

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

Department of Motor Vehicles  
Monthly Status Update Report



**Edmund G. Brown Jr.**  
Governor

**Brian C. Annis**  
Secretary  
California State Transportation Agency

**Jean Shiomoto**  
Director  
Department of Motor Vehicles

September 5, 2018

The recent wait time increases at the Department of Motor Vehicles are unacceptable and not reflective of the standards that the department strives to achieve. Beginning in the spring of this year, wait times started to rise as several new programs were implemented and introduced to the public for the first time. These included the rollout of the federal REAL ID, designed to enhance the security of the driver license and identification (DL/ID) card holders as well as the implementation of the Motor Voter Act (AB 1461, Gonzalez-Fletcher, Chapter 729, Statutes of 2015), the electronic DL/ID card application, and a new queuing system. The department is committed to provide services to the public in a courteous, proficient and expeditious manner. Current wait time levels are not the “new normal” for the DMV and the department has taken major steps to immediately begin to reduce wait times and continues to evaluate additional opportunities to provide a foundation that will ensure wait times return to pre-REAL ID levels and remain there in the future. The following sections of this report outline what steps have been taken to date and the results of those efforts, along with additional plans to continue to reduce wait times and the expected outcomes.

## WAIT TIME REDUCTIONS TO DATE

The DMV has committed to reducing statewide wait times by a minimum of 20 minutes in August and another 20 minutes by the end of September. The wait time goal of 20 minutes in August has been exceeded. The tables and charts below provide some perspective on how wait times have been reduced this month.

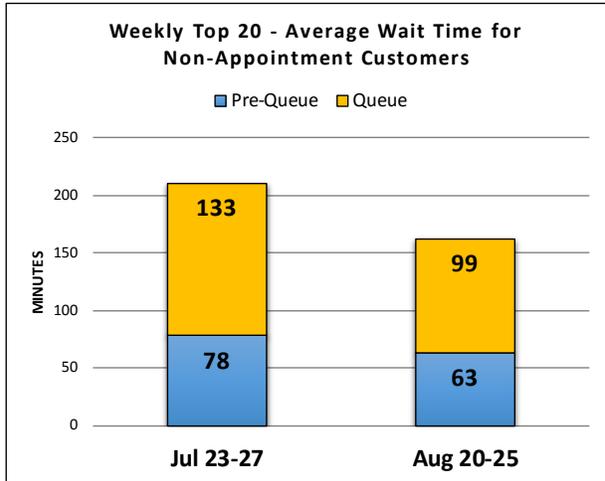
### *Methodology for Baseline Comparison -*

DMV began tracking the “Pre-Queue” wait times on July 18, 2018. This is the amount of time a customer waits in line prior to being issued a queue number. The week of July 23 to 27 is the baseline for wait time measurement as this captured a full week of “pre-queue” wait time data.

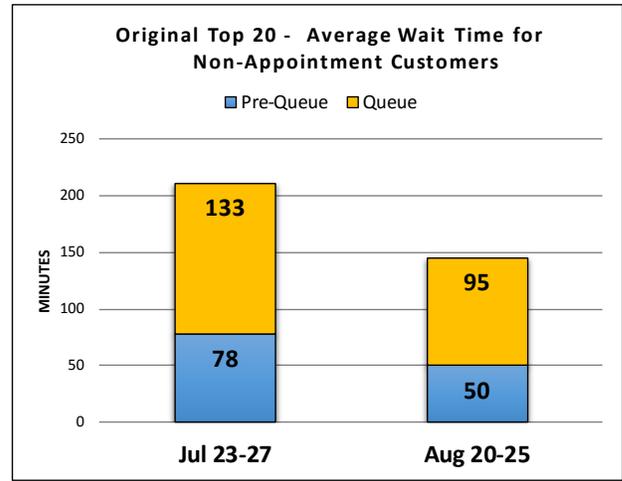
The first chart below (“Weekly Top 20”) compares the average wait time for customers without an appointment at the 20 offices with the highest wait times during the week of July 23–27 with the average wait time for the 20 highest wait time offices during the week of August 20–25. The average wait time reduction was 49 minutes.

The second chart (“Original Top 20”) compares the 20 highest wait time offices for the week of July 23 -27 with the wait times in those same 20 offices for the week of August 20-25. The average wait time reduction was 66 minutes.

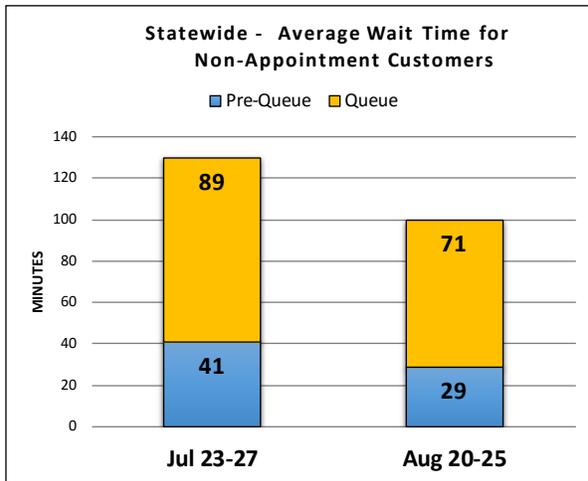
The third chart (“Statewide”) compares the overall average statewide wait time for customers without an appointment for the week of July 23–27 with the week of August 20–25. The average wait time reduction was 30 minutes. This exceeds the wait time reduction goal of 20 minutes for the month of August.



Avg Wait Time: 211 162 Minutes



Avg Wait Time: 211 145 Minutes



Avg Wait Time: 130 100 Minutes

To provide another context of wait time reductions, the table below shows the reduction in wait times for various grades (sizes) of field offices. Grade I/II offices are small, mostly rural offices. Grade III offices are mid-sized offices and Grade IV/V offices are large, mostly urban offices. The first two tables show the average wait time in the various grades of field offices for the week of July 23–27 with the week of August 20–25. The third table displays the difference between August 20–25 and July 23–27. For example, the ‘Overall – Appt/Non-Appt’ Queue and Pre-Queue wait time dropped by 31 minutes (92 minutes August 20–25 compared to 123 minutes July 23–27) for large Grade IV/V offices. Similarly, the total number of customers served for the same category increased by 9,174 customers when comparing the two weeks.

STATEWIDE - BASELINE WEEK OF Jul 23, 2018									
Week of July 23-27, 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 - 57 Offices	7,987	17	38,632	64	15	79	46,619	56	68
Grade III - 48 Offices	17,877	24	65,551	83	36	119	83,428	70	98
Grade IV/V - 67 Offices	37,988	23	143,457	99	50	149	181,445	83	123
STATEWIDE - WEEK OF Aug 20, 2018									
Week of August 20-25, 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 - 57 Offices	8,322	17	36,782	51	13	64	45,104	45	55
Grade III - 48 Offices	21,284	22	65,287	67	21	88	86,571	56	72
Grade IV/V - 67 Offices	47,488	23	143,131	78	37	115	190,619	64	92
DIFFERENCE BETWEEN WEEK OF Jul 23, 2018 and WEEK OF Aug 20, 2018									
Week of Aug 20-25 vs Baseline	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 - 57 Offices	+335	0	(1,850)	(13)	(2)	(15)	(1,515)	(11)	(13)
Grade III - 48 Offices	+3,407	(2)	(264)	(16)	(15)	(31)	+3,143	(14)	(26)
Grade IV/V - 67 Offices	+9,500	0	(326)	(21)	(13)	(34)	+9,174	(19)	(31)

Note: The Grade I/II Pre-Queue wait times is estimated for the Week of July 23. Pre-Queue during July was captured for larger offices (Grade III and above). All office pre-queue times (Grades I – V) are captured as of mid August.

Smaller offices had an average wait time reduction of 15 minutes while mid-sized and larger offices had reductions of 31 and 34 minutes respectively for customers without an appointment. It should also be noted that there were more customers served in the week of August 20–25 compared to those served in the week of July 23–27.

## HIRING

The Legislature has authorized the department to hire new staff to address the increased workload associated with REAL ID. In addition to the hiring information listed below, the Legislature passed SB 862 (Committee on Budget, 2018) that would provide an additional opportunity, if needed, for the department to augment resources with conditional reporting requirements. The department continues to monitor workload and wait times, and is working with the Department of Finance to develop a plan that will lay out the conditions under which the DMV would exercise the potential provisions of SB 862. The Legislature will receive this plan with any resource augmentation request.

Below are the efforts and progress made in hiring additional staff to ease wait times while providing better customer service and serving more customers:

- The 2018-19 Budget Act authorized the department to hire approximately 500 new staff for REAL ID. DMV already hired about 330 of those positions in 2017/18; therefore, DMV only needed to hire an additional 166 positions in 2018/19. All of these new staff are now hired and are completing their training and will be working in field offices across the state by the end of September. Additionally, SB 856 (Committee on Budget, Chapter 30, and Statutes of 2018) authorized the department to hire an additional 230 positions, pending approval of the Joint Legislative Budget Committee (JLBC), which occurred on August 8, 2018. The new employees are assigned to field offices primarily based on higher wait times and greater volumes of customers being served.
- The Department of Human Resources (CalHR) authorized the department to pursue emergency hires, pursuant to Government Code Section 19888.1 and California Code of Regulations Title 2 Section 303. The emergency hires can work up to six months and are hired without utilizing hiring lists or exams to expedite the hiring process. CalHR also authorized DMV to waive the 180 day waiting period before hiring back a retired annuitant, which allows the department to hire recently retired staff. These efforts will help with filling DMV's vacancies until fully trained civil service staff can be onboarded, trained and deployed.
- As of August 31, 2018, the following job offers have been made -
  - 181 Civil Service Appointments made – 116 have already started
  - 287 Emergency Hires made – 185 have already started
  - 112 Retired Annuitants hired – 106 have already started
- In addition to hiring new employees, DMV Headquarters staff, along with other multiple state agencies staff, have been deployed to DMV field offices throughout the state. At peak, this support consisted of over 450 loaned staff with over 150 from 22 state agencies with a focus on offices with the highest wait times. Staff from other departments welcome customers, review paperwork, issue queue tickets, serve as lobby ambassadors, take customer photos, direct customers to self-service terminals, and perform other non-technical work. This allows DMV to assign as many trained technicians as possible to work at service windows to complete transactions for customers. While loaned staff have been assisting field offices, the department has been engaged in concurrent efforts to ensure impacted offices are hiring additional staff (civil service, emergency, and retired annuitant hires). As loaned assignments end, newly hired DMV employee are replacing loaned staff.

## INFORMATION TECHNOLOGY MODERNIZATION

DMV is working on two additional enhancements to the electronic Driver's License/ Identification Card application, which include Enterprise Application System Environment (EASE) integration (DMV's core system used to process these transactions) and use of computer tablets. The EASE integration is scheduled for implementation in September, which will minimize technician keying and will electronically populate a customer's application information into DMV's EASE database. This integration is expected to have a very positive impact on customer wait times as it may shave off several minutes for each DL/ID card transaction that is processed. At a future date, implementation of functionality for a customer to review their completed application and provide a digital signature at the stationary tablet device will occur.

41 field offices have received tablet devices to aid in issuing queue tickets, making return appointments when necessary, allowing customers to complete their online DL/ID card application (in offices that currently have public WiFi), and to appropriately triage the line. An additional 500 tablet devices were purchased on August 23, 2018, and will be sent to the field offices in a phased approach. The initial rollout was focused on field offices with the highest wait times, with the remaining tablets being deployed based on customer volumes and wait times.

In August, the DMV added the self-service vehicle registration renewal kiosks to 10 additional field offices. Another kiosk was installed at the library in downtown Sacramento on August 24, 2018. Another kiosk will be installed at the Carmichael Library with the installation date set for October 1, 2018. These terminals allow customers to renew their registration and receive their tags on site. DMV has identified an additional 50 retail locations where self-service terminals can be installed over the next few months as the vendor is able to supply the equipment.

DMV is currently developing a system to gather the "pre-queue" wait time in an automated fashion, rather than the manual tracking currently being done. When successful, the end goal is to report this additional wait time on DMV's internet site, along with the queue wait time that is currently displayed, to give customers a more complete and accurate view of the real wait time (both "pre-queue" and queue) at each field office.

## CUSTOMER SERVICE ENHANCEMENTS

Recognizing the need to provide greater service and comfort to customers visiting a DMV field office, the department has focused on improving the overall experience for customers. These services range from providing water and shade to text notifications that allows customers to leave the office and receive a text message when they are getting close to having their number called. Examples of the steps taken to enhance the service provided include:

- DMV broadened its service hours to include offices that are open to the public on Saturday and during extended office hours. To date, sixty DMV offices provide service every Saturday between the hours of 8am – 5pm. Fourteen offices provide extended hours beginning at 7am. Two additional DMV offices are scheduled to provide Saturday service and two additional office will offer extended hours in September 2018.
- The department procured comfort items such as chairs, tents, and water. An initial order of over 33,000 bottles of water were delivered to field offices statewide. A subsequent contract to ensure a supply of water is available to all offices for at least the next six months has since been made. Additionally, 2,580 chairs were delivered to 126 different field offices and 254 pop-up tents have been received in 97 field offices across the state.
- As of August 16, 2018, all offices are offering text message notification. The text message notification alerts a customer that their assigned queue number is within approximately 30 minutes of being called by a DMV technician. This allows the customer the flexibility to leave the office and return to DMV prior to their queue number being called by a technician. The goal of this is to reduce wait times within the office and enhance the customer’s experience. Feedback from customers who have elected to use this option has been very favorable.
- Appointments are opened to the public at 90-day intervals, with new daily releases. To allow customers more time to schedule an appointment to renew prior to the expiration date of a DL/ID, DMV began sending DL/ID card renewal notices 90 to 120 days prior to an individual’s expiration date starting August 28, 2018. This allows customers to schedule an appointment and reduce their overall office wait time.

## **CONTINUED PROCESS IMPROVEMENTS:**

The DMV has already implemented many changes that are having a fundamental impact on wait time reductions. We recognize that there is still much to do. The following actions are underway to build upon the foundation being established to further bring wait times down to an acceptable level and sustain them in the future:

- LEAN Six Sigma Field Office Improvement Plan – DMV began this effort on August 22, 2018, starting with an analysis and assessment of processes at the Carmichael field office. Further analysis is continuing in San Jose currently, with further data gathering in Southern California offices in early September. Some areas of focus include:

- Implement a new document review and approval process that takes place before a customer arrives at the technician window.
- Revise/develop Triage and Start Here roles and responsibilities. (ex: initial document review, quick transactions, issue tickets).
- Have all technicians prepared with inventory (stickers, plates, Temporary Operating Permits, etc.) at their window.
- Have all technicians prepared with cash in their drawer prior to the open of business.

This data collection will continue over the next several weeks, with results and findings being documented, and recommendations developed for additional implementable solutions that will result in more customers being processed faster, thereby reducing wait times further.

- Command Center – As of August 6, 2018, the DMV established a command center at its Headquarters to assist local field offices in queue management. This has helped field office managers and regional managers evaluate how to reduce queue times by being able to get into micro details of transactions occurring and shifting transaction priorities by each DMV window technician.
- A consistency task force has been established to help implement best practices, new processes and consistent procedures throughout all field offices. Training on topics such as “Triage Wait Lines” will be rolled out to all field offices to ensure everything from hiring to customer service to new policies are rolled out, implemented and conducted in a consistent and efficient manner across headquarters and all field offices. The first video training will go out in September to showcase the Granada Hills field office as a best practice in how to triage wait lines.
- A REAL ID task force began meeting in August with a goal to further reduce wait lines at field offices targeted at the Real ID customers. The first step is to improve communication with the public so customers are better prepared when they arrive at a field office. The task force will also develop new and innovative ways to reach customers who need a REAL ID by partnering with airports, businesses and community groups to offer opportunities to apply for a REAL ID in a location other than a DMV field office.
- A Hiring/Staffing task force has also been established, which brings together the various units within the DMV to work across divisions ensuring there are no gaps in customer service due to vacant positions. This task force is also working on improvements to the Wellness program to help address a 30% absenteeism rate in field offices. Absenteeism severely affects wait times and must be addressed so wait times can continue to decrease.
- The final task force established by the department is the data task force. This group is reviewing the data provided by the newly implemented queuing system, which allows

DMV managers the ability to view in real time transaction and wait time data in field offices. This system provides a massive amount of data that the DMV can use to improve queue management and transaction processing times. The data task force is also compiling data received from field offices on the “pre-queue” wait times and developing methods to more accurately collect and report this data. Analysts on the team have already used this data to innovate changes to the queue and pre-queue, and to better provide leadership with important trends across field offices, such as the charts used earlier in this report, that help identify and prioritize where further improvements need to be made.

The DMV is committed to ensuring that customers coming to a field office to apply for a REAL ID license, or conduct any other transaction, do not have to set aside hours of their day to accomplish this. Progress has been made in August in reducing wait times, yet there is clearly much work that remains to be done. To reiterate, the current wait times, even with the reductions that have been made, are not reflective of the standards and goals of the department. The strategies that have been put into place in the past two months are a foundational structure to continue bringing down wait times and sustaining them at pre-REAL ID levels. The additional efforts identified in this report will further aid and contribute to wait time reductions and help the department achieve its ultimate wait time service level goals.