

Report to the
Joint Legislative Budget Committee
of the
State of California

Department of Motor Vehicles Monthly Status Update Report



May 2019

The Department of Motor Vehicles (DMV) is achieving its statewide customer wait time goals. DMV remains committed to maintaining combined queue and pre-queues wait times to less than one hour.

DMV's existing goals are for wait times (amount of time in the queue) to not exceed 45 minutes for customers without an appointment or 15 minutes for customers with an appointment. DMV's goal for non-appointment customers is to wait no more than 15 minutes to be issued a queue ticket upon arrival at the field office, and for appointment customers to wait no more than 3 minutes to be issued a queue ticket.

WAIT TIMES IN MAY

May wait times for non-appointment customers were 11 minutes below target levels, averaging 49 minutes (34 minutes queue time and 15 minutes pre-queue). This is a decrease from April by 12 minutes, and is below the one-hour total wait time goal by 11 minutes. DMV attributes this decrease in wait times to 14 offices now offering the mobile Start Here stations, as well as an increased number of trained field office employees available at workstations.

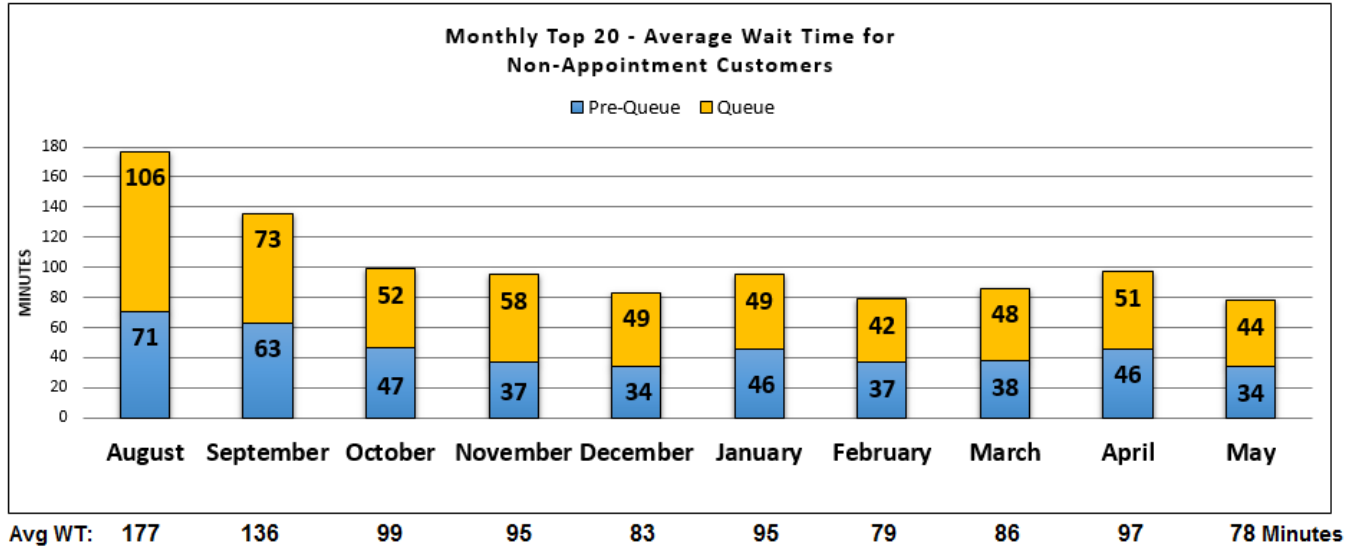
DMV is utilizing tablets to increase the accuracy of wait time tracking and eliminate the manual pre-que wait time tracking process. In these offices, queue tickets are issued upon the customer's immediate arrival into a field office. DMV rolled this process out to eight offices in April. Six offices transitioned to use of the tablets to eliminate the pre-queue wait time in May. These field offices include Banning, Davis, El Monte, Riverside, San Pedro, and Santa Monica. These offices were introduced to the new queuing process with active engagement from offices already performing the process, who provided support to help mitigate impact to wait times. In addition to utilizing the tablets, DMV also introduced mobile Start Here stations in the Banning, El Monte, Riverside, and San Pedro offices. This allows these offices to utilize the former Start Here workstations to handle additional transactions and provide service to customers.

For the remaining offices, DMV continues tracking the pre-queue and queue wait times. Pre-queue represents the amount of time a customer waits in line prior to being issued a queue ticket. The queue represents the amount of time a customer waits upon checking-in and receiving a queue number for DMV services. The month of August 2018 is the baseline for wait time measurement capturing a full month of pre-queue and queue wait time data.

Transaction volumes continue to remain high, at almost 1.7 million for May compared to 1.6 million in April. DMV expects these volumes to remain high during summer due to seasonality trends. In preparation for higher volumes, DMV is in the process of hiring an additional 300 field office staff members, and has already made significant progress in this effort throughout May and June. DMV believes that the May wait times, which decreased despite an increase in customer volume, demonstrate the effectiveness of the implemented strategies and process improvements.

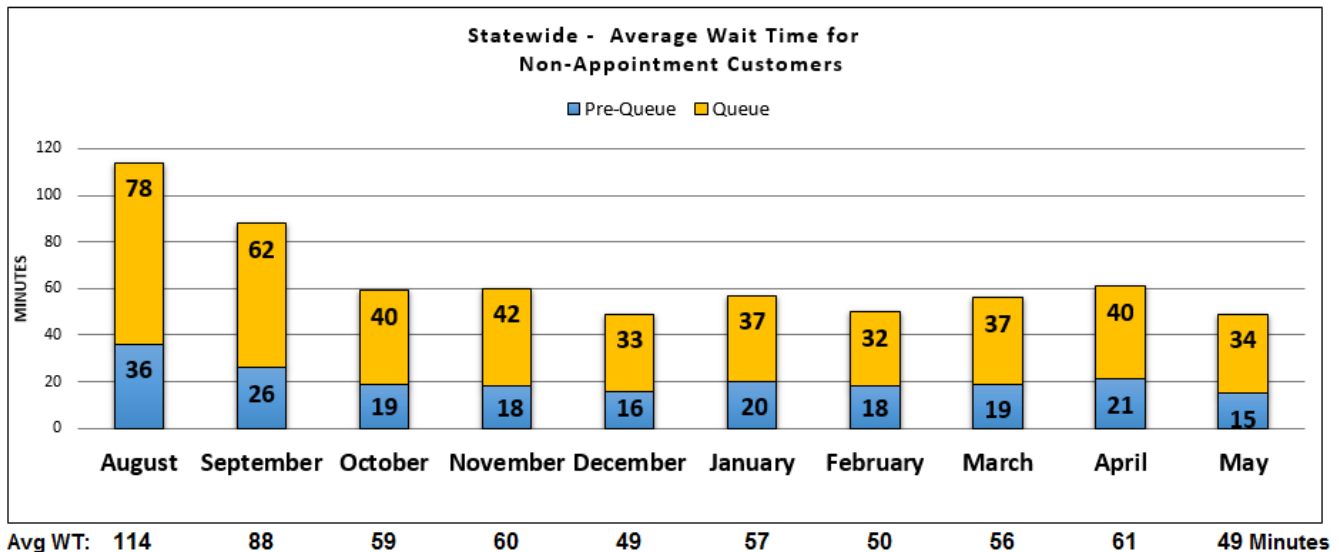
DMV continues to remain vigilant in monitoring wait times, implementing new wait time reduction strategies, and maintaining those strategies that have proven successful to date.

Monthly Top 20 – Average Wait Time for Non-Appointment Customers: This chart illustrates the average wait time for customers without an appointment at the 20 offices with the highest wait times from August 1, 2018, through May 31, 2019.



