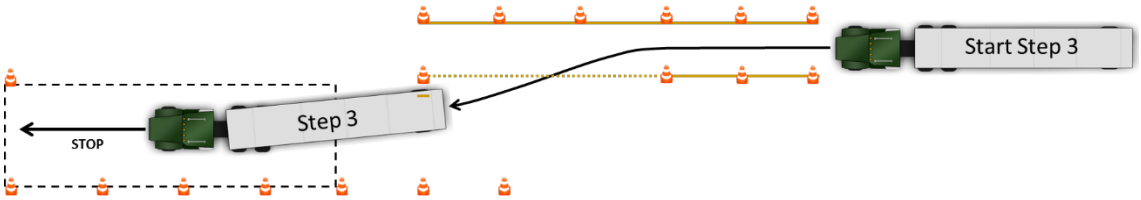


Figure 27. Proposed CMV Basic Control Skills test layout.

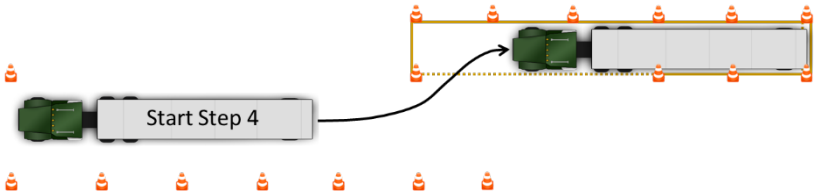


1. Forward Stop

2. Straight Line Backing



3. Forward Offset Tracking



4. Reverse Offset Backing

Figure 28. Proposed CMV test maneuvers.

6.2 Motorcycles

The current North Carolina motorcycle skills tests are shown in **Figure 29**. The tests include:

1. Start, traffic stall, and restart
2. Serpentine weave
3. Gear shifting
4. Slow ride
5. Pause and go
6. Right turn and quick stop

Figure 30 illustrates the revised tests recommended by MSF, which include:

1. Cone weave and normal stop
2. Right turn from a stop
3. Quick stop
4. Obstacle swerve

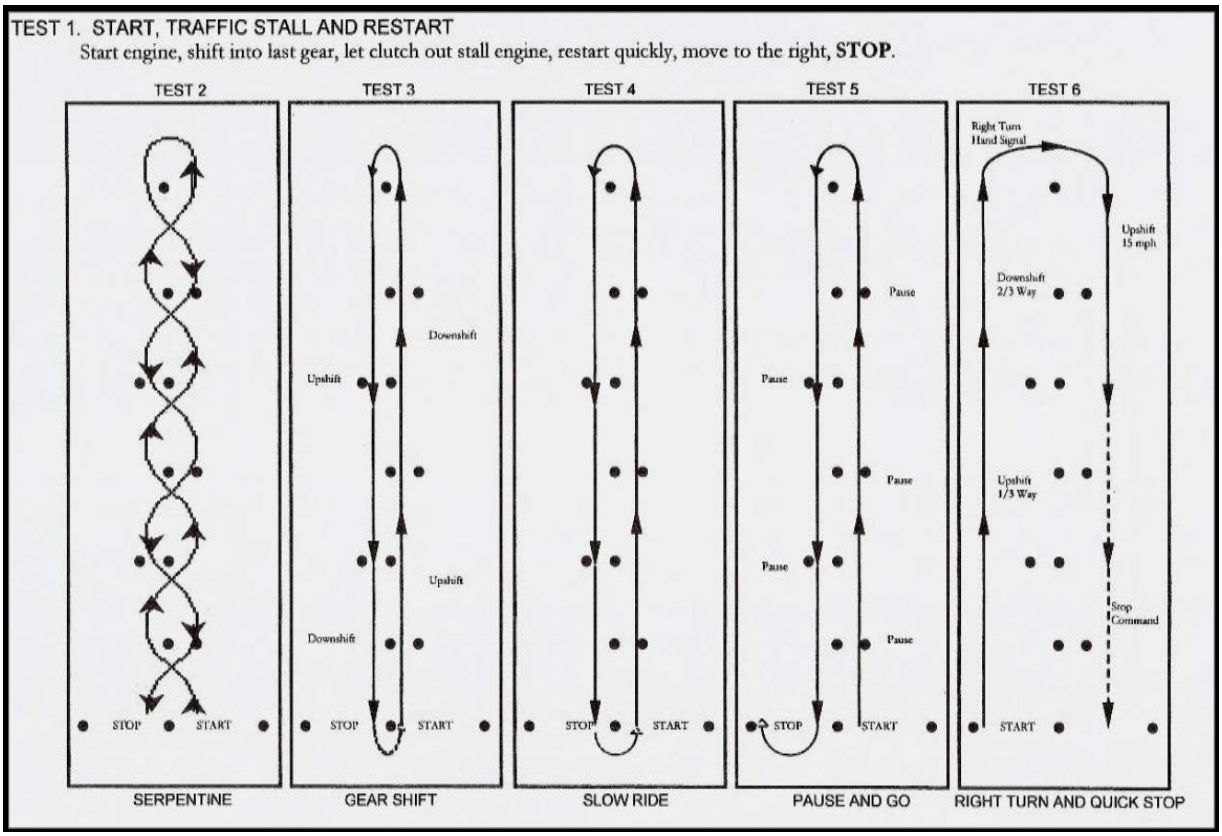


Figure 29. Current North Carolina motorcycle skills test track layout and tests.

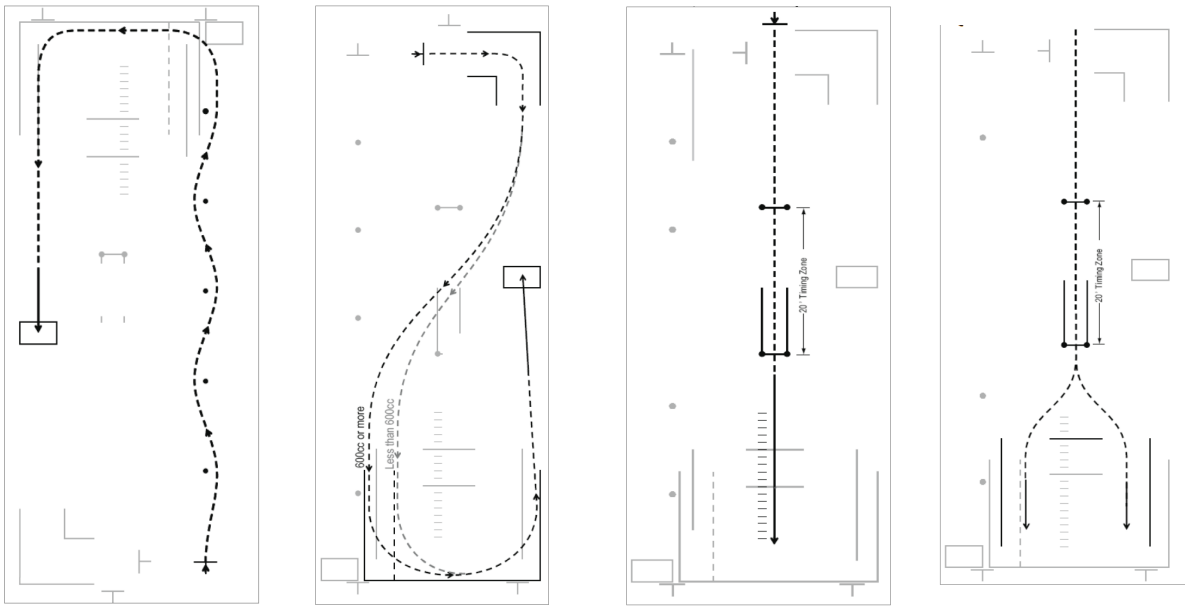


Figure 30. Proposed motorcycle skills test track layout and tests. Source: Michigan DMV/Motorcycle Safety Foundation

6.3 Staffing Effects

Implementing the proposed changes will require revising pavement markings at existing test facilities and training examiners on test procedures and scoring criteria. Changes in the test durations do not appear to be large enough to affect overall staffing requirements. Instead, the test designers appear to be shifting the allocation of examiner time to issues with the greatest potential safety impacts.

6.4 Other Considerations

Some customers may perceive the proposed testing protocols to be somewhat more stringent than the current ones. As a result, NCDMV will need to determine whether to implement the new protocols on an office-by-office basis, or to change them statewide simultaneously. This decision will likely require stakeholder consultations that are beyond the scope of this staffing analysis. If an office-by-office approach is taken, the scheduling website could be modified to indicate which test is being administered at each office, thus helping mitigate any customer concerns.

7. Additional considerations for CDL and motorcycle testing

1. *Changing the format of CDL testing*

A potential long-term concept is to change the way testing is conducted by mirroring the process currently employed by the School Bus and Traffic Safety (SBTS) section. School bus testing is completed by 25 roving examiners assigned to regions across the state, conducting tests at a suitable location in each county. This would be a significant change to the current examiner model, with substantially different staffing practices and meaningful travel expenses.

2. Deconflicting CDL testing and motorcycle testing

At multiple DLOs, the CDL testing area and motorcycle testing areas overlap, creating a conflict where customers for one type of test must wait for another type of test to be completed; these waits can be especially long in the case of motorcycle endorsement customers waiting for CDL tests to be completed. Across the CDL testing network, CDL testing occurs on Tuesdays, Wednesdays, and Thursdays, while motorcycle testing occurs statewide on Tuesdays and Thursdays. Moving motorcycle testing to Mondays and Fridays at DLOs that also provide CDL testing would reduce conflicts while providing additional options to motorcycle endorsement customers.

3. Examiner protection

Examiners have reported unsafe conditions during testing, especially during harsh weather conditions. Additional protection for NCDMV employees against the sun, cold, and heat would provide substantial safety benefits for both examiners and the drivers who accompany CDL testing clients, as well as significantly improve employee morale.

4. Reconstruction and repaving opportunities

When DLOs are under consideration for reconstruction and/or repaving, examiners should be consulted for potential improvements of the layout and arrangement of testing areas. Reconstruction and repaving offer an opportunity for potentially low-cost changes that can substantially improve the efficiency, safety, and reliability of testing. DLO relocations can offer similar benefits if sites are reviewed specifically for testing optimization.

5. American Association of Motor Vehicle Administrators (AAMVA) Updates

The NCDMV should continue to update CDL and motorcycle testing, administration, and renewal to match AAMVA standards, policies, and guidance.

Appendix A: Population and transaction metrics by Voronoi polygon

Two different geographies were used throughout the analysis of Driver License Office catchment areas. The first is a straight-line distance between all parts of North Carolina and the nearest office location, which was developed by ITRE and used in the previous staffing analysis plan. The second geography, defined by NCDMV, uses ZIP code tabulation areas (ZCTA), usually those closest to the DLO with some minor modifications; this method makes it easier to analyze actual transaction data, which is often aggregated at the customer ZIP code level. The following maps show the same metrics as those in the 2. Transaction and examiner analysis section but using the ITRE defined Voronoi method.

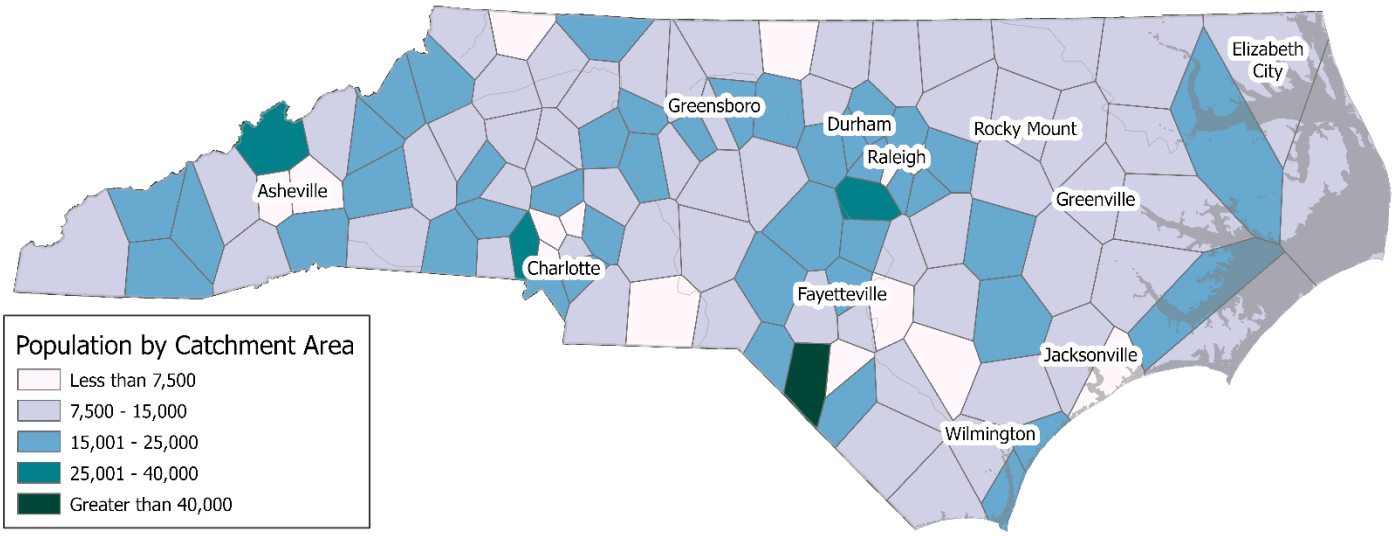


Figure 31. Population by Driver License Office catchment area (2025).

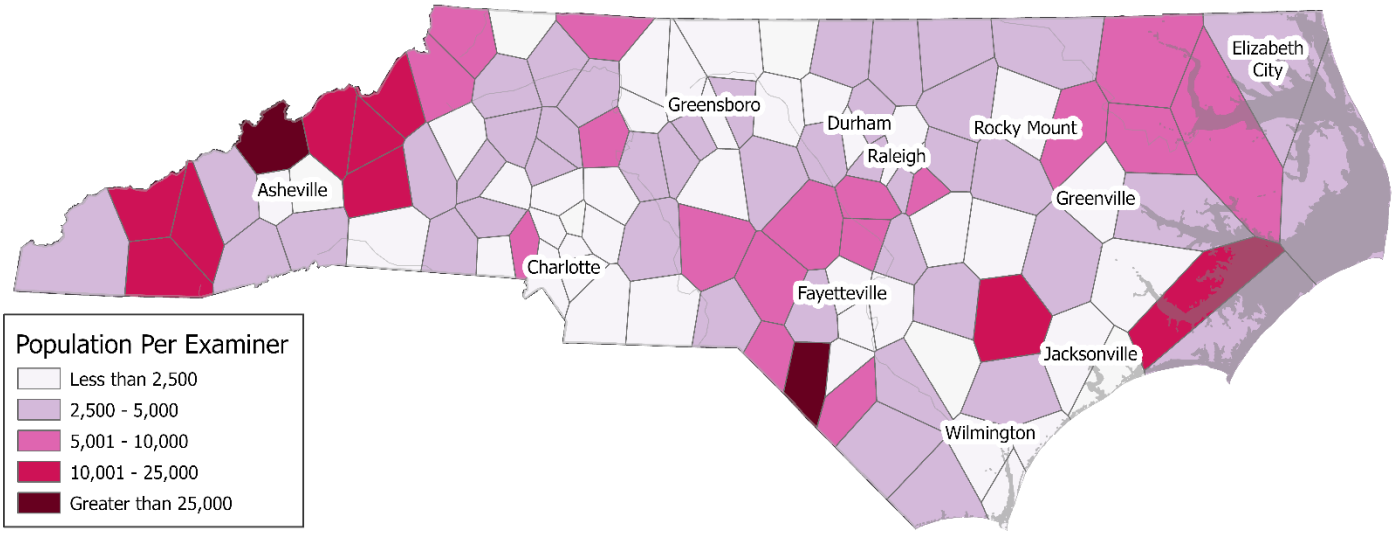


Figure 32. Catchment area population per examiner by DLO catchment area (2025).

