



North Carolina Division of Motor Vehicles

Examiner Staffing Plan

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Executive Summary

The N.C. Division of Motor Vehicles (NCDMV) is reimagining staffing practices as part of the agency's transformation to become an exceptional customer service organization.

This plan marks the beginning of an ongoing iterative process, not a one-time shift, to improve physical offices, staffing levels, and service mix, which is one of seven priorities in NCDMV's strategic plan. Through the process, we are focused on maximizing the use of current state resources, treating employees with fairness, and transparently engaging with the public.

Where we are today...

- Nearly half of all DMV customers travel outside their closest office for service
- Customers experience long wait times across the state (1 hour, 50 minutes+ average statewide), but particularly in understaffed offices (e.g., 3+ hours in Cary)

How we approached the problem...

We reviewed all 118 offices¹ statewide to understand customer demand if every customer was served at the office closest to where they live. To do this, we grouped transactions by the office closest to the customer's mailing ZIP code. From there, we estimated the staff hours needed in each location to deliver the mix of service customers needed and matched those hours with an appropriate number of examiner positions. Finally, we modified the proposed position counts to address office space constraints, excessively high wait times, proximity to relief, and concentrations of military customers.

Where we are headed...

- Customers will be served where they live today and tomorrow through increased staffing levels at 56 offices to meet customer demand
- All terminals at the 19 highest-need offices will be staffed every day (including use of relief staff from other offices when needed)
- Eight part-time offices in underserved areas across the state will have additional service hours

How we are going to get there...

- 1 Expand services at part-time offices** to better support local demand
- 2 Prioritize higher-need offices for day-to-day staffing relief** to ensure that all critical terminals are occupied
- 3 Redeploy staff to higher-need and nearby offices** to maximize capacity where demand is greatest
- 4 Invest in new locations** and expand offices where the current footprint doesn't have capacity to meet demand

In the future we will...

Evolve staffing through continuous evaluation of wait times, customer feedback, and transaction trends. DMV will also publish a future report to address specific real estate needs and specialized services like CDL and motorcycle road testing.

We aim to minimize disruption in implementing these changes and expect to increase service in 56 offices while gradually moving less than 10% of examiner positions.

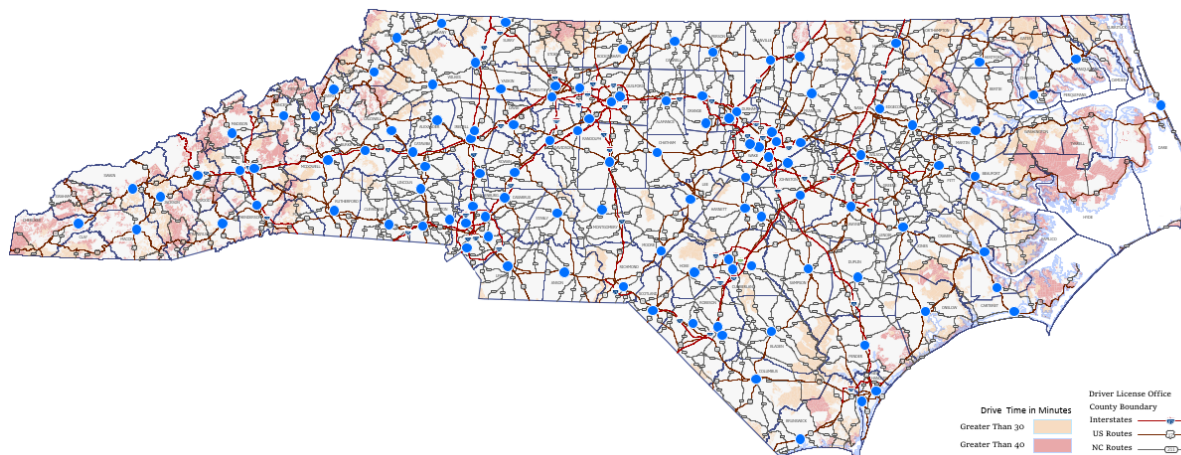
¹ Includes 113 offices currently open, the Asheville Express office to be re-opened in 2026, 1 mobile unit at Camp Lejeune, and 3 new offices to be added in 2026

Where DMV's staffing is today

NCDMV's physical footprint has evolved over time without a holistic refresh to better match the needs of a growing state. Most North Carolinians live close to an NCDMV driver license office, but many customers travel in search of better service.

Currently, ~97% of North Carolina's population lives within a 30-minute drive of a Driver License Office (DLO) (See *Figure 1*).

Figure 1: North Carolina population by drive time to their closest Driver License Office²



However, **48% of customers in FY24-25 received service away from the office closest to their home.**³ Customers are often leaving urban counties for suburban or rural offices, which may have shorter wait times due to lower demand (*Figure 2* shows office areas where customers are entering or leaving to receive service). For example, in Cary, our most understaffed office, wait times exceed 3 hours compared to the statewide average of more than 1 hour and 50 mins.^{4,5} Long waits at the most understaffed offices highlight the need for change in how offices are staffed.

