

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

# Department of Motor Vehicles Monthly Status Update Report



April 2019

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

DMV's existing goals are for wait times (amount of time in the queue) not to exceed 45 minutes for customers without an appointment or 15 minutes for customers with an appointment. Additionally, 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 APRIL

April wait times for non-appointment customers were one minute above target levels, averaging 61 minutes (40 minutes queue time and 21 minutes pre-queue). This is an increase from March by 5 minutes, and is above the one-hour total wait time goal by 1 minute. DMV attributes this rise in wait times to a current strategy to eliminate pre-queue wait time by replacing it with a mobile Start Here station, which has been implemented at eight mostly high-volume offices. In these offices, queue tickets are issued upon the customer's arrival at mobile Start Here stations. The purpose of this is to accurately capture the total customer wait time on the DMV website and eliminate the manual tracking currently necessary for tracking pre-queue wait time. DMV plans to add additional offices every month until all offices have eliminated the pre-queue wait time. DMV expected to see a small increase in overall wait times in April, due to employees learning the new mobile Start Here station that will result in increased accuracy in wait time tracking. DMV expects to meet wait time goals in subsequent months as employees get accustomed to mobile Start Here station efficiencies.

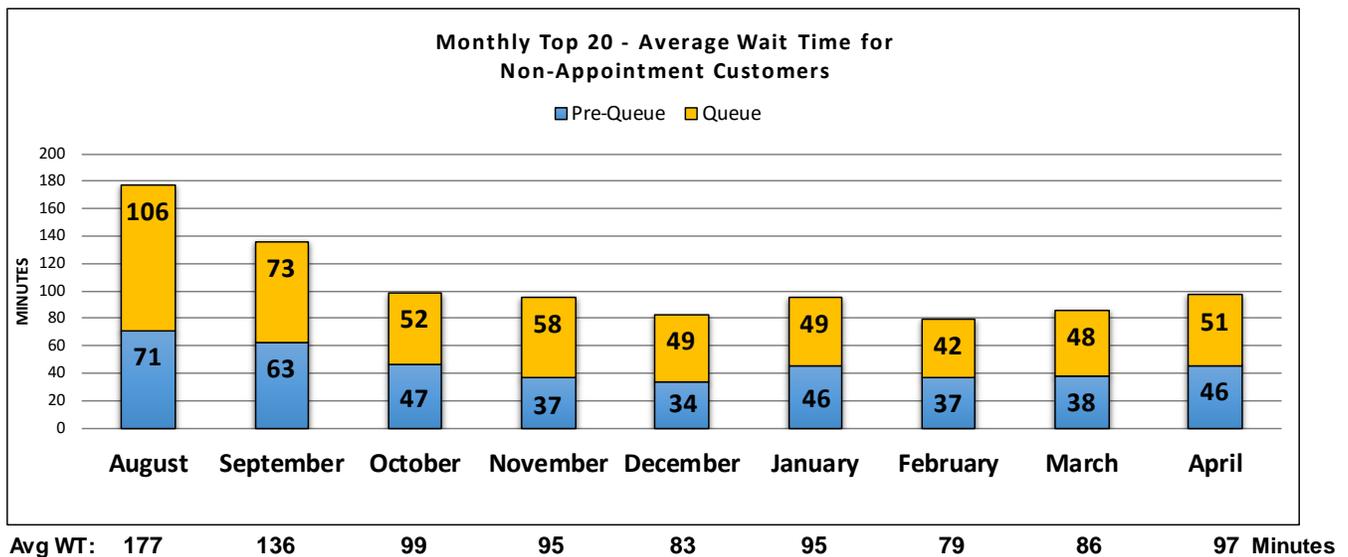
### Elimination of Pre-Queue Office List as of April 2019

Office	Grade Level
Colusa	I
Carmichael	V
LA DLPC	V
Bellflower	V
Pomona	V
Oxnard	IV
Palm Desert	III
Thousand Oaks	III

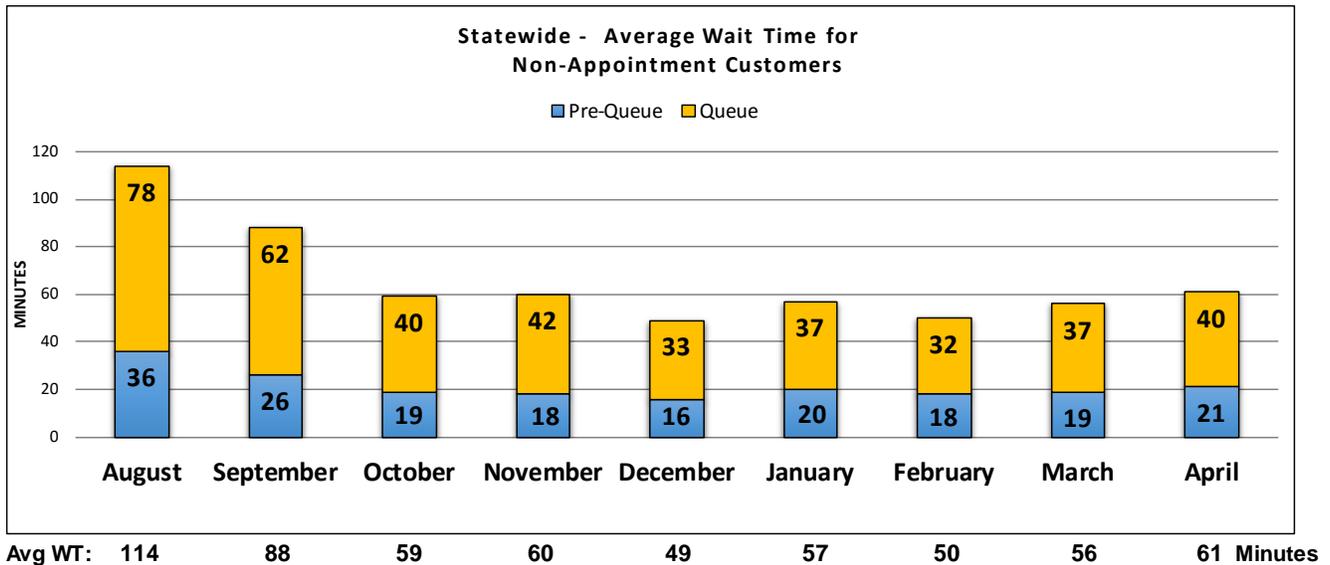
For the remaining offices, DMV continues tracking the pre-queue and queue wait times. Pre-queue represents the amount of time a customer waits in line prior to being issued a queue ticket. The queue represents the amount of time a customer waits upon checking-in and receiving a queue number for DMV services. 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 1.6 million for April compared to over 1.7 million in March. DMV expects these volumes to remain high during the spring and 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 in early May. DMV continues to remain vigilant in monitoring wait times, implementing new wait time reduction strategies, and maintaining those strategies which have proven successful to date. Starting the week of July 1<sup>st</sup>, DMV will also have 53 field offices open an hour earlier, bringing the total number of offices opening early to 69.