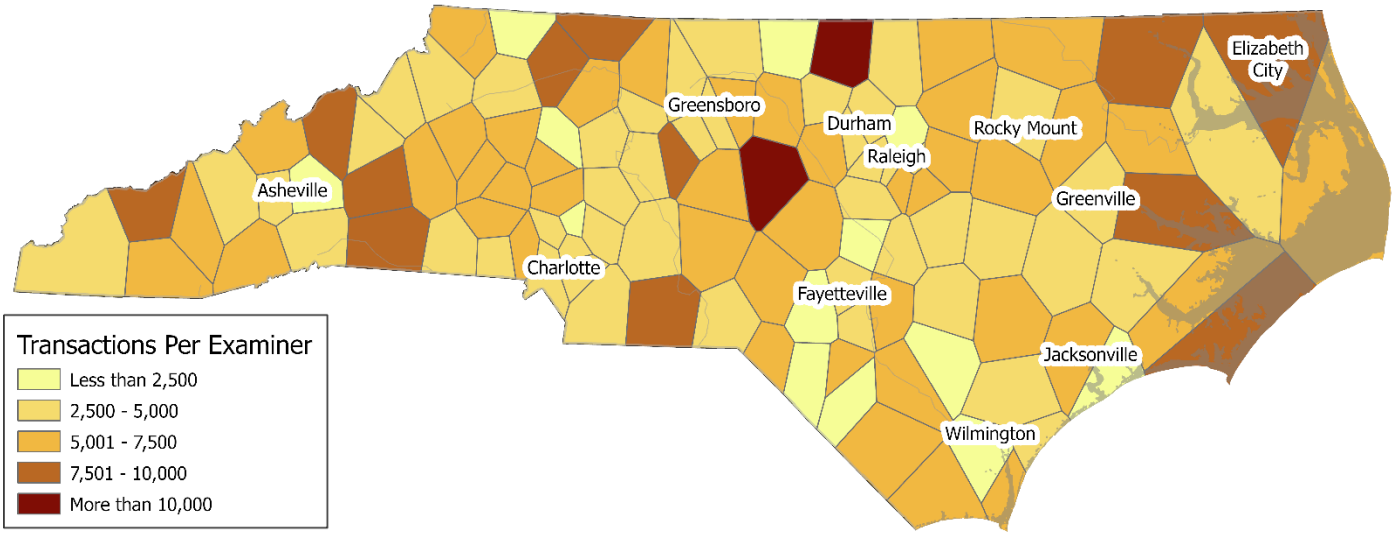


Figure 33. Transactions per examiner by DLO catchment area (2025)

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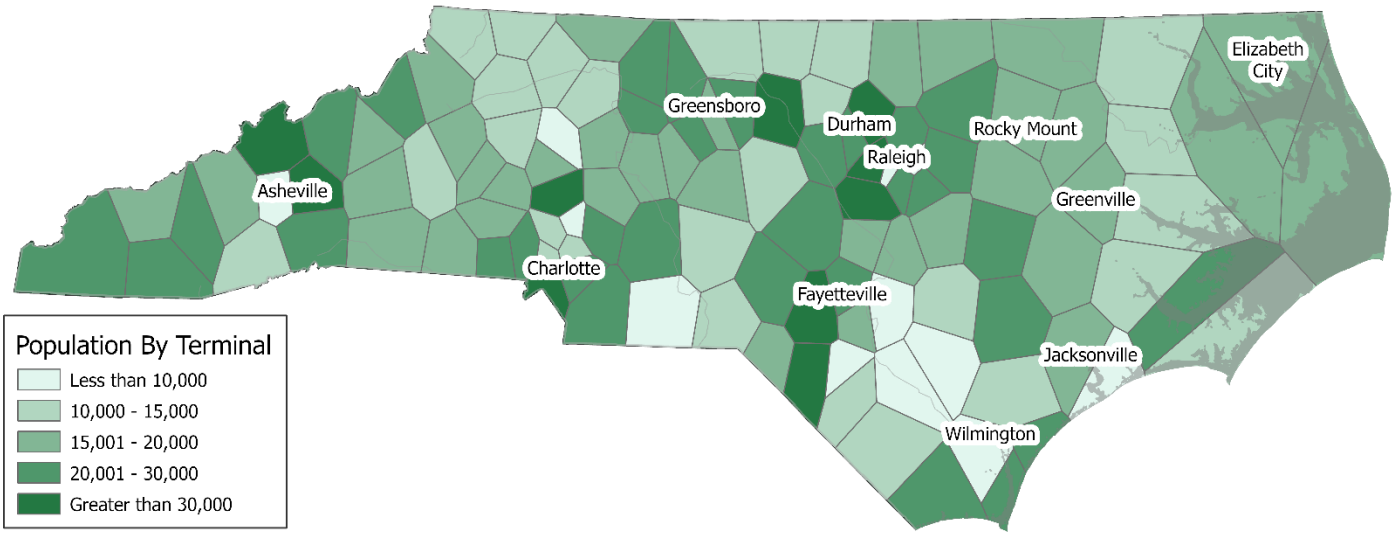

Figure 34. Catchment area population per terminal by DLO catchment area (2025).

Appendix B: CDL tests by provider and county

In North Carolina, CDL testing is conducted by a variety of providers, both public and private. The geographical distribution of tests by county for each major provider type is shown below.

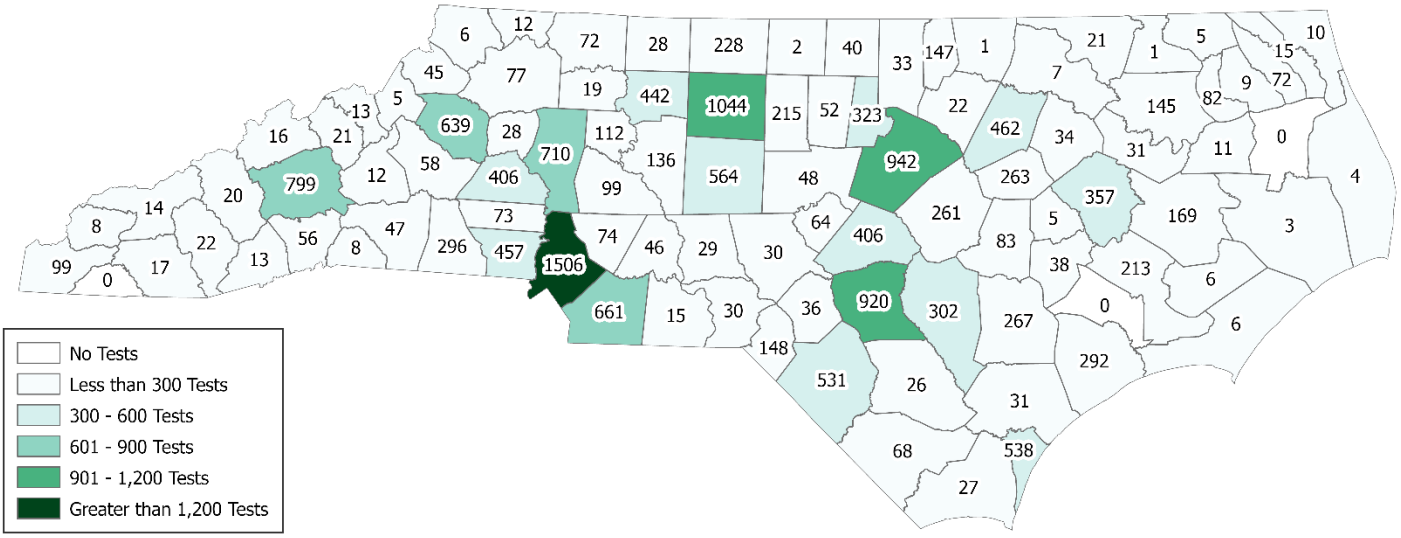

Figure 35. Total CDL tests conducted by county (2025).

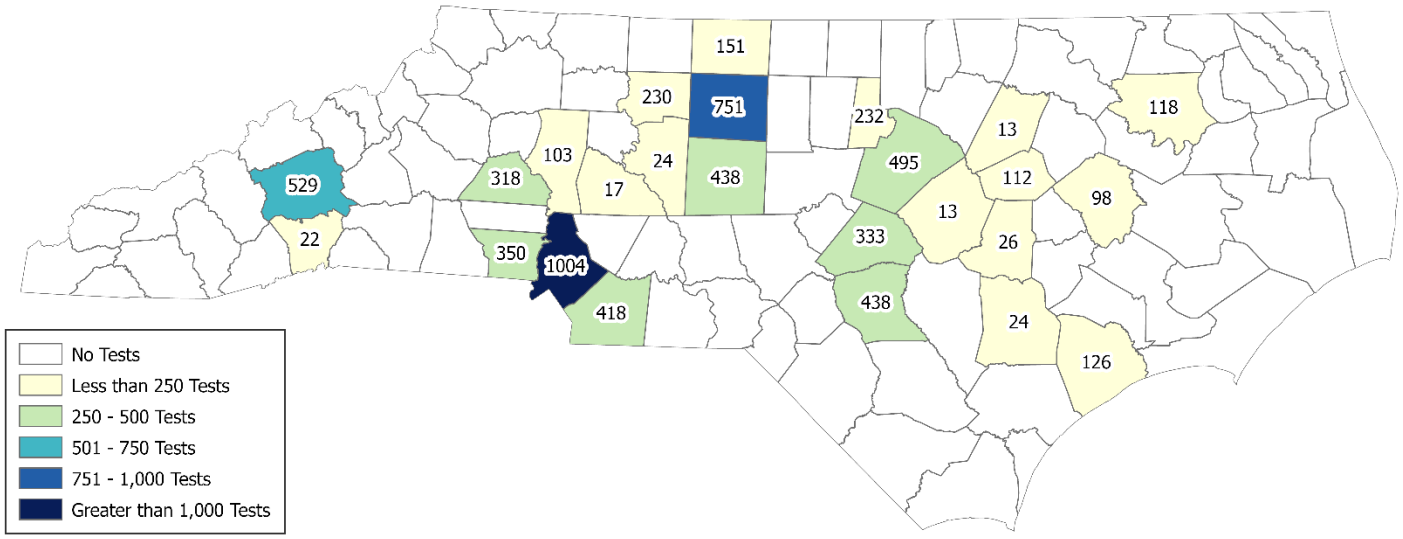

Figure 36. CDL tests conducted by Third Party Testers by county (2025).

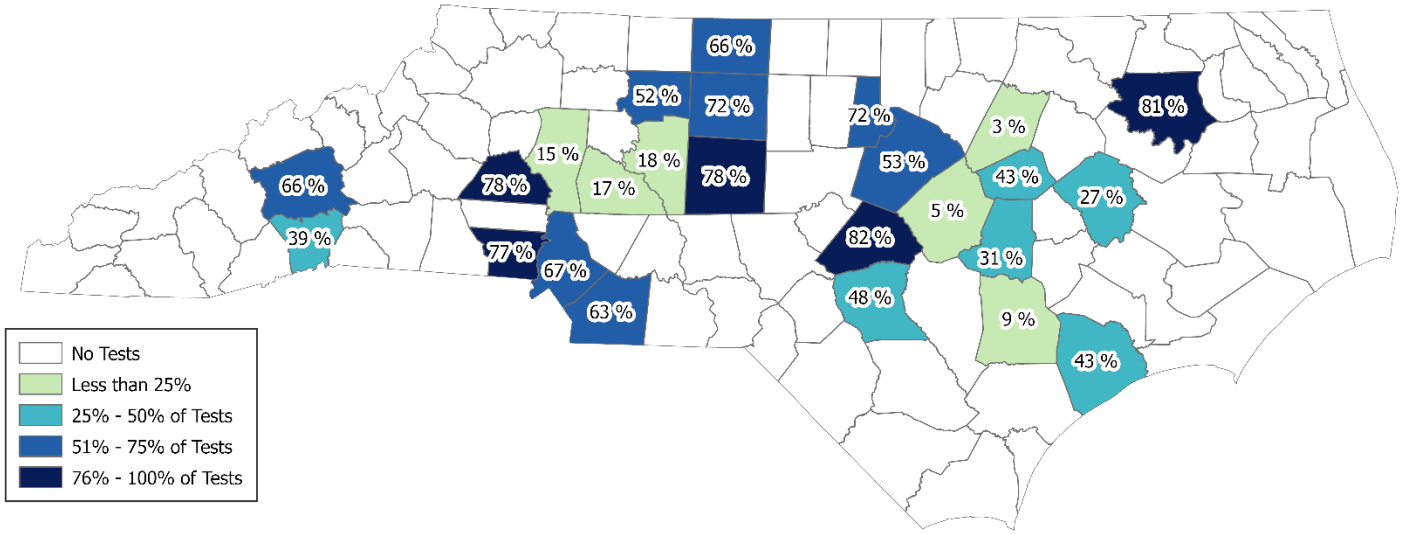

Figure 37. Percent of CDL tests conducted by Third Party Testers by county (2025).

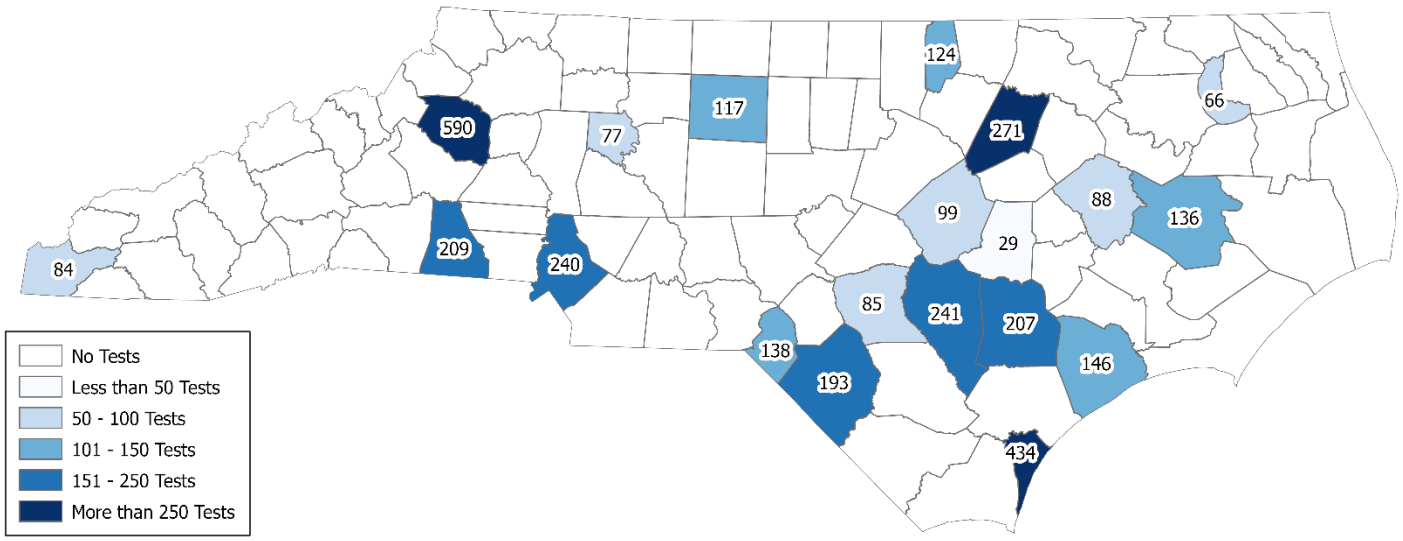

Figure 38. CDL tests conducted by NC Community Colleges by county (2025).

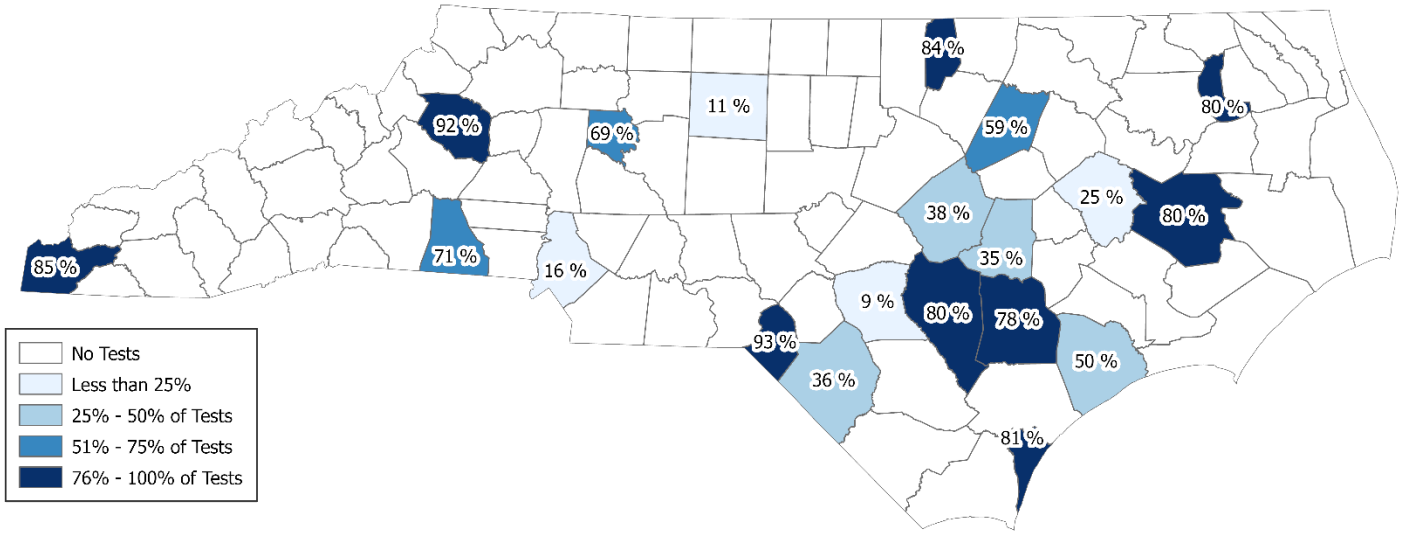

Figure 39. Percent of CDL tests conducted by NC Community Colleges by county (2025).

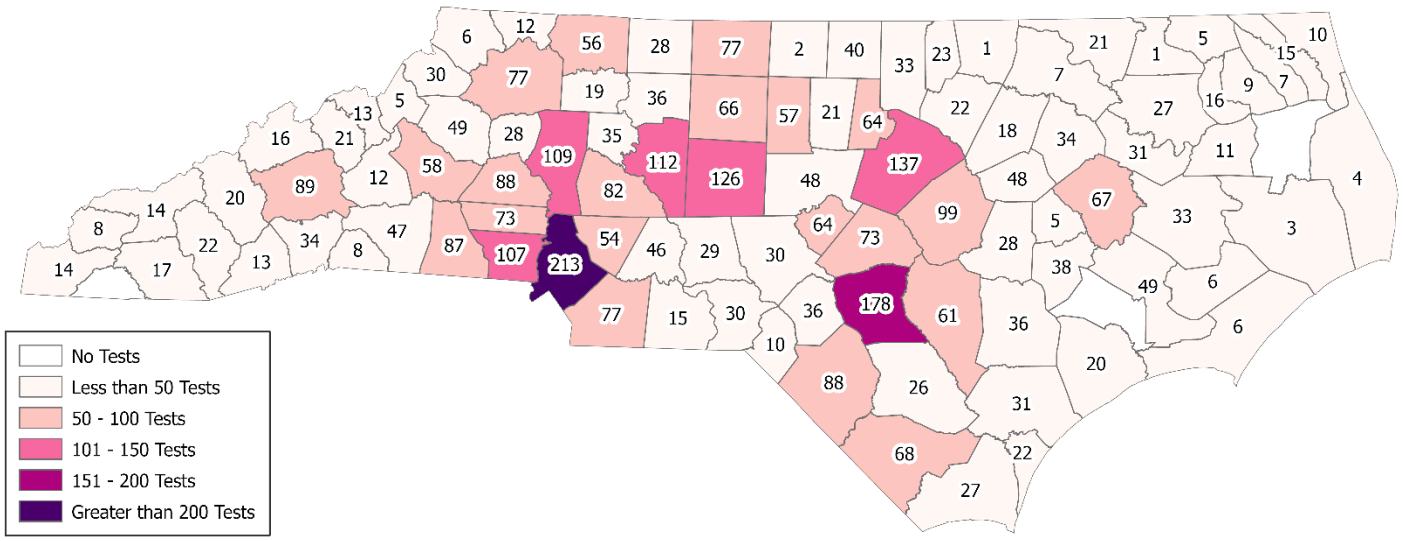

Figure 40. CDL tests conducted by School Bus and Traffic Safety (SBTS) by county (2025).

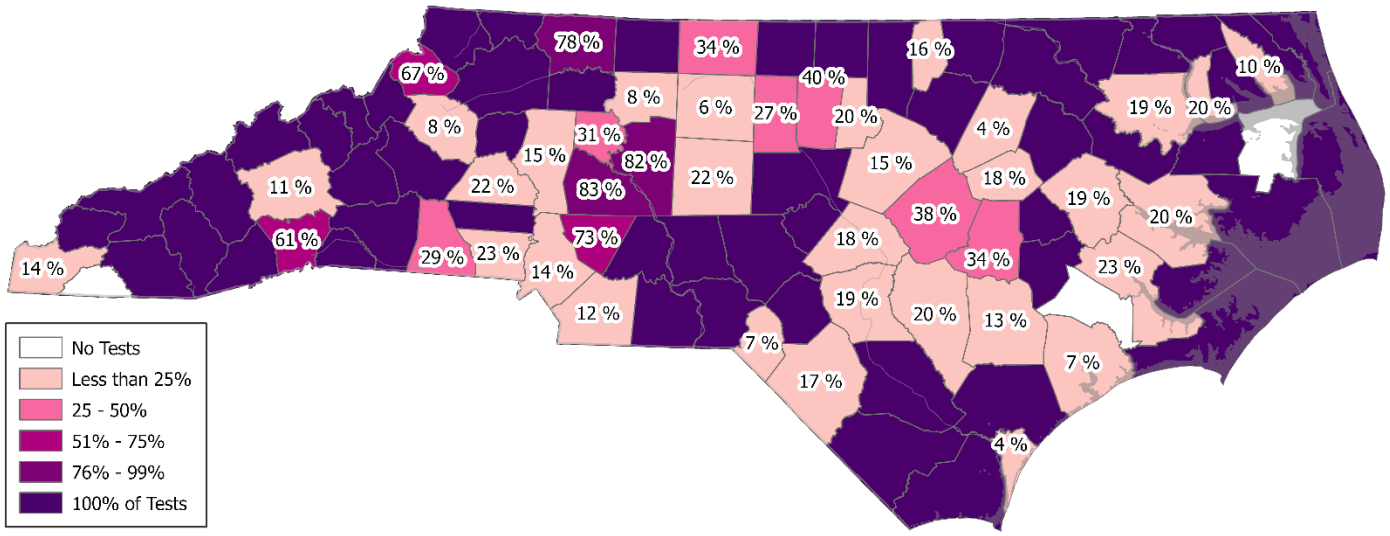

Figure 41. Percent of CDL tests conducted by SBTS by county (2025).

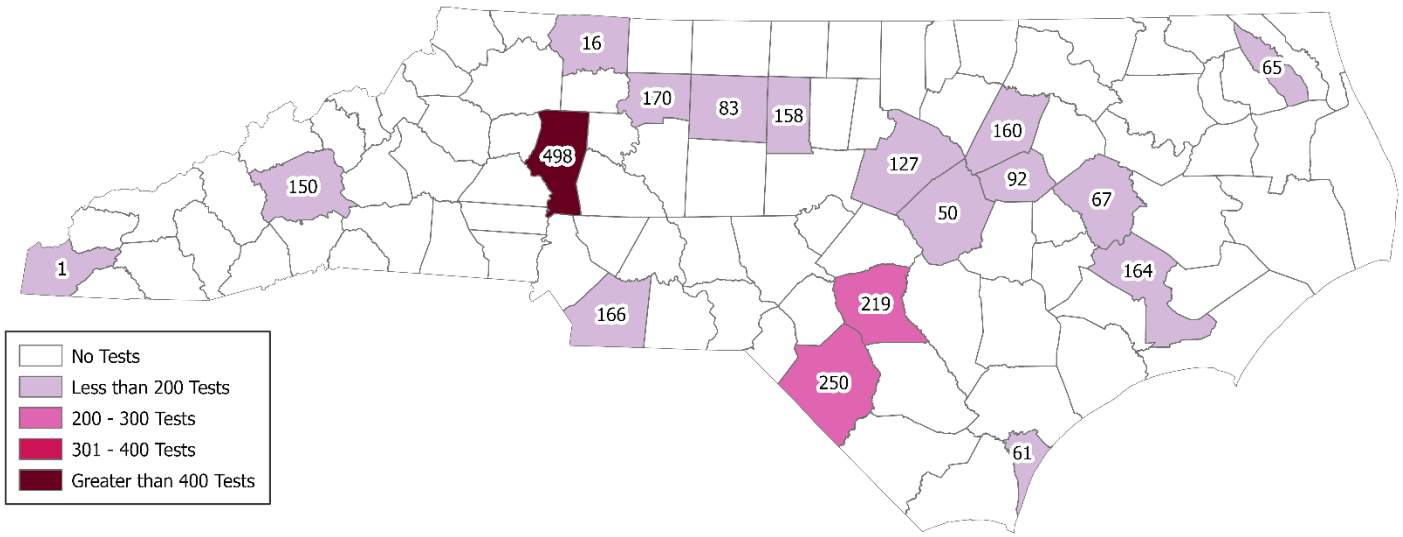

Figure 42. CDL tests conducted by Driver License Offices by county (2025).

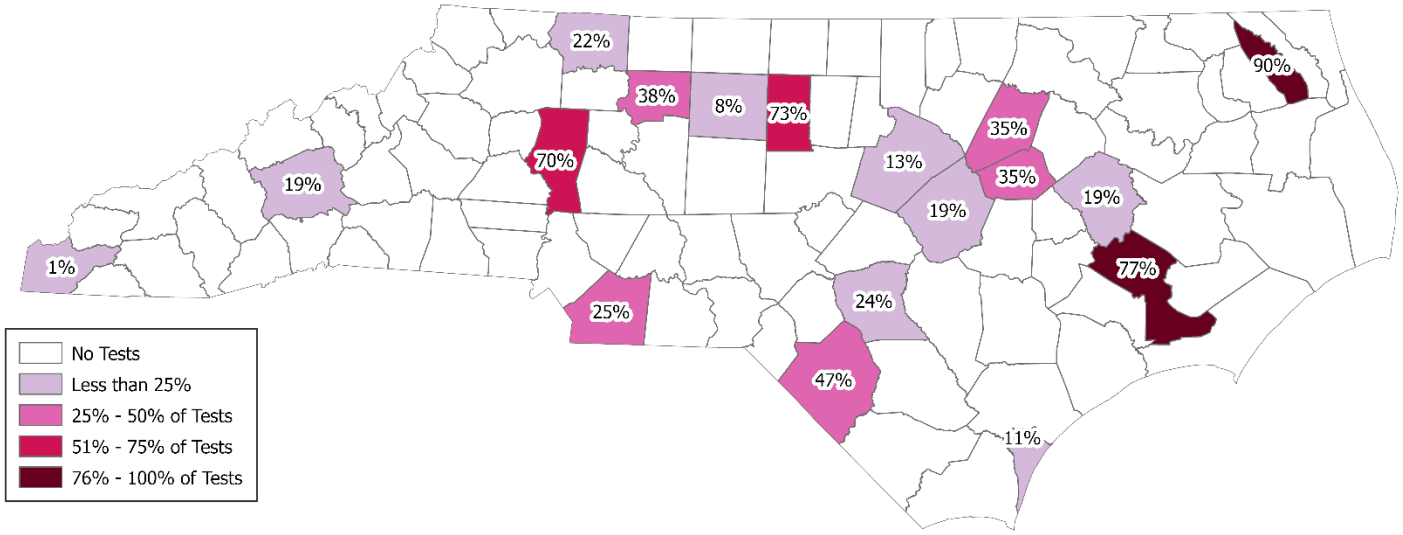

Figure 43. Percent of CDL tests conducted by DLOs by county (2025).

Appendix C: Aerial images of potentially suitable CDL testing DLOs

In addition to population and transaction data, aerial mapping tools were used to assess the spatial constraints around each DLO, looking specifically at whether a site had sufficient paved area to support CDL and motorcycle testing. The project team created polygons which covered areas that were large enough to conduct CDL testing. Offices where the parking facility was shared (except when it was shared exclusively with another state agency) were excluded. Only 16 DLOs potentially met the requirements for CDL testing, and often the areas that were found to be potentially adequate for CDL testing are currently used for necessary parking. Images of the five potentially suitable offices that do not already provide CDL testing are shown below.

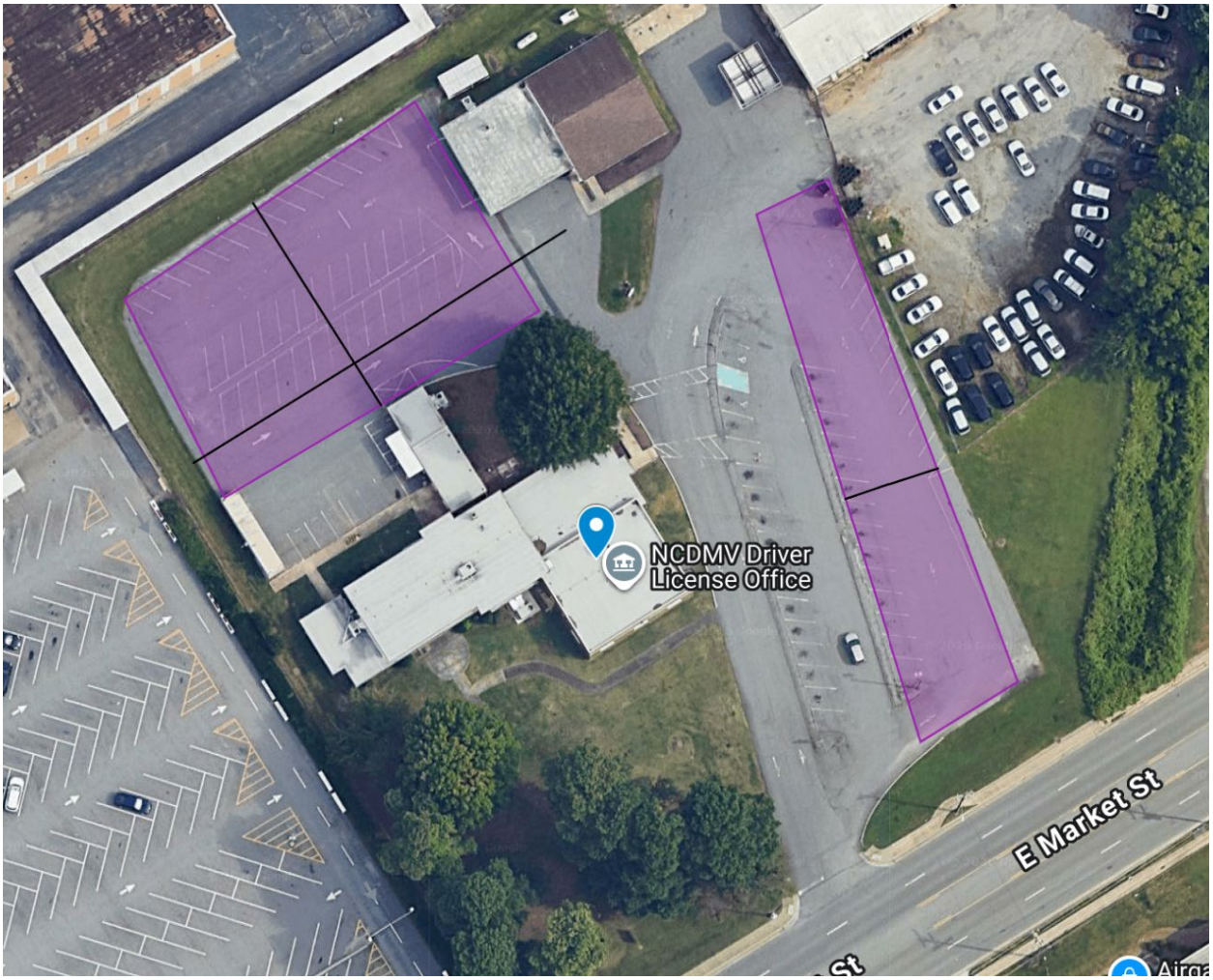

Figure 44. Aerial analysis of Greensboro East DLO.

Figure 45. Aerial analysis of Fayetteville South DLO.

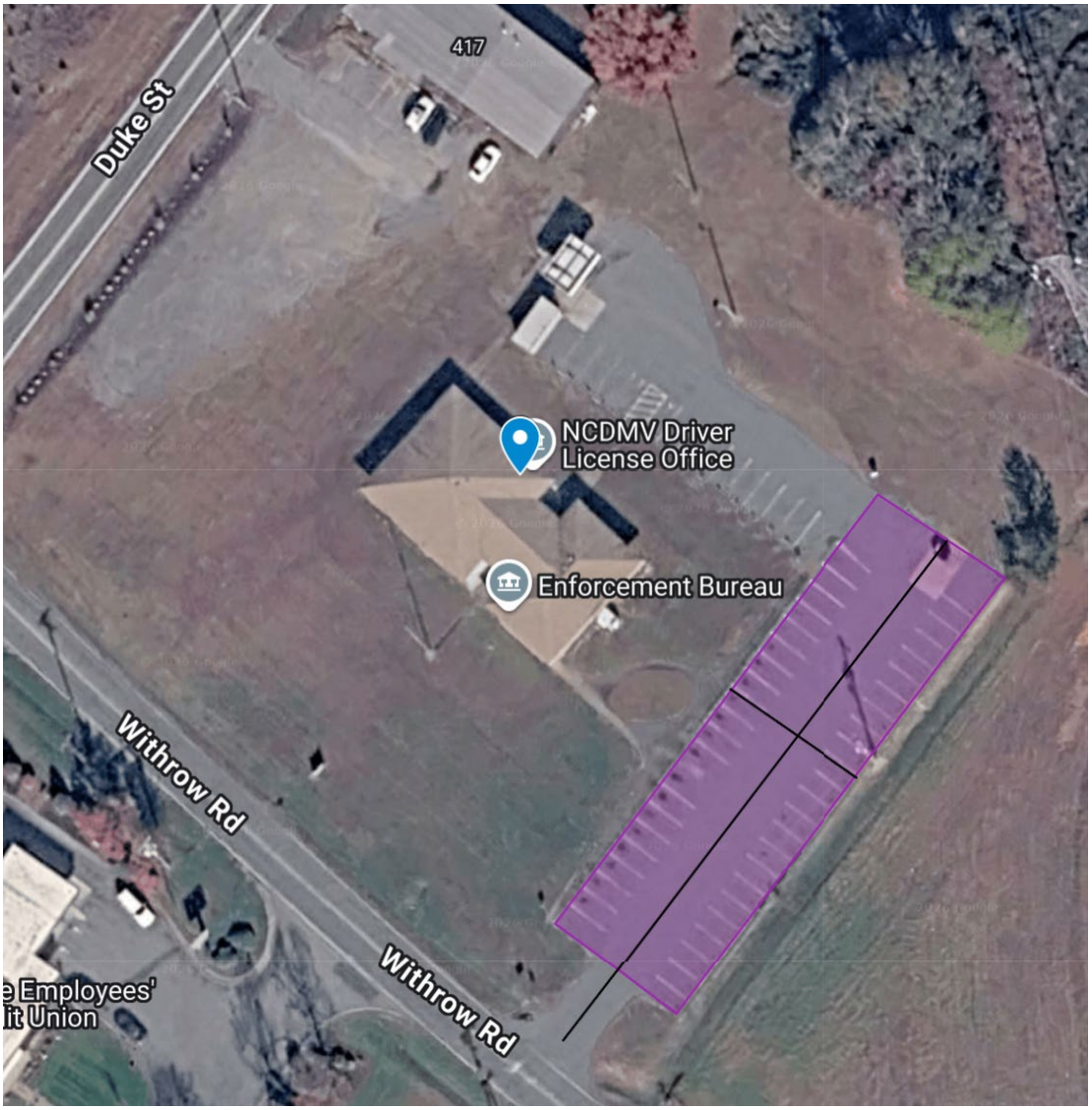

Figure 46. Aerial analysis of Forest City DLO.

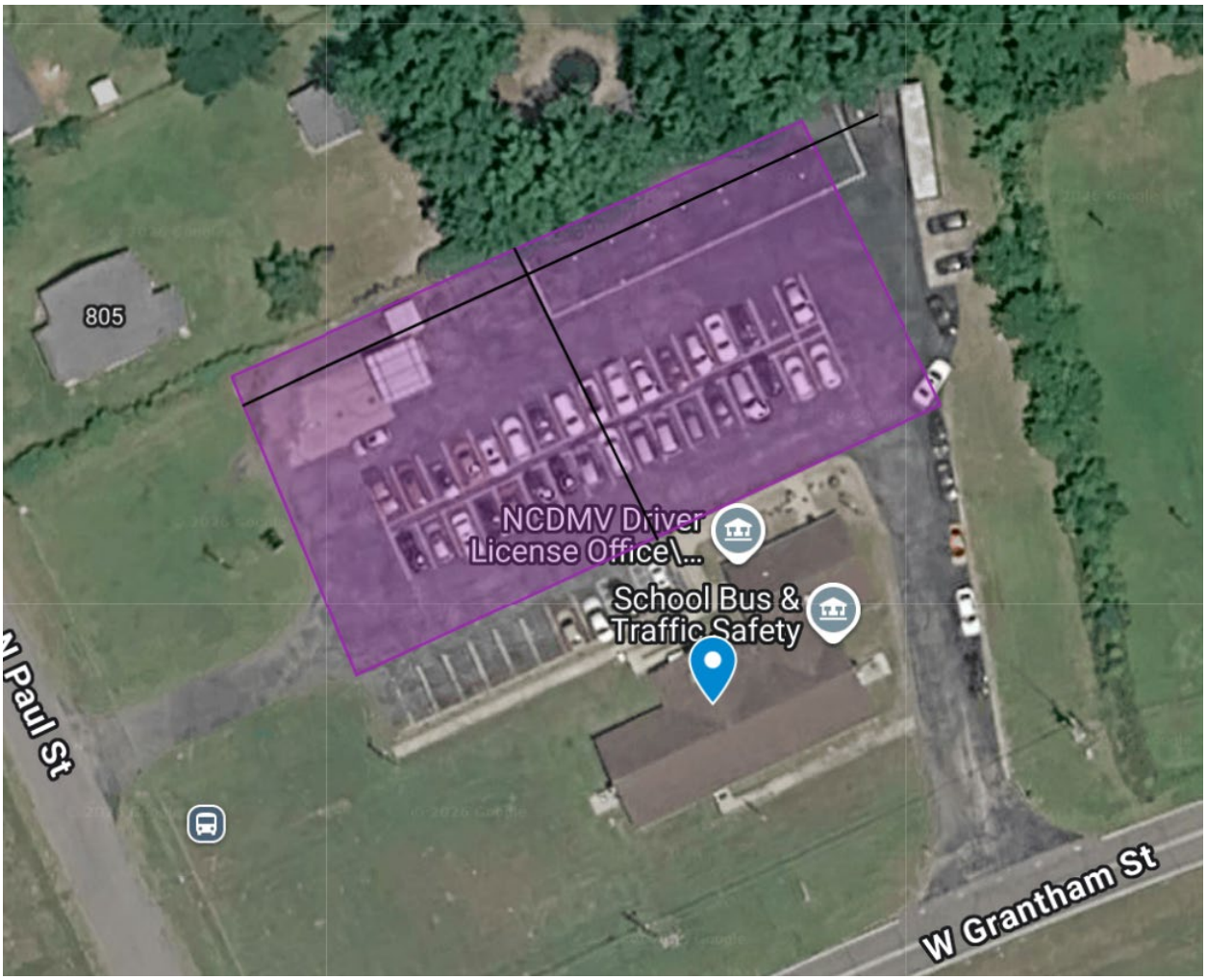

Figure 47. Aerial analysis of Goldsboro DLO.

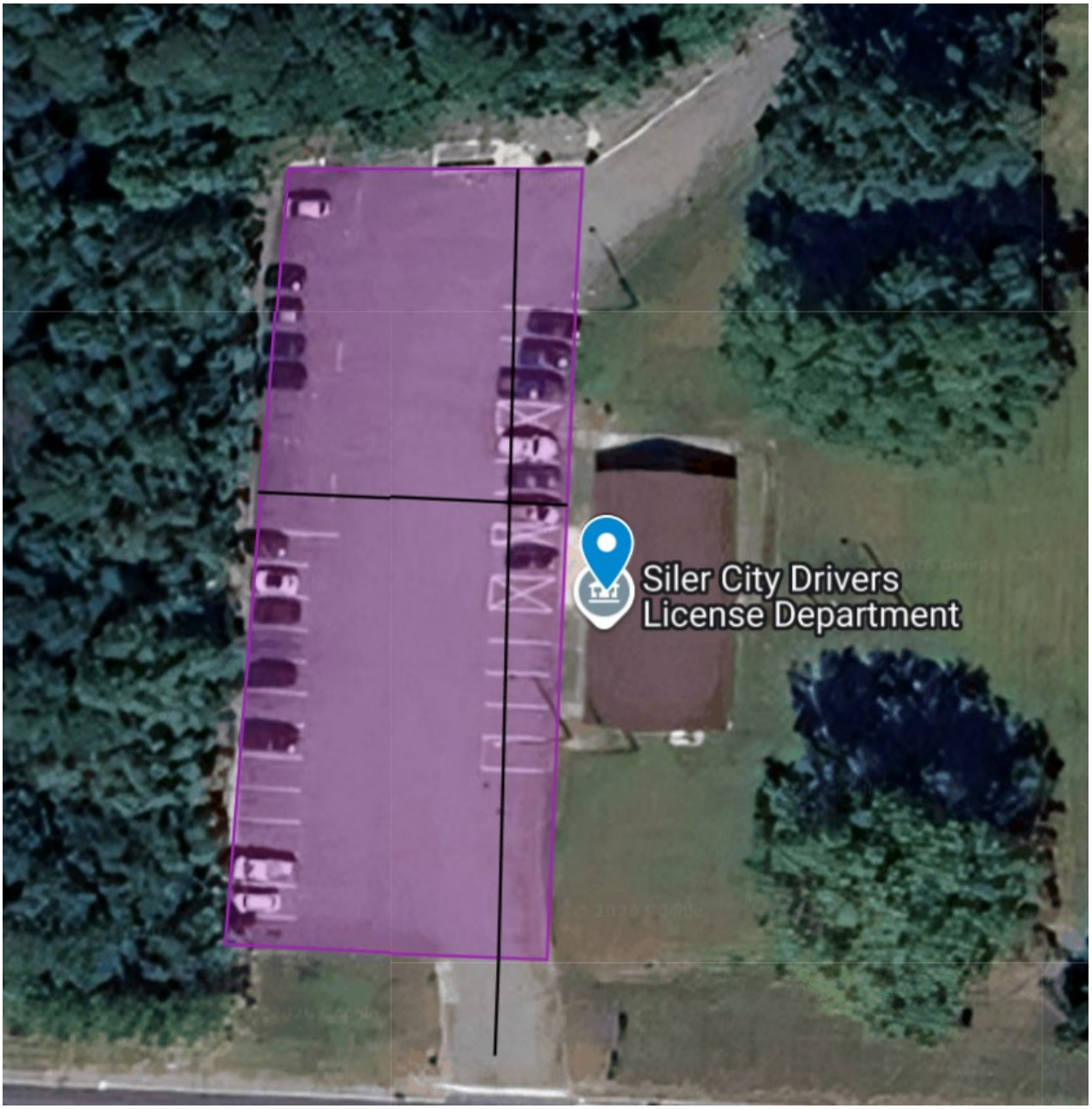

Figure 48. Aerial analysis of Siler City DLO.

Appendix D: Drive time to DLOs offering CDL testing

An analysis was performed to estimate the time to drive to the nearest Driver License Office that offered CDL testing across the state, as well as to each individual office. These individual offices are shown below.

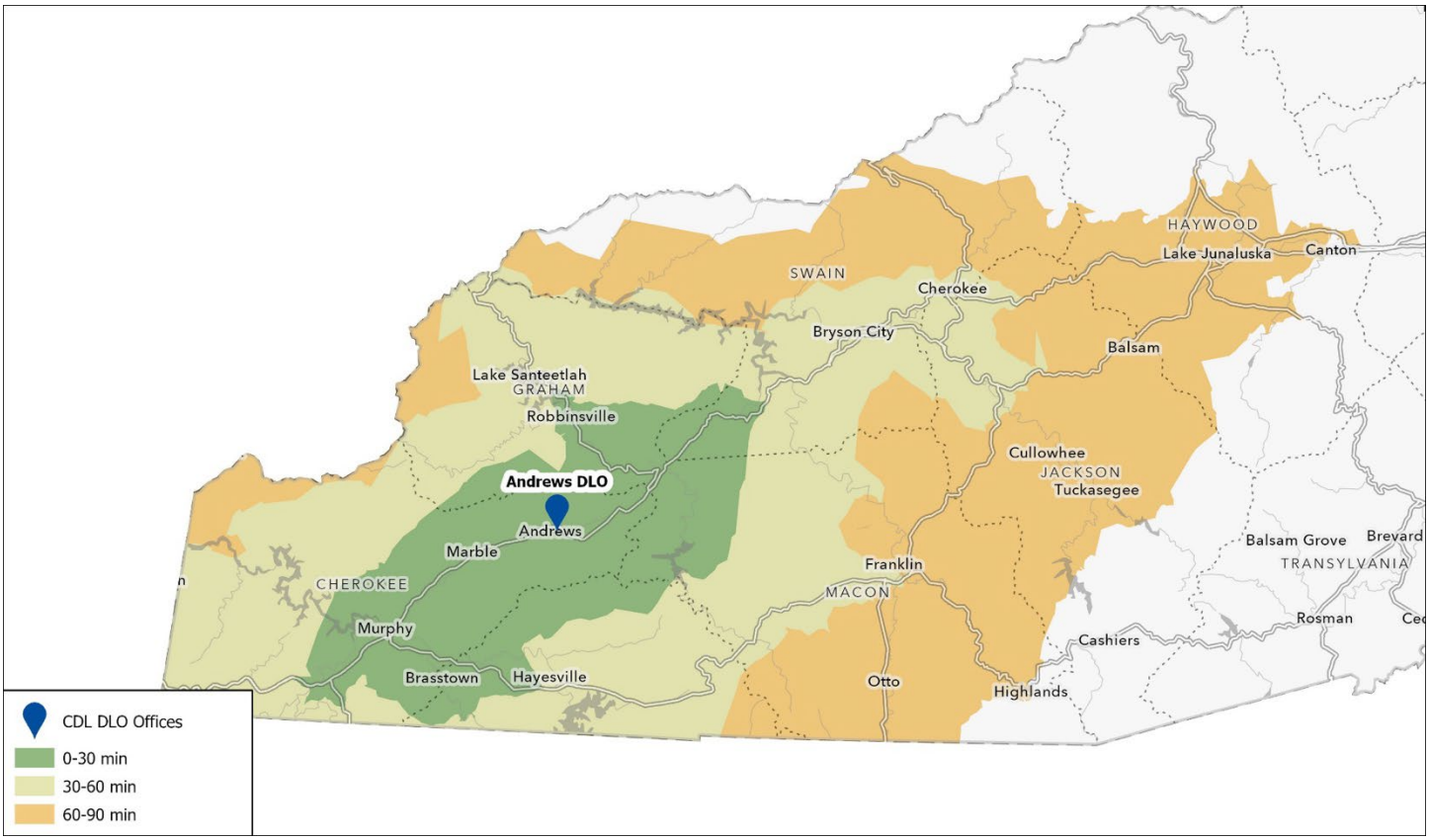

Figure 49. Drive time to Andrews DLO.

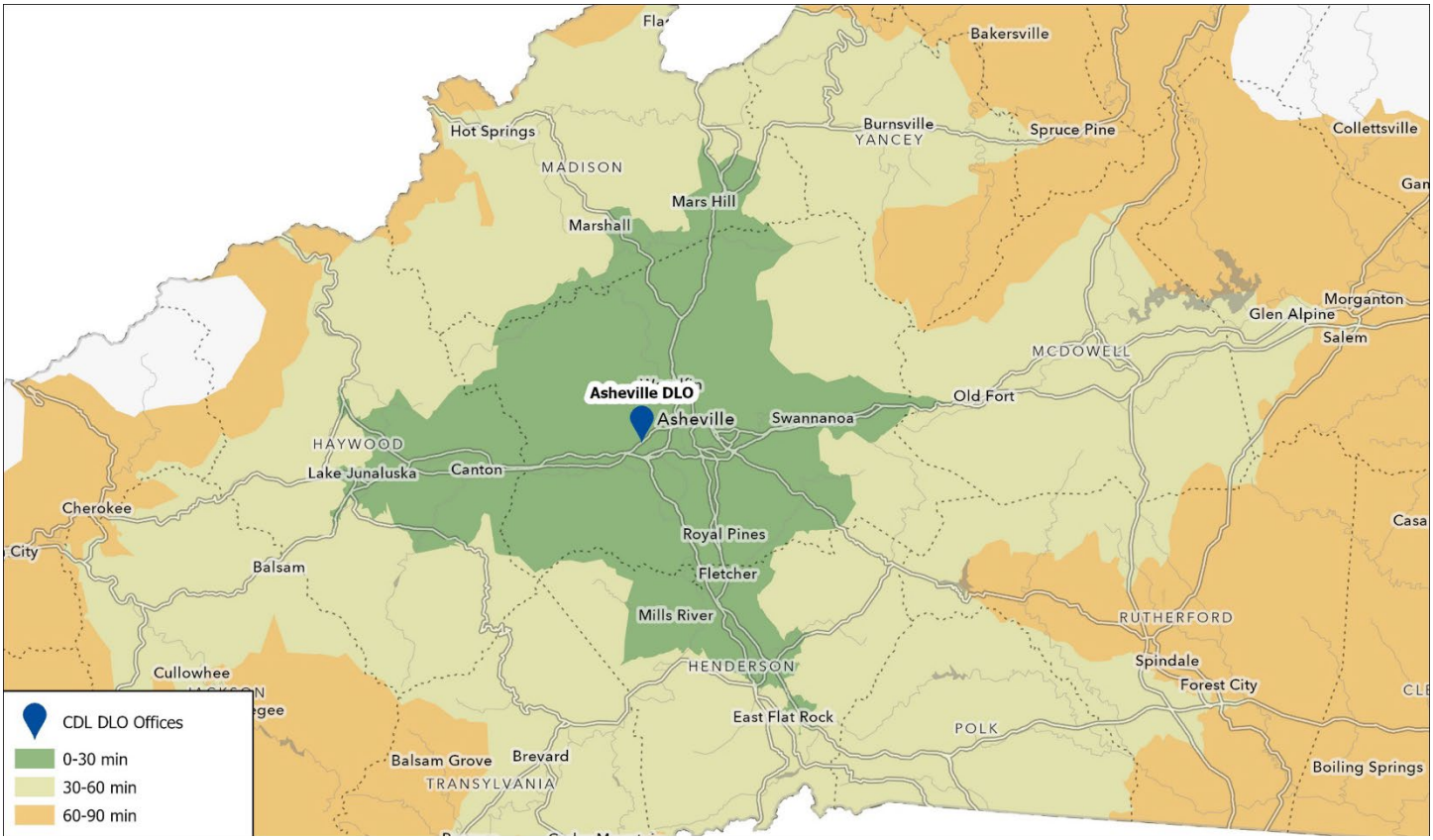

Figure 50. Drive time to Asheville DLO.

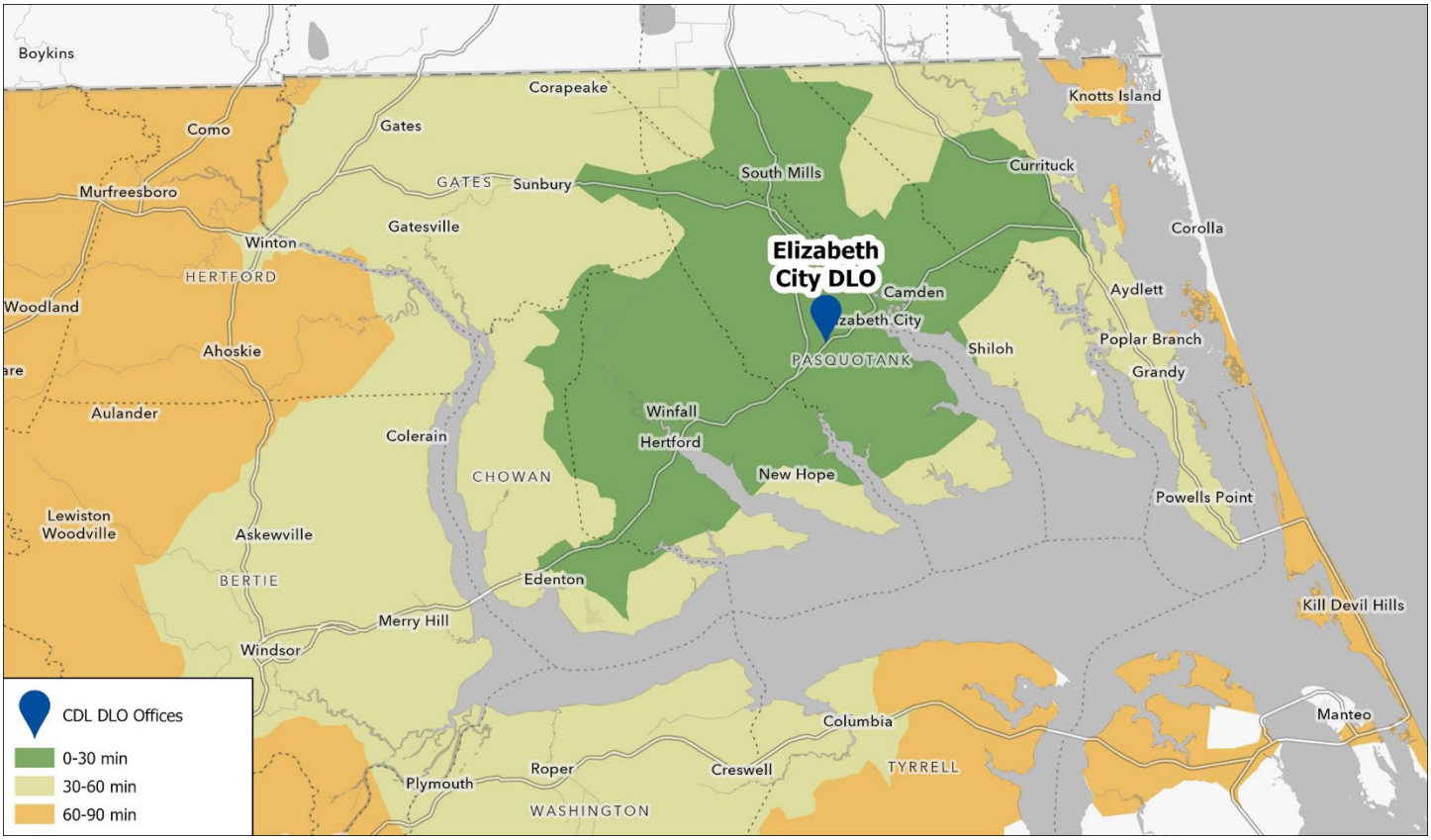

Figure 51. Drive time to Elizabeth City DLO.

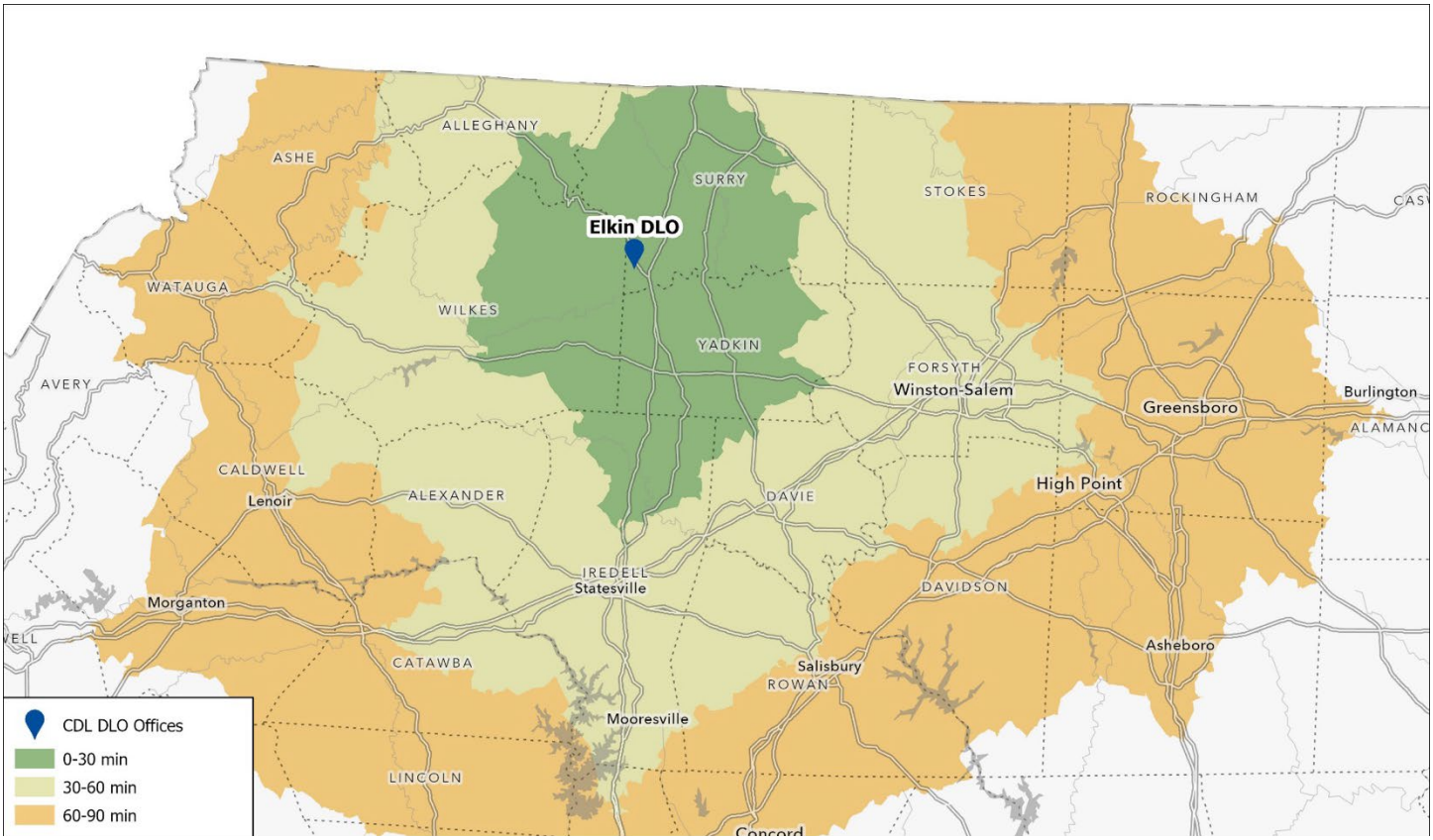

Figure 52. Drive time to Elkin DLO.

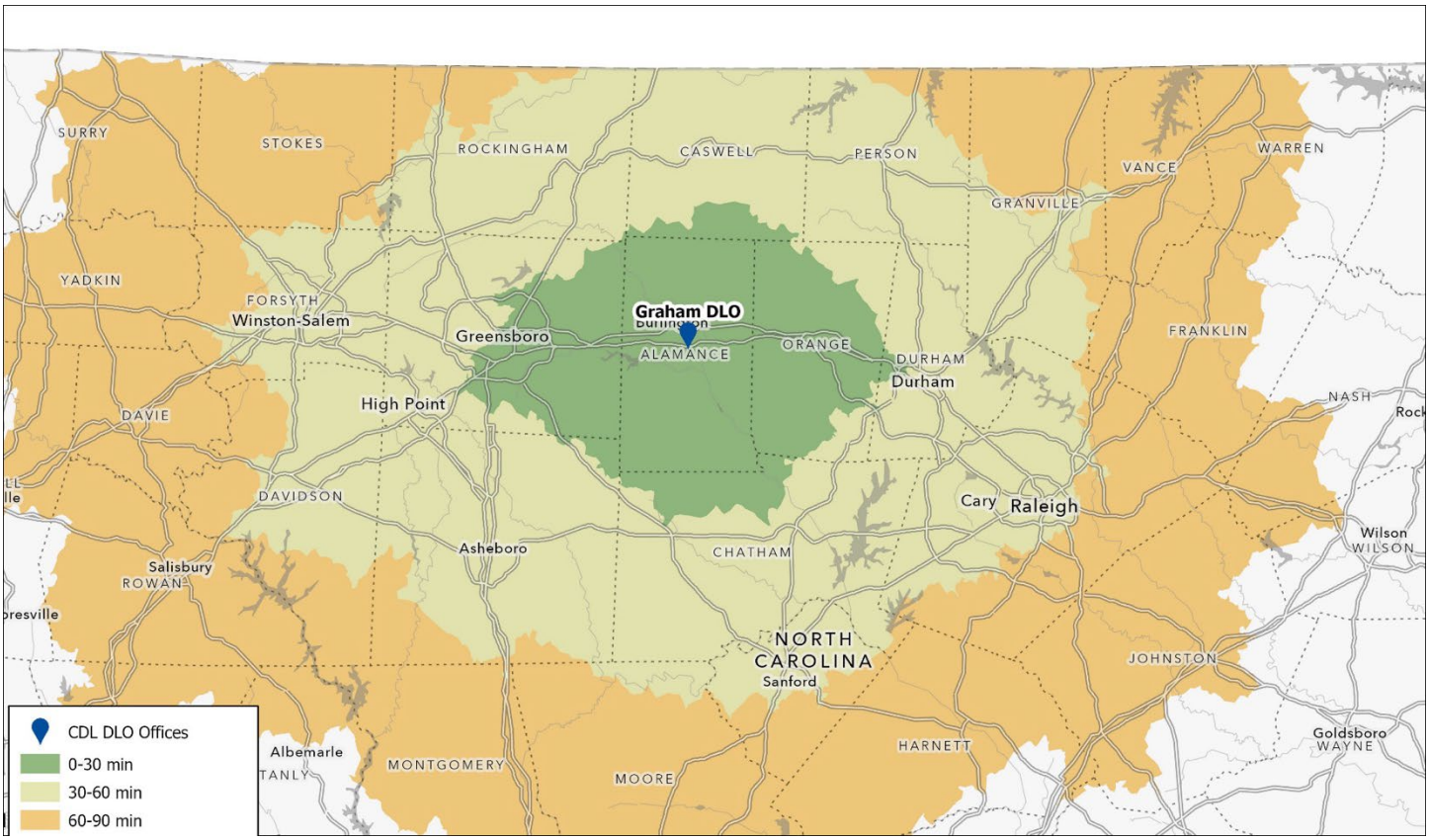

Figure 53. Drive time to Graham DLO.

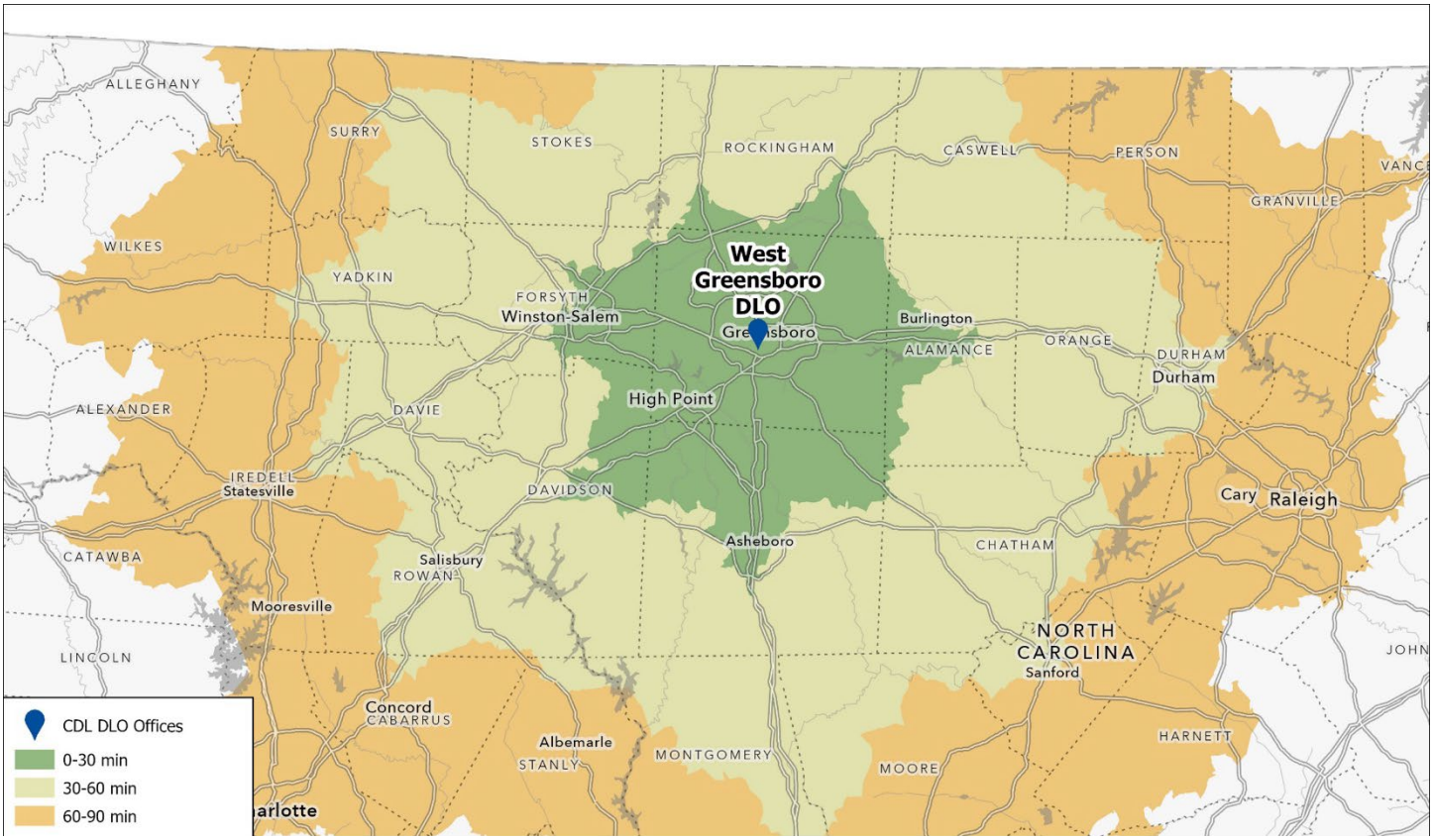

Figure 54. Drive time to Greensboro West DLO.

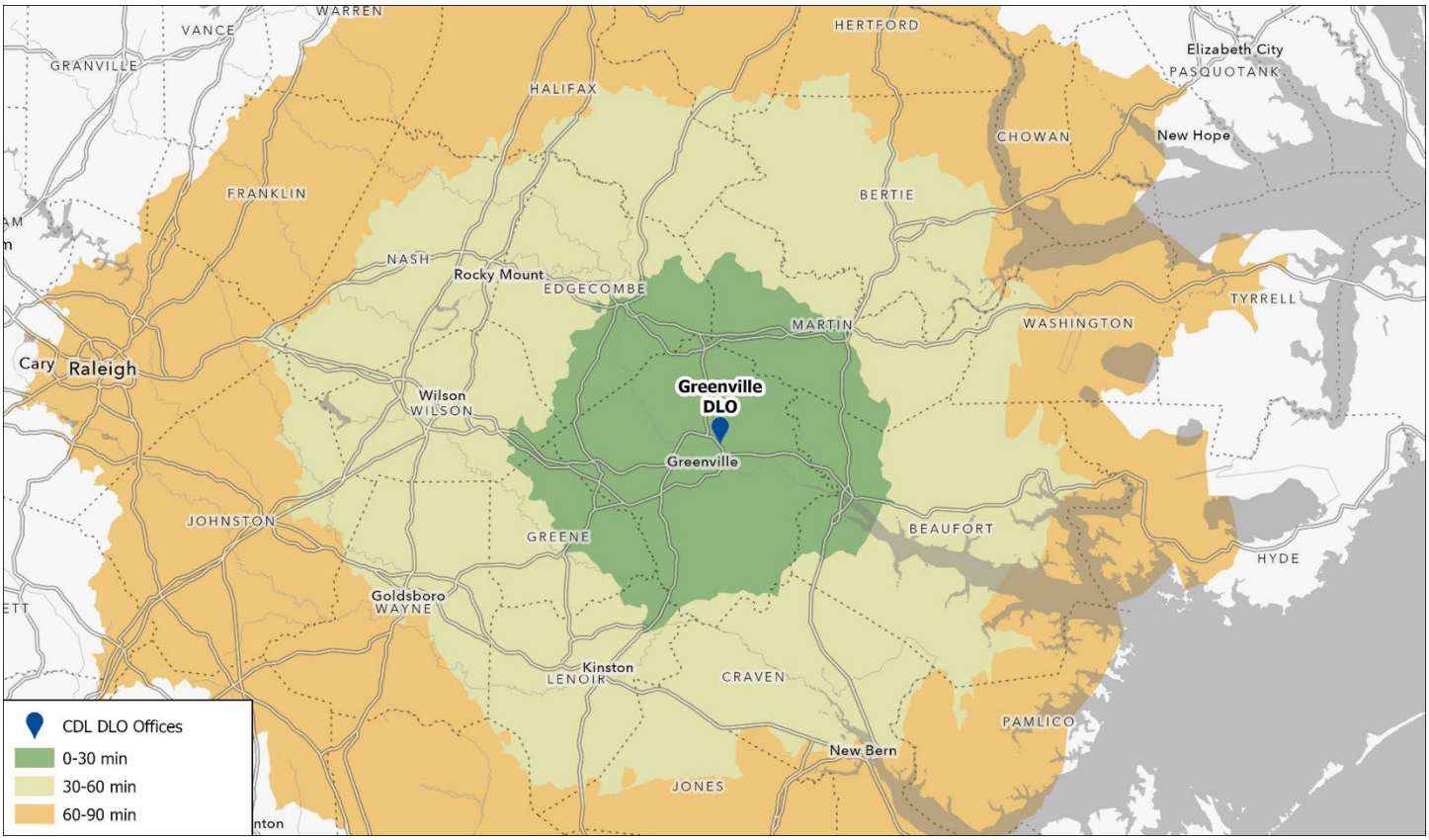

Figure 55. Drive time to Greenville DLO.

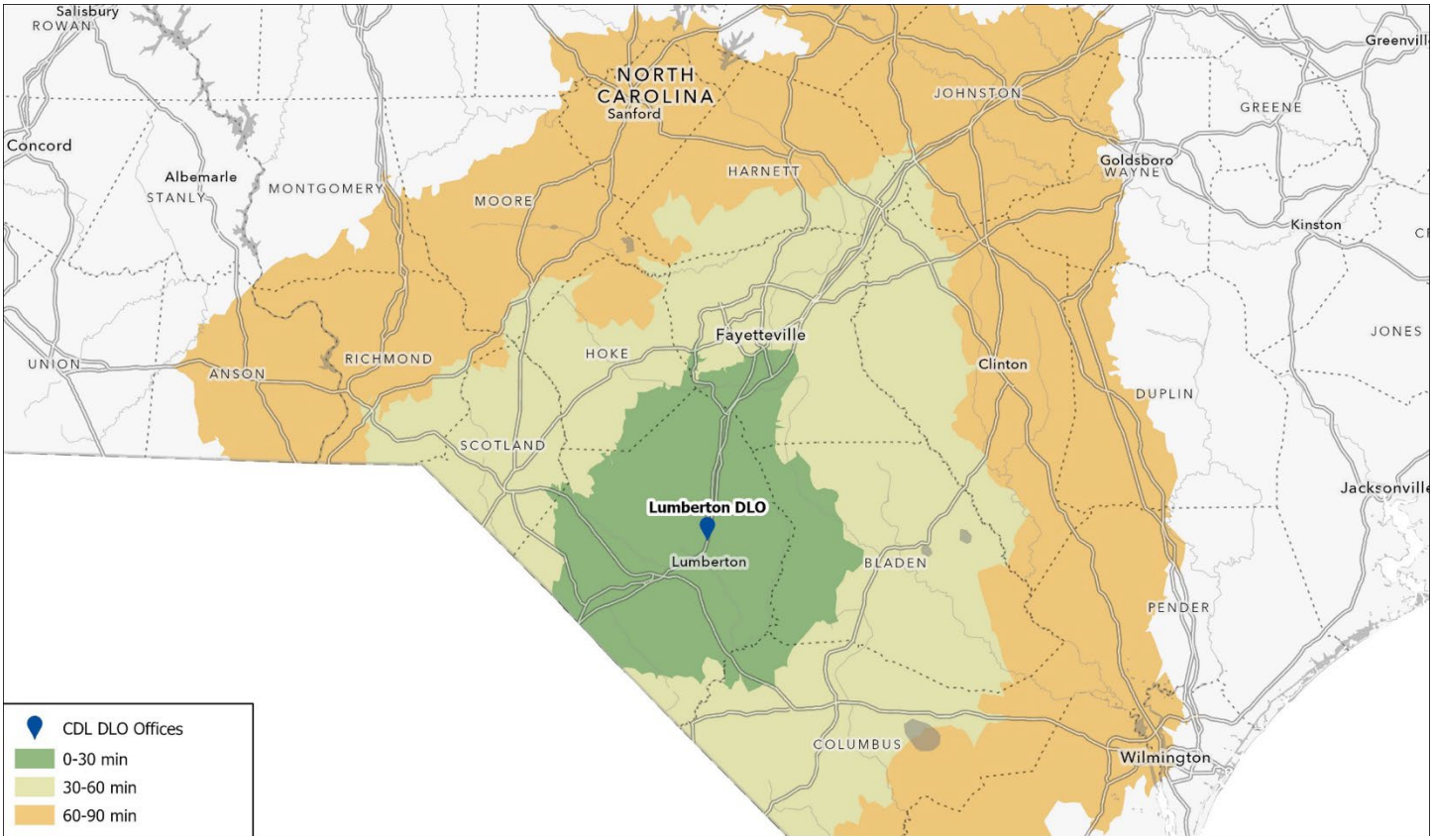

Figure 56. Drive time to Lumberton CDL DLO.

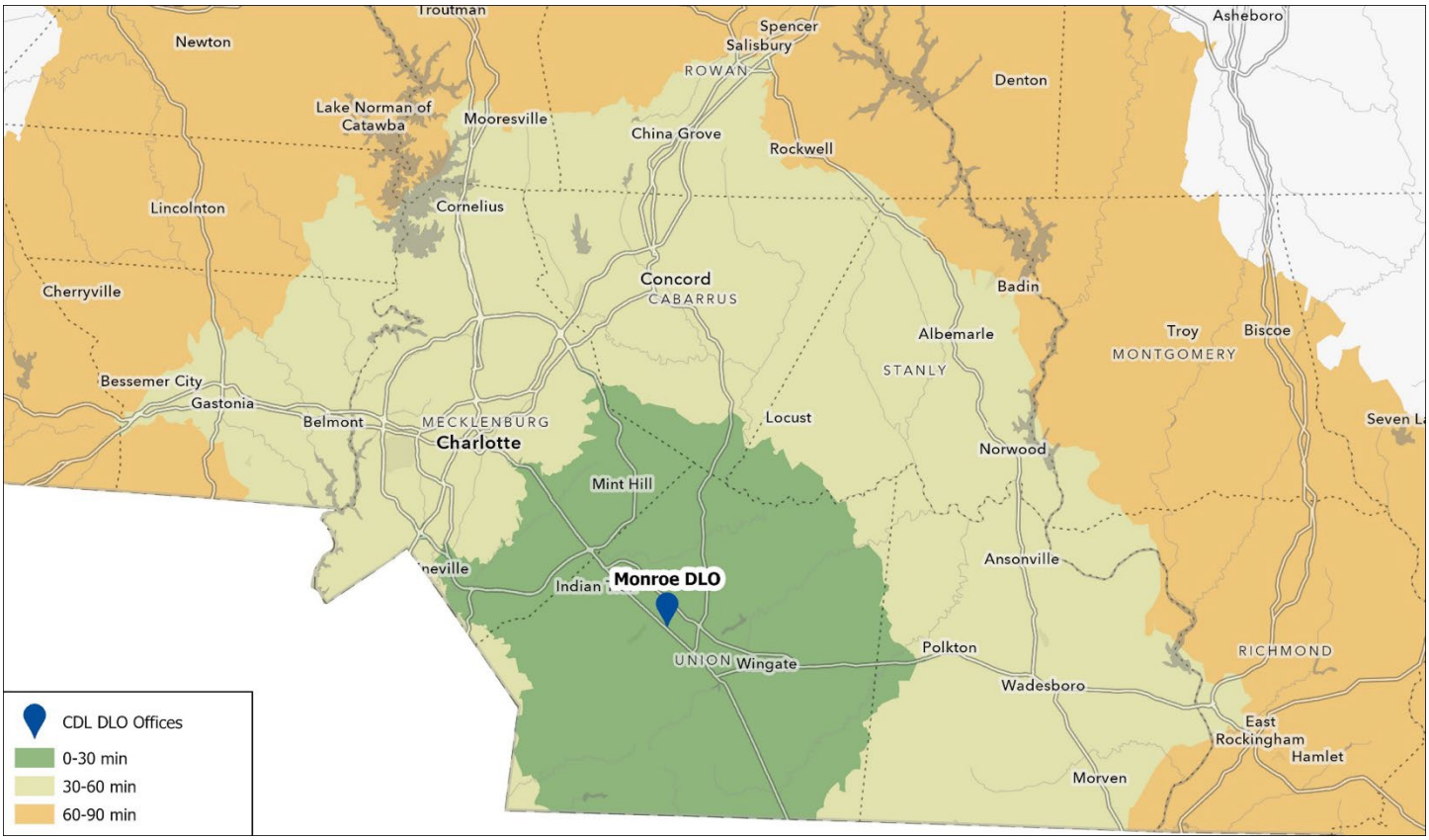

Figure 57. Drive time to Monroe DLO.

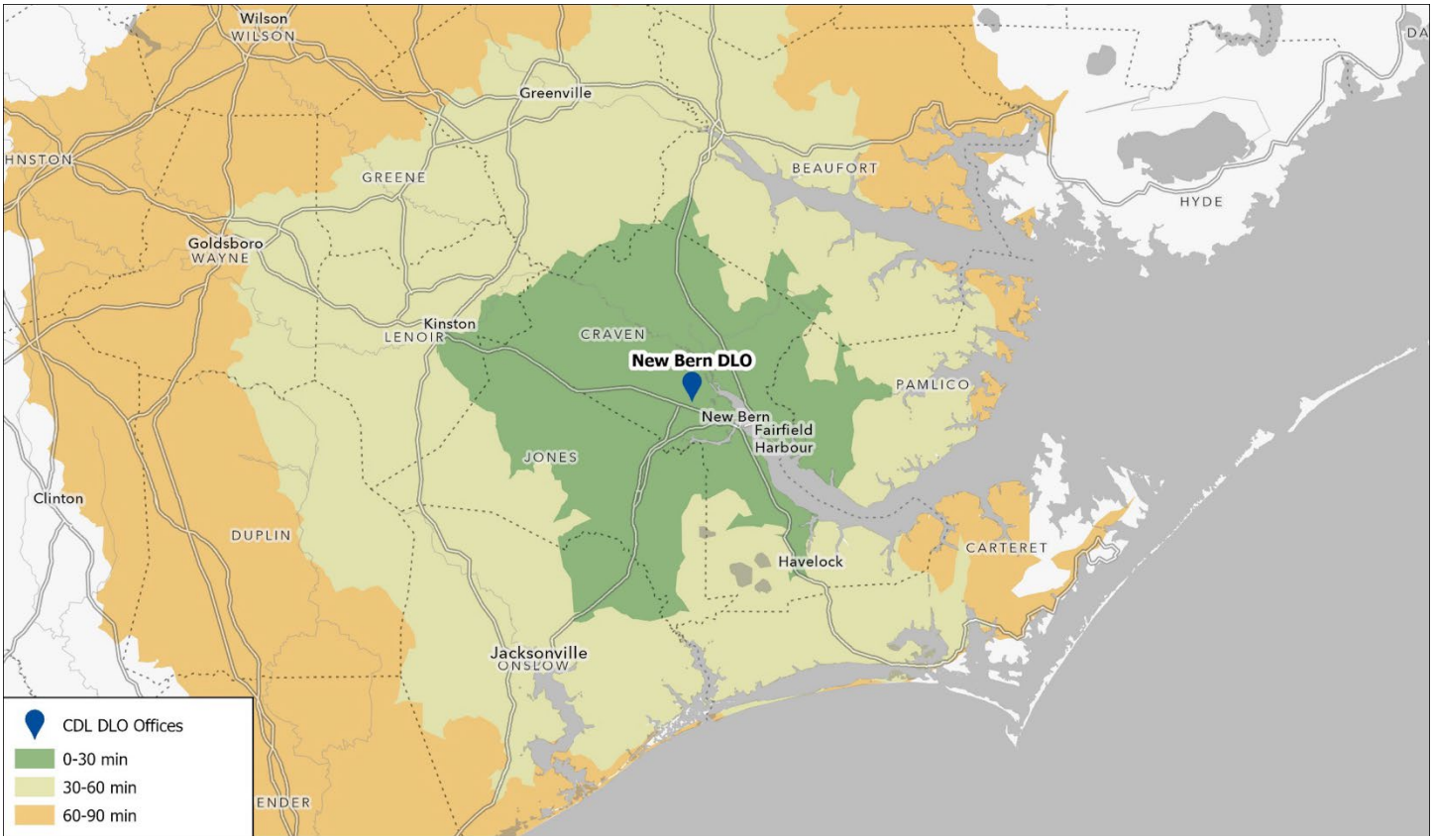

Figure 58. Drive time to New Bern DLO.

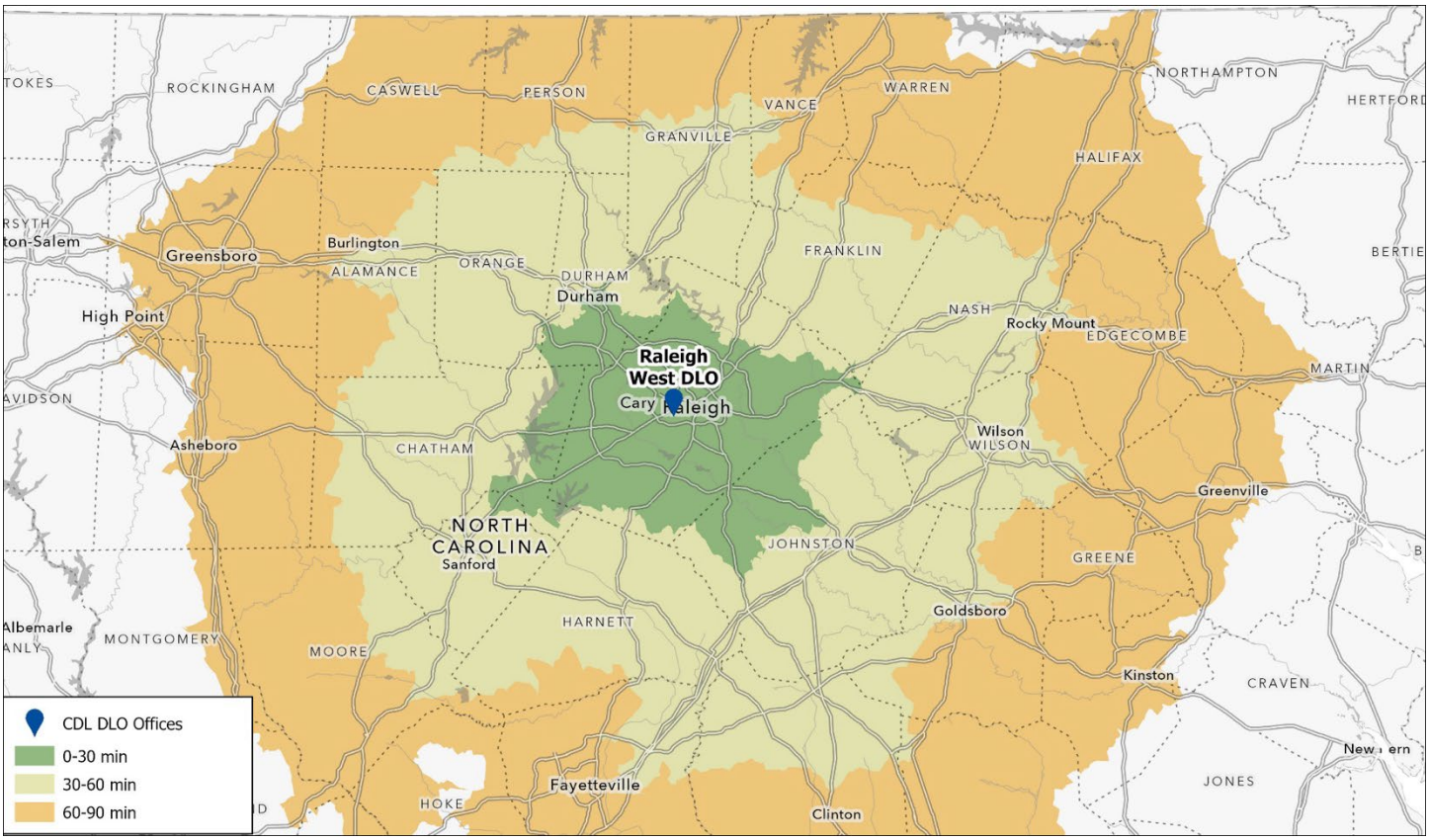

Figure 59. Drive time to Raleigh West DLO.

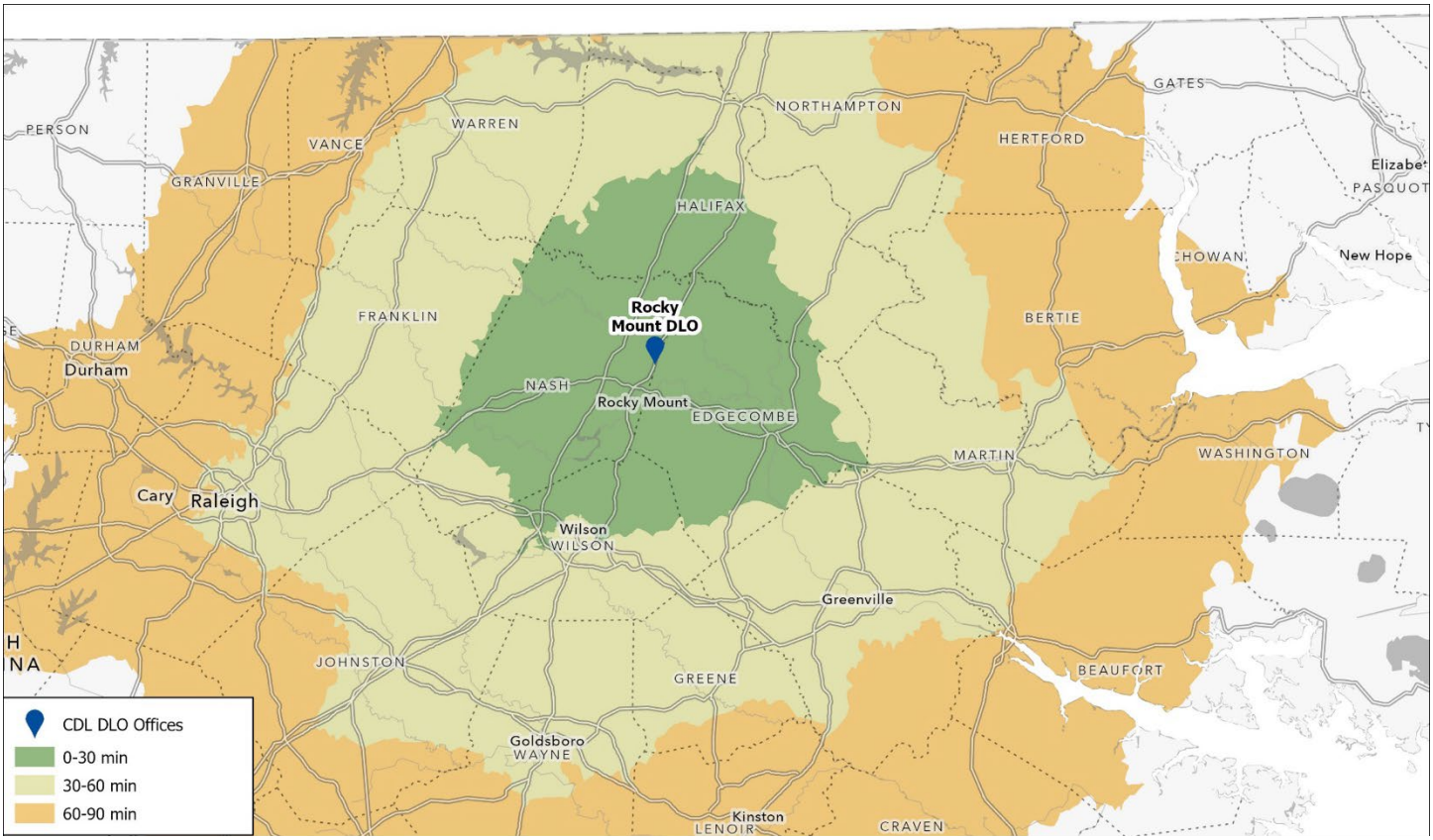

Figure 60. Drive time to Rocky Mount DLO.

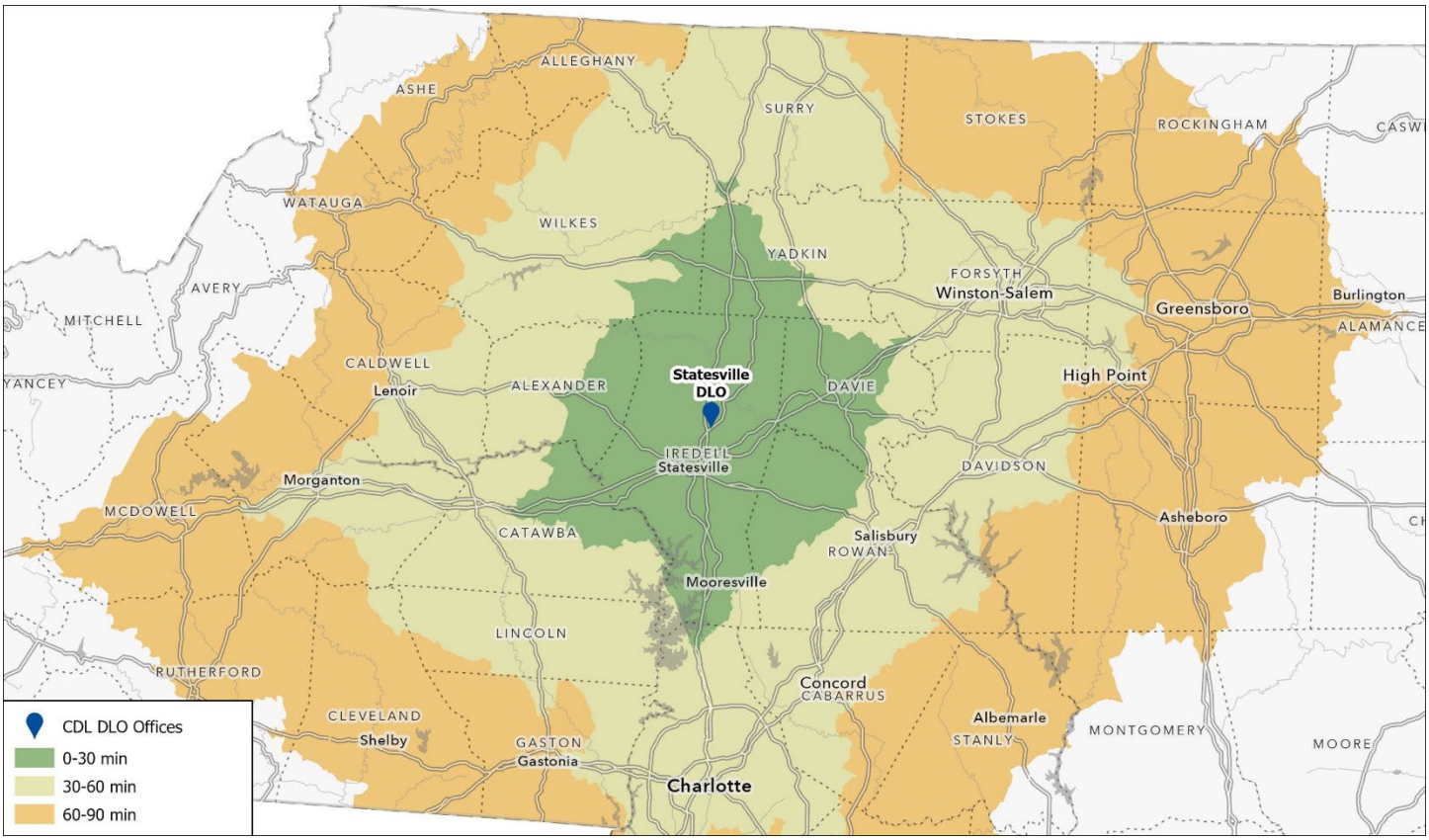

Figure 61. Drive time to Statesville CDL DLO.

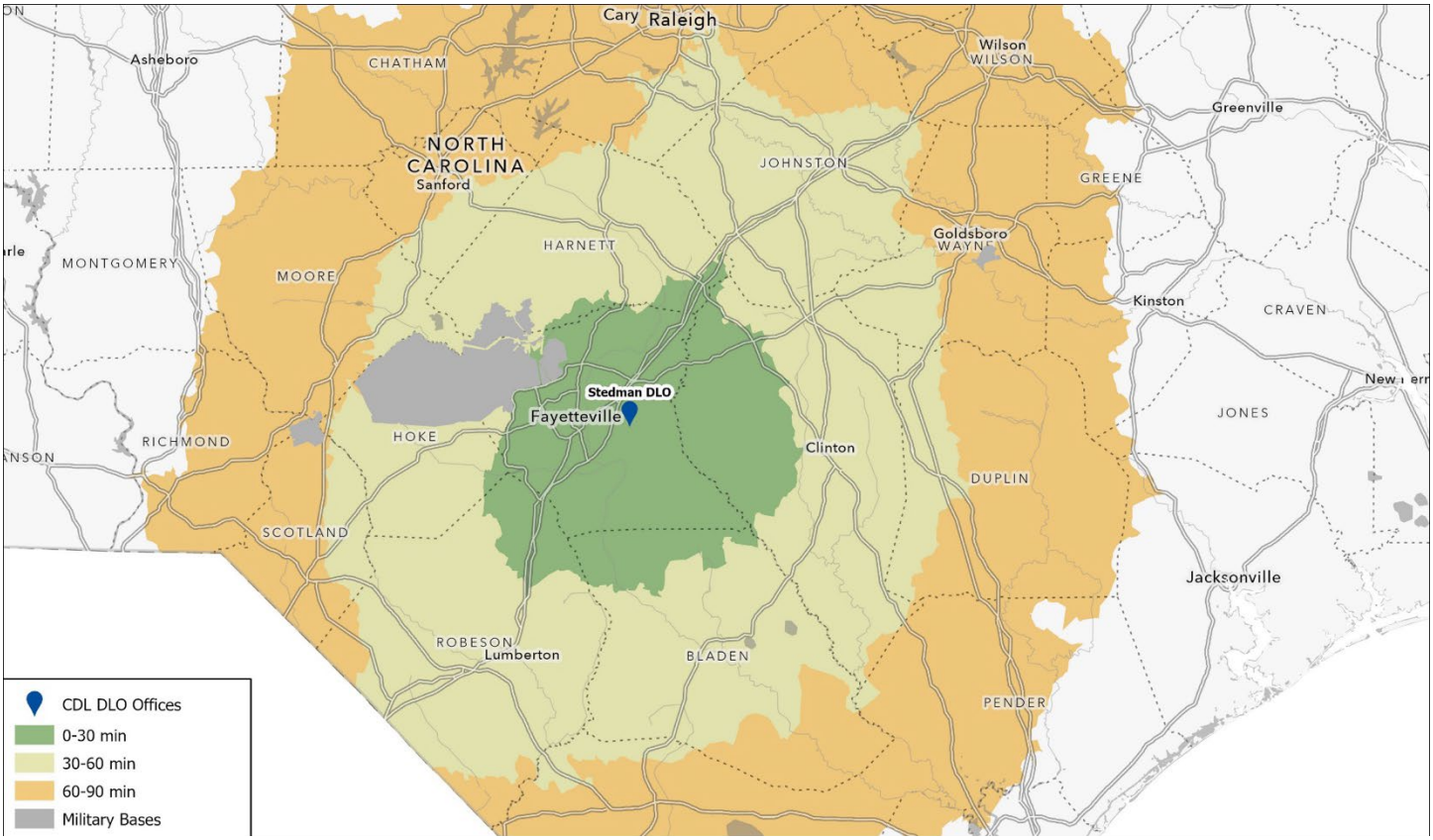

Figure 62. Drive time to Stedman DLO.

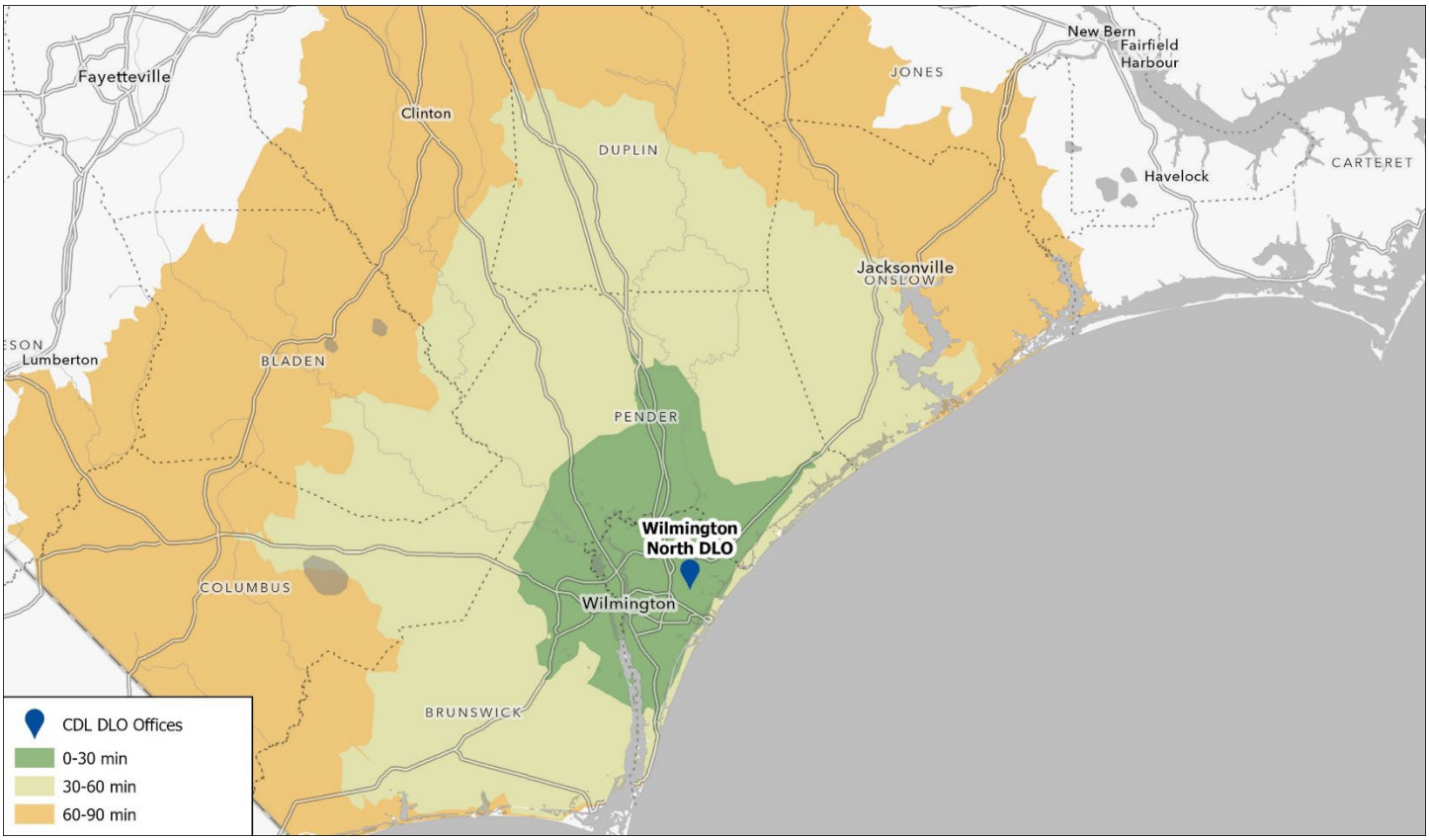

Figure 63. Drive time to Wilmington North DLO.

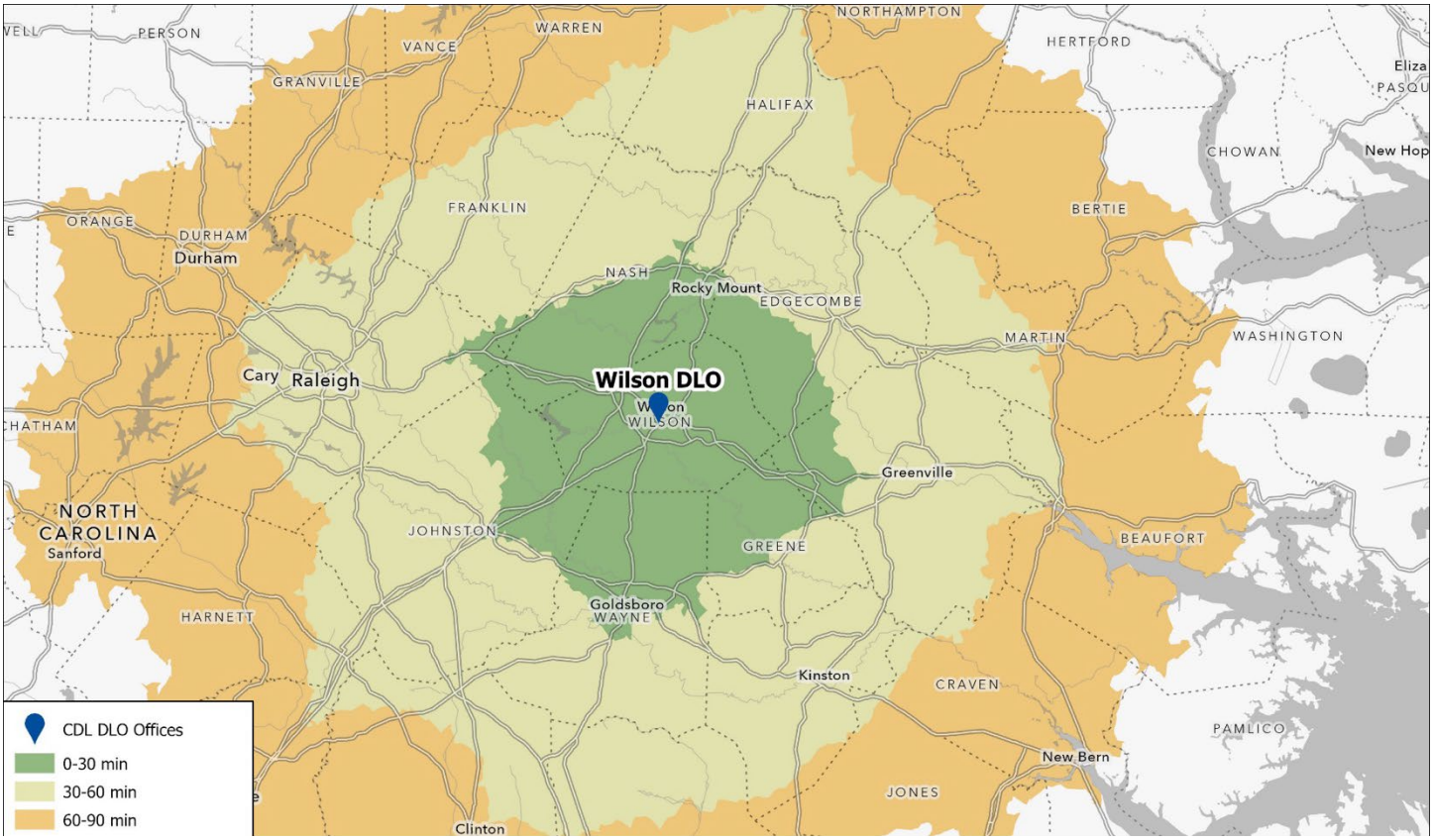

Figure 64. Drive time to Wilson DLO.

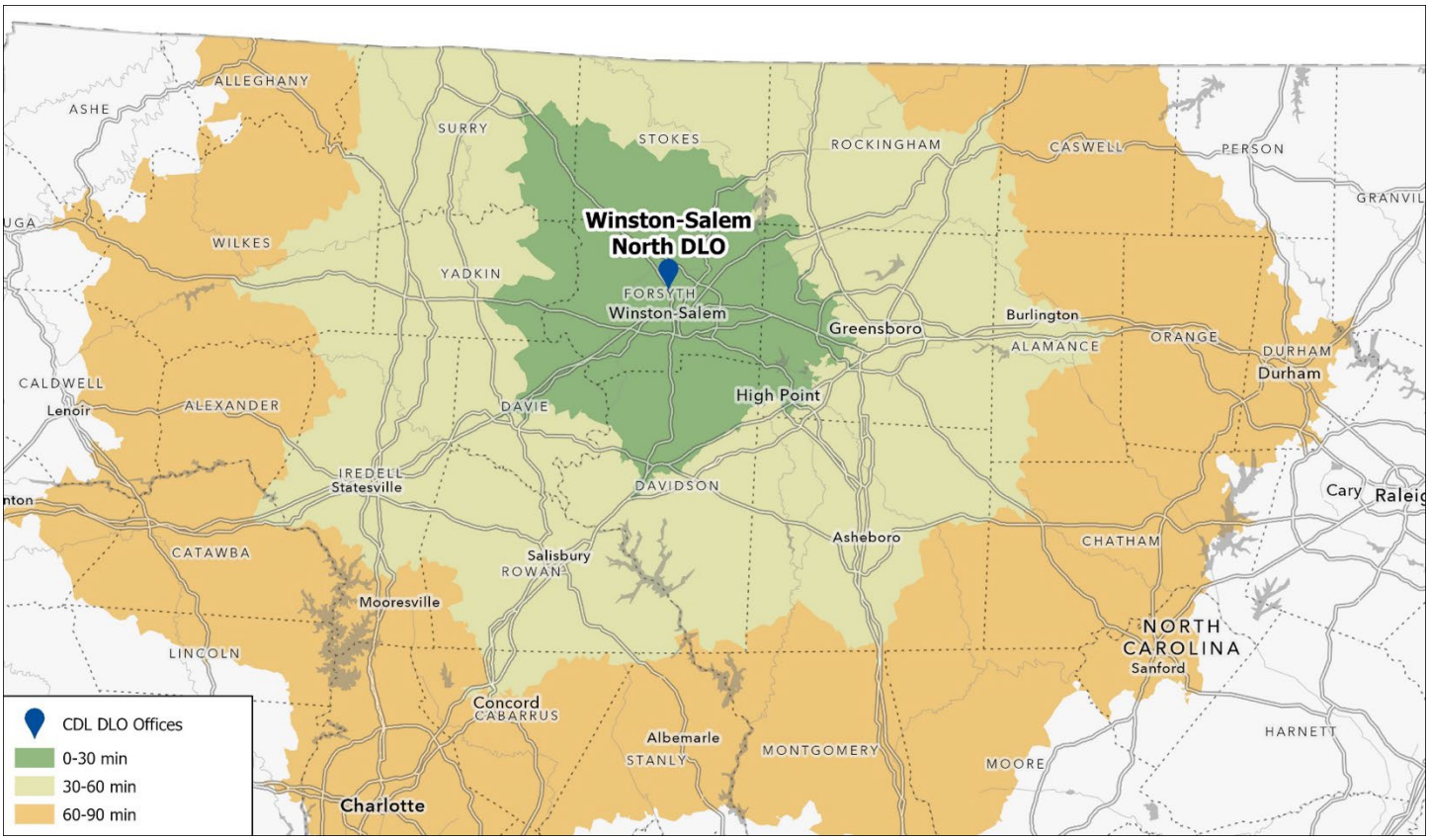

Figure 65. Drive time to Winston-Salem North DLO.