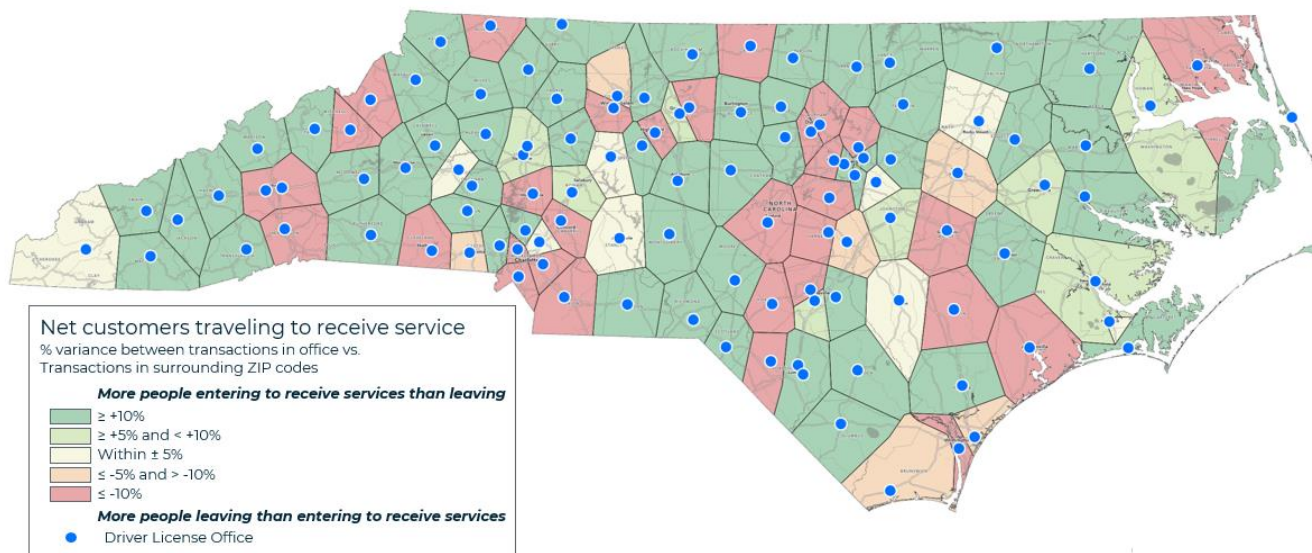
To better serve customers where they are today, **NCDMV analyzed where customers currently travel to receive services compared to where they live.** We grouped transaction volumes by the office closest to the customer's mailing ZIP code and compared them to the volume of transactions conducted in each office. The difference between actual transactions in each office and transactions by customers in surrounding ZIP codes is highlighted in *Figure 2*.

² Source: North Carolina Department of Information Technology-Transportation, GIS Unit

³ Source: NCDMV SADLS data, US Census Bureau

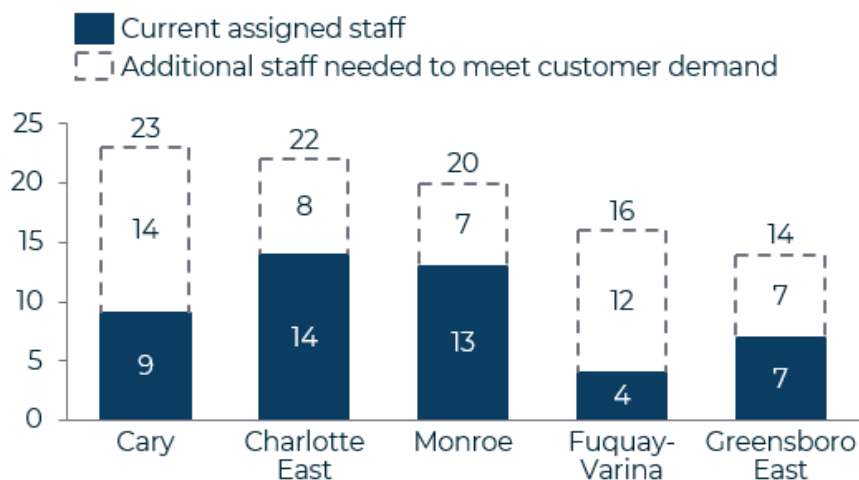
⁴ Average total wait time for the period 7/1/2025 - 11/3/2025

⁵ Source: NCDMV Wait Time dashboard

Figure 2: Difference between transactions in office and transactions in surrounding ZIP codes^{6,7}

After grouping transactions by the office closest to the customer's mailing ZIP code, we estimated the examiner positions needed to meet demand in each office. We used transaction volumes and service times by transaction type to estimate the total service hours needed. In our calculations, we also accounted for variances in transaction complexity and productivity based on local demographics (i.e., the percentage of the population that speaks English as a second language, the percentage of the population that are non-citizens, and the percentage of population from ages 15 to 19).

Comparing the examiner positions needed with current staffing levels revealed 41 offices understaffed relative to customer demand, particularly in the Wake and Mecklenburg county areas (See **Figure 3**).

Figure 3: Top five offices with the highest staffing need⁸

⁶ Source: North Carolina Department of Information Technology-Transportation, GIS Unit

⁷ Outlined regions indicate office catchment areas, determined by ZCTA zip codes with the closest driving distance to each office

⁸ Source: NCDMV SADLS data; U.S. Census Bureau

Finally, we took the estimates for positions needed to meet demand and aligned them with current office space constraints to highlight where our office space may be inhibiting our ability to meet customer demand. We also modified the proposed position counts to address office space constraints, excessively high wait times, and concentrations of military customers.

Our data-driven approach results in a staffing plan that addresses the highest-need areas in the state while ensuring appropriate service levels at each NCDMV location. To execute this plan, we will partner with our new and existing staff to meet demand in our highest need areas. **This shift will impact <10% of all examiner positions while increasing service in 56 offices.**



Strategies to improve service where it's needed most

NCDMV will use four strategies to ensure customers receive the service they expect:

Strategy 1 Expand service hours at part-time offices

First, NCDMV will commit to expanding service hours at eight part-time offices. These offices are in areas with greater customer demand than we can meet within the current service hours (**Table 4**). Positions will be reassigned to these offices permanently to provide coverage for the additional service hours.

Table 4: Offices with increased service hours⁹

Office	Current assigned positions ¹⁰	Proposed positions	Increased positions	Current days open	Proposed days open
Yanceyville	0	1	1	1x per month	3x a week
Camp Lejeune	0	1	1	3x per month (first T, W, Th)	5x a week
Pembroke	0	1	1	1x a week	5x a week
Sparta	0	1	1	2x a week	5x a week
Newland	0	1	1	3x a week	5x a week
Spruce Pine	1	1	0	2x a week	5x a week
Raeford	3	3	0	3x a week	5x a week
Lillington	2	3	1	3x a week	5x a week

⁹ Source: NCDMV SADLS data; U.S. Census Bureau

¹⁰ For offices with 0 assigned positions, currently 1 examiner is sent from a nearby office during service hours

Strategy 2 Prioritize higher-need offices for day-to-day staffing relief

Along with increasing service hours at select locations, **NCDMV will prioritize relief staff support to high-demand offices.** Currently, when examiners are absent, district managers decide where to reassign staff as “relief” to support those offices, with limited guidance on how to prioritize where to send staff. This often results in the understaffing of high-need areas as examiners are sent from larger offices to provide relief in smaller offices when there are absences.

To address these challenges, **NCDMV is creating a centralized process for recommending where staff move to cover absences with a focus on the highest-need offices.** Clear guidelines will help managers know when and where examiners should be reassigned. These short-term measures in relief staffing will support customers in receiving timely service **(Table 5)**.

Where additional space is not available to expand in our highest-need offices, nearby offices will still need to service overflow demand. Our guidelines for sending relief will prioritize two groups of offices:

Group 1 | Must staff all terminals every day:

19 offices that have demand beyond the capacity of available terminals

Group 2 | Prioritize staffing all terminals:

20 offices near higher-need areas that can support overflow demand

Table 5: Highest-need driver license offices¹¹

Group 1 Higher need offices		Group 2 Offices near higher-need locations to support overflow demand	
Must staff all terminals every day		Prioritize staffing all terminals when possible	
<ul style="list-style-type: none"> • Carrboro • Cary • Charlotte East • Charlotte South • Clayton • Durham East • Durham South • Fuquay-Varina • Graham • Greensboro East 	<ul style="list-style-type: none"> • High Point • Monroe • Mooresville • Newland • Pembroke • Raleigh North • Sanford • Winston-Salem N. • Winston-Salem S. 	<ul style="list-style-type: none"> • Albemarle • Asheboro • Charlotte West • Concord¹² • Garner • Gastonia • Huntersville • Kernersville • Lexington • Lumberton 	<ul style="list-style-type: none"> • Mocksville • Mount Holly • Oxford • Polkton • Raleigh East • Raleigh West • Roxboro • Smithfield • Thomasville • Wentworth

¹¹ Source: NCDMV SADLS data; U.S. Census Bureau

¹² Includes new Cabarrus County office to be added in 2026

Strategy 3 Redeploy staff to higher-need and nearby offices

Next, NCDMV will focus on distributing positions effectively. Some offices have sufficient positions to meet local demand ("lower-need"), while other offices face shortages that force customers to travel further for service ("higher-need"). **By appropriately distributing positions to higher-need locations, NCDMV can maximize use of current state resources** and bring services closer to where customers live.

Higher-need offices do not always have the physical space to meet demand, however. **Positions will also be shifted to nearby locations that can absorb overflow demand.** For example, in Wake County, offices such as Raleigh East and Raleigh West have additional capacity to help manage demand from offices without enough space, including Cary and Raleigh North. We will allocate positions to those offices and redirect demand appropriately so that customers don't have to travel across the state for service.

These proposed adjustments are a starting point for continuous iteration based on wait times, customer satisfaction, and feedback from customers and staff. Changes in where positions are located will be made gradually and reversed if they negatively impact customer experience.

On Aug. 6, Governor Stein signed HB125 into law, which **authorized 64 additional driver license examiners** for FY2025-2026 and an additional 33 positions for FY2026-2027. New examiners were hired in all 64 positions within the first 30 days and placed throughout the state for training. This plan provides direction on the permanent locations for FY2025-2026's new positions. The next iteration of this plan (to be released June 30, 2026) will incorporate updated data in assigning next year's new positions.

In addition to reallocating positions, **NCDMV will reconfigure office space** to increase the number of terminals available to host staff to serve customers in the highest-need locations. The locations in **Table 6** have been identified as having both high need and sufficient space to add terminals, enabling more staff to serve customers there.

Table 6: Offices where terminals can be added to meet customer demand¹³

Office	Current # of terminals	# of terminals needed to meet demand	Possible near-term terminal additions
Charlotte East	11	19	2
Monroe	9	17	1
Charlotte South	10	17	1
Greensboro West	12	15	2
Greensboro East	7	12	2
Winston-Salem South	8	11	1
Graham	6	10	1
Mooresville	4	9	1

Table 7 (on the following page) shows the offices we've identified as having the opportunity to allocate staff differently. Detailed figures for each office can be found in the appendix.

¹³ Source: NCDMV SADLS data; U.S. Census Bureau

Table 7: Proposed position reallocation by office category^{14,15}

Reinforce Add positions where demand exceeds previous staffing			
<ul style="list-style-type: none"> Albemarle (+1)[†] Asheboro (+1)[†] Camp Lejeune (+1) * Carrboro (+1) Cary (+1) Charlotte East (+2) Charlotte North (+3) Charlotte West (+3)[†] Clayton (+1) Concord (+4)^{16 †} Durham East (+2) Durham South (+2) Erwin (+1) Fayetteville South (+2) 	<ul style="list-style-type: none"> Franklin (+1) Fuquay-Varina (+2)¹⁷ Garland (+1) Garner (+1)[†] Goldsboro (+1) Graham (+2) Greensboro East (+4) Greensboro West (+4) Havelock (+1) High Point (+2) Kenansville (+1) Kernersville (+1)[†] Leland (+7) Lillington (+1) 	<ul style="list-style-type: none"> Louisburg (+1) Marshall (+1) Mocksville (+1)[†] Monroe (+1) Mount Holly (+1)[†] Nags Head (+1) Newland (+1)* Oxford (+1)[†] Pembroke (+1)* Polkton (+1)[†] Raleigh East (+7)[†] Raleigh North (+1) Raleigh West (+2)[†] Roxboro (+1)[†] 	<ul style="list-style-type: none"> Sanford (+1) Shelby (+1) Siler City (+1) Smithfield (+1)[†] Sparta (+1)* Statesville (+1) Statesville CDL (+1) Tarboro (+1) Thomasville (+2)[†] Wendell (+1) Wentworth (+1)[†] Winston-Salem N. (+1) Winston-Salem S. (+1) Yanceyville (+1)*
Maintain Keep current staffing levels			
<ul style="list-style-type: none"> Ahoskie Andrews Boone Bryson City Burgaw Burnsville Charlotte South Clinton Edenton Elizabethtown 	<ul style="list-style-type: none"> Fayetteville West Forest City Gastonia[†] Greenville Henderson Hendersonville Hickory Hillsborough Hudson Huntersville[†] 	<ul style="list-style-type: none"> Jacksonville Jefferson Kinston Lexington[†] Lumberton[†] Mooreville Mount Airy New Bern Newton Raeford 	<ul style="list-style-type: none"> Roanoke Rapids Shallotte Spruce Pine* Stedman Sylva Troy Whiteville Williamston Wilson
Rebalance Incrementally reassign positions from lower-need to higher-need offices			
<ul style="list-style-type: none"> Aberdeen (-2) Asheville (-2) Brevard (-1) Clyde (-1) Elizabeth City (-1) Elkin (-1) 	<ul style="list-style-type: none"> Hamlet (-1) Laurinburg (-1) Lincolnton (-1) Lumberton CDL (-1) Marion (-1) Morehead City (-1) 	<ul style="list-style-type: none"> Morganton (-1) Rocky Mount (-1) Salisbury (-1) Taylorsville (-1) Washington (-1) Wilkesboro (-2) 	<ul style="list-style-type: none"> Wilmington N. (-2) Wilmington S. (-2) Yadkinville (-1)

* Current part time offices where headcount is being increased in addition to expanding service hours per Strategy 1

[†] Offices with headcount added to address overflow demand from nearby offices

¹⁴ Source: NCDMV SADLS data; U.S. Census Bureau

¹⁵ Full staffing redistribution detail available in the appendix

¹⁶ Includes new Cabarrus office to be opened in 2026 per recent legislation

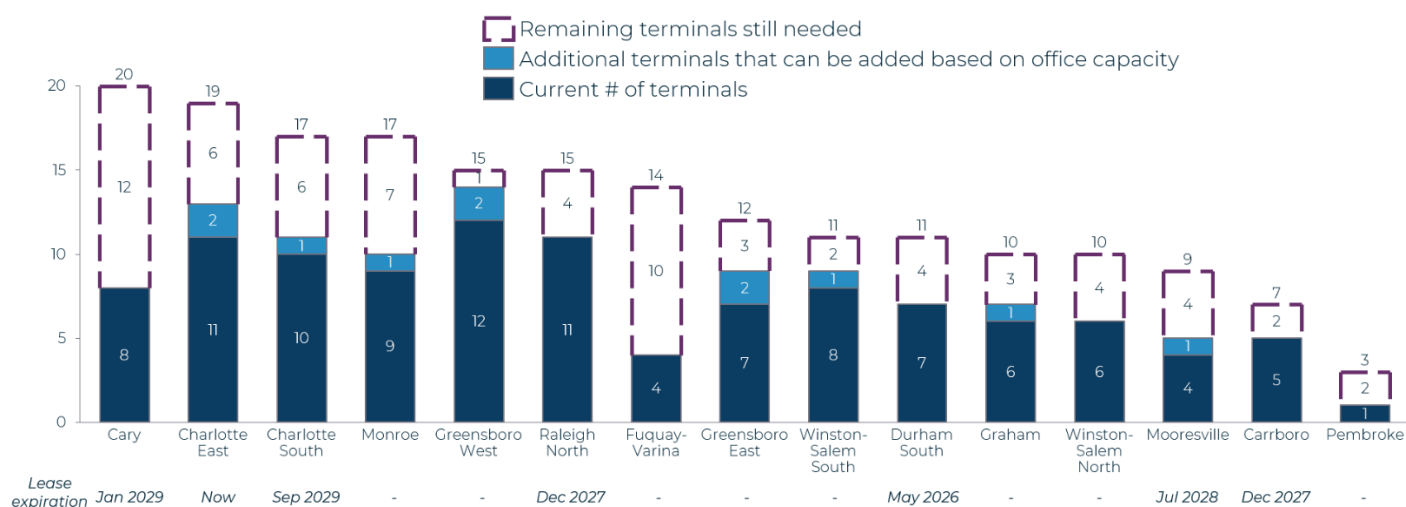
¹⁷ Fuquay-Varina office to be expanded in 2026 per recent legislation, staffing reflects current footprint

Strategy 4**Invest in new locations and expand offices where the current footprint doesn't have capacity to meet demand**

Even after terminals are added to existing offices, additional real estate will be needed to meet customer demand in high-growth areas. Expanding current facilities, updating office design, and opening new locations will ensure DMV services remain accessible and aligned with population trends.

DMV is already working to increase office capacity to meet customers where they live today. For instance, a new Charlotte East office and an expanded Fuquay-Varina office are planned by 2027 to provide greater capacity in those high-need areas. DMV is also working to open offices added by recent legislation in Cabarrus County, Brunswick County, and Sampson County, using the process to refine office design and build organizational muscle for opening new facilities. As office leases come up for renewal, NCDMV will evaluate local demand, office capacity, and opportunities for office expansion as needed. **Figure 8** highlights the number of terminals needed to meet demand at the highest-need offices.

Figure 8: Total number of terminals needed to meet customer demand by office^{18,19}



Over the next few years, NCDMV may have opportunities to enhance its real estate footprint as lease renewals come up (if sufficient funding is available) to better meet customer demand.

¹⁸ Source: NCDMV SADLS data; U.S. Census Bureau

¹⁹ Includes offices needing 2+ positions above current capacity; Offices without a lease expiration date are either owned or donated spaces

Our plan for future analysis

This plan is the start of an iterative process. NCDMV will continuously reevaluate staffing levels against wait times, customer satisfaction surveys, and online transaction uptake. As these factors change in response to our strategic plan initiatives, we are committed to refreshing our resourcing model to best meet customer demand.

A future update to this staffing plan to be published by **June 30, 2026**, will provide additional detail on where larger real estate footprints are needed to expand access and more efficiently deliver specialized services. **This plan will consider the following in more detail:**



Staffing and offering support services

to better meet the needs of underserved populations



Creating specialized offices

to allow us to more efficiently handle complex transactions such as CDL and motorcycle road tests, which have low volume but require significant examiner time.



Appendix: Full-time examiner assignments by office

To better align with current customer demand, NCDMV will adjust staffing within each district for DLOs, while staying within existing capacity constraints. NCDMV anticipates the staffing redistribution will take until 2026. See **Table A1** on the following pages for a detailed breakdown of positions by office.



Table A1: Full-time examiner position assignments by office²⁰

Office	Net customers leaving vs. entering ²¹	Current assigned positions	Positions needed to meet demand	Current terminals ²²	Office capacity ²³	Proposed positions	Proposed staffing change	1) Expand services at part-time offices	2) Prioritize offices for staffing relief	3) Redeploy staff to higher-need offices	4) Invest in new locations
Aberdeen	23%	5	3	4	5	3	-2			✓	
Ahoskie	38%	2	2	3	4	2	-				
Albemarle	3%	3	3	3	4	4	+1		✓	✓	
Andrews	-5%	2	2	2	3	2	-				
Asheboro	27%	5	5	5	6	6	+1		✓	✓	
Asheville ²⁴	-45%	12	10	14	17	10	-2			✓	
Boone	34%	3	3	3	4	3	-				
Brevard	91%	3	2	3	4	2	-1			✓	
Bryson City	36%	1	1	1	2	1	-				
Burgaw	68%	2	2	3	4	2	-				
Burnsville	87%	1	1	1	2	1	-				
Camp Lejeune ^{*25}	N/A	0	1	2	3	1	+1	✓		✓	
Carrboro	13%	6	8	5	7	7	+1		✓	✓	✓
Cary	-61%	9	23	8	10	10	+1		✓	✓	✓
Charlotte East	-50%	14	22	13	16	16	+2		✓	✓	✓
Charlotte North	-4%	17	20	16	20	20	+3			✓	
Charlotte South	-41%	15	20	11	15	15	-		✓		✓
Charlotte West	-15%	10	11	11	14	13	+3		✓	✓	
Clayton	-1%	4	6	4	5	5	+1		✓	✓	
Clinton	-2%	3	3	5	6	3	-				
Clyde	15%	3	2	4	5	2	-1			✓	
Concord ²⁶	-38%	8	12	7	12	12	+4		✓	✓	
Durham East	-29%	6	9	6	8	8	+2		✓	✓	
Durham South	-34%	7	13	7	9	9	+2		✓	✓	✓
Edenton	9%	2	2	1	2	2	-				
Elizabeth City ²⁷	-13%	5	5	5	6	4	-1			✓	
Elizabethtown	64%	2	2	2	3	2	-				
Elkin	142%	3	2	3	4	2	-1			✓	
Erwin	-7%	3	4	3	4	4	+1			✓	

* Current part time offices

²⁰ Source: NCDMV SADLS data; U.S. Census Bureau

²¹ Reflects the variance between the number of transactions that take place in-office vs. the number of transactions that would have taken place if customers visited the office closest to their home for service

²² Includes additional terminals to be added in the near-term (based on Strategy #3)

²³ Office capacity is the maximum of current positions or terminals x 1.2, and includes additional terminals to be added in the near-term

²⁴ Includes Asheville Express office to be reopened in 2026; reduced headcount aligns to actual daily attendance, as Asheville examiners typically provide relief to smaller offices when there are unexpected absences; under this plan, those surrounding offices will be appropriately staffed, limiting the need to send relief from Asheville

²⁵ This office is a mobile unit serving the military base at Camp Lejeune

²⁶ Maintaining positions needed to meet demand at new Cabarrus office to be opened in late 2026; Concord temporarily has 5 more examiners than terminals until the new office opens

²⁷ Position reallocated to Nags Head where customers are likely leaving to receive service due to easier highway access

Office	Net customers leaving vs. entering ²⁸	Current assigned positions	Positions needed to meet demand	Current terminals ²⁹	Office Capacity ³⁰	Proposed positions	Proposed staffing change	1) Expand services at part-time offices	2) Prioritize offices for staffing relief	3) Redeploy staff to higher-need offices	4) Invest in new locations
Fayetteville South ³¹	6%	7	6	6	9	9	+2			✓	
Fayetteville West	-37%	9	9	9	11	9	-				
Forest City	19%	4	4	4	5	4	-				
Franklin ³²	17%	2	2	2	3	3	+1			✓	
Fuquay-Varina ³³	-61%	4	16	4	6	6	+2		✓	✓	✓
Garland	N/A	0	1	2	3	1	+1			✓	
Garner	82%	5	5	5	6	6	+1		✓	✓	
Gastonia	-10%	9	8	6	9	9	-		✓		
Goldsboro ³⁵	-31%	7	6	5	8	8	+1			✓	
Graham	14%	7	12	7	9	9	+2		✓	✓	✓
Greensboro East	-20%	7	14	9	11	11	+4		✓	✓	✓
Greensboro West	7%	13	17	14	17	17	+4			✓	✓
Greenville	8%	11	11	9	11	11	-				
Hamlet	61%	3	2	3	4	2	-1			✓	
Havelock	-4%	2	3	2	3	3	+1			✓	
Henderson	35%	3	3	3	4	3	-				
Hendersonville	-13%	6	5	5	6	6	-				
Hickory	5%	6	6	6	8	6	-				
High Point	-20%	6	9	6	8	8	+2		✓	✓	
Hillsborough	62%	4	4	4	5	4	-				
Hudson	28%	4	4	5	6	4	-				
Huntersville ³⁴	80%	17	8	12	20	17	-		✓		
Jacksonville	-21%	9	8	7	9	9	-				
Jefferson	92%	2	2	2	3	2	-				
Kenansville	-14%	2	3	2	3	3	+1			✓	
Kernersville	34%	6	5	5	7	7	+1		✓	✓	
Kinston ³⁵	43%	5	3	5	6	5	-				
Laurinburg	95%	3	2	2	3	2	-1			✓	
Leland	N/A	0	4	9	11	7	+7			✓	
Lexington	1%	5	4	5	6	5	-		✓		

* Current part-time offices

²⁸ Reflects the variance between the number of transactions that take place in-office vs. the number of transactions that would have taken place if customers visited the office closest to their home for service

²⁹ Includes additional terminals to be added in the near-term (based on Strategy #3)

³⁰ Office capacity is the maximum of current positions or terminals x 1.2, and includes additional terminals to be added in the near-term

³¹ Excess capacity maintained to serve local military base

³² Position added to provide relief to surrounding small offices in Western North Carolina in the event of unexpected absences

³³ Office to be expanded in 2026 to add capacity to meet customer demand

³⁴ Serves as regional headquarters for more complex transactions; excess positions assigned to address this and overflow demand from other Charlotte offices; reduced headcount is still higher than actual daily attendance (avg. ~12 present for duty from 7/1/25-8/5/25), as Huntersville examiners typically provide relief to smaller offices when there are unexpected absences

Office	Net customers leaving vs. entering ³⁵	Current assigned positions	Positions needed to meet demand	Current terminals ³⁶	Office Capacity ³⁷	Proposed positions	Proposed staffing change	1) Expand services at part-time offices	2) Prioritize offices for staffing relief	3) Redeploy staff to higher-need offices	4) Invest in new locations
Lillington ³⁸	-35%	2	2	2	3	3	+1	✓		✓	
Lincolnton	76%	4	3	4	5	3	-1			✓	
Louisburg	33%	3	4	3	4	4	+1			✓	
Lumberton	43%	6	5	6	8	6	-		✓		
Lumberton CDL	N/A	3	2	3	4	2	-1			✓	
Marion	64%	3	2	3	4	2	-1			✓	
Marshall	12%	1	2	1	2	2	+1			✓	
Mocksville	28%	2	2	3	4	3	+1		✓	✓	
Monroe	-27%	13	20	10	14	14	+1		✓	✓	✓
Mooresville	-21%	7	10	5	7	7	-		✓		✓
Morehead City	111%	4	3	4	5	3	-1			✓	
Morganton	28%	5	4	5	6	4	-1			✓	
Mount Airy	47%	3	3	3	4	3	-				
Mount Holly	45%	5	4	5	6	6	+1		✓	✓	
Nags Head ³⁹	18%	2	2	3	4	3	+1			✓	
New Bern	5%	6	5	5	6	6	-				
Newland*	-23%	0	2	1	1	1	+1	✓	✓	✓	
Newton	85%	5	3	4	5	5	-				
Oxford	41%	3	2	3	4	4	+1		✓	✓	
Pembroke*	-81%	0	3	1	1	1	+1	✓	✓	✓	✓
Polkton	141%	3	2	3	4	4	+1		✓	✓	
Raeford*	-53%	3	3	2	3	3	-	✓			
Raleigh East	13%	8	10	15	18	15	+7		✓	✓	
Raleigh North	-53%	13	17	11	14	14	+1		✓	✓	✓
Raleigh West	42%	14	7	13	16	16	+2		✓	✓	
Roanoke Rapids	22%	3	3	3	4	3	-				
Rocky Mount	-2%	5	4	5	6	4	-1			✓	
Roxboro	109%	3	2	3	4	4	+1		✓	✓	
Salisbury	6%	7	6	6	8	6	-1			✓	
Sanford	-23%	4	6	4	5	5	+1		✓	✓	
Shallotte ⁴⁰	-8%	4	3	13	16	4	-				
Shelby	-10%	4	5	5	6	5	+1			✓	
Siler City	72%	3	4	3	4	4	+1			✓	
Smithfield	8%	5	5	5	6	6	+1		✓	✓	
Sparta*	-54%	0	1	1	2	1	+1	✓		✓	
Spruce Pine*	-15%	1	1	1	2	1	-	✓			

* Current part-time offices

³⁵ Reflects the variance between the number of transactions that take place in-office vs. the number of transactions that would have taken place if customers visited the office closest to their home for service

³⁶ Includes additional terminals to be added in the near-term (based on Strategy #3)

³⁷ Office capacity is the maximum of current positions or terminals x 12, and includes additional terminals to be added in the near-term

³⁸ Excess capacity maintained to serve local military base

³⁹ Excess position allocated to account for customers likely traveling from Elizabethtown due to ease of highway access

⁴⁰ Maintaining headcount to meet demand at new Leland office to be opened in early 2026; current terminals and office capacity includes new office

Office	Net customers leaving vs. entering ⁴¹	Current assigned positions	Positions needed to meet demand	Current terminals ⁴²	Office Capacity ⁴³	Proposed positions	Proposed staffing change	1) Expand services at part-time offices	2) Prioritize offices for staffing relief	3) Redeploy staff to higher-need offices	4) Invest in new locations
Statesville	8%	4	5	4	5	5	+1			✓	
Statesville CDL ⁴⁴	N/A	3	2	4	5	4	+1			✓	
Stedman	131%	5	3	4	5	5	-				
Sylva	33%	2	2	2	3	2	-				
Tarboro	35%	1	2	2	3	2	+1			✓	
Taylorsville	97%	3	2	2	3	2	-1			✓	
Thomasville	82%	3	4	4	5	5	+2		✓	✓	
Troy	139%	2	2	2	3	2	-				
Washington	118%	4	3	4	5	3	-1			✓	
Wendell	35%	4	5	4	5	5	+1			✓	
Wentworth	21%	6	5	6	8	7	+1		✓	✓	
Whiteville ⁴⁵	78%	3	2	3	4	3	-				
Wilkesboro	52%	4	2	4	5	2	-2			✓	
Williamston	16%	2	2	2	3	2	-				
Wilmington North	-9%	8	9	6	9	6	-2			✓	
Wilmington South ⁴⁶	-12%	7	5	6	11	5	-2			✓	
Wilson	-6%	5	5	6	8	5	-				
Winston-Salem North	-8%	8	11	6	9	9	+1		✓	✓	✓
Winston-Salem South	-15%	10	13	9	11	11	+1		✓	✓	✓
Yadkinville	101%	3	2	3	4	2	-1			✓	
Yanceyville*	-89%	0	1	1	2	1	+1	✓		✓	

* Current part-time offices

⁴¹ Reflects the variance between the number of transactions that take place in-office vs. the number of transactions that would have taken place if customers visited the office closest to their home for service

⁴² Includes additional terminals to be added in the near-term (based on Strategy #3)

⁴³ Office capacity is the maximum of current positions or terminals x 1.2, and includes additional terminals to be added in the near-term

⁴⁴ Closest office with capacity to serve overflow demand from Mooresville; Service mix to be evaluated in future reports

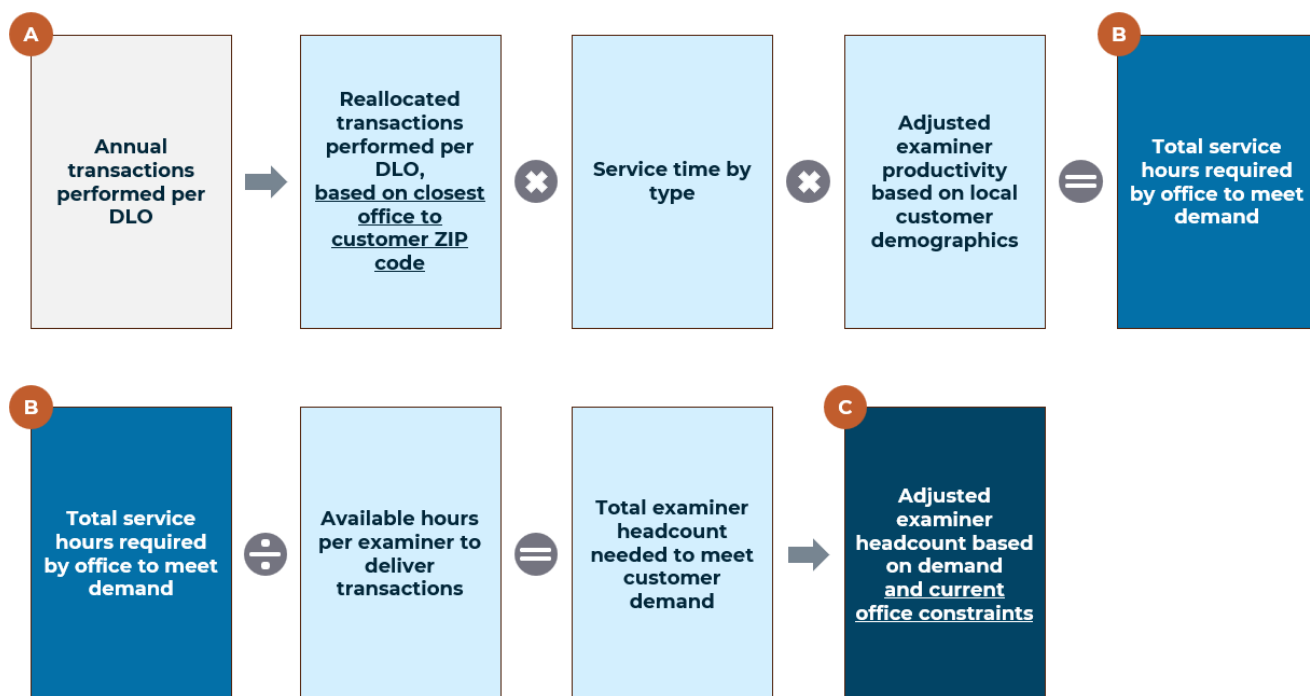
⁴⁵ Position added to provide relief to surrounding small offices in Eastern North Carolina in the event of unexpected absences

⁴⁶ Current positions are temporarily inflated due to 3 positions that will be moved to the new Leland office expected to open in 2026

Appendix: Staffing model methodology

NCDMV's staffing plan allocates positions based on where customers live. To do that, transaction counts were grouped by the office nearest to the customer's ZIP code. Using transaction volume and service time, total hours per office were estimated and divided by examiner availability to determine staffing needs, then adjusted for office capacity.

Figure B1: DMV methodology to determine examiner headcount needed to meet customer demand⁴⁷



⁴⁷ Adjusted headcount includes management judgment to account for local office context (e.g., maintaining headcount to serve local military bases)

Table B2: Assumptions and data sources

Calculation component	Assumption	Source
Annual transactions performed per DLO	<ul style="list-style-type: none"> Includes only in-person transactions Year-to-date transaction volume annualized for 2025 	<i>2024/2025 YTD NCDMV transactions data</i>
Reallocated transactions performed per DLO, based on closest office to customer ZIP code	<ul style="list-style-type: none"> Includes only in-person transactions Year-to-date transaction volume annualized for 2025 Volume based on closest office to customer mailing ZIP code CDL road test volume reallocated to the closest CDL-enabled office based on the customer's ZIP code 	<i>2024/2025 YTD NCDMV transactions data</i>
Service time by type	<p>Assumed average service times (<i>in minutes</i>):</p> <ul style="list-style-type: none"> Issuances <ul style="list-style-type: none"> Standard (20) (includes duplicates, renewals, and ID cards) CDL (30) Motorcycle (21) Other (24) (includes original issuance permits and licenses) Road tests <ul style="list-style-type: none"> Standard (23) CDL (150) Motorcycle (60) 	<i>Estimates provided by Driver Services team</i>
Adjusted examiner productivity based on local customer demographics	<p>Adjust service time based on assumed productivity changes due to local demographics (which influences the amount of time examiners spend communicating with customers and/or transaction complexity):</p> <ul style="list-style-type: none"> Average of % of population with limited English proficiency, by office, and average of % of population that is non-US citizen, by office <ul style="list-style-type: none"> High: $\geq \text{average} + 0.50 \times \text{SD}$ (multiplier: 1.25x time) Low: $< \text{average} - 0.50 \times \text{SD}$ (multiplier: 0.9x time) % of population ages 15-19 (teen drivers) <ul style="list-style-type: none"> High: $\geq \text{average} + 0.25 \times \text{SD}$ (multiplier: 1.25x time) Low: $< \text{average} - 0.25 \times \text{SD}$ (multiplier: 0.9x time) Maintained staffing capacity at offices that serve local military bases 	<i>U.S. Census, NC Department of Military and Veterans Affairs</i>

Table B2 Continued

Calculation component	Assumption	Source
Available hours per examiner to deliver transactions	<p>Weighted average annual service delivery hours based on expected attendance and administrative work time, factoring in employee leave / vacation</p> <ul style="list-style-type: none"> Blended average annual available hours per examiner: 1,479 	<i>Examiner attendance data; admin time assumptions provided by DMV management</i>
Adjusted examiner headcount based on demand and current office constraints	<ul style="list-style-type: none"> Assumes office capacity is the maximum of the number of terminals x 1.2 or current assigned positions Where demand exceeds capacity, positions were assigned to nearby offices to serve overflow demand Includes management judgment to account for local office context (e.g., maintaining headcount to serve local military bases) 	<i>2025 NCDMV office data; assumptions provided by DMV management</i>