**Monthly Top 20 – Average Wait Time for Non-Appointment Customers:** Wait times continued an upward trend in April for the top 20 offices. 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 April 30, 2019. 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 79 minutes in February to a high of 97 minutes in April for the top 20 offices. Altogether, during the months of August through April, a combined 80-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 April 2019. Between August and December 2018, wait times decreased each month. Beginning in January 2019, wait times have fluctuated from a low in February of 50 minutes to a high in April of 61 minutes. This is still 53 minutes lower than the high of 114 minutes in August 2018. DMV continues to generate and implement measures to maintain wait times under target levels, even as transaction volumes have increased. One recent measure discussed earlier in this report to eliminate pre-queue wait time is a contributing factor to the recent small overall increase in wait time in April. DMV expects this rollout will continue to have a short-term effect on wait times while this strategy is implemented throughout the state over the next few months. In the long-term, this transition will result in accurate online reporting of customer wait times, for our customers to use in planning their DMV visits.



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:** This table shows the average wait time in the various grades of field offices for the month of August.

**STATEWIDE - MONTH OF August, 2018**

Month of August, 2018	APPOINTMENT		NON-APPOINTMENT				OVERALL - Appt / Non-Appt		
	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 April 2019:** This table shows the average wait time in the various grades of field offices for the month of April.

**STATEWIDE - MONTH OF April, 2019**

Month of April, 2019	APPOINTMENT		NON-APPOINTMENT				OVERALL - Appt / Non-Appt		
	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	33,116	14	183,591	31	9	40	216,707	28	36
Grade III - 47 Offices	87,135	14	326,355	35	15	50	413,490	31	42
Grade IV/V - 68 Offices	201,774	18	761,307	44	26	70	963,081	39	59

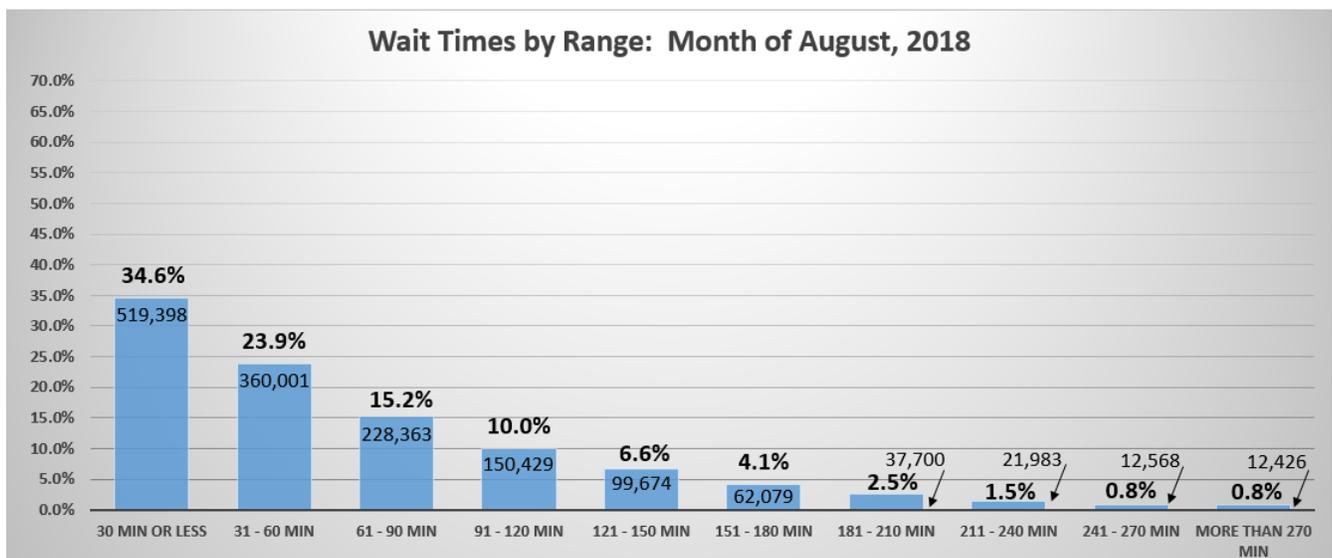
**Difference Between Month of April 2019 and Month of August 2018:** This table illustrates the difference between August 2018 and April 2019.

DIFFERENCE BETWEEN MONTH OF April, 2019 and MONTH OF August, 2018									
Month of Apr, 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	(3,769)	(4)	10,558	(26)	(5)	(31)	6,789	(22)	(26)
Grade III - 47 Offices	(6,706)	(8)	23,817	(39)	(11)	(50)	17,111	(31)	(40)
Grade IV/V - 68 Offices	(16,710)	(6)	81,467	(42)	(20)	(62)	64,757	(32)	(47)

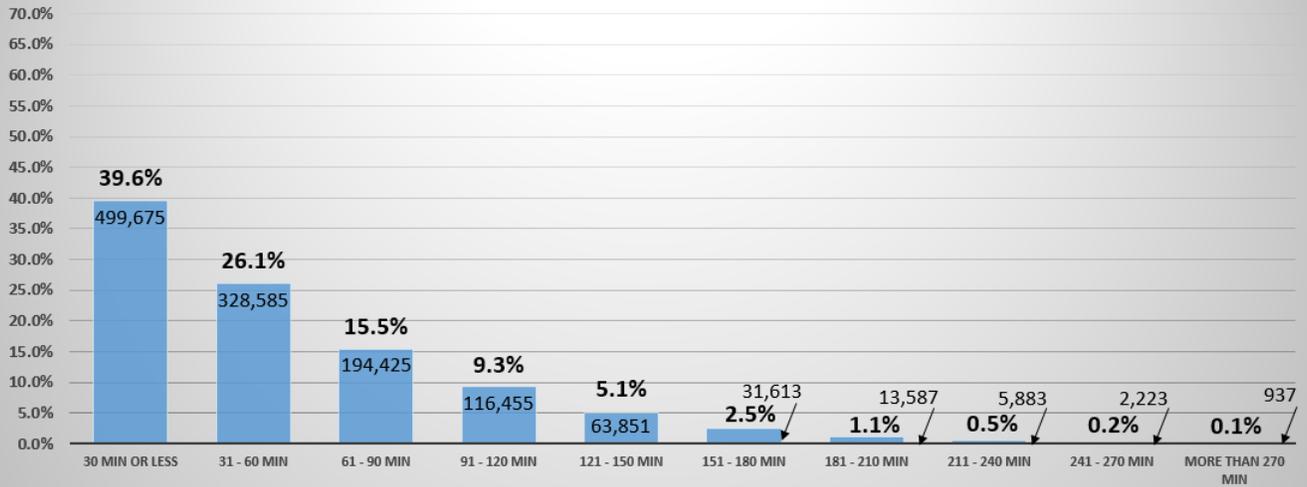
The overall 'Appointment/Non-Appointment' queue and pre-queue wait time decreased by 47 minutes (106 minutes for August compared to 59 minutes for April) for Grade IV/V offices. Smaller offices had an average wait time decrease of 26 minutes (62 minutes for August compared with 36 minutes for April) while mid-sized and larger offices had a wait time decrease of 42 minutes (82 minutes for August compared with 36 minutes for April) 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 April.

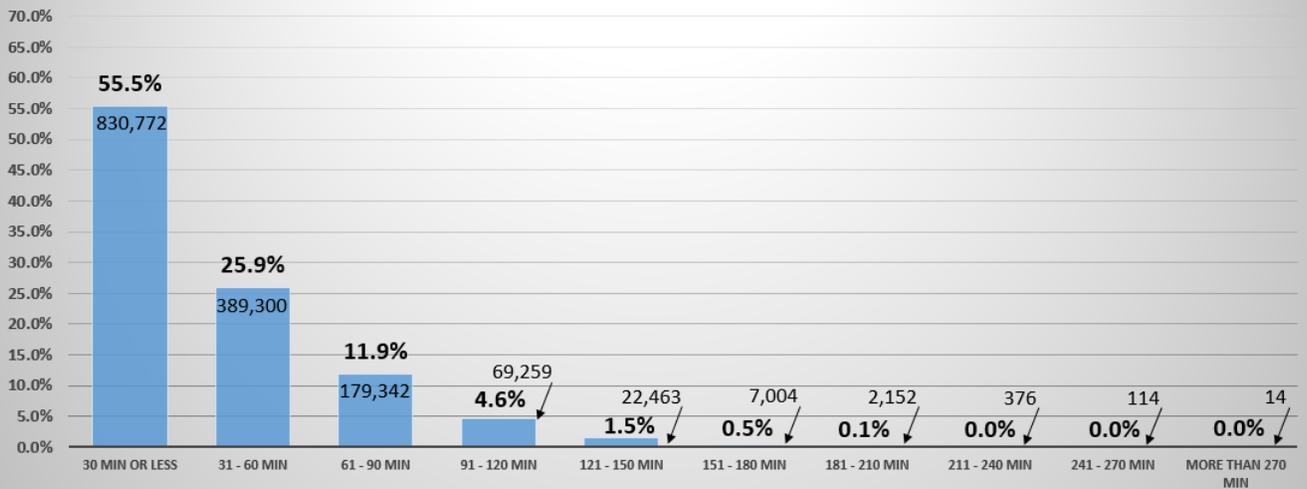
DMV made significant progress in the past nine months on reducing the amount of time customers are waiting in DMV field offices. For example, in August, 246,000 or 16 percent of customers had a wait time of more than two hours. In April, just 27,500 or 1.7 percent of customers waited more than two hours. Similarly, customers waiting one hour or less improved from 879,000 or 58.5 percent in August to 1,298,000 or 81.4 percent in April. 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.



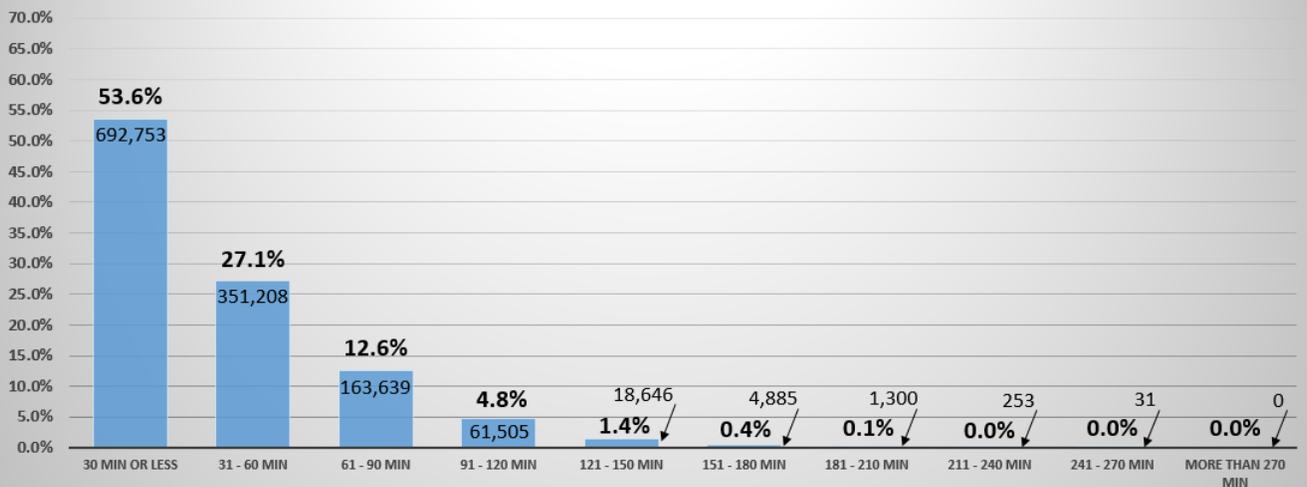
### Wait Times by Range: Month of September, 2018



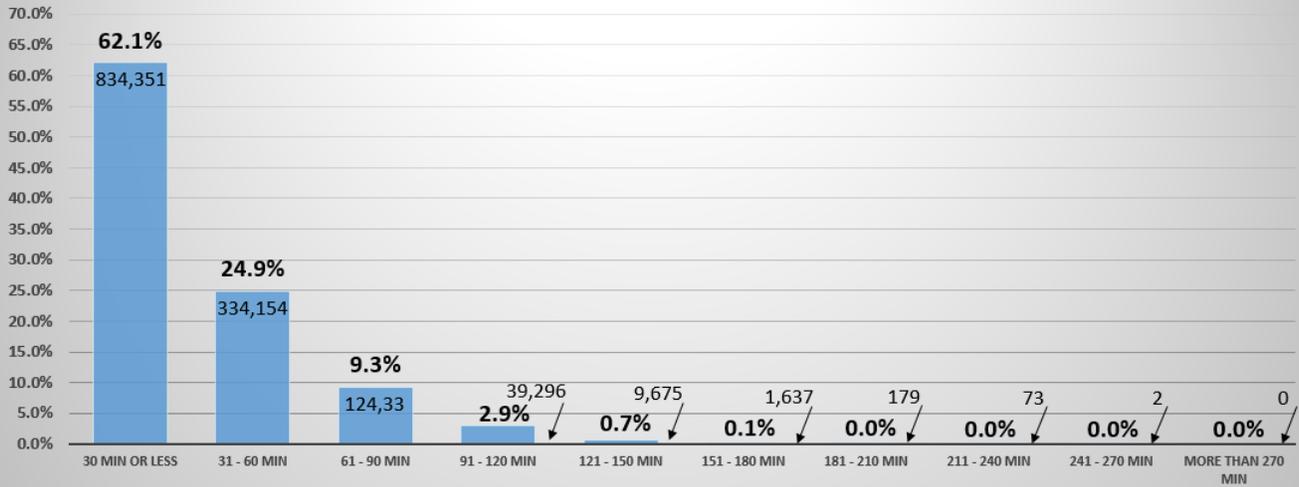
### Wait Times by Range: Month of October, 2018



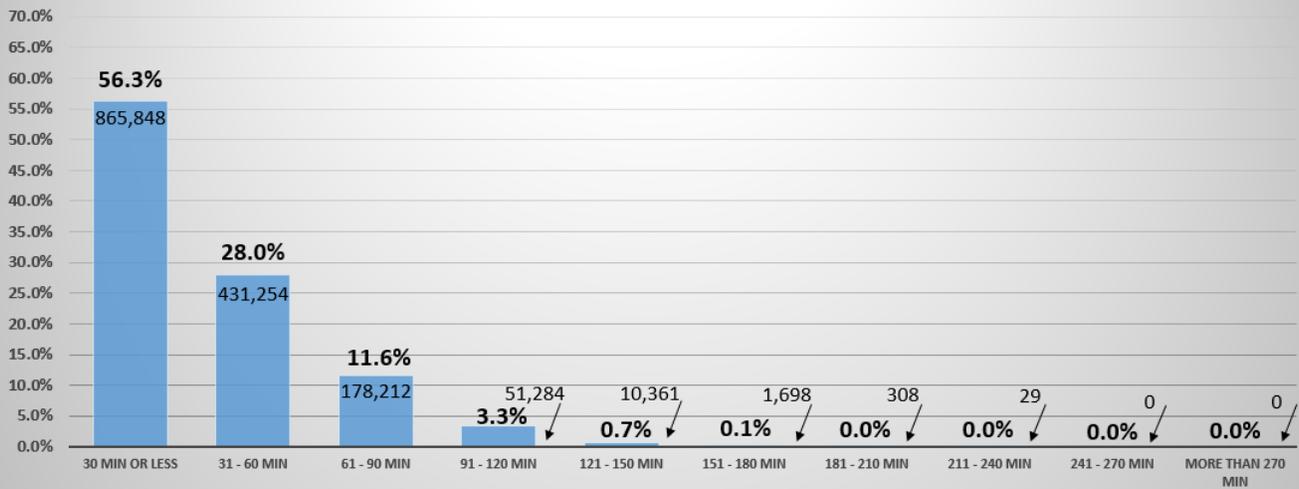
### Wait Times by Range: Month of November, 2018



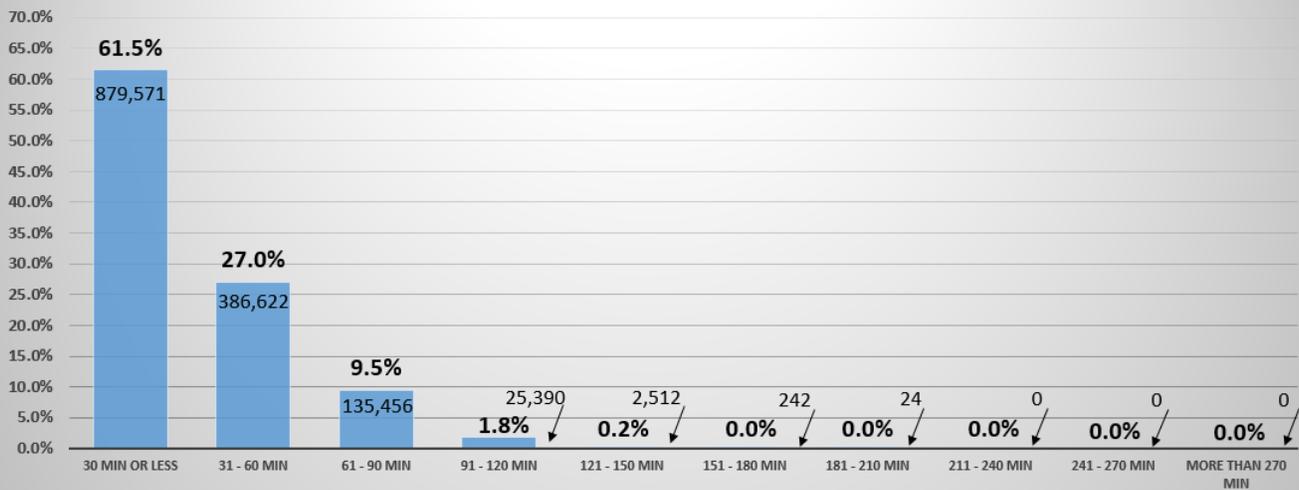
### Wait Times by Range: Month of December, 2018

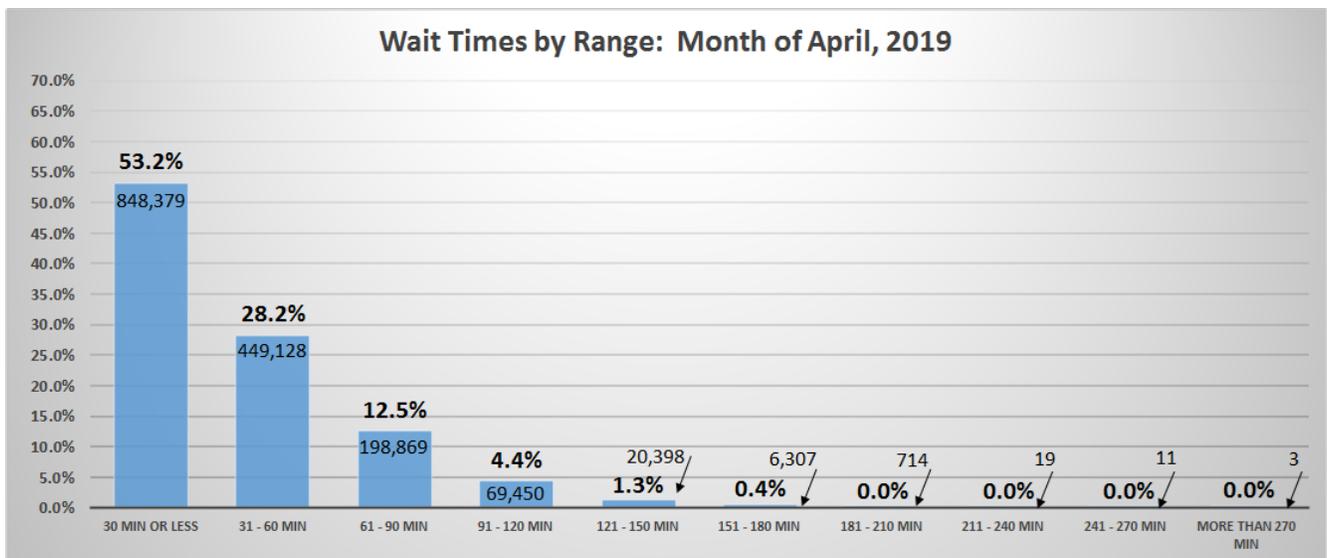
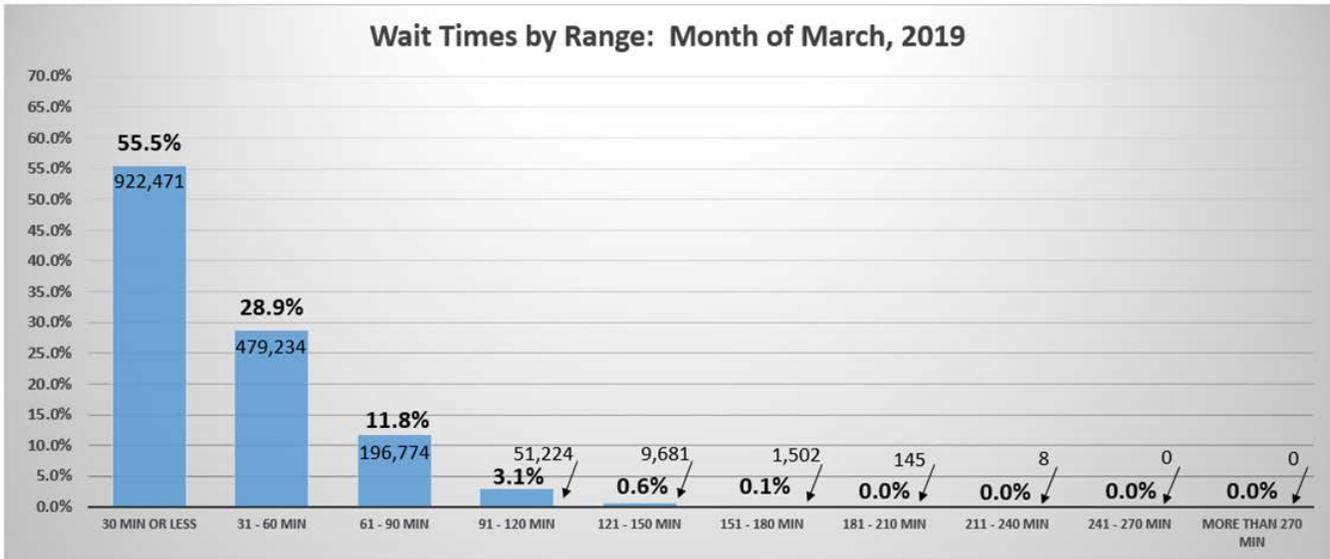


### Wait Times by Range: Month of January, 2019



### Wait Times by Range: Month of February, 2019





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, nearly 3.9 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 April, REAL ID card production increased by 1.2 percent over March to 41.1 percent. 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%
<b>2018 Total</b>	<b>2,044,258</b>	<b>407,971</b>	<b>2,452,229</b>	<b>5,449,379</b>	<b>1,089,505</b>	<b>6,538,884</b>	<b>8,991,113</b>	<b>27.3%</b>	<b>27.2%</b>	<b>27.3%</b>
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%
<b>GRAND TOTALS</b>	<b>3,253,764</b>	<b>609,618</b>	<b>3,863,382</b>	<b>7,274,373</b>	<b>1,500,375</b>	<b>8,774,748</b>	<b>12,638,130</b>	<b>30.9%</b>	<b>28.9%</b>	<b>30.6%</b>

## HIRING AND ABSENTEEISM

**Hiring:** In the month of April, DMV continued to hire new staff.

- As of April 30, 2019, the following job offers have been made since July 1, 2018:
  - 1,381 Civil Service Appointments made – 648 have already started
  - 891 Emergency Hires made – 227 have already started
  - 149 Retired Annuitants hired – 143 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 request was approved. As part of that request, the DMV received authority to hire 300 Motor Vehicle Representatives staff for field offices in the current fiscal year. With this report, the DMV is reporting on the 300 authorized positions. As of May 20, 2019, the following hiring progress was made:

MVR Hiring	Interviews	Job Offers	Started	Percent Started
300 Positions	200	173	34	11.3%

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

DMV continues work on the Wellness Expansion Initiative. As a result of the 2019 All-Employee Wellness Survey, the DMV adjusted its 2019 Wellness Calendar. Local Wellness Boosters were provided material via email to present at staff meetings. April topics included nutrition, mental health awareness, Employee Assistance Program (EAP), dental and vision health, health plan benefits, and move of the month. May Headquarters presentations included a “How to Speak to Your Physician” seminar, and a “Saving for College with the ScholarShare 529 College Savings Plan” workshop. All DMV staff will receive the spring 2019 issue of LIFE News and the EAP May monthly update. On the emails, managers are directed to share the emails with all staff who do not have email accounts. The Wellness program is working with the Field Operations Division (FOD) to launch a Wellness Bulletin Board Challenge for the field offices.

## INFORMATION TECHNOLOGY MODERNIZATION

During the month of January, DMV discussed plans with its self-service terminal kiosk vendor to add 200 more kiosks in 2019; 25 in field offices and 175 in retail locations throughout California. The goal is to have 100 kiosks deployed by May-July, which is in progress, and the remaining 100 by July-December 2019. Currently 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. Additionally, DMV plans to add 10 languages to the kiosks in spring/summer of 2019: Arabic, Armenian, Chinese, Farsi, Hindi, Korean, Punjabi, Russian, Tagalog, and Vietnamese.

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
<b>Oct-17</b>	122,358	10,043	N/A	92	N/A	N/A	<b>132,493</b>
<b>Nov-17</b>	114,602	10,598	N/A	94	N/A	N/A	<b>125,294</b>
<b>Dec-17</b>	113,140	12,889	N/A	86	N/A	N/A	<b>126,115</b>
<b>Jan-18</b>	131,496	17,155	N/A	151	N/A	N/A	<b>148,802</b>
<b>Feb-18</b>	139,654	22,487	N/A	149	N/A	N/A	<b>162,290</b>
<b>Mar-18</b>	164,073	29,886	N/A	184	N/A	N/A	<b>194,143</b>
<b>Apr-18</b>	136,052	27,942	N/A	184	N/A	62	<b>164,178</b>
<b>May-18</b>	154,238	32,195	N/A	239	N/A	109	<b>186,672</b>
<b>Jun-18</b>	141,716	32,825	N/A	236	N/A	177	<b>174,777</b>
<b>Jul-18</b>	139,563	34,511	N/A	245	N/A	187	<b>174,319</b>
<b>Aug-18</b>	141,483	33,979	9	270	N/A	184	<b>175,741</b>
<b>Sep-18</b>	119,632	34,666	75	199	N/A	185	<b>154,572</b>
<b>Oct-18</b>	119,112	33,663	123	203	N/A	228	<b>153,101</b>
<b>Nov-18</b>	110,526	35,771	194	157	27	249	<b>146,675</b>

<b>Dec-18</b>	100,144	39,380	238	103	23	248	<b>139,888</b>
<b>Jan-19</b>	126,200	46,863	288	150	117	302	<b>173,618</b>
<b>Feb-19</b>	127,110	50,568	281	184	159	326	<b>178,302</b>
<b>Mar-19</b>	150,882	64,586	356	190	236	373	<b>216,250</b>
<b>Apr-19</b>	134,888	58,524	367	208	159	536	<b>194,146</b>

By December 31, 2019, the following new services will be added to self-service terminal kiosks:

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

DMV is also reviewing how to enhance services available via the DMV Web site. By August 31, 2019, the following new services will be added to the DMV Web site:

- Replacement vehicle registration sticker
- Replacement registration card

DMV is excited to offer many more self-service kiosks and looks forward to identifying additional ways in which the kiosks and DMV Web site can be used to allow customers to complete their DMV transactions.

## **CONTINUED PROCESS IMPROVEMENTS:**

**Customer Experience Consultant:** DMV, in partnership with the Government Operations Agency (GovOps) DMV Reinvention Strike Team (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, a training “stand down”, to take place at all field offices for an intensive half-day REAL ID training on July 24, 2019. A team from McKinsey, GovOps Agency, CalHR, 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 will occur 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 (DLPC) became the first office to implement a new Centralized Document Review (CDR) 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 DLPC and proved to have efficiencies in the processing of a driver license or ID card transaction. In November 2018, this model was implemented in the Stanton DLPC. The Granada Hills DLPC 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 CDR 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 CDR 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 CDR 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.

Additional consistency training is planned for July 24, 2019. This will be a half-day "stand down" for which all offices will be closed for 4 hours so all employees will receive training in REAL ID education and procedures, including customer service. Development of training

curriculum and materials, as well as identification of training resources, is underway, and a team including DMV, Strike Team members, CalHR, and McKinsey staff is meeting weekly. This effort is being led by McKinsey & Company under an addendum to the current REAL ID Customer Experience project.

Additionally, DMV will evaluate and redesign its web-site. 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 alternatives to a field office visit.

**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. Six sessions were held in April and four have been held with an additional two scheduled for May. Through May 20, 2019, 823 participants have attended these presentations. In addition, the Senior Ombudsmen Program, which has incorporated the Speakers Bureau talking points into their presentations, has made four presentations to a total of 104 attendees.

On May 16, DMV held a call-in session with KCRA3 (NBC-TV) in Sacramento from 4:00 p.m. to 7:30 p.m. DMV spokespersons appeared on the noon, 4:00 p.m., 5:00 p.m., and 6:00 p.m. newscasts where DMV answered questions from 992 callers. DMV is currently discussing holding a similar event with KGO-TV in San Francisco. Also, on May 16, DMV conducted a 10-minute Facebook Live on KCRA’s site which received 15,000 views.

Additionally, DMV is finalizing the 2019 fair schedule to bring the DMV to a wider audience. The fairs include the San Diego County Fair, Alameda County Fair, California State Fair, Orange County Fair, Los Angeles County Fair, and the Fresno Fair.

**Airport Messaging and Outreach:** Revised 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 the DMV to share information with passengers in terminals, web pages, and on social media sites to make travelers aware of the new federal ID requirements and how to apply for a REAL ID driver license or identification card. DMV has also approached selected airports to provide informational tables and/or lease space.

### Airport Messaging and Outreach

Airport Partners	Informational Tables	Airport Service Center (lease space)
Arcata-Eureka		
Bakersfield		
Burbank		DGS to contract leased space
Del Norte County Regional		
Fresno	Third Thursdays from April – August (before TSA)	Leased space not available
Hollywood-Burbank		

John Wayne		DGS submitted request
Long Beach		Leased space not available
Los Angeles International	Third Fridays from April-June (before TSA), TBD-July Employee Day	DGS submitted request
Mammoth Yosemite		
Monterey Regional	6/17 (before TSA)	
Oakland	Airport contract under review	Leased space not available
Ontario	Wednesdays & Fridays of the 2 <sup>nd</sup> and 4 <sup>th</sup> week of the month from May-August (after TSA)	DGS submitted request
Palm Springs		
Sacramento		DGS to contract lease space
San Diego		DGS to contract lease space
San Francisco	Second Friday's from May-August (before TSA)	Lease space not available

**Performance Audit Finding and Corrective Action Plan:** On March 29, the Department of Finance's Office of State Audits and Evaluations issued a Performance Audit of DMV. The DMV has reviewed the findings of the Department of Finance Performance Audit and has prepared a corrective action plan to address each of the audit's findings. The Corrective Action Plan was submitted by May 28, 2019 and is being reviewed by the Department of Finance.

## 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 spring and 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 April, 2019

Month of April, 2019		APPOINTMENT		NON-APPOINTMENT				OVERALL - Appt / Non-Appt		
OFFICE	Apr 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		1,050	8	4,905	17	4	21	5,955	15	19
CHICO		875	15	6,350	37	15	52	7,225	34	48
COLUSA		152	4	2,469	17	4	21	2,621	17	20
ALTURAS		15	8	1,039	14	13	27	1,054	14	27
FALL RIVER MILLS		6	0	1,061	5	3	8	1,067	5	8
QUINCY		10	6	1,608	12	1	13	1,618	12	13
CORTE MADERA		2,188	15	4,367	36	19	55	6,555	29	42
CRESCENT CITY		182	4	2,381	18	5	23	2,563	17	22
<b>DALY CITY</b>	20	3,622	27	11,576	61	20	81	15,198	53	68
EUREKA		1,058	7	4,111	22	13	35	5,169	19	29
FORT BRAGG		102	13	1,802	30	5	35	1,904	29	34
GRASS VALLEY		846	8	3,867	25	4	29	4,713	22	25
GARBERVILLE		175	6	1,272	35	6	41	1,447	31	37
LAKEPORT		187	7	3,492	30	5	35	3,679	29	34
MOUNT SHASTA		123	9	2,000	26	4	30	2,123	25	29
OROVILLE		537	14	4,271	35	2	37	4,808	33	34
PARADISE		-	-	-	-	-	-	-	-	-
SUSANVILLE		273	9	2,335	32	4	36	2,608	29	33
WEAVERVILLE		42	3	1,437	9	2	11	1,479	9	11
WILLOWS		293	10	2,289	23	2	25	2,582	22	23
YREKA		265	13	1,771	41	4	45	2,036	37	41
<b>NOVATO</b>		991	9	4,679	25	23	48	5,670	22	41
PETALUMA		2,150	19	5,111	38	17	55	7,261	33	44
RED BLUFF		1,242	10	4,134	23	13	36	5,376	20	30
<b>REDDING</b>		2,326	11	7,585	25	5	30	9,911	21	26
ROCKLIN		2,108	19	5,307	54	15	69	7,415	44	55
<b>ROSEVILLE</b>		3,715	16	9,596	45	16	61	13,311	37	48
<b>SAN FRANCISCO</b>		3,880	16	10,453	39	34	73	14,333	33	58
<b>SANTA ROSA</b>		2,493	16	9,085	46	15	61	11,578	40	51
TRUCKEE		320	11	2,446	37	5	42	2,766	34	38
UKIAH		435	18	3,973	40	4	44	4,408	38	41
<b>YUBA CITY</b>		2,961	11	7,706	28	5	33	10,667	23	27
<b>Region I (Northern CA)TOTAL</b>		<b>34,622</b>	<b>15</b>	<b>134,478</b>	<b>35</b>	<b>13</b>	<b>48</b>	<b>169,100</b>	<b>31</b>	<b>41</b>

Saturday Service in 62 Offices

## Region II

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

Month of April, 2019		APPOINTMENT		NON-APPOINTMENT				OVERALL - Appt / Non-Appt		
OFFICE	Apr 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		1,231	10	6,748	15	4	19	7,979	15	18
FREMONT		1,782	16	7,162	24	16	40	8,944	23	35
GILROY		1,380	12	5,741	17	14	31	7,121	16	27
<b>HAYWARD</b>		1,789	14	8,499	24	46	70	10,288	22	60
HOLLISTER		381	16	2,916	21	14	35	3,297	21	33
KING CITY		483	10	3,279	16	8	24	3,762	15	22
WATSONVILLE		865	23	3,150	31	15	46	4,015	29	41
LOS GATOS		1,928	17	7,688	27	14	41	9,616	25	36
<b>OAKLAND CLAREMONT</b>		2,454	25	9,284	35	15	50	11,738	33	45
OAKLAND COLISEUM		2,546	19	9,892	39	22	61	12,438	35	52
<b>PLEASANTON</b>		2,082	21	7,603	30	48	78	9,685	28	66
<b>REDWOOD CITY</b>		2,206	31	8,421	46	21	67	10,627	43	59
<b>SALINAS</b>		2,024	24	6,686	30	15	45	8,710	29	40
SAN JOSE		3,677	10	10,587	24	23	47	14,264	20	38
<b>SAN JOSE DLPC</b>		2,674	17	13,012	35	12	47	15,686	32	42
SAN MATEO		1,332	16	9,061	31	28	59	10,393	29	53
<b>SANTA CLARA</b>		2,832	18	13,556	36	14	50	16,388	32	44
<b>SANTA TERESA</b>		1,692	22	7,697	42	4	46	9,389	38	42
SEASIDE		1,370	7	6,290	18	8	26	7,660	16	23
<b>Region II (Bay Area) TOTAL</b>		<b>34,728</b>	<b>18</b>	<b>147,272</b>	<b>30</b>	<b>19</b>	<b>49</b>	<b>182,000</b>	<b>28</b>	<b>43</b>
<b>Saturday Service in 62 Offices</b>										

## Region III

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

Month of April, 2019		APPOINTMENT		NON-APPOINTMENT				OVERALL - Appt / Non-Appt		
OFFICE	Apr 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		3,498	22	14,017	65	-	65	17,515	57	56
<b>CONCORD</b>		961	13	11,002	34	17	51	11,963	32	48
DAVIS		2,238	21	3,973	65	13	78	6,211	49	57
<b>EL CERRITO</b>		3,058	23	10,344	46	13	59	13,402	41	51
<b>FAIRFIELD</b>		1,417	7	7,324	19	10	29	8,741	17	25
<b>FOLSOM</b>		3,172	15	7,388	37	22	59	10,560	30	46
<b>LODI</b>		2,614	16	9,022	41	21	62	11,636	36	52
MANTECA		2,253	15	6,073	49	7	56	8,326	40	45
NAPA		965	6	8,515	7	7	14	9,480	7	13
PITTSBURG		955	18	9,176	21	18	39	10,131	20	37
PLACERVILLE		1,104	15	3,367	48	7	55	4,471	39	45
JACKSON		352	4	2,862	22	5	27	3,214	20	25
SAN ANDREAS		280	4	2,513	18	3	21	2,793	16	19
SOUTH LAKE TAHOE		366	13	2,343	51	18	69	2,709	46	61
<b>SACRAMENTO</b>		3,601	9	15,971	31	20	51	19,572	27	43
SONORA		1,027	15	3,097	34	6	40	4,124	29	34
SACRAMENTO SOUTH		3,080	25	10,285	61	18	79	13,365	53	67
STOCKTON		2,188	13	11,591	30	36	66	13,779	28	58
<b>TRACY</b>		1,134	15	8,241	39	9	48	9,375	36	44
VACAVILLE		1,622	20	4,129	57	19	76	5,751	47	60
<b>VALLEJO</b>		1,248	11	6,364	33	28	61	7,612	29	53
WALNUT CREEK		1,130	9	5,629	30	15	45	6,759	27	39
<b>WOODLAND</b>		409	12	2,425	31	14	45	2,834	28	40
<b>Region III (Sacramento Area) TOTAL</b>		<b>38,672</b>	<b>16</b>	<b>165,651</b>	<b>38</b>	<b>15</b>	<b>53</b>	<b>204,323</b>	<b>34</b>	<b>46</b>

Saturday Service in 62 Offices

## Region IV

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

Month of April, 2019		APPOINTMENT		NON-APPOINTMENT				OVERALL - Appt / Non-Appt		
OFFICE	Apr 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		707	8	4,407	29	8	37	5,114	26	33
<b>BAKERSFIELD</b>		1,426	16	9,058	39	17	56	10,484	36	51
<b>CLOVIS</b>		2,237	23	9,721	37	22	59	11,958	34	52
DELANO		598	7	5,565	31	9	40	6,163	29	37
<b>FRESNO</b>		2,818	18	15,923	34	12	46	18,741	31	42
FRESNO NORTH		1,667	17	7,239	32	14	46	8,906	29	41
HANFORD		1,052	18	5,077	46	7	53	6,129	41	47
<b>LANCASTER</b>		5,273	26	15,363	47	10	57	20,636	42	49
LOS BANOS		584	10	5,275	23	11	34	5,859	22	32
MADERA		595	13	5,104	33	15	48	5,699	31	44
<b>MERCED</b>		1,952	16	5,880	37	11	48	7,832	32	40
<b>MODESTO</b>		3,006	19	10,879	31	25	56	13,885	28	48
PORTERVILLE		1,018	24	4,688	39	10	49	5,706	36	45
REEDLEY		1,162	14	6,390	31	28	59	7,552	28	52
RIDGECREST		416	10	2,923	24	7	31	3,339	23	28
BISHOP		129	8	1,695	25	5	30	1,824	24	28
COALINGA		241	11	2,641	28	4	32	2,882	27	30
LAKE ISABELLA		212	7	1,897	17	5	22	2,109	16	20
MARIPOSA		220	15	715	28	9	37	935	25	32
SHAFTER		611	18	3,748	33	9	42	4,359	31	39
BAKERSFIELD SW		1,264	11	11,060	34	6	40	12,324	31	37
TAFT		262	8	1,925	17	4	21	2,187	16	19
TULARE		1,162	13	5,675	40	11	51	6,837	35	45
TURLOCK		1,717	22	5,004	43	8	51	6,721	38	44
<b>VISALIA</b>		1,492	14	6,051	34	13	47	7,543	30	40
<b>Region IV (Central Valley) TOTAL</b>		<b>31,821</b>	<b>18</b>	<b>153,903</b>	<b>35</b>	<b>13</b>	<b>48</b>	<b>185,724</b>	<b>32</b>	<b>43</b>

**Saturday Service in 62 Offices**

## Region V

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

Month of April, 2019		APPOINTMENT		NON-APPOINTMENT				OVERALL - Appt / Non-Appt		
OFFICE	Apr 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 & Pre-Queue Wait Time
ARLETA		3,947	14	12,227	37	37	74	16,174	31	59
<b>CULVER CITY</b>		3,474	14	8,452	40	36	76	11,926	32	58
GLENDALE		3,527	5	12,431	34	38	72	15,958	28	57
GOLETA		661	9	4,287	26	20	46	4,948	24	41
HOLLYWOOD COLE	3	2,003	16	7,534	59	65	124	9,537	50	101
HOLLYWOOD WEST		2,214	7	6,841	25	15	40	9,055	20	32
<b>GRANADA HILLS DLPC</b>		1,914	20	9,147	43	15	58	11,061	39	51
NEWHALL		2,613	13	7,221	41	39	80	9,834	34	62
OXNARD		2,235	13	7,101	58	11	69	9,336	47	56
PASO ROBLES		912	19	3,068	40	14	54	3,980	35	46
LOMPOC		1,628	12	3,943	43	10	53	5,571	34	41
<b>SAN LUIS OBISPO</b>		1,959	12	4,953	41	13	54	6,912	33	42
SANTA BARBARA		690	15	3,526	39	21	60	4,216	35	53
SANTA MARIA		1,693	9	6,514	48	14	62	8,207	40	51
<b>SANTA MONICA</b>	18	1,694	15	10,793	63	19	82	12,487	56	73
SANTA PAULA		784	7	5,925	29	14	43	6,709	27	39
SIMI VALLEY		1,387	10	6,186	31	33	64	7,573	27	54
<b>THOUSAND OAKS</b>		1,657	20	8,676	61	10	71	10,333	54	63
<b>VAN NUYS</b>	13	2,583	16	13,217	41	49	90	15,800	37	78
<b>VENTURA</b>		2,039	14	8,895	45	11	56	10,934	39	48
WINNETKA	19	3,221	17	9,238	52	30	82	12,459	43	65
<b>Region V (Northern Los Angeles/Coastal Area) TOTAL</b>		<b>42,835</b>	<b>13</b>	<b>160,175</b>	<b>44</b>	<b>27</b>	<b>71</b>	<b>203,010</b>	<b>37</b>	<b>59</b>
<b>Saturday Service in 62 Offices</b>										

## Region VI

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

Month of April, 2019		APPOINTMENT		NON-APPOINTMENT				OVERALL - Appt / Non-Appt		
OFFICE	Apr 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 & Pre Queue Wait Time
BELL GARDENS	11	3,192	19	9,742	48	45	93	12,934	41	75
BELLFLOWER	16	3,973	19	13,340	52	33	85	17,313	44	70
COMPTON	10	2,317	13	9,329	47	47	94	11,646	40	78
EL MONTE	8	2,285	22	6,719	50	46	96	9,004	43	77
HAWTHORNE	5	3,276	23	9,892	58	46	104	13,168	50	84
INGLEWOOD		1,634	11	8,670	31	31	62	10,304	28	54
LINCOLN PARK	6	2,861	18	8,611	47	56	103	11,472	40	82
LONG BEACH	14	2,493	12	12,121	31	58	89	14,614	28	76
LOS ANGELES	1	4,204	37	12,169	66	60	126	16,373	58	103
MONTEBELLO	15	3,070	17	8,351	43	46	89	11,421	36	70
PASADENA	4	4,719	19	10,979	43	64	107	15,698	36	80
SAN PEDRO		2,313	11	7,734	32	8	40	10,047	27	33
TORRANCE	9	2,949	22	6,863	44	51	95	9,812	37	73
WEST COVINA	2	4,542	27	11,896	65	61	126	16,438	55	99
<b>Region VI (Los Angeles Area) TOTAL</b>		<b>43,828</b>	<b>21</b>	<b>136,416</b>	<b>48</b>	<b>48</b>	<b>96</b>	<b>180,244</b>	<b>41</b>	<b>78</b>

Saturday Service in 62 Offices

## Region VII

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

Month of April, 2019		APPOINTMENT		NON-APPOINTMENT				OVERALL - Appt / Non-Appt		
OFFICE	Apr 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 & Pre Queue Wait Time
BARSTOW		1,076	15	4,243	33	9	42	5,319	29	36
RIVERSIDE EAST		4,971	17	11,938	52	15	67	16,909	42	52
FONTANA		4,879	9	16,406	34	17	51	21,285	28	41
FULLERTON		4,240	23	17,960	52	15	67	22,200	47	59
NEEDLES		195	12	1,312	30	7	37	1,507	28	34
NORCO		2,521	22	9,310	55	17	72	11,831	48	61
POMONA		3,551	25	13,964	67	11	78	17,515	58	67
RANCHO CUCAMONGA		3,831	21	13,388	51	25	76	17,219	44	64
REDLANDS		2,396	21	8,148	50	13	63	10,544	43	53
RIVERSIDE		3,896	17	9,434	48	6	54	13,330	39	43
SAN BERNARDINO		3,925	11	14,053	33	17	50	17,978	28	41
SANTA ANA		3,292	14	16,091	44	23	67	19,383	39	58
STANTON DLPC		3,515	16	12,958	55	20	75	16,473	47	62
VICTORVILLE		3,801	19	13,321	55	8	63	17,122	47	53
WESTMINSTER		3,481	13	14,719	42	29	71	18,200	37	60
WHITTIER	17	3,492	13	13,255	56	29	85	16,747	47	70
<b>Region VII (Orange County/Inland Empire) TOTAL</b>		<b>53,062</b>	<b>17</b>	<b>190,500</b>	<b>49</b>	<b>18</b>	<b>67</b>	<b>243,562</b>	<b>42</b>	<b>56</b>
<b>Saturday Service in 62 Offices</b>										

## Region VIII

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

Month of April, 2019		APPOINTMENT		NON-APPOINTMENT				OVERALL - Appt / Non-Appt		
OFFICE	Apr 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		1,190	12	5,850	30	9	39	7,040	27	34
BRAWLEY		562	10	5,627	23	7	30	6,189	22	28
BLYTHE		285	3	2,217	17	7	24	2,502	15	22
<b>CHULA VISTA</b>		2,435	12	20,089	39	16	55	22,524	36	50
<b>COSTA MESA</b>		3,157	29	8,642	59	14	73	11,799	51	61
EL CAJON		2,157	14	14,230	41	14	55	16,387	38	50
<b>EL CENTRO</b>		1,251	11	6,260	26	6	32	7,511	23	28
<b>HEMET</b>		2,360	8	12,968	25	3	28	15,328	22	25
INDIO		2,307	9	6,698	25	13	38	9,005	21	31
LAGUNA HILLS	12	2,563	15	8,361	46	46	92	10,924	39	74
OCEANSIDE		2,655	21	6,611	50	30	80	9,266	41	63
<b>PALM DESERT</b>		2,056	14	8,662	47	6	53	10,718	41	46
PALM SPRINGS		126	6	1,446	28	9	37	1,572	26	35
<b>POWAY</b>		2,741	18	7,284	40	19	59	10,025	34	48
SAN CLEMENTE		1,887	8	6,571	34	32	66	8,458	28	53
<b>SAN DIEