AUGUST 2019

DEPARTMENT OF MOTOR VEHICLES MONTHLY STATUS UPDATE

REPORT TO THE JOINT LEGISLATIVE BUDGET COMMITTEE OF THE STATE OF CALIFORNIA

EXECUTIVE SUMMARY

The Budget Act of 2018 (SB 862, Chapter 449, Statutes of 2018) requires the Department of Motor Vehicles (DMV) to submit monthly reports to the Legislature regarding the state of field office wait-times and efforts to improve business processes.

August 2019 Highlights:

- DMV issued 436,435 REAL ID compliant driver licenses or identification cards this month, for a grand total of 5,454,060 REAL IDs since implementation in January 2018.

- DMV released a REAL ID Microsite (www.realid.dmv.ca.gov) to better assist customers in deciding if they need to apply for a REAL ID and what documents they will be required to present.

- DMV deployed its Chatbot "Miles" to better assist customers using DMV's website.

- DMV installed 59 new DMV Now Kiosks in locations statewide.

- August wait times for non-appointment customers were 8 minutes below target levels, averaging 52 minutes (47 minutes queue time and 5 minutes pre-queue).

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REAL ID CUSTOMERS AND WORKLOAD

As of August 31, 2019, DMV produced and issued more than 5.4 million REAL ID driver license and identification cards.

Monthly DL/ID Cards Produced

	COMPLIANT			NON-COMPLIANT			TOTAL DL/ID	% COMPLIANT		
	DL	ID	TOTAL	DL	ID	TOTAL		DL	ID	TOTAL
January 2018 (22-31)	29,725	9,971	**39,696**	205,823	45,426	**251,249**	**290,945**	12.6%	18.0%	**13.6%**
February 2018	74,020	24,798	**99,688**	498,284	102,984	**601,268**	**700,956**	12.9%	19.4%	**14.2%**
March 2018	111,296	33,216	**144,512**	543,280	109,255	**652,535**	**797,047**	17.0%	23.3%	**18.1%**
April 2018	121,715	31,049	**152,764**	476,314	93,661	**569,975**	**722,739**	20.4%	24.9%	**21.1%**
May 2018	141,704	30,160	**171,864**	483,399	89,520	**572,919**	**744,783**	22.7%	25.2%	**23.1%**
June 2018	147,536	41,147	**188,683**	464,538	88,930	**553,468**	**742,151**	24.1%	31.6%	**25.4%**
July 2018	171,051	43,491	**214,542**	473,450	90,041	**563,491**	**778,033**	26.5%	32.6%	**27.6%**
August 2018	228,165	46,279	**274,444**	516,521	103,929	**620,450**	**894,894**	30.6%	30.8%	**30.7%**
September 2018	219,054	34,315	**253,369**	453,866	93,975	**547,841**	**801,210**	32.6%	26.7%	**31.6%**
October 2018	291,720	44,091	**335,811**	559,184	109,507	**668,691**	**1,004,502**	34.3%	28.7%	**33.4%**
November 2018	244,166	35,383	**279,549**	402,515	84,032	**486,547**	**766,096**	37.8%	29.6%	**36.5%**
December 2018	264,106	34,071	**298,177**	372,205	78,245	**450,450**	**748,627**	41.5%	30.3%	**39.8%**
2018 Total	**2,044,258**	**407,971**	**2,452,229**	**5,449,379**	**1,089,505**	**6,538,884**	**8,991,113**	**27.3%**	**27.2%**	**27.3%**
January 2019	293,666	45,793	**339,459**	387,686	88,291	**475,977**	**815,436**	43.1%	34.2%	**41.6%**
February 2019	258,062	56,973	**315,035**	501,193	121,662	**622,855**	**937,890**	34.0%	31.9%	**33.6%**
March 2019	331,960	49,236	**381,196**	494,019	104,865	**598,884**	**980,080**	40.2%	32.0%	**38.9%**
April 2019	325,818	49,645	**375,463**	442,096	96,052	**538,148**	**913,611**	42.4%	34.1%	**41.1%**
May 2019	335,169	38,291	**373,460**	472,898	109,983	**582,881**	**956,341**	41.5%	25.8%	**39.1%**
June 2019	315,967	43,267	**359,234**	444,684	102,072	**546,756**	**905,990**	41.5%	29.8%	**39.7%**
July 2019	369,958	51,591	**421,549**	462,261	114,688	**576,949**	**998,498**	44.5%	31.0%	**42.2%**
August 2019	388,659	47,776	**436,435**	446,369	110,805	**557,174**	**993,609**	46.5%	30.1%	**43.9%**
GRAND TOTALS	**4,663,517**	**790,543**	**5,454,060**	**9,100,585**	**1,937,923**	**11,038,508**	**16,492,568**	**33.9%**	**29.0%**	**33.1%**

DMV WORK ACTION PLAN UPDATES

During the month of August, DMV completed the following Work Action Plan:

REAL ID Customer Experience Sprints
McKinsey & Company provided consultative services to transform the DMV customer experience, in particular as it relates to the implementation of REAL ID. Through user-centered design practices, McKinsey partnered with DMV staff to prototype strategies to help transform the DMV experience, and to gain a deeper understanding of the types of REAL ID customers the DMV serves and how the DMV can effectively and efficiently meet those customers' needs through the use of journey mapping. Tools developed through these sprints include:

- **Operation Excellence: DMV Training** - Closed183 DMV field offices, Commercial Drive Test Centers, and Industry Business Centers throughout the state for comprehensive training on REAL ID procedures and customer service.
- **Digital Field Office Guide** - Simplifies more than 25 policy memos that frontline employees previously had to sort through into one simplified "source of truth" document to answer customer inquiries.
- **REAL ID Microsite (www.realid.dmv.ca.gov)** – Provides clear, streamlined information regarding how to get a REAL ID and a decision tree to determine if users need a REAL ID or can wait.

STAFFING

Hiring Status: DMV has made offers on 616 of 784 new positions. The following chart reflects the status of these hires as of August 31, 2019.

Region	Number Authorized	Offers Made	Awaiting Fingerprints	Started	On-boarding In-Office Training	Expedite In-Office Training	Basic Driver License Training
I	79.0	74.0	4.0	57.0	8.5	0.0	22.5
II	97.0	99.5	22.0	25.0	11.0	3.0	0.0
III	86.0	66.5	6.0	42.0	15.0	14.0	20.0
IV	56.0	46.0	1.0	33.0	24.0	15.0	15.0
V	100.0	59.0	2.0	40.0	34.0	28.0	10.0
VI	119.0	61.0	1.0	59.0	52.0	0.0	7.0
VII	98.0	63.0	2.0	48.0	26.0	22.0	0.0
VIII	149.0	147.0	0.0	94.0	95.0	95.0	25.0
Total	**784.0**	**616.0**	**38.0**	**398.0**	**265.5**	**177.0**	**99.5**

On-boarding Training Modules

- Start Here/Concierge
- Appointment Check-in
- Cash Handling
- Drive Test Check-in
- Single Station Inventory
- Touch Screen Terminals
- Four pillars of superior customer service

Expedite Training Modules

- Driver License Record Information Requests
- Vehicle Registration Information Requests
- Return Knowledge Tests (non-commercial)
- Photo Retakes
- Personalized License Plate Assignment

DMV began hiring staff in earnest in late June/early July, thus this report captures newly hired staff early in their training cycles.

All newly hired staff are expected to begin the On-boarding Training Module within two weeks of initial hire. The module takes place over two-weeks and is intended to introduce new hires to many of the support functions of the field office, as well as superior customer service. Employees are immersed in the on boarding concepts for two to four weeks until they demonstrate application of the skills. Only then do they proceed to the second module, Expedite In-Office Training.

Expedite Training introduces new hires to the work processes that are performed at the Expedite Window. This module is one week and, at its conclusion, a new employee should be able to work independently at the Expedite Window. Both the On-boarding and Expedite Training provide a solid on-the-job knowledge base for new hires prior to their formalized classroom instruction.

Absenteeism: DMV continues to collect absenteeism data, which has an overall average of 6.1 percent. This percentage remains constant.

CONTINUED PROCESS IMPROVEMENTS:

Customer Experience Consultant: DMV is tracking and actively working several proposals generated from the Customer Experience Project's concept sprints, including development of a new insert and return envelope for driver license renewal notices that focuses on educating customers about REAL ID and improvements. DMV will began using the redesigned inserts in September 2019 for renewals with expiration dates beginning January 12, 2020. DMV will also insert the new return envelopes in September for renewals with expiration dates beginning January 20, 2020.

Marketing Campaign: DMV began a REAL ID marketing campaign in conjunction with a vendor, Runyon Salzman, Inc. (RSE). The purpose of the campaign is to prepare Californians for the October 2020 REAL ID enforcement date and level off demand for in-person field office visits between now and October 2020. In August and September, the brand campaign was developed, including a new REAL ID logo, tagline "(Safe. Secure. Smart."), and set of brand guidelines to ensure brand consistency across DMV efforts. RSE launched the "REAL Life" paid media campaign on August 23, 2019. Digital marketing rolled out in August/ September, and radio, print, billboards, and television advertising is planned beginning in October.

Website Design: On August 20, 2019, DMV released a REAL ID Microsite consolidating all of DMV's REAL ID content into a few easy-to-use, informative pages. (A microsite is a smaller website with focused content.) In addition, the DMV deployed a chatbot on August 27, 2019, to provide additional assistance to customers with REAL ID questions. The chatbot, called "Miles" conducts a "conversation" with website users, using artificial intelligence to answer questions they type into the site.

A full website redesign is anticipated to be unveiled in June, 2020 that will provide customers with a clear, concise website that is user-friendly and provides quick service, consistency of information, and highlights alternates to a field office visit.

INFORMATION TECHNOLOGY

DMV Now Kiosks: DMV is increasing usage of its self-service kiosks in order to reduce the number of customers who wait in line for services.

DMV is coordinating with its kiosk vendor to add 200 additional self-service kiosks in 2019 (25 in DMV field offices and 175 in retail locations). DMV installed 59 new kiosks in August, bringing the total new installations to 115. The remaining 85 are on track to be deployed. Including its existing inventory, DMV now has 267 DMV Now kiosks statewide: 95 in DMV field offices, 155 in retail locations, 3 in libraries, 1 at University of California, Irvine, 1 in the Mendota City Hall, and 12 in AAA locations in Northern California.

By December 31, 2019, DMV plans to increase accessibility and usability of the kiosks by adding 10 additional languages to the kiosks (Arabic, Armenian, Chinese, Farsi, Hindi, Korean, Punjabi, Russian, Tagalog, and Vietnamese) and the following new services by January 31, 2020:

- Driver history record request
- Duplicate registration card
- Replacement vehicle registration sticker
- Vehicle history record request

DMV continues to evaluate additional ways in which the kiosks can be used to allow customers to complete their DMV transactions.

Self-Service Terminal Kiosk Transactions

	Field Office	Retail	Library	UC Irvine	Mendota	AAA	TOTAL
Oct-17	122,358	10,043	N/A	92	N/A	N/A	**132,493**
Nov-17	114,602	10,598	N/A	94	N/A	N/A	**125,294**
Dec-17	113,140	12,889	N/A	86	N/A	N/A	**126,115**
Jan-18	131,496	17,155	N/A	151	N/A	N/A	**148,802**
Feb-18	139,654	22,487	N/A	149	N/A	N/A	**162,290**
Mar-18	164,073	29,886	N/A	184	N/A	N/A	**194,143**
Apr-18	136,052	27,942	N/A	184	N/A	62	**164,178**
May-18	154,238	32,195	N/A	239	N/A	109	**186,672**
Jun-18	141,716	32,825	N/A	236	N/A	177	**174,777**
Jul-18	139,563	34,511	N/A	245	N/A	187	**174,319**
Aug-18	141,483	33,979	9	270	N/A	184	**175,741**
Sep-18	119,632	34,666	75	199	N/A	185	**154,572**
Oct-18	119,112	33,663	123	203	N/A	228	**153,101**
Nov-18	110,526	35,771	194	157	27	249	**146,675**
Dec-18	100,144	39,380	238	103	23	248	**139,888**
Jan-19	126,200	46,863	288	150	117	302	**173,618**
Feb-19	127,110	50,568	281	184	159	326	**178,302**
Mar-19	150,882	64,586	356	190	236	373	**216,250**

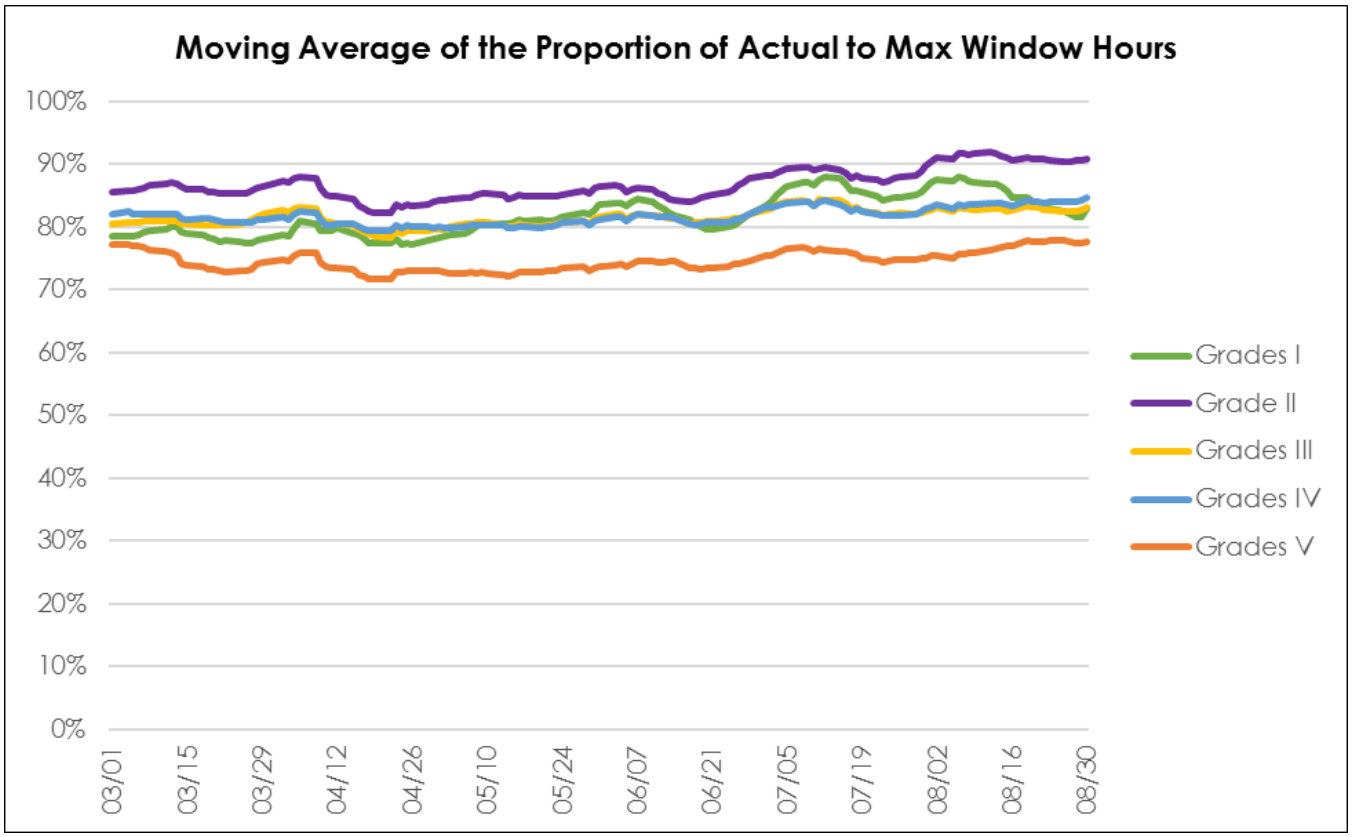
Apr-19	134,888	58,524	367	208	159	536	**194,146**
May-19	150,461	65,458	440	200	222	786	**217,567**
Jun-19	134,997	64,315	405	236	167	653	**200,773**
Jul-19	152,897	61,493	461	264	200	760	**216,075**
Aug-19	148,232	74,521	501	265	222	958	**224,699**

Online Transactions: DMV is reviewing enhancements to services available via the DMV Website www.dmv.ca.gov. By September 2019, the following new services will be added and will help redirect customers from DMV field office to the website:

- Replacement registration card request
- Replacement vehicle registration sticker request

WINDOW HOURS

Moving Average of the Proportion of Actual to Max Window Hours: Window hour usage increased in all but a few DMV offices during August. The following figure shows the 10-day moving average of the proportion of available window hours recorded in use on a daily basis for the prior six months[1]. The 10-day moving average is calculated by averaging the daily proportions for the current day and each of the nine days prior[2]. Each individual line represents the moving average across all offices in a given office grade. The maximum available window hours was calculated based on the number of available transaction windows, multiplied by the number of hours in a normal business day for that office, taking into account any extended hours offered at a location. The proportion of actual window hour usage to maximum available usage varies across office grades. A smaller office can more easily achieve 100 percent window hour usage on any given day than can a larger office with significantly more transaction windows.

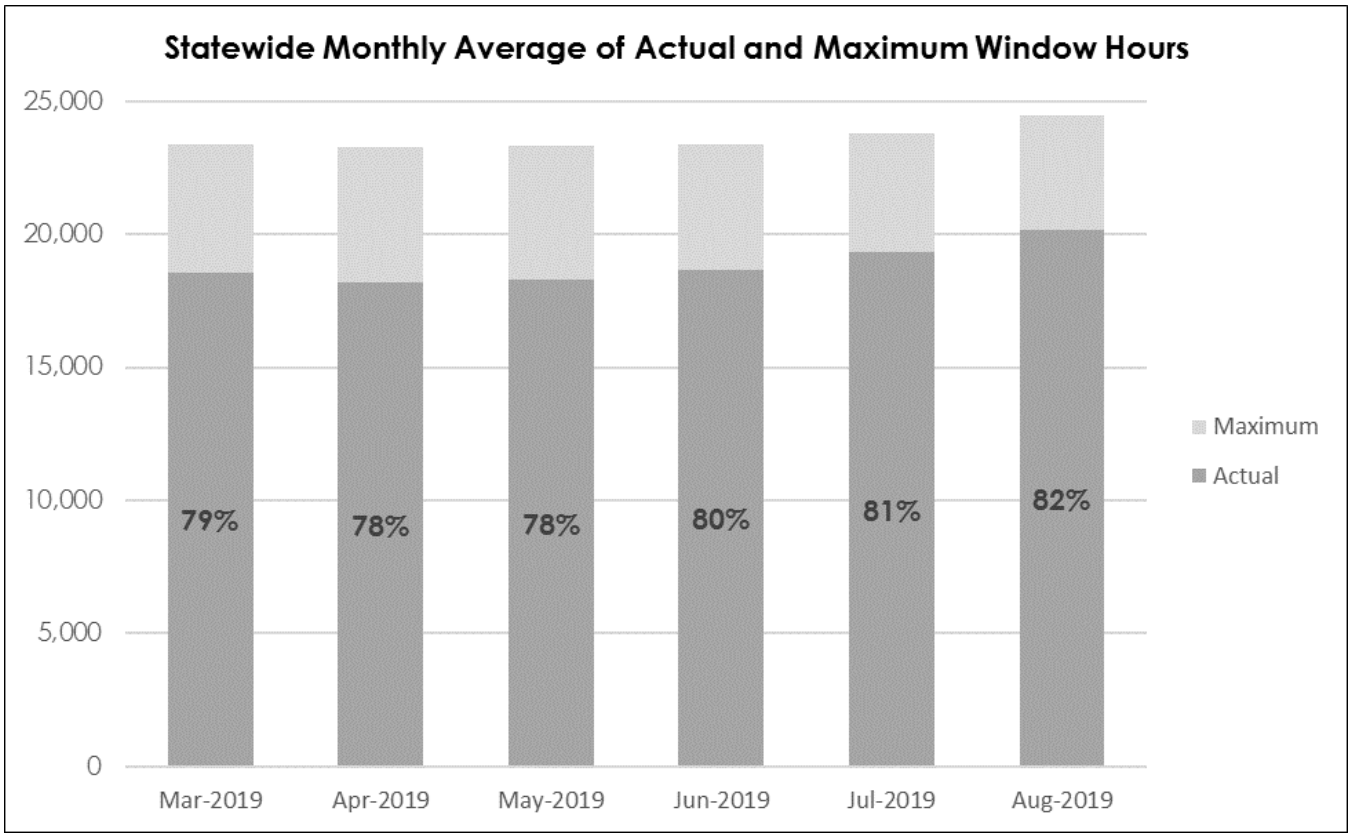


[1] The window hour statistics here include data from both appointment and non-appointment queues but exclude data from Saturdays.
[2] All 10 days are weighted equally in the calculation of the average.

Percentage of Actual to Maximum Window Hours: This table presents the same information as the figure above, but aggregated to the month as a whole.

	Percentage of Actual to Maximum Window Hours					
	Mar-2019	**Apr-2019**	**May-2019**	**Jun-2019**	**Jul-2019**	**Aug-2019**
Grade I	79%	79%	82%	82%	85%	84%
Grade II	86%	84%	85%	86%	87%	91%
Grade III	81%	80%	81%	82%	81%	83%
Grade IV	81%	80%	80%	82%	81%	84%
Grade V	74%	73%	73%	75%	74%	77%

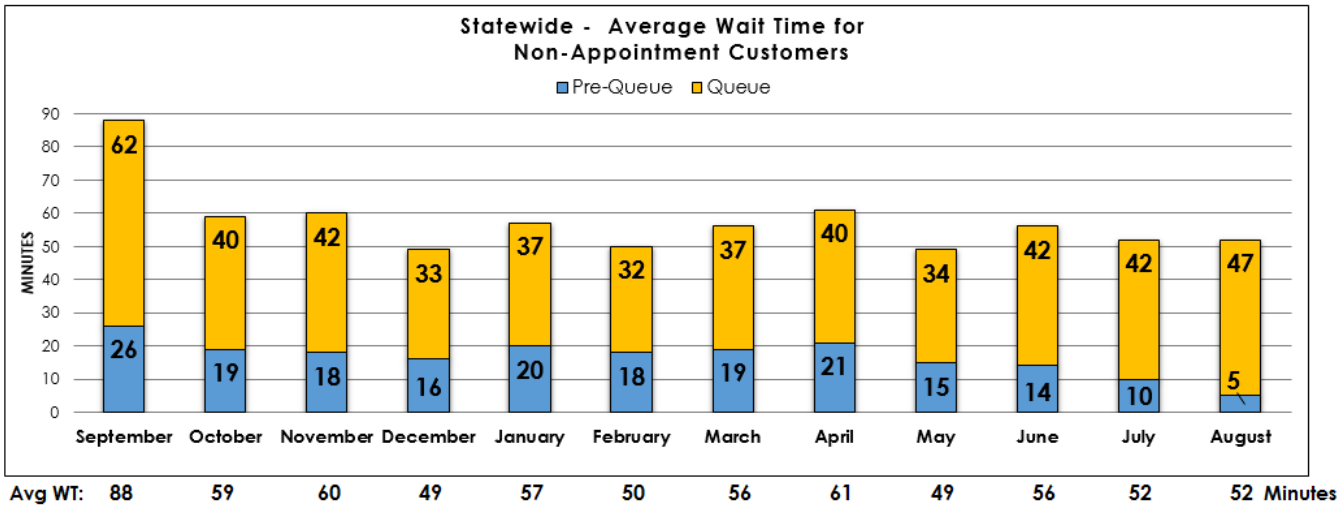
Statewide Monthly Average of Actual to Maximum Window Hours: This chart presents the same data, but aggregated to the state as a whole, and reporting on the vertical axis the raw number of window hours.



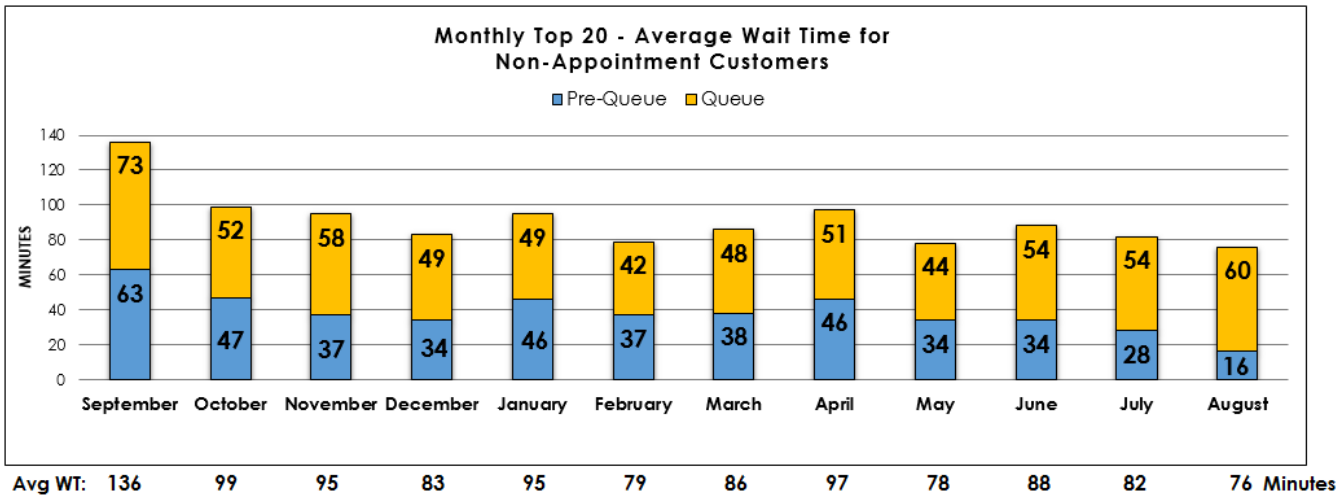
WAIT TIMES

August wait times for non-appointment customers were 8 minutes below target levels, averaging 52 minutes (47 minutes queue time and 5 minutes pre-queue).

Average Wait Time for Non-Appointment Customers – Statewide:



Average Wait Time for Non-Appointment Customers – Monthly Top 20 Offices:



Average Wait Time by Grade – Statewide: The following tables show the reduction in wait times for various grades (sizes) of field offices.

- Grade I/II offices are small, mostly rural offices, serving an average of 300-1,200 customer per week.
- Grade III offices are mid-sized offices, serving an average of 1,500-2,000 customers per week.
- Grade IV/V offices are large, mostly urban offices which serve an average of 2,000-3,300 customers per week.

STATEWIDE - MONTH OF July, 2019

Month of July, 2019	APPOINTMENT		NON-APPOINTMENT				OVERALL - Appt / Non-Appt		
Grade	Cust Served	Queue Wait Time	Cust Served	Queue Wait Time	Pre-Queue Wait Time	Queue + Pre-Queue (Non-Appt)	Total Cust Served	Queue Wait Time	Queue & PreQueue Wait Time
Grade I/II - 56 Offices	33,773	12	199,018	30	7	37	232,791	28	33
Grade III - 47 Offices	91,626	15	380,139	35	7	42	471,765	31	37
Grade IV/V - 68 Offices	215,366	19	884,932	47	12	59	1,100,298	42	51

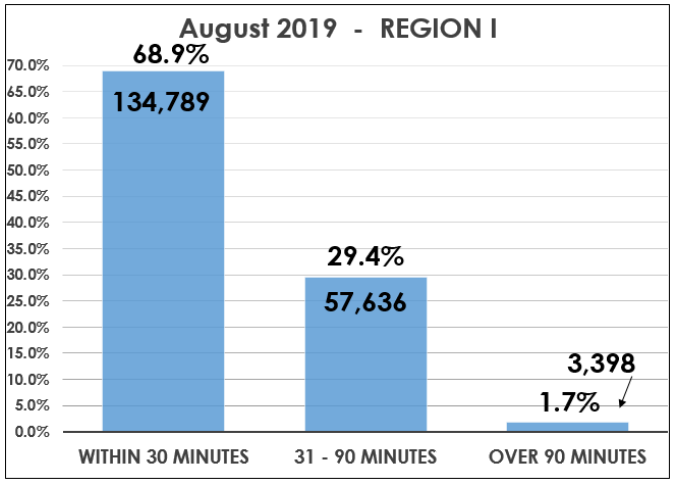
STATEWIDE - MONTH OF August, 2019

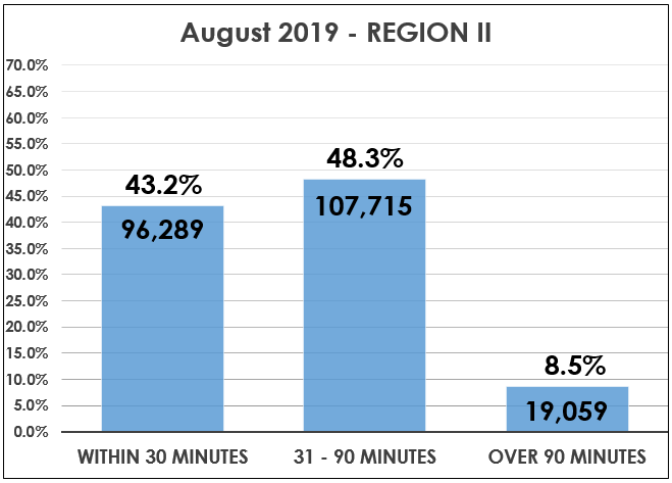
Month of August, 2019	APPOINTMENT		NON-APPOINTMENT				OVERALL - Appt / Non-Appt		
Grade	Cust Served	Queue Wait Time	Cust Served	Queue Wait Time	Pre-Queue Wait Time	Queue + Pre-Queue (Non-Appt)	Total Cust Served	Queue Wait Time	Queue & PreQueue Wait Time
Grade I/II - 56 Offices	34,247	11	207,824	25	3	28	242,071	23	26
Grade III - 47 Offices	93,595	15	407,131	33	4	37	500,726	29	33
Grade IV/V - 68 Offices	222,464	19	952,984	49	6	55	1,175,448	43	48

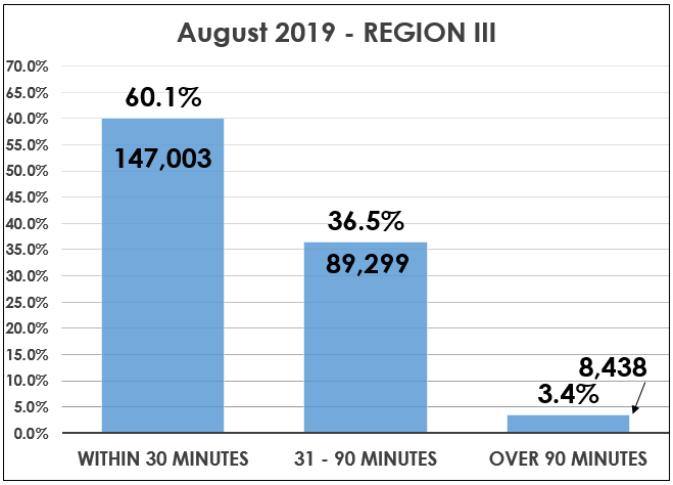
DIFFERENCE BETWEEN MONTH OF August, 2019 and MONTH OF July, 2019

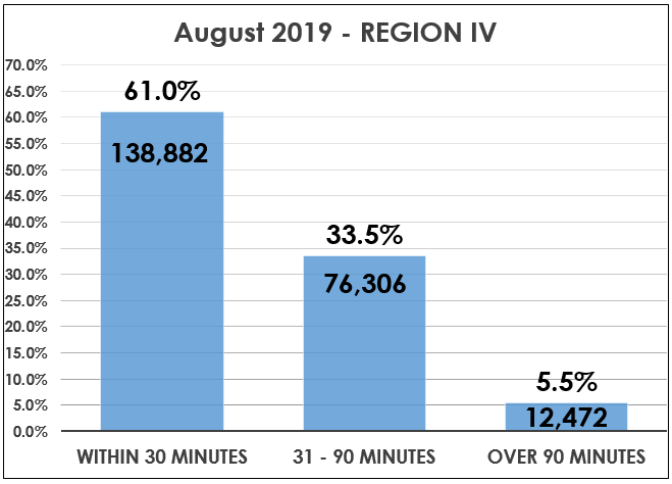
Month of Aug vs Jul, 2019	APPOINTMENT		NON-APPOINTMENT				OVERALL - Appt / Non-Appt		
Grade	Cust Served	Queue Wait Time	Cust Served	Queue Wait Time	Pre-Queue Wait Time	Queue + Pre-Queue (Non-Appt)	Total Cust Served	Queue Wait Time	Queue & PreQueue Wait Time
Grade I/II - 56 Offices	+474	(1)	+8,806	(5)	(4)	(9)	+9,280	(5)	(7)
Grade III - 47 Offices	+1,969	-	+26,992	(2)	(3)	(5)	+28,961	(2)	(4)
Grade IV/V - 68 Offices	+7,098	-	+68,052	+2	(6)	(4)	+75,150	+1	(3)

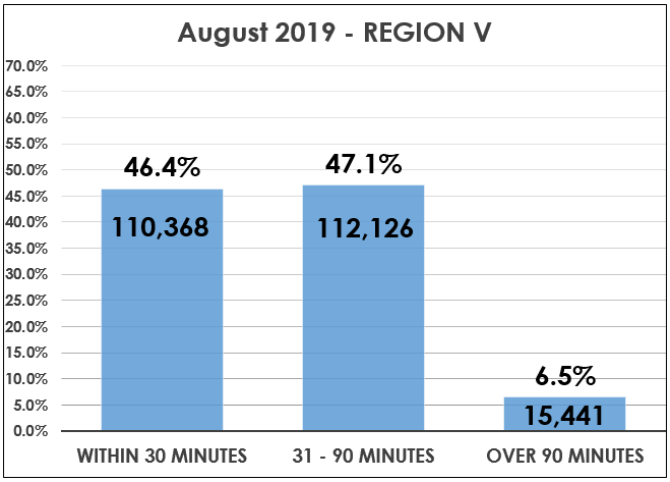
Wait Times by Time Range – By Grade: The following charts show the number and percentage of customers whose queue wait times were 0-30 minutes, 31-90 minutes, and over 90 minutes for each Region.

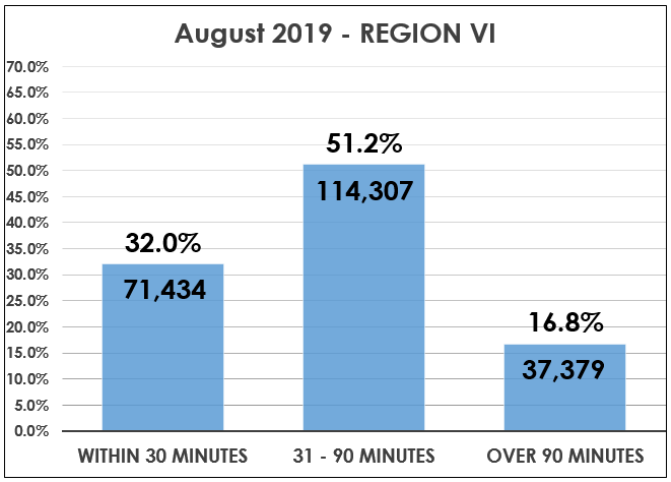


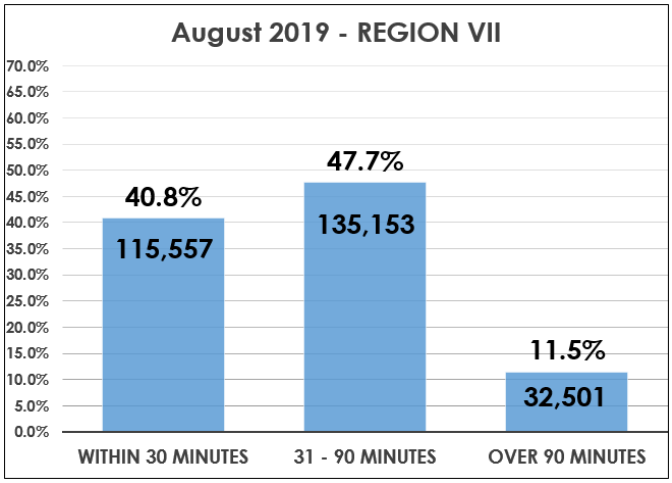


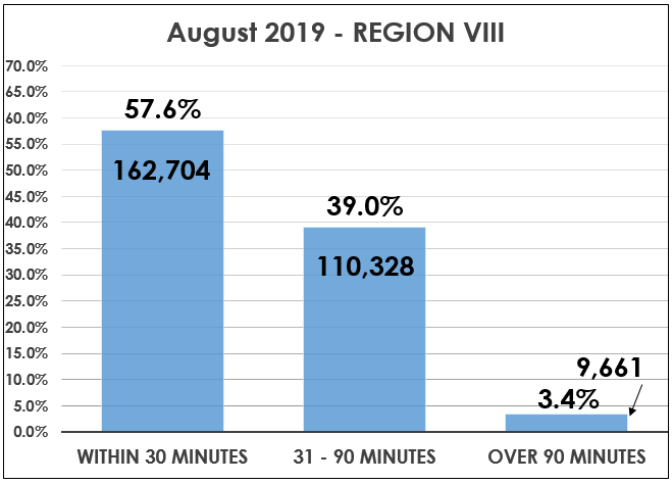




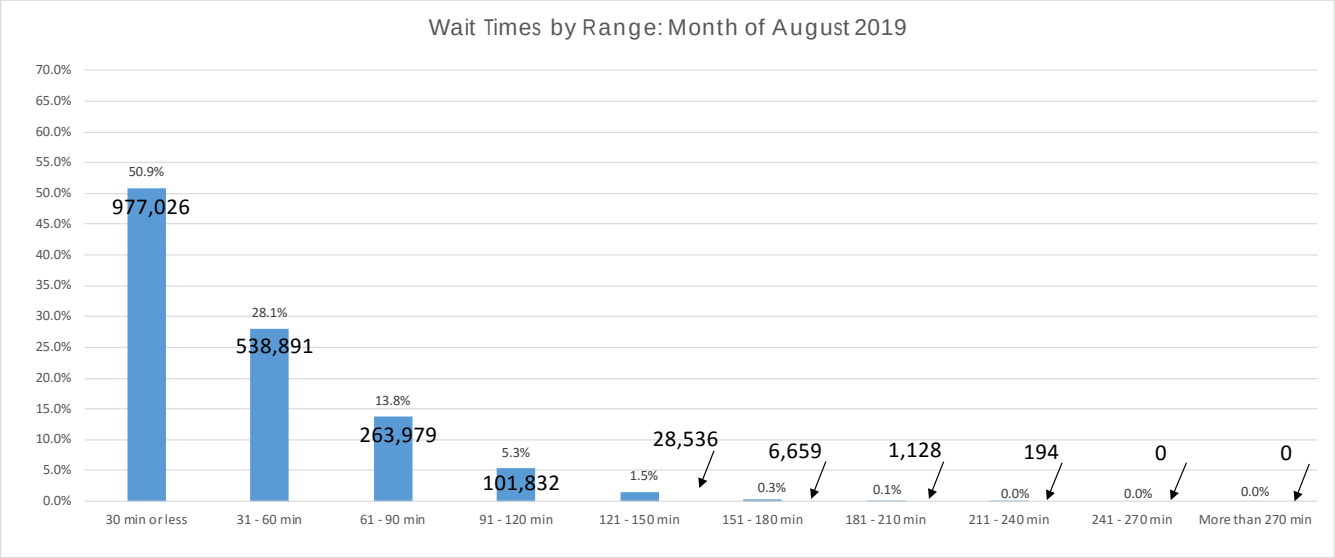


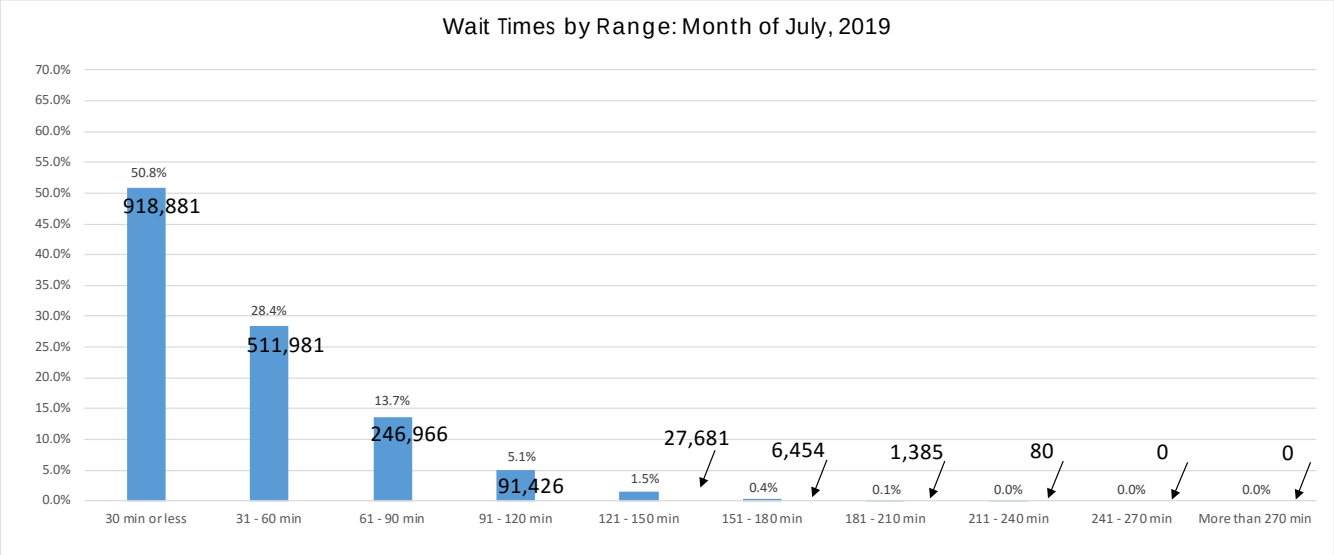


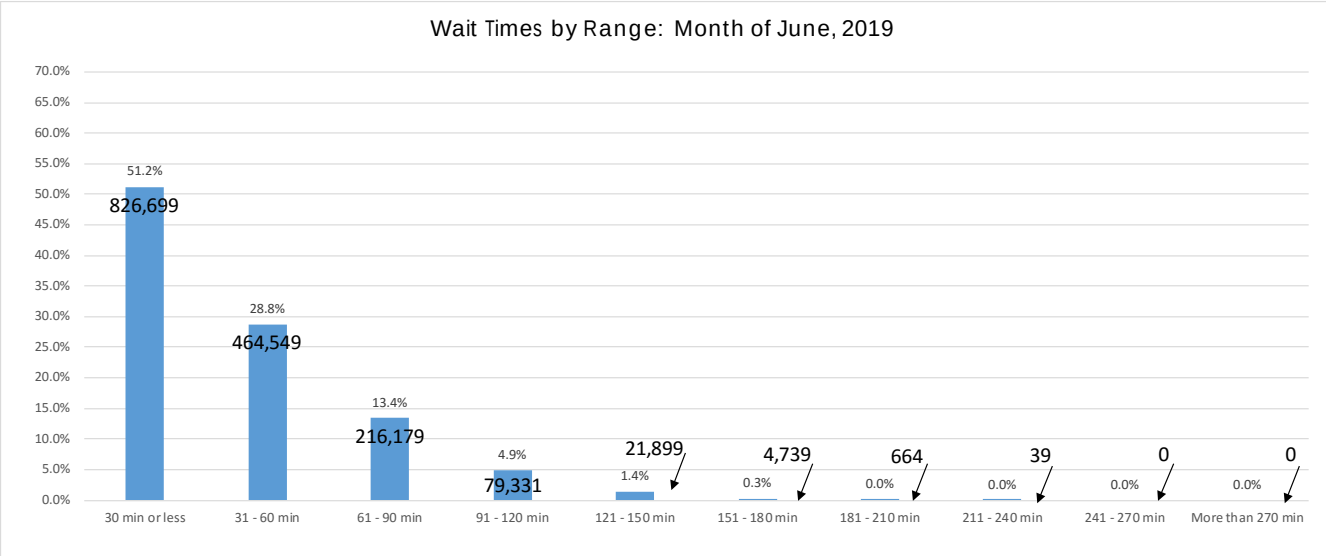


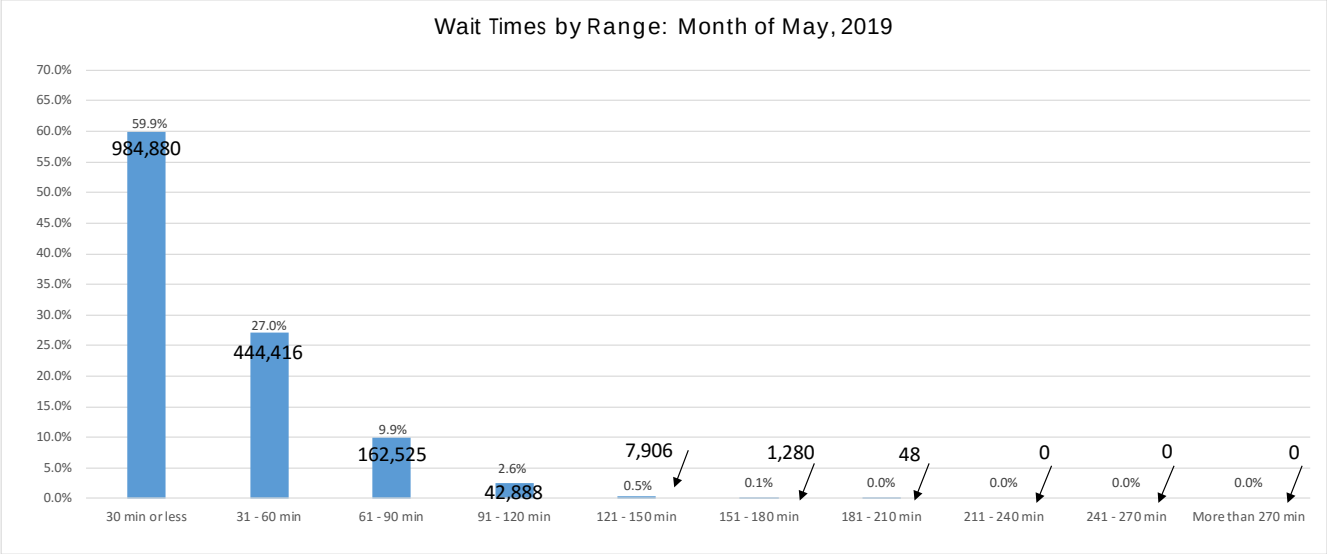


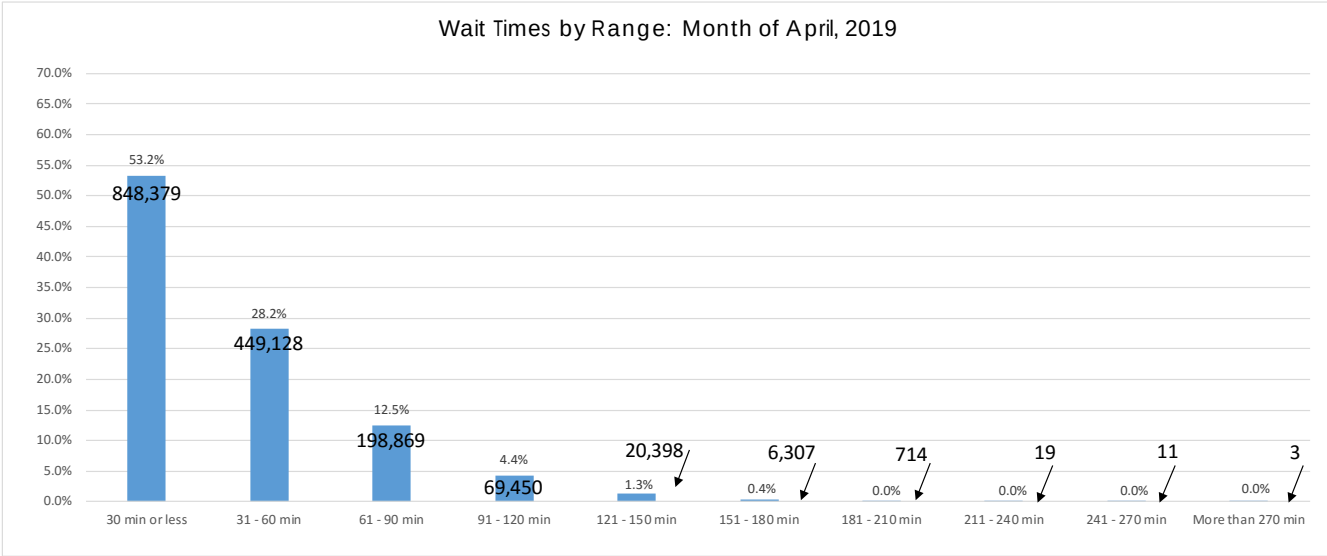
Wait Times by Time Range - Statewide: The following charts show the number and percentage of customers whose queue wait time were 0-30 minutes, 31-60 minutes, 61-90 minutes, etc. (in thirty-minute increments) for the prior six months.






Wait Times by Range: Month of June, 2019
70.0%
65.0%
60.0%
55.0%
50.0%
45.0%
40.0%
35.0%
30.0%
25.0%
20.0%
15.0%
10.0%
5.0%
0.0%
51.2%
826,699
28.8%
464,549
13.4%
216,179
4.9%
79,331
21,899
1.4%
4,739
0.3%
664
0.0%
39
0.0%
0
0.0%
0
0.0%
30 min or less
31 - 60 min
61 - 90 min
91 - 120 min
121 - 150 min
151 - 180 min
181 - 210 min
211 - 240 min
241 - 270 min
More than 270 min


Wait Times by Range: Month of May, 2019
70.0%
65.0%
60.0%
55.0%
50.0%
45.0%
40.0%
35.0%
30.0%
25.0%
20.0%
15.0%
10.0%
5.0%
0.0%
59.9%
984,880
27.0%
444,416
9.9%
162,525
2.6%
42,888
7,906
0.5%
1,280
0.1%
48
0.0%
0
0.0%
0
0.0%
0
0.0%
30 min or less
31 - 60 min
61 - 90 min
91 - 120 min
121 - 150 min
151 - 180 min
181 - 210 min
211 - 240 min
241 - 270 min
More than 270 min


Wait Times by Range: Month of April, 2019
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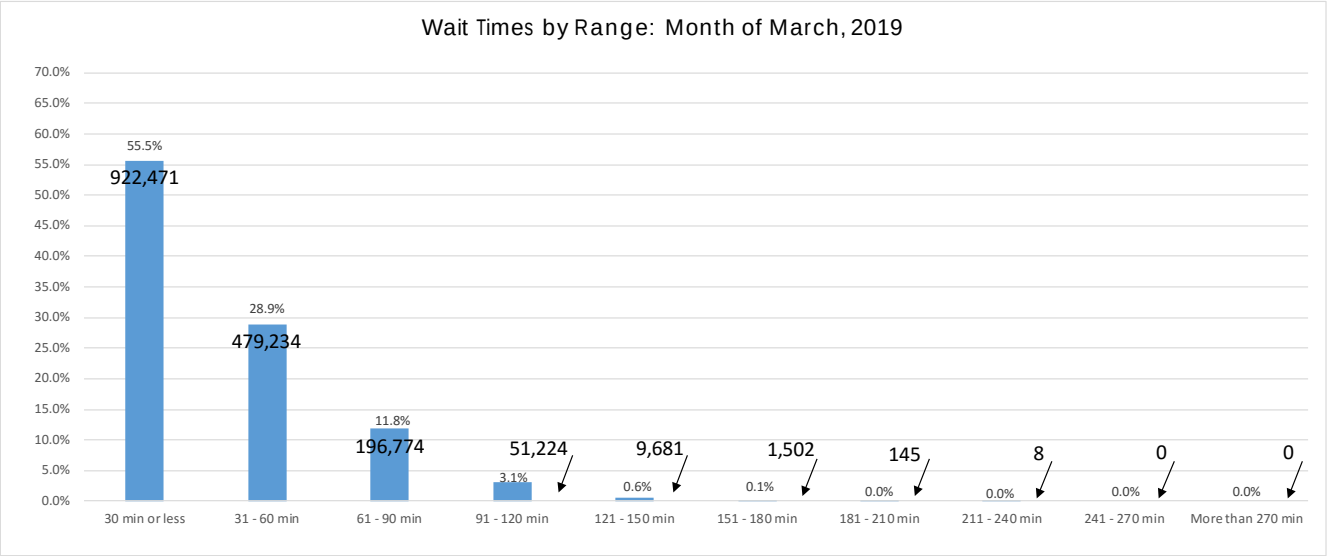
55.0%
50.0%
45.0%
40.0%
35.0%
30.0%
25.0%
20.0%
15.0%
10.0%
5.0%
0.0%
53.2%
848,379
28.2%
449,128
12.5%
198,869
4.4%
69,450
20,398
1.3%
6,307
0.4%
714
0.0%
19
0.0%
11
0.0%
3
0.0%
30 min or less
31 - 60 min
61 - 90 min
91 - 120 min
121 - 150 min
151 - 180 min
181 - 210 min
211 - 240 min
241 - 270 min
More than 270 min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50.0%
45.0%
40.0%
35.0%
30.0%
25.0%
20.0%
15.0%
10.0%
5.0%
0.0%
55.5%
922,471
28.9%
479,234
11.8%
196,774
3.1%
51,224
0.6%
9,681
0.1%
1,502
0.0%
145
0.0%
8
0.0%
0
0.0%
0
30 min or less
31 - 60 min
61 - 90 min
91 - 120 min
121 - 150 min
151 - 180 min
181 - 210 min
211 - 240 min
241 - 270 min
More than 270 min

APPENDIX A

FIELD OFFICE AVERAGE WAIT TIMES

Region I

DEPARTMENT of MOTOR VEHICLES
Average Wait Time by Field Office
Month of August, 2019

Month of August, 2019		APPOINTMENT		NON-APPOINTMENT				OVERALL - Appt / Non-Appt		
OFFICE	Aug Top 20	Cust Served	Queue Wait Time	Cust Served	Queue Wait Time	Pre-Queue Wait Time	Queue + Pre-Queue (Non-Appt)	Total Cust Served	Queue Wait Time	Queue & PreQueue Wait Time
AUBURN		1,249	5	5,767	10	1	11	7,016	9	10
CHICO		998	8	7,084	26	6	32	8,082	24	29
COLUSA		142	4	2,823	10	-	10	2,965	10	10
ALTURAS		19	1	1,403	6	10	16	1,422	6	16
FALL RIVER MILLS		8	1	1,223	7	1	8	1,231	7	8
QUINCY		121	5	1,945	19	2	21	2,066	18	20
CORTE MADERA		2,092	13	5,666	29	7	36	7,758	25	30
CRESCENT CITY		181	5	2,434	28	3	31	2,615	26	29
DALY CITY	19	3,767	22	14,195	43	20	63	17,962	38	54
EUREKA		1,224	6	5,433	22	5	27	6,657	19	23
FORT BRAGG		67	11	1,837	23	1	24	1,904	22	24
GRASS VALLEY		799	6	4,027	18	2	20	4,826	16	18
GARBERVILLE		95	9	1,269	14	3	17	1,364	14	16
LAKEPORT		209	12	3,410	34	3	37	3,619	33	36
MOUNT SHASTA		124	10	2,137	20	2	22	2,261	20	21
OROVILLE		904	10	4,575	26	-	26	5,479	23	23
PARADISE		-	-	-	-	-	-	-	-	-
SUSANVILLE		270	7	2,465	24	3	27	2,735	23	25
WEAVERVILLE		44	5	1,207	11	1	12	1,251	11	12
WILLOWS		307	12	2,519	23	3	26	2,826	22	24
YREKA		354	10	2,028	32	1	33	2,382	29	30
NOVATO		1,210	9	5,205	31	18	49	6,415	27	42
PETALUMA		2,296	14	5,645	37	8	45	7,941	31	36
RED BLUFF		1,205	8	4,383	17	11	28	5,588	15	24
REDDING		2,716	16	8,440	35	-	35	11,156	30	30
ROCKLIN		2,053	9	6,222	24	6	30	8,275	20	25
ROSEVILLE		3,994	12	13,308	29	5	34	17,302	25	29
SAN FRANCISCO		3,744	8	15,573	27	18	45	19,317	23	38
SANTA ROSA		2,961	15	9,776	35	3	38	12,737	30	33
TRUCKEE		362	11	2,779	31	2	33	3,141	28	31
UKIAH		644	13	3,922	35	4	39	4,566	32	35
YUBA CITY		2,761	12	10,203	18	1	19	12,964	17	17
Region I (Northern CA)TOTAL		**36,920**	**12**	**158,903**	**27**	**7**	**34**	**195,823**	**24**	**30**

Saturday Service in 62 Offices

Region II

DEPARTMENT of MOTOR VEHICLES
Average Wait Time by Field Office
Month of August, 2019

Month of August, 2019		APPOINTMENT		NON-APPOINTMENT				OVERALL - Appt / Non-Appt		
OFFICE	Aug Top 20	Cust Served	Queue Wait Time	Cust Served	Queue Wait Time	Pre-Queue Wait Time	Queue + Pre-Queue (Non-Appt)	Total Cust Served	Queue Wait Time	Queue & PreQueue Wait Time
CAPITOLA		820	22	7,425	28	-	28	8,245	28	27
FREMONT		1,841	19	9,351	36	-	36	11,192	34	33
GILROY		1,029	12	7,037	14	-	14	8,066	14	14
HAYWARD		2,221	21	10,727	45	-	45	12,948	41	41
HOLLISTER		356	11	3,176	17	-	17	3,532	16	16
KING CITY		509	10	3,840	13	-	13	4,349	13	13
WATSONVILLE		931	18	4,362	25	-	25	5,293	24	24
LOS GATOS		2,123	27	7,658	44	-	44	9,781	40	40
OAKLAND CLAREMONT	10	3,032	39	14,196	72	-	72	17,228	66	66
OAKLAND COLISEUM		2,359	22	10,568	55	-	55	12,927	49	49
PLEASANTON		1,780	30	11,025	50	-	50	12,805	48	47
REDWOOD CITY		2,552	23	11,796	53	-	53	14,348	48	48
SALINAS		2,143	17	8,169	29	-	29	10,312	26	26
SAN JOSE		3,704	18	13,809	49	-	49	17,513	42	42
SAN JOSE DLPC		2,843	23	18,181	56	-	56	21,024	52	51
SAN MATEO		1,211	21	10,936	39	-	39	12,147	37	37
SANTA CLARA	20	2,227	26	19,256	61	-	61	21,483	58	57
SANTA TERESA		2,317	25	9,132	49	-	49	11,449	44	44
SEASIDE		1,296	8	7,125	16	-	16	8,421	14	15
Region II (Bay Area) TOTAL		**35,294**	**23**	**187,769**	**46**	**-**	**46**	**223,063**	**42**	**42**

Saturday Service in 62 Offices

Region III

DEPARTMENT of MOTOR VEHICLES
Average Wait Time by Field Office
Month of August, 2019

Month of August, 2019		APPOINTMENT		NON-APPOINTMENT				OVERALL - Appt / Non-Appt		
OFFICE	Aug Top 20	Cust Served	Queue Wait Time	Cust Served	Queue Wait Time	Pre-Queue Wait Time	Queue + Pre-Queue (Non-Appt)	Total Cust Served	Queue Wait Time	Queue & PreQueue Wait Time
CARMICHAEL		3,974	18	14,083	51	-	51	18,057	44	44
CONCORD		2,306	15	12,702	36	-	36	15,008	32	33
DAVIS		2,069	17	4,423	31	-	31	6,492	26	26
EL CERRITO		3,195	15	13,209	34	12	46	16,404	30	40
FAIRFIELD		2,406	9	10,362	24	-	24	12,768	21	21
FOLSOM		2,575	15	8,598	43	12	55	11,173	36	46
LODI		2,750	19	10,721	45	-	45	13,471	40	40
MANTECA		1,974	15	6,131	40	6	46	8,105	34	38
NAPA		1,660	6	8,721	12	-	12	10,381	11	11
PITTSBURG		739	15	10,373	19	9	28	11,112	19	27
PLACERVILLE		907	13	3,954	39	8	47	4,861	34	41
JACKSON		375	5	3,130	24	11	35	3,505	22	32
SAN ANDREAS		344	9	2,499	28	4	32	2,843	26	29
SOUTH LAKE TAHOE		359	13	2,523	38	11	49	2,882	35	44
SACRAMENTO		3,703	9	19,349	31	2	33	23,052	27	29
SONORA		1,004	8	3,321	22	5	27	4,325	19	23
SACRAMENTO SOUTH		3,490	12	15,129	45	-	45	18,619	39	39
STOCKTON		2,069	11	14,689	25	-	25	16,758	23	23
TRACY		1,646	17	9,775	47	1	48	11,421	43	44
VACAVILLE		1,331	7	6,213	32	-	32	7,544	28	28
VALLEJO		1,647	12	9,764	29	-	29	11,411	26	27
WALNUT CREEK		1,225	7	6,645	27	13	40	7,870	24	35
WOODLAND		1,239	12	5,439	40	7	47	6,678	34	40
Region III (Sacramento Area) TOTAL		**42,987**	**13**	**201,753**	**34**	**3**	**37**	**244,740**	**30**	**33**

Saturday Service in 62 Offices

Region IV

DEPARTMENT of MOTOR VEHICLES
Average Wait Time by Field Office
Month of August, 2019

Month of August, 2019		APPOINTMENT		NON-APPOINTMENT				OVERALL - Appt / Non-Appt		
OFFICE	Aug Top 20	Cust Served	Queue Wait Time	Cust Served	Queue Wait Time	Pre-Queue Wait Time	Queue + Pre-Queue (Non-Appt)	Total Cust Served	Queue Wait Time	Queue & PreQueue Wait Time
ARVIN		703	13	5,591	18	-	18	6,294	18	17
BAKERSFIELD		1,769	11	11,534	35	14	49	13,303	32	44
CLOVIS		2,115	16	12,075	32	-	32	14,190	29	30
DELANO		625	9	5,665	29	6	35	6,290	27	32
FRESNO		2,737	18	20,982	33	-	33	23,719	31	31
FRESNO NORTH		2,021	20	8,583	51	-	51	10,604	45	45
HANFORD		1,169	20	6,484	34	3	37	7,653	31	34
LANCASTER		5,113	28	19,028	60	-	60	24,141	53	53
LOS BANOS		592	11	5,750	23	2	25	6,342	22	24
MADERA		873	20	6,797	37	-	37	7,670	35	35
MERCED		2,073	12	10,348	19	5	24	12,421	18	22
MODESTO		3,243	23	13,598	39	17	56	16,841	36	50
PORTERVILLE		867	14	5,334	23	4	27	6,201	22	25
REEDLEY		1,092	12	8,044	20	14	34	9,136	20	31
RIDGECREST		214	11	3,365	20	2	22	3,579	20	21
BISHOP		156	7	2,037	21	-	21	2,193	20	20
COALINGA		238	10	1,660	17	-	17	1,898	16	16
LAKE ISABELLA		331	12	1,493	23	-	23	1,824	21	21
MARIPOSA		602	19	1,333	37	6	43	1,935	31	35
SHAFTER		604	13	5,037	19	7	26	5,641	19	25
BAKERSFIELD SW		1,484	11	12,382	38	5	43	13,866	35	40
TAFT		258	9	2,462	14	2	16	2,720	13	15
TULARE		786	12	5,733	26	3	29	6,519	24	27
TURLOCK		1,960	26	7,589	35	4	39	9,549	33	36
VISALIA		1,813	14	11,318	22	16	38	13,131	21	35
Region IV (Central Valley) TOTAL		**33,438**	**18**	**194,222**	**33**	**5**	**38**	**227,660**	**31**	**35**

Saturday Service in 62 Offices

Region V

DEPARTMENT of MOTOR VEHICLES
Average Wait Time by Field Office
Month of August, 2019

Month of August, 2019		APPOINTMENT		NON-APPOINTMENT				OVERALL - Appt / Non-Appt		
OFFICE	Aug Top 20	Cust Served	Queue Wait Time	Cust Served	Queue Wait Time	Pre-Queue Wait Time	Queue + Pre-Queue (Non-Appt)	Total Cust Served	Queue Wait Time	Queue & PreQueue Wait Time
ARLETA		2,674	17	16,667	45	-	45	19,341	41	41
CULVER CITY		4,335	22	13,822	55	-	55	18,157	47	47
GLENDALE		4,779	3	14,337	37	-	37	19,116	29	29
GOLETA		430	8	5,369	29	-	29	5,799	27	27
HOLLYWOOD COLE		2,351	12	8,443	53	-	53	10,794	44	44
HOLLYWOOD WEST		2,242	6	6,634	21	11	32	8,876	17	25
GRANADA HILLS DLPC		1,124	14	11,446	35	-	35	12,570	34	33
NEWHALL		2,980	27	7,693	57	-	57	10,673	49	49
OXNARD		2,404	15	7,537	52	-	52	9,941	43	43
PASO ROBLES		1,050	15	4,049	36	-	36	5,099	32	32
LOMPOC		852	15	5,273	36	-	36	6,125	33	33
SAN LUIS OBISPO		2,858	22	6,806	40	2	42	9,664	35	36
SANTA BARBARA		558	13	4,230	34	1	35	4,788	32	32
SANTA MARIA		1,803	11	6,863	46	3	49	8,666	39	41
SANTA MONICA		1,669	15	12,180	57	-	57	13,849	52	52
SANTA PAULA		544	9	6,785	31	3	34	7,329	29	32
SIMI VALLEY		1,543	11	6,799	37	20	57	8,342	32	48
THOUSAND OAKS		1,737	21	10,606	58	-	58	12,343	53	53
VAN NUYS		2,042	11	18,639	37	19	56	20,681	35	52
VENTURA		2,205	10	10,040	44	7	51	12,245	38	44
WINNETKA	9	2,617	20	10,920	51	23	74	13,537	45	64
Region V (Northern Los Angeles/Coastal Area) TOTAL		**42,797**	**15**	**195,138**	**44**	**5**	**49**	**237,935**	**39**	**43**

Saturday Service in 62 Offices

Region VI

DEPARTMENT of MOTOR VEHICLES
Average Wait Time by Field Office
Month of August, 2019

Month of August, 2019		APPOINTMENT		NON-APPOINTMENT				OVERALL - Appt / Non-Appt		
OFFICE	Aug Top 20	Cust Served	Queue Wait Time	Cust Served	Queue Wait Time	Pre-Queue Wait Time	Queue + Pre-Queue (Non-Appt)	Total Cust Served	Queue Wait Time	Queue & PreQueue Wait Time
BELL GARDENS	6	3,516	16	11,929	53	29	82	15,445	45	67
BELLFLOWER		4,742	22	17,965	58	-	58	22,707	51	50
COMPTON		3,355	15	13,452	55	-	55	16,807	47	47
EL MONTE		1,964	25	8,279	61	-	61	10,243	54	54
HAWTHORNE	5	3,490	24	12,376	73	14	87	15,866	62	73
INGLEWOOD		1,902	14	11,378	39	-	39	13,280	35	35
LINCOLN PARK	14	3,165	20	12,607	65	-	65	15,772	56	56
LONG BEACH	11	3,229	16	14,225	57	12	69	17,454	49	59
LOS ANGELES	4	4,442	30	15,108	58	35	93	19,550	52	79
MONTEBELLO	13	3,447	28	10,675	67	-	67	14,122	58	57
PASADENA	2	5,072	21	12,933	52	55	107	18,005	43	83
SAN PEDRO		2,576	15	11,101	53	-	53	13,677	46	46
TORRANCE	1	3,468	35	7,152	73	45	118	10,620	61	91
WEST COVINA	3	4,477	35	15,095	98	-	98	19,572	83	84
Region VI (Los Angeles Area) TOTAL		**48,845**	**23**	**174,275**	**62**	**13**	**75**	**223,120**	**53**	**64**

Saturday Service in 62 Offices

Region VII

DEPARTMENT of MOTOR VEHICLES
Average Wait Time by Field Office
Month of August, 2019

Month of August, 2019		APPOINTMENT		NON-APPOINTMENT				OVERALL - Appt / Non-Appt		
OFFICE	Aug Top 20	Cust Served	Queue Wait Time	Cust Served	Queue Wait Time	Pre-Queue Wait Time	Queue + Pre-Queue (Non-Appt)	Total Cust Served	Queue Wait Time	Queue & PreQueue Wait Time
BARSTOW		1,125	15	4,456	36	6	42	5,581	31	37
RIVERSIDE EAST	15	5,342	18	15,895	48	16	64	21,237	40	52
FONTANA	12	5,750	17	19,459	54	15	69	25,209	46	57
FULLERTON		4,752	22	22,688	52	3	55	27,440	47	49
NEEDLES		306	14	1,434	39	1	40	1,740	35	35
NORCO	8	2,200	29	10,842	63	16	79	13,042	57	70
POMONA		3,858	26	16,402	55	-	55	20,260	50	49
RANCHO CUCAMONGA		4,310	20	18,907	50	-	50	23,217	44	44
REDLANDS		2,764	23	9,459	50	-	50	12,223	44	44
RIVERSIDE		4,815	23	9,149	53	-	53	13,964	43	43
SAN BERNARDINO		4,399	10	15,238	32	-	32	19,637	27	27
SANTA ANA		3,766	19	18,184	61	-	61	21,950	54	54
STANTON DLPC	7	3,771	16	17,486	57	24	81	21,257	49	69
VICTORVILLE		4,390	19	14,079	49	-	49	18,469	42	42
WESTMINSTER	16	3,885	15	15,815	47	17	64	19,700	41	54
WHITTIER	17	3,700	25	14,585	64	-	64	18,285	56	56
Region VII (Orange County/Inland Empire) TOTAL		**59,133**	**19**	**224,078**	**52**	**7**	**59**	**283,211**	**45**	**51**

Saturday Service in 62 Offices

Region VIII

DEPARTMENT of MOTOR VEHICLES
Average Wait Time by Field Office
Month of August, 2019

Month of August, 2019		APPOINTMENT		NON-APPOINTMENT				OVERALL - Appt / Non-Appt		
OFFICE	Aug Top 20	Cust Served	Queue Wait Time	Cust Served	Queue Wait Time	Pre-Queue Wait Time	Queue + Pre-Queue (Non-Appt)	Total Cust Served	Queue Wait Time	Queue & PreQueue Wait Time
BANNING		1,392	8	6,743	27	-	27	8,135	24	24
BRAWLEY		424	6	5,370	14	-	14	5,794	14	13
BLYTHE		174	3	1,584	8	3	11	1,758	8	10
CHULA VISTA		3,455	11	25,866	32	5	37	29,321	30	34
COSTA MESA		3,888	21	12,174	52	-	52	16,062	45	45
EL CAJON		2,592	12	17,340	40	8	48	19,932	37	43
EL CENTRO		1,129	8	6,767	17	-	17	7,896	16	16
HEMET		2,646	5	14,693	20	-	20	17,339	17	18
INDIO		2,183	10	7,921	22	-	22	10,104	19	19
LAGUNA HILLS		3,403	18	10,061	50	-	50	13,464	42	42
OCEANSIDE	18	3,321	26	8,866	54	10	64	12,187	47	54
PALM DESERT		1,681	9	8,225	18	-	18	9,906	17	17
PALM SPRINGS		1,578	7	5,642	23	-	23	7,220	-	-
POWAY		3,025	12	10,345	28	8	36	13,370	25	31
SAN CLEMENTE		1,789	8	9,056	31	-	31	10,845	28	27
SAN DIEGO CLAIREMONT		5,473	12	19,698	42	-	42	25,171	36	36
SAN DIEGO NORMAL		3,749	11	13,304	40	-	40	17,053	34	34
SAN MARCOS		3,570	21	17,461	46	-	46	21,031	42	42
SAN YSIDRO		2,512	13	15,109	41	-	41	17,621	37	37
TEMECULA		2,548	10	12,274	29	10	39	14,822	26	34
TWENTYNINE PALMS		360	9	3,302	20	5	25	3,662	18	23
Region VIII (San Diego Area) TOTAL		**50,892**	**13**	**231,801**	**35**	**3**	**38**	**282,693**	**31**	**34**

STATEWIDE TOTALS	**350,306**	**17**	**1,567,939**	**42**	**5**	**47**	**1,918,245**	**37**	**42**

Saturday Service in 62 Offices

Appendix B
August Outage Summary

Number	Source of Failure		Number of Offices Impacted or Statewide	DMV Operations				Duration hh:mm	Reported Issue	DMV Services / Applications Impacted *Workaround Explained if Applicable	DMV Operational Impact	Direct or Indirect Cause of Outage	Resolution
	Component	Cause		Disruption Start Date		Returned to Normal Date							
1	Software	Change resulting in unanticipated impact	Statewide	Mon 08/05/2019	8:50	Mon 08/05/2019	10:05	1:15	Field Office staff received error messages when attempting to process DMVA transactions.	DMVA and EASE *No workaround available.	Field Offices were unable to process Vehicle Registrations, Drivers License or Identification Card applications.	Direct: Change to legacy application resulted in unanticipated transaction processing errors.	Rolled back to prior version of the application and performed a recycle.
2	Software	Undetermined	Statewide	Tue 08/06/2019	12:00	Tue 08/06/2019	20:30	8:30	EASE Legal Presence Verification unavailable. System presenting error message that "Secondary Verification Required".	Driver License and Identification Card application requiring Legal Presence Verification. *Manual process for Legal Presence Verification used to process Drivers License and Identification Card applications	Driver License and Identification Card application processing.	Direct: Outcome of Root Cause Analysis pending.	DHS US Passport Verification Service restored to normal operations.
3	Other	Other	Call Center - Riverside	Wed 08/07/2019	7:00	Wed 08/07/2019	9:00	2:00	Riverside Call Center building power issue. Telephones and internet not available.	Riverside Call Center unable to receive or answer calls. *Incoming calls supported by the Fresno Call Center	Riverside Call Center unable to receive or answer calls.	Direct: Building power outage caused the Tripp Lite to burn out.	Power was re-routed restoring Voice and Data to the Call Center.
4	Vendor	Network Connectivity	Statewide	Wed 08/07/2019	13:05	Wed 08/07/2019	15:11	2:06	Department of Homeland Security US Passport Verification Service (USPVS) experienced intermittent issues in the Production environment.	Driver License and Identification Card application process. *Manual process to verify documents.	Driver License and Identification Card application processing.	Direct: Root Cause not provided by Department of Homeland Security.	DHS US Passport Verification Service restored to normal operations.
5	Vendor	Undetermined	Statewide	Thu 08/08/2019	16:00	Thu 08/08/2019	16:51	0:51	Vendor, Qmatic, reported customer appointment system experienced an unplanned outage.	Online appointment system. *No work around.	Customers were unable to use the online appointment system.	Direct: Cause of service interruption not provide by vendor, Qmatic.	Online appointment system restored to normal operations.
6	Network Connectivity	Legacy Application	Statewide	Fri 08/09/2019	8:15	Fri 08/09/2019	8:47	0:32	DMVA unresponsive. Field Office unable to process Vehicle Registration, Drivers License and Identification Card application transactions.	DMVA and EASE. *No workaround	Field Offices were unable to process Vehicle Registrations, Drivers License or Identification Card applications.	Direct: VPN tunnel dropped	Field Offices reconnected to VPN tunnel and DMVA access restored.
7	Vendor	Network Connectivity	Multiple FO	Fri 08/16/2019	12:45	Fri 08/16/2019	14:46	2:01	Department of Homeland Security (DHS) Passport Verification Service (USPVS) experienced intermittent issues.	Driver License and Identification Card application process. *Manual process to verify documents.	Driver License and Identification Card application processing.	Direct: Details regarding cause were not provided by DHS.	Services restored. No additional information provided.
8	Software	Undetermined	Multiple FO	Tue 08/20/2019	9:05	Tue 08/20/2019	9:53	0:48	Field Offices experienced significant latency processing Vehicle Registration, Driver License and Identification Card application.	Driver License and Identification Card application process. *Manual process to verify documents.	Driver License and Identification Card application processing.	Direct: Outcome of Root Cause Analysis pending.	Service restored to normal without intervention.
9	Vendor	Application	Multiple FO	Wed 08/21/2019	10:40	Wed 08/21/2019	15:23	4:43	Document Authentication Devices unresponsive.	Document Authentication Devices used to process applications for Driver License and Identification Cards. * Field Offices used established secondary review.	Drivers License and Identification Card processing.	Direct: Database deadlocks impacted the performance of the Document Authentication Devices. Indirect: Root Cause Analysis requested from vendor, Gemalto.	Database deadlocks released and service was restored.
10	Vendor	Other	Multiple FO	Thu 08/22/2019	6:30	Thu 08/22/2019	13:50	7:20	Field Offices unable to retrieve photos from Idemia Central Image Server (CIS) at work stations or cameras.	Driver License and Identification Card application process. * Office followed established special handling procedures.	Photo retrieval unavailable to visually verify driver license applicants' identity.	Direct: Verizon circuit impacting connectivity to the Idemia Central Image Server (CIS)	Telecom provider, Verizon, worked with AT&T to replace failed equipment and services were restored.
11	Network Connectivity	Undetermined	Statewide	Tue 08/27/2019	11:40	Tue 08/27/2019	12:30	0:50	Field Offices received error code when processing SSN verification. Legal Presence Verification and SSN services provide through AAMVA were unavailable.	Driver License and Identification Card application process. * Office followed established special handling procedures.	Driver License and Identification Card application processing.	Direct: Root Cause not provided by Vendor, AAMVA.	Services restored.