Wait times decreased in May for the top 20 offices. Between August and December 2018, wait times decreased at the top 20 offices each month. Since January, wait times have fluctuated from a low of 78 minutes in May to a high of 97 minutes in April for the top 20 offices. Altogether, during the months of August through May, a combined 99-minute reduction in pre-queue and queue wait time at the top 20 offices has been achieved.

Statewide – Average Wait Time for Non-Appointment Customers: This chart compares the overall average statewide wait time for customers without an appointment during the months of August 2018 through May 2019.



Between August and December 2018, wait times decreased each month. Beginning in January 2019, wait times have fluctuated from a low in May of 49 minutes to a high in April of 61 minutes. This is still 65 minutes lower than the high of 114 minutes in August 2018.

Statewide – Average Wait Time By Grade: To provide another context of wait time reductions, 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 August, 2018

Month of August, 2018	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	36,885	18	173,033	57	14	71	209,918	50	62
Grade III - 47 Offices	93,841	22	302,538	74	26	100	396,379	62	82
Grade IV/V - 68 Offices	218,484	24	679,840	86	46	132	898,324	71	106

STATEWIDE - MONTH OF May, 2019

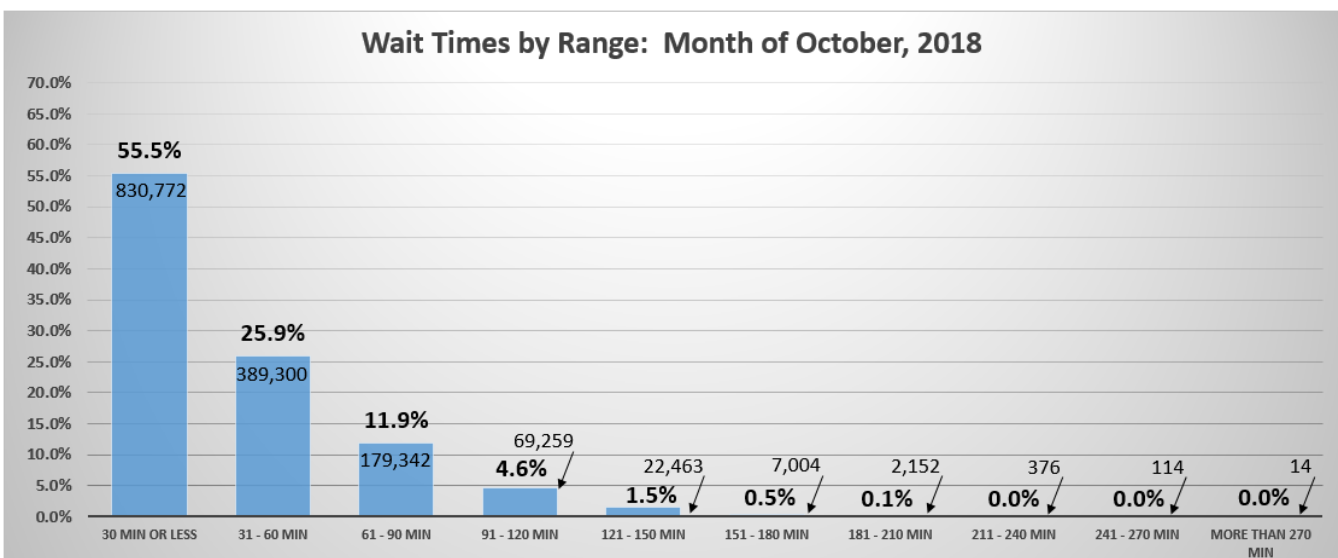
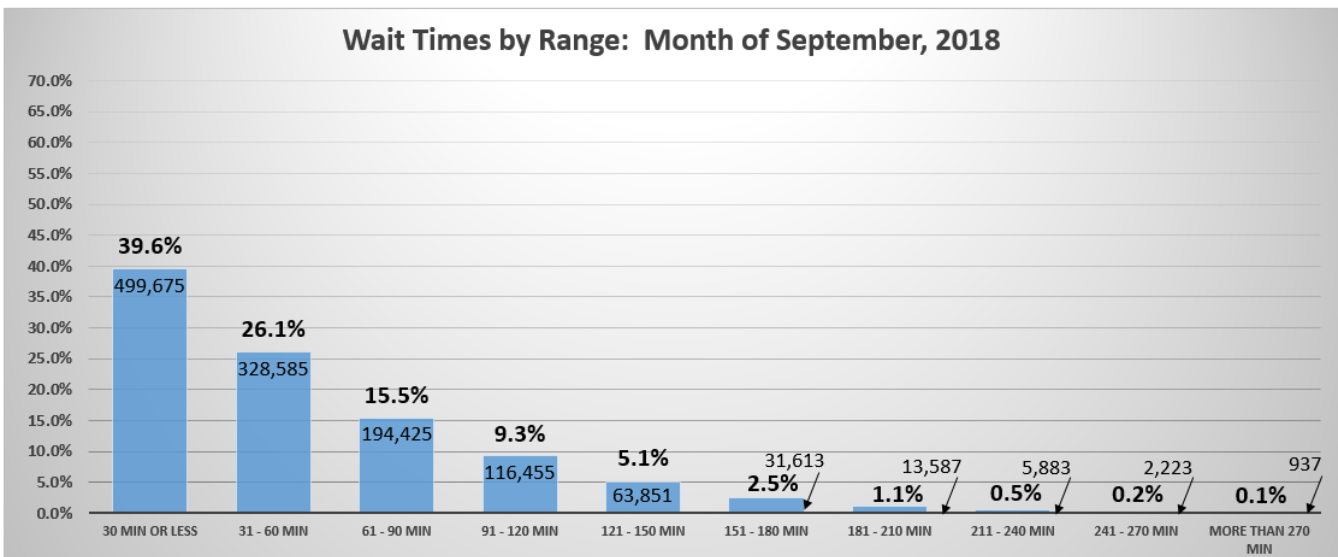
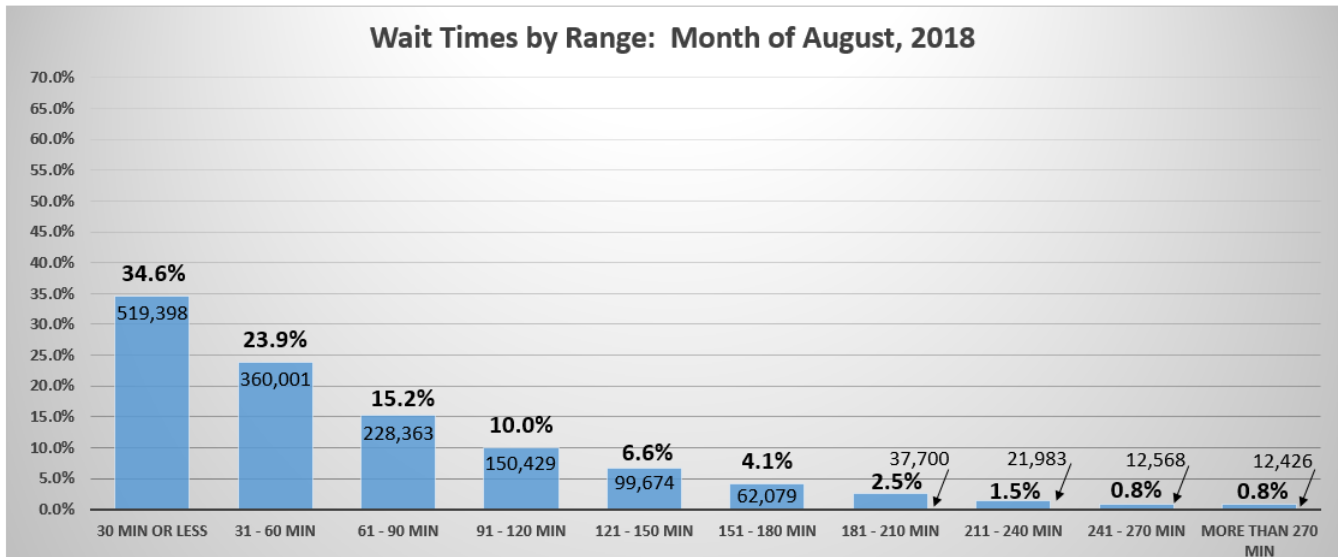
Month of May, 2019	APPOINTMENT		NON-APPOINTMENT				OVERALL - Appt / Non-Appt		
Grade	Cust Served	Queue Wait Time	Cust Served	Queue Wait Time	Pre-Queue Wait Time	Queue + Pre-Queue (Non-Appt)	Total Cust Served	Queue Wait Time	Queue & PreQueue Wait Time
Grade I/II - 56 Offices	33,129	11	189,962	24	7	31	223,091	22	28
Grade III - 47 Offices	89,966	14	339,258	31	11	42	429,224	28	36
Grade IV/V - 68 Offices	209,849	16	781,779	38	19	57	991,628	33	48

DIFFERENCE BETWEEN MONTH OF May, 2019 and MONTH OF August, 2018

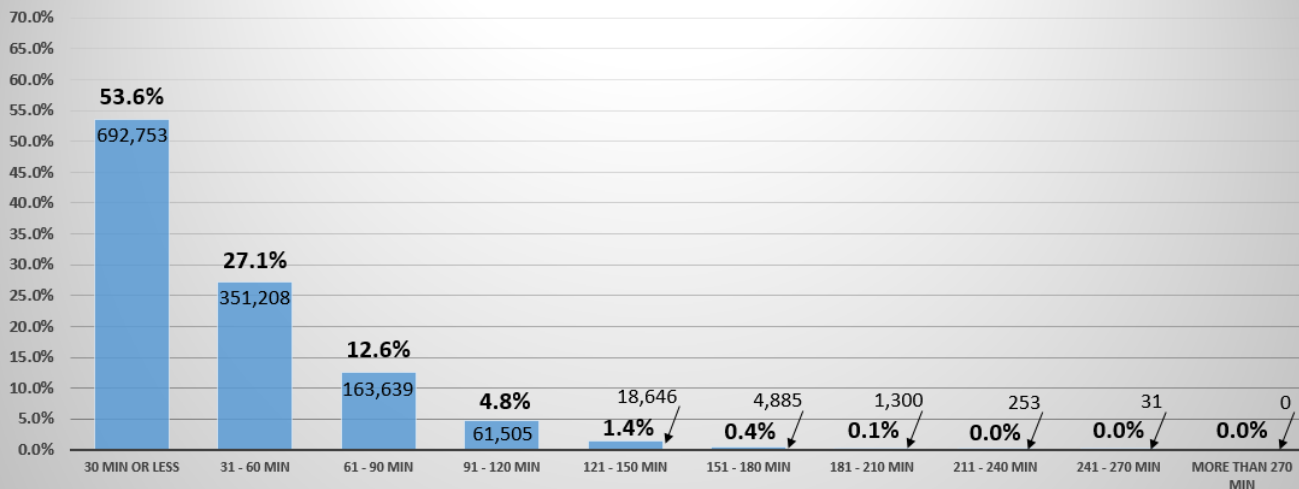
Month of May, 2019 vs Aug, 2018	APPOINTMENT		NON-APPOINTMENT				OVERALL - Appt / Non-Appt		
Grade	Cust Served	Queue Wait Time	Cust Served	Queue Wait Time	Pre-Queue Wait Time	Queue + Pre-Queue (Non-Appt)	Total Cust Served	Queue Wait Time	Queue & PreQueue Wait Time
Grade I/II - 56 Offices	(3,756)	(7)	+16,929	(33)	(7)	(40)	+13,173	(28)	(34)
Grade III - 47 Offices	(3,875)	(8)	+36,720	(43)	(15)	(58)	+32,845	(34)	(46)
Grade IV/V - 68 Offices	(8,635)	(8)	+101,939	(48)	(27)	(75)	+93,304	(38)	(58)

The overall 'Appointment/Non-Appointment' queue and pre-queue wait time decreased by 58 minutes (106 minutes for August compared to 48 minutes for May) for Grade IV/V offices. Smaller offices had an average wait time decrease of 34 minutes (62 minutes for August compared with 28 minutes for May), while mid-sized and larger offices had a wait time decrease of 46 minutes (82 minutes for August compared with 36 minutes for May) for all customers.

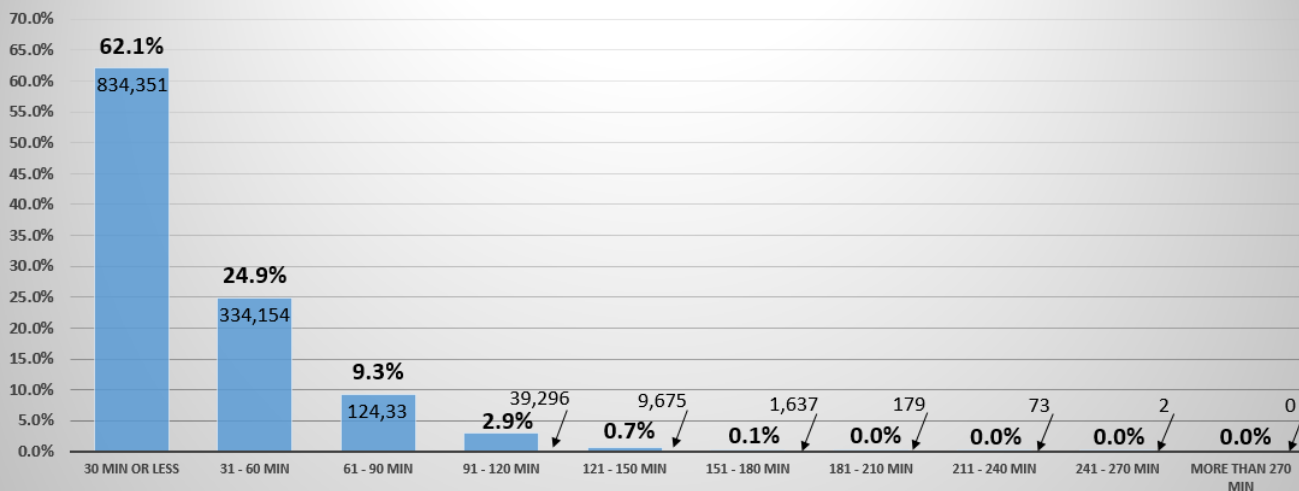
Wait Times by Range: The following charts show the number and percentage of customers whose queue wait time were 0-30 minutes, 31-60 minutes, 61-90 minutes, etc. (in thirty-minute increments) for the months of August through May.



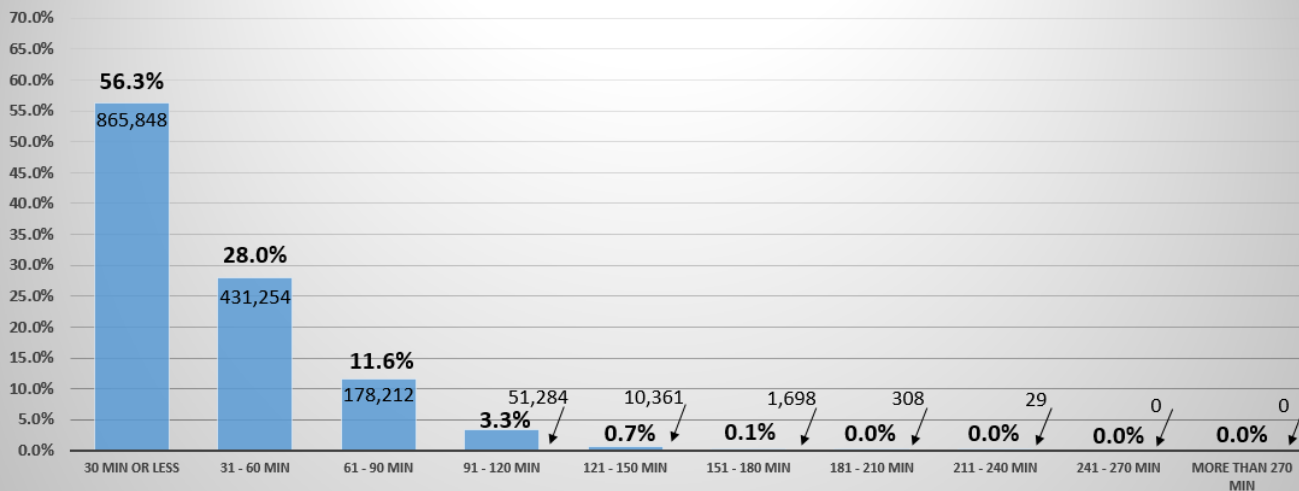
Wait Times by Range: Month of November, 2018



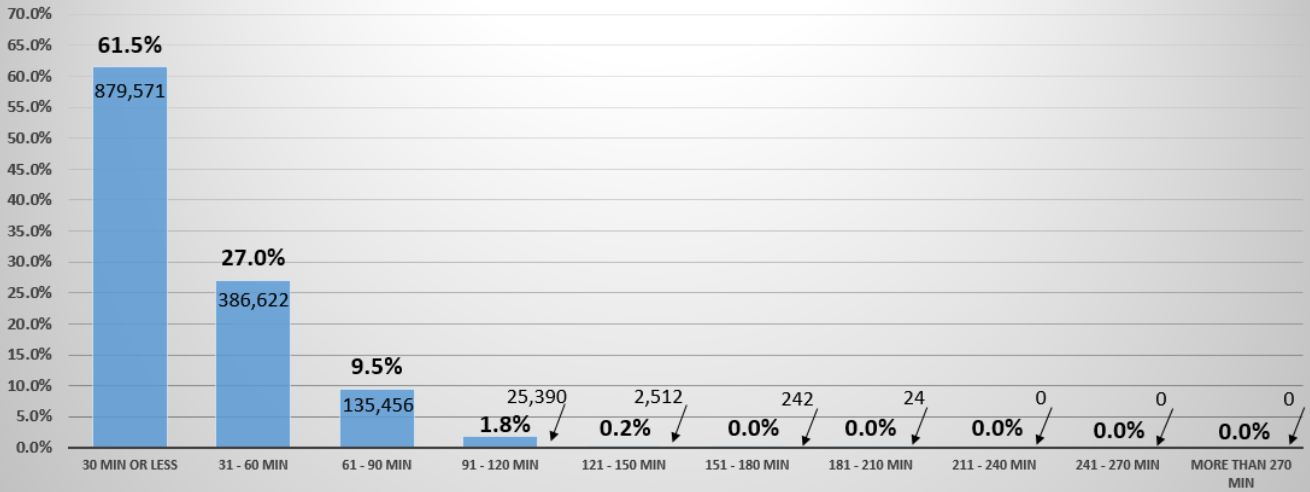
Wait Times by Range: Month of December, 2018



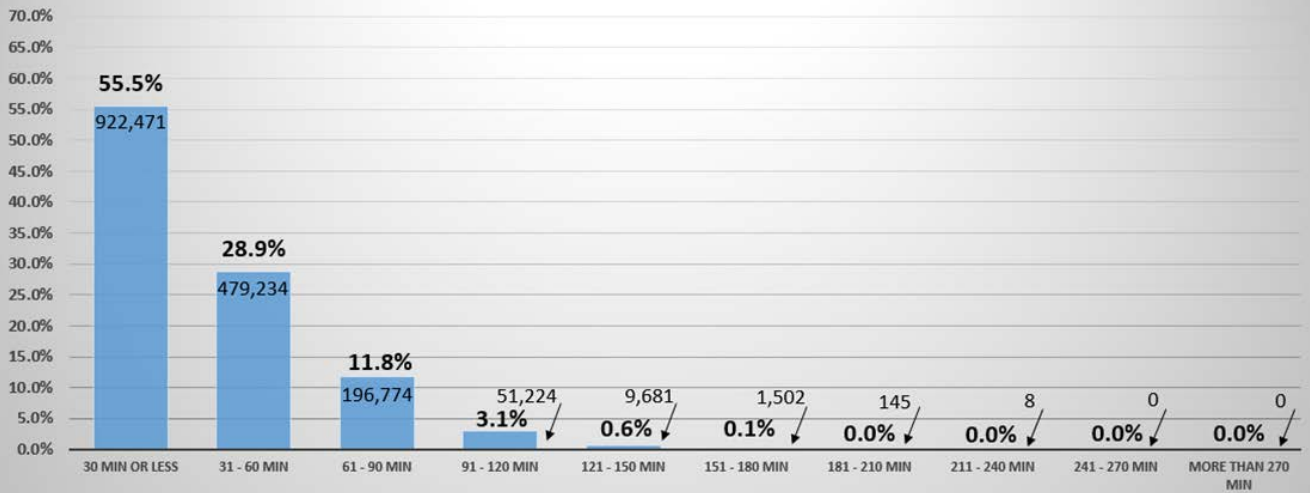
Wait Times by Range: Month of January, 2019



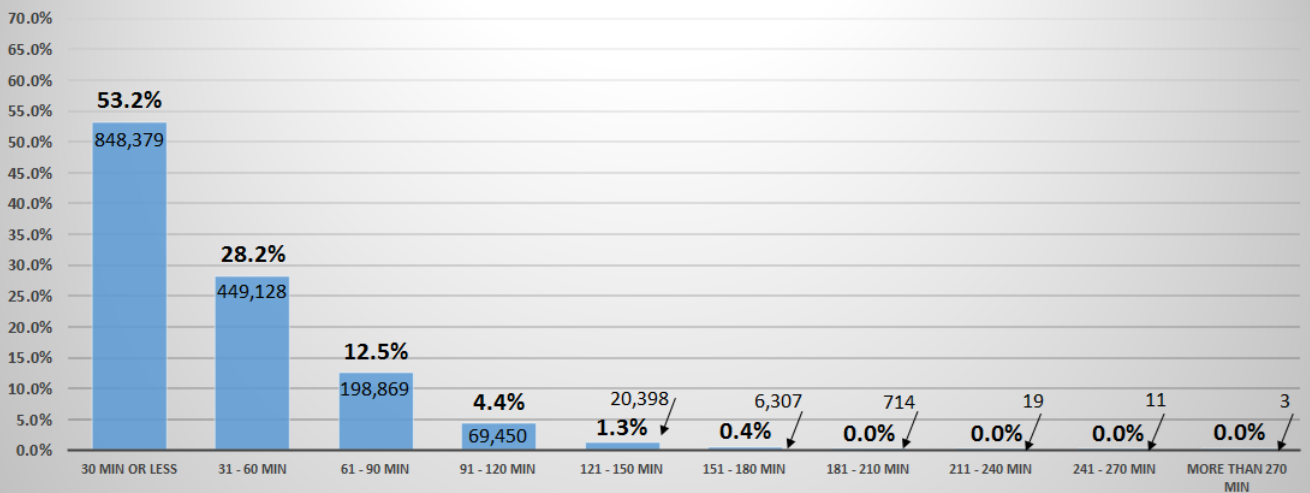
Wait Times by Range: Month of February, 2019

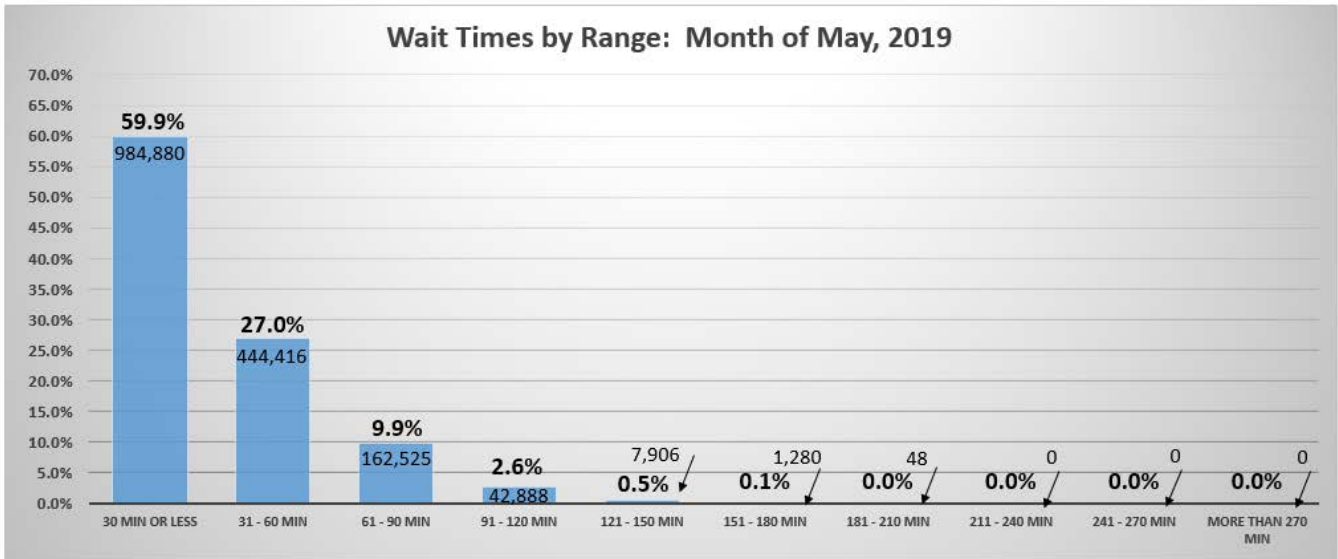


Wait Times by Range: Month of March, 2019



Wait Times by Range: Month of April, 2019





DMV made significant progress in the past nine months on reducing the amount of time customers are waiting in DMV field offices. For example, in August, 246,000 or 16 percent of customers had a wait time of more than two hours. In May, just 9,234 or 0.005 percent of customers waited more than two hours. Similarly, customers waiting one hour or less improved from 879,000 or 58.5 percent in August to 1,430,000 or 87 percent in May.

These tables are reflective of the efforts that have been made to date to lessen the amount of time customers are waiting at DMV field offices.

Tables at the end of this report reflect wait times for each individual field office and region across the state.

REAL ID CUSTOMERS AND WORKLOAD

The table below shows the number of REAL ID cards that have been produced each month since the program began on January 22, 2018. To date, over 4.2 million REAL ID driver license and ID cards have been produced and issued. The table also shows the number of federal non-compliant cards produced along with the percentage of each.

In May, REAL ID card production decreased 2.0 percent over April to 39.1 percent. While this is a small decrease, DMV expects this number to continue to trend upward as more customers become aware of the REAL ID deadline in October 2020.

Monthly DL/ID Cards Produced

	COMPLIANT			NON-COMPLIANT			TOTAL DL/ID CARDS	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%
GRAND TOTALS	3,588,933	647,909	4,236,842	7,747,271	1,610,358	9,357,629	13,594,471	31.7%	28.7%	31.2%

HIRING, ABSENTEEISM, & EMPLOYEE WELLNESS

Hiring: In the month of May, DMV continued to hire new staff. As of May 10, 2019, the following job offers have been made since July 1, 2018:

- 1,408 Civil Service Appointments made – 638 have already started
- 917 Emergency Hires made – 288 have already started
- 149 Retired Annuitants hired – 144 have already started

The appointments above are a cumulative total. The Civil Service “already started” numbers fluctuate due to promotions, transfers to other departments or other DMV divisions, rejections during the probationary period, or various separation types. The Emergency Hires “already started” numbers fluctuate as the incumbents are hired as permanent intermittent or permanent full time Motor Vehicle Representatives, hired at other departments, or separations via resignation, appointment end date, or termination. The Retired Annuitants “already started” numbers fluctuate due to resignation or termination.

On April 30, 2019, DMV’s Joint Legislative Budget Committee funding request was approved. As part of that request, DMV received authority to hire 300 Motor Vehicle Representatives for field offices in the current fiscal year. In addition to continuing filling vacancies and hiring retired annuitants, as of June 21, 2019, the following hiring progress was made toward filling the 300 positions:

As of June 21, 2019 the following hiring progress was made:

MVR Hiring	Interviews	Job Offers	Started	Percent Started
300 positions	934	283	173	58 percent

Absenteeism: DMV continues to collect absenteeism data, which has an overall average of 6.2 percent.

Employee Wellness: DMV continues work its Wellness Expansion Initiative. As a result of the 2019 All-Employee Wellness Survey, DMV adjusted its 2019 Wellness Calendar. Local Wellness Boosters were provided material via email to present at staff meetings. May topics included:

- Nutrition: American Heart Association - Make Every Bite a Meditation, Edamame Salad Recipe, Infographic: Build a Healthier Salad.
- Mental Health Awareness - mindfulness.
- Employee Assistance Program - tele-Employee Assistance Program coaching.
- Dental Health - Hydrating for a Healthy Smile.
- Vision Health - Healthy Heart, Healthy Eyes.
- Health Plan Benefit information - Disposing of unused or outdated prescription medications.
- Move of the Month - Pilates roll-up.

DMV's Headquarters campus hosted lunchtime workshops presented by United Healthcare and ScholarShare 529 Plan. All DMV staff received the spring 2019 issue of LIFE News and the Employee Assistance Program May monthly update. The Wellness Program is working with the Field Office Division to launch a Wellness Bulletin Board Challenge for all of the remote field offices.

INFORMATION TECHNOLOGY MODERNIZATION

Self Service Terminals: There are 162 kiosks statewide: 70 in DMV field offices, 77 in retail locations, 3 in libraries, 1 at University of California, Irvine, 1 in the Mendota City Hall, and 10 in AAA locations in Northern California. DMV is coordinating with its self-service terminal kiosk vendor to add 200 more kiosks in 2019. These 200 include 25 new kiosks in DMV field offices and 175 new kiosks in retail locations throughout California. The goal is to have 100 kiosks deployed by the end of July, which is in progress, and the remaining 100 deployed August through December 2019.

DMV plans to add Arabic, Armenian, Chinese, Farsi, Hindi, Korean, Punjabi, Russian, Tagalog, and Vietnamese languages to the kiosks in spring/summer of 2019 and plans to add the following new services by December 31, 2019:

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

The following chart identifies the number of transactions completed at the self-service kiosks since October 2017, with notable increases in transactions at retail outlets.

Self-Service Terminal Kiosk Transactions

	DMV Field Offices	Retail Locations	Libraries	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

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

Online Transactions: DMV is reviewing enhancements to services available via the DMV Internet Web site www.dmv.ca.gov. By August 31, 2019, the following new services will be added:

- Replacement registration card request
- Replacement vehicle registration sticker request

CONTINUED PROCESS IMPROVEMENTS:

Customer Experience Consultant: DMV, in partnership with the Government Operations Agency DMV Reinvention Strike Team, has executed a contract with McKinsey & Company to provide consultative services to transform the DMV customer experience, in particular as it relates to the implementation of REAL ID.

The project schedule is estimated at eighteen weeks, ending by early August. A contract amendment was signed on May 9 to include the planning and execution of "Operation Excellence – REAL ID Training", to take place on July 24, 2019. All field offices will be

closed for four hours so all employees will receive training in REAL ID education and procedures, including customer service. A team from McKinsey, the Government Operations Agency, California Department of Human Resources, and DMV has been formed and project planning has begun.

On May 7 and 8, McKinsey began its first of three concept sprint sessions with DMV staff and Strike Team members. This initial sprint will focus on developing ideas to address two questions:

- How do we prepare REAL ID customers to complete their REAL ID transaction on their first visit?
- How do we smooth the demand for REAL ID between now and October 2020 to prevent demand spikes and surges?

Members of the concept sprint teams worked in an agile environment over two days to brainstorm, refine, and define concept solutions that were both high impact and high feasibility. The second concept sprint, focusing on the REAL ID process in the field offices, occurred on May 21 and 22. A third concept sprint, focusing on employee hiring and training, occurred on June 4 and 5. Additional prototyping activities for all sprints occurred from late May through late June, involving both DMV and McKinsey staff.

Lean Six Sigma: In October 2018, the San Jose Driver License Processing Center became the first office to implement a new Centralized Document Review process as its operational standard. This process includes the prescreening of documents such as birth certificates, passports, residency, and social security cards at a centralized location while customers wait for their queue number to be called. When the applicant arrives at a technician window, this document review is already complete and reduces the transaction processing time. This new process had previously been piloted in the San Jose Driver License Processing Center and proved to have efficiencies in the processing of a driver license or identification card transaction.

In November 2018, this model was implemented in the Stanton Driver License Processing Center. The Granada Hills Driver License Processing Center and Hollywood-Cole field office both adopted this as their operational standard in December 2018. In January, the Pasadena field office became the fifth field office to adopt the Centralized Document Review process. The effort has revealed that this model of document pre-screening is most effective in those offices whose primary workload is driver licensing. These five offices that have converted to the Centralized Document Review methodology are either all driver license-only field offices, or those offices that process a high volume of driver license transactions. Ongoing evaluation of offices is underway to identify additional field locations that are best suited to adopt the Centralized Document Review process.

Additional Lean Six Sigma efforts are planned for the Los Angeles field office. This effort is expected to focus on the customer experience, customer path of travel in the office as well as recommendations for process improvement. The Los Angeles field office is DMV's only two-story facility and as such, poses unique opportunities for improvement and process flow. This effort will be conducted following additional cabling work needed to

convert the Start Here windows to working windows. The estimated date to complete the cabling work is July 10, 2019.

Consistency Training: DMV has continued its efforts to develop training material, including training videos, to reinforce the importance of consistency in the customer service initiatives implemented at the field offices. In December 2018, two new training videos were completed that focus on specific details of triaging the customer wait lines and proper queue management. These new videos were used as part of statewide employee training on January 16 and January 23. REAL ID consistency training was released in April and took place on April 3 and April 10, 2019. This served as a refresher training course and coincided with DMV requiring two residency documents for REAL ID applicants. The training was designed to reinforce the requirements of REAL ID with interactive modules, knowledge check points, and a participant workbook that can be used as a reference tool.

Website Design: DMV is evaluating the design of its website. The goal of this redesign is to provide a clear, concise website that is user-friendly and provides quick service, consistency of information, and highlights alternates to a field office visit.

OUTREACH AND MESSAGING:

Speaker's Bureau: The DMV Speakers Bureau offers in-person presentations for large groups. The topic is currently focused on the REAL ID driver license and identification card program. The goal is to have REAL ID applicants visit a DMV office with all the correct documentation. Through May 31, 2019, 933 participants have attended these presentations. In addition, the Senior Ombudsmen Program, which has incorporated the Speakers Bureau talking points into their presentations, has made presentations to a total of 303 attendees.

On June 26, DMV collaborated with ABC7-KGO in San Francisco to educate the public about REAL ID through on-air and social media appearances, and answering viewer questions by phone and Facebook. A DMV spokesperson appeared on the midday, 4 and 6 p.m. newscasts with a combined reach of 595,640 viewers. 12 volunteers answered 1,061 calls during a four-hour period, and two social media volunteers answered 53 Facebook questions. Two Facebook live sessions were viewed by 10,400 people and shared 40 times. A DMV Facebook link reached 4,616 people and was shared 25 times.

Airport Messaging: REAL ID marketing materials have been distributed to California airports in the form of posters, digital/electronic messaging, videos and web-based materials.

The following airports are collaborating with DMV to share information with passengers in terminals, web pages, and on social media sites to make travelers aware of the new federal requirements and how to apply for a REAL ID driver license or identification card.

- Arcata-Eureka Airport
- Bakersfield Meadows Field Airport
- San Jose International Airport
- Oakland International Airport

- Charles M. Schulz-Sonoma County Airport
- Del Norte County Regional Airport
- Fresno Yosemite International Airport
- Hollywood Burbank Airport
- John Wayne/Orange County Airport
- Los Angeles International Airport (March and April only)
- Mammoth Yosemite Airport
- Merced Regional Airport
- Monterey Regional Airport
- Palm Springs International Airport
- Redding Municipal Airport
- Sacramento International Airport
- San Diego International Airport
- San Francisco International Airport
- San Luis Obispo County Regional Airport
- Santa Barbara Municipal Airport
- Santa Maria Public Airport
- Stockton Metropolitan Airport

DMV has also approached selected airports to provide informational tables and/or lease space. DMV has staffed information tables at the Fresno, Los Angeles, Monterey, Ontario, and San Francisco airports.

Fairs: DMV is finalizing the 2019 fair schedule to bring the DMV to a wider audience. DMV will be participating at the Alameda County and San Diego County Fairs. DMV is finalizing participation at the California State Fair, Fresno Fair, Los Angeles County Fair, and Orange County Fair.

AUDITS:

Performance Audit Findings and Corrective Action Plan: The Department of Finance’s Office of State Audits is currently reviewing DMV’s Corrective Action Plan and DMV is providing additional information as requested.

SUMMARY:

Progress has been made over the past several months in reducing wait times at DMV field offices. While average wait times have decreased significantly since August 2018, this month they increased to just over target levels. DMV is monitoring wait time closely as we enter the busier summer seasons, and remains committed to focusing on and working with those field offices with the highest wait times and to work to maintain appropriate and acceptable service levels at all offices. DMV continues to look at any additional opportunities to further lower wait times and make the process of completing transactions at field offices as convenient and efficient as possible, while also finding more ways to offer these services outside of the field offices.

FIELD OFFICE AVERAGE WAIT TIMES

Region I

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

Month of May, 2019		APPOINTMENT		NON-APPOINTMENT				OVERALL - Appt / Non-Appt		
OFFICE	May 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		1,116	5	5,249	11	-	11	6,365	10	10
CHICO		1,096	16	6,336	39	14	53	7,432	35	47
COLUSA		138	6	2,883	16	-	16	3,021	16	16
ALTURAS		12	1	1,321	5	11	16	1,333	5	16
FALL RIVER MILLS		5	0	1,164	6	2	8	1,169	6	8
QUINCY		104	6	1,766	13	1	14	1,870	13	14
CORTE MADERA		2,233	13	5,080	28	13	41	7,313	24	33
CRESCENT CITY		172	5	2,502	17	3	20	2,674	16	19
DALY CITY		3,537	21	11,938	46	9	55	15,475	41	47
EUREKA		1,176	6	4,564	18	9	27	5,740	15	23
FORT BRAGG		104	8	1,932	23	4	27	2,036	23	26
GRASS VALLEY		837	8	3,784	21	4	25	4,621	18	22
GARBERVILLE		151	6	1,295	17	3	20	1,446	16	19
LAKEPORT		169	5	3,588	26	4	30	3,757	25	29
MOUNT SHASTA		101	12	2,257	21	3	24	2,358	20	23
OROVILLE		568	12	4,383	31	1	32	4,951	29	30
PARADISE		-	-	-	-	-	-	-	-	-
SUSANVILLE		250	6	2,439	23	3	26	2,689	22	24
WEAVERVILLE		54	2	1,503	5	1	6	1,557	5	6
WILLOWS		314	12	2,006	28	3	31	2,320	26	28
YREKA		311	12	1,495	36	4	40	1,806	31	35
NOVATO		1,060	8	4,770	27	20	47	5,830	24	40
PETALUMA		2,165	17	5,159	38	10	48	7,324	32	39
RED BLUFF		1,283	8	4,407	17	14	31	5,690	15	26
REDDING		2,429	12	7,598	27	5	32	10,027	24	27
ROCKLIN		2,130	15	5,591	42	7	49	7,721	34	40
ROSEVILLE		3,918	18	10,961	49	7	56	14,879	41	46
SAN FRANCISCO		4,348	13	10,296	32	27	59	14,644	26	45
SANTA ROSA		2,651	17	9,212	43	11	54	11,863	37	46
TRUCKEE		360	11	2,436	33	4	37	2,796	30	34
UKIAH		458	14	4,568	25	3	28	5,026	24	27
YUBA CITY		2,738	14	7,178	33	3	36	9,916	28	30
Region I (Northern CA)TOTAL		35,988	14	139,661	31	9	40	175,649	28	35

Saturday Service in 62 Offices

Region II

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

Month of May, 2019		APPOINTMENT		NON-APPOINTMENT				OVERALL - Appt / Non-Appt		
OFFICE	May 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		1,233	9	6,701	17	7	24	7,934	15	22
FREMONT		1,837	14	7,433	24	14	38	9,270	22	33
GILROY		1,289	8	5,615	12	11	23	6,904	11	20
HAYWARD		1,633	14	9,162	28	27	55	10,795	26	49
HOLLISTER		351	12	3,162	15	10	25	3,513	15	24
KING CITY		474	10	3,673	14	6	20	4,147	14	19
WATSONVILLE		901	19	3,498	25	11	36	4,399	24	33
LOS GATOS		1,962	19	6,846	27	32	59	8,808	25	50
OAKLAND CLAREMONT		2,423	18	9,340	25	11	36	11,763	24	32
OAKLAND COLISEUM		2,357	19	10,123	32	15	47	12,480	29	42
PLEASANTON		1,797	21	8,819	36	10	46	10,616	33	42
REDWOOD CITY		2,070	20	8,901	34	18	52	10,971	31	46
SALINAS		2,275	20	7,282	28	7	35	9,557	26	31
SAN JOSE		3,449	9	10,771	21	16	37	14,220	18	30
SAN JOSE DLPC		2,795	14	13,058	28	8	36	15,853	26	32
SAN MATEO		1,324	13	8,856	21	26	47	10,180	20	43
SANTA CLARA		2,698	18	13,992	32	13	45	16,690	30	41
SANTA TERESA		1,944	21	7,981	40	7	47	9,925	36	42
SEASIDE		1,210	8	6,121	16	5	21	7,331	15	19
Region II (Bay Area) TOTAL		34,022	16	151,334	26	14	40	185,356	25	36

Saturday Service in 62 Offices

Region III

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

Month of May, 2019		APPOINTMENT		NON-APPOINTMENT				OVERALL - Appt / Non-Appt		
OFFICE	May 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		3,802	25	13,736	59	-	59	17,538	52	52
CONCORD		1,217	10	11,678	23	14	37	12,895	22	34
DAVIS	18	2,241	19	4,297	55	14	69	6,538	42	52
EL CERRITO		3,291	17	10,662	38	14	52	13,953	33	44
FAIRFIELD		1,686	8	8,555	20	10	30	10,241	18	26
FOLSOM		3,208	16	7,260	34	29	63	10,468	29	49
LODI		2,537	14	8,803	31	19	50	11,340	27	42
MANTECA		2,474	12	5,914	35	7	42	8,388	28	33
NAPA		1,178	6	8,467	8	8	16	9,645	7	15
PITTSBURG		1,087	15	9,746	19	10	29	10,833	19	28
PLACERVILLE		1,107	13	3,643	39	7	46	4,750	33	38
JACKSON		350	5	2,741	28	5	33	3,091	26	30
SAN ANDREAS		353	4	2,654	13	2	15	3,007	12	14
SOUTH LAKE TAHOE		279	14	1,763	36	15	51	2,042	33	46
SACRAMENTO		3,928	9	15,587	32	21	53	19,515	27	44
SONORA		1,004	10	3,150	25	7	32	4,154	22	27
SACRAMENTO SOUTH		3,088	19	10,972	34	17	51	14,060	31	44
STOCKTON		2,050	15	11,668	32	30	62	13,718	30	55
TRACY		1,120	11	7,860	28	10	38	8,980	26	35
VACAVILLE		1,571	10	4,789	29	8	37	6,360	24	30
VALLEJO		1,330	12	8,632	26	31	57	9,962	24	51
WALNUT CREEK		1,169	8	6,117	24	12	36	7,286	21	31
WOODLAND		587	8	2,817	30	8	38	3,404	26	33
Region III (Sacramento Area) TOTAL		40,657	14	171,511	31	15	46	212,168	28	40

Saturday Service in 62 Offices

Region IV

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

Month of May, 2019		APPOINTMENT		NON-APPOINTMENT				OVERALL - Appt / Non-Appt		
OFFICE	May 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		778	8	4,323	23	9	32	5,101	21	28
BAKERSFIELD		1,451	11	10,207	31	10	41	11,658	29	37
CLOVIS		2,468	30	9,987	40	15	55	12,455	38	50
DELANO		657	9	5,652	29	9	38	6,309	26	35
FRESNO		2,753	16	17,130	32	8	40	19,883	30	37
FRESNO NORTH		1,888	17	7,337	26	14	40	9,225	24	35
HANFORD		1,122	15	5,437	34	6	40	6,559	31	36
LANCASTER		5,448	27	15,390	41	10	51	20,838	37	45
LOS BANOS		558	7	5,712	16	4	20	6,270	16	19
MADERA		792	11	5,069	27	14	41	5,861	25	37
MERCED		1,916	13	6,125	29	7	36	8,041	26	31
MODESTO		3,072	19	11,571	32	24	56	14,643	30	48
PORTERVILLE		915	18	4,915	31	10	41	5,830	29	37
REEDLEY		1,167	16	6,526	29	15	44	7,693	27	40
RIDGECREST		192	7	3,051	15	4	19	3,243	15	18
BISHOP		113	6	1,902	22	4	26	2,015	22	25
COALINGA		228	10	2,759	24	4	28	2,987	23	27
LAKE ISABELLA		221	7	1,923	15	3	18	2,144	14	17
MARIPOSA		317	13	918	26	10	36	1,235	22	30
SHAFTER		619	13	3,565	24	8	32	4,184	23	29
BAKERSFIELD SW		1,368	8	11,137	23	4	27	12,505	21	25
TAFT		140	7	1,603	12	2	14	1,743	11	13
TULARE		1,187	14	5,832	31	9	40	7,019	28	36
TURLOCK		1,998	21	5,021	39	9	48	7,019	34	40
VISALIA		1,628	11	6,381	26	12	38	8,009	23	32
Region IV (Central Valley)		32,996	18	159,473	30	10	40	192,469	28	36
TOTAL										

Saturday Service in 62 Offices

Region V

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

Month of May, 2019		APPOINTMENT		NON-APPOINTMENT				OVERALL - Appt / Non-Appt		
OFFICE	May 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		3,777	13	13,441	37	26	63	17,218	31	52
CULVER CITY	13	3,744	15	10,237	36	38	74	13,981	31	58
GLENDALE	19	3,840	4	12,871	33	34	67	16,711	26	53
GOLETA		526	9	4,433	21	21	42	4,959	20	38
HOLLYWOOD COLE	4	2,268	12	7,654	49	37	86	9,922	40	69
HOLLYWOOD WEST		2,069	5	6,864	18	12	30	8,933	15	24
GRANADA HILLS DLPC		1,953	18	8,961	39	-	39	10,914	35	35
NEWHALL		2,756	11	7,740	29	19	48	10,496	24	38
OXNARD		2,414	11	7,546	51	-	51	9,960	41	41
PASO ROBLES		934	17	3,273	36	15	51	4,207	32	43
LOMPOC		759	14	4,918	33	10	43	5,677	30	39
SAN LUIS OBISPO		2,120	18	4,869	48	15	63	6,989	39	49
SANTA BARBARA		815	13	4,105	35	9	44	4,920	31	39
SANTA MARIA		1,690	8	7,151	37	11	48	8,841	32	40
SANTA MONICA		1,304	15	10,629	54	-	54	11,933	50	50
SANTA PAULA		745	7	6,217	23	11	34	6,962	21	31
SIMI VALLEY		1,401	10	5,966	30	26	56	7,367	26	47
THOUSAND OAKS		1,785	20	9,260	59	-	59	11,045	52	53
VAN NUYS	8	2,547	16	13,287	39	41	80	15,834	35	70
VENTURA		2,040	12	9,348	39	10	49	11,388	34	42
WINNETKA	10	3,238	17	8,262	50	27	77	11,500	40	60
Region V (Northern Los Angeles/Coastal Area) TOTAL		42,725	13	167,032	39	19	58	209,757	33	49

Saturday Service in 62 Offices

Region VI

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

Month of May, 2019		APPOINTMENT		NON-APPOINTMENT				OVERALL - Appt / Non-Appt		
OFFICE	May 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	3,103	18	9,578	47	34	81	12,681	40	66
BELLFLOWER		3,869	18	16,776	54	-	54	20,645	47	47
COMPTON	7	2,880	18	10,281	50	31	81	13,161	43	67
EL MONTE	3	2,356	22	7,591	57	32	89	9,947	49	73
HAWTHORNE	11	3,368	18	10,809	43	34	77	14,177	37	63
INGLEWOOD		1,525	11	8,376	31	26	57	9,901	28	50
LINCOLN PARK		3,209	12	10,128	36	27	63	13,337	30	51
LONG BEACH	17	2,584	10	11,754	27	44	71	14,338	24	60
LOS ANGELES	2	4,273	34	12,409	58	32	90	16,682	52	76
MONTEBELLO	5	2,975	17	7,951	44	38	82	10,926	37	64
PASADENA	9	4,724	17	11,602	37	41	78	16,326	31	60
SAN PEDRO		2,537	15	8,019	36	1	37	10,556	31	32
TORRANCE	15	3,107	16	7,604	38	35	73	10,711	32	56
WEST COVINA	1	4,500	25	12,178	54	42	96	16,678	46	77
Region VI (Los Angeles Area) TOTAL		45,010	19	145,056	44	29	73	190,066	38	60

Saturday Service in 62 Offices

Region VII

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

Month of May, 2019		APPOINTMENT		NON-APPOINTMENT				OVERALL - Appt / Non-Appt		
OFFICE	May 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		1,110	15	4,329	31	5	36	5,439	28	32
RIVERSIDE EAST		4,933	11	12,080	33	10	43	17,013	27	34
FONTANA		5,055	6	17,706	22	13	35	22,761	18	29
FULLERTON		4,094	23	18,947	43	15	58	23,041	40	52
NEEDLES		228	9	1,311	26	6	32	1,539	24	29
NORCO		2,110	22	9,813	51	11	62	11,923	46	55
POMONA		3,723	26	15,207	63	-	63	18,930	56	56
RANCHO CUCAMONGA		3,984	16	14,164	40	19	59	18,148	34	49
REDLANDS		2,492	18	7,206	45	3	48	9,698	38	40
RIVERSIDE		4,631	16	9,239	44	-	44	13,870	35	35
SAN BERNARDINO		4,520	9	13,841	25	14	39	18,361	21	32
SANTA ANA		4,001	13	15,860	40	15	55	19,861	35	46
STANTON DLPC		3,645	14	13,317	44	17	61	16,962	37	51
VICTORVILLE		4,568	13	13,689	38	5	43	18,257	32	36
WESTMINSTER		3,720	13	14,254	35	26	61	17,974	30	51
WHITTIER	16	3,849	13	12,677	52	21	73	16,526	43	59
Region VII (Orange County/Inland Empire) TOTAL		56,663	15	193,640	40	12	52	250,303	34	44

Saturday Service in 62 Offices

Region VIII

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

Month of May, 2019		APPOINTMENT		NON-APPOINTMENT				OVERALL - Appt / Non-Appt		
OFFICE	May 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		1,244	9	6,306	23	2	25	7,550	21	22
BRAWLEY		479	9	5,680	18	6	24	6,159	17	23
BLYTHE		349	2	1,754	8	7	15	2,103	7	13
CHULA VISTA		2,953	14	19,835	38	15	53	22,788	35	48
COSTA MESA		2,835	19	9,283	42	13	55	12,118	36	47
EL CAJON		2,359	17	14,118	38	14	52	16,477	35	47
EL CENTRO		1,220	9	6,308	21	6	27	7,528	19	24
HEMET		1,707	6	13,649	19	3	22	15,356	18	20
INDIO		2,315	7	7,519	17	12	29	9,834	15	24
LAGUNA HILLS	20	2,770	15	8,440	32	34	66	11,210	28	53
OCEANSIDE	12	2,836	24	6,424	46	29	75	9,260	39	59
PALM DESERT		2,149	14	7,935	36	-	36	10,084	32	31
PALM SPRINGS		-	-	-	-	-	-	-	-	-
POWAY		2,775	12	7,814	29	12	41	10,589	24	34
SAN CLEMENTE		2,335	10	6,662	39	24	63	8,997	32	49
SAN DIEGO CLAIREMONT		4,991	10	15,360	31	13	44	20,351	26	36
SAN DIEGO NORMAL		3,479	10	11,889	39	18	57	15,368	33	46
SAN MARCOS		3,053	11	12,363	34	11	45	15,416	29	38
SAN YSIDRO	14	2,310	12	10,034	43	31	74	12,344	37	62
TEMECULA		2,459	11	8,416	31	20	51	10,875	27	42
TWENTYNINE PALMS		265	8	3,503	19	11	30	3,768	18	28
Region VIII (San Diego Area) TOTAL		44,883	13	183,292	32	14	46	228,175	28	39
STATEWIDE TOTALS		332,944	15	1,310,999	34	15	49	1,643,943	30	42

Saturday Service in 62 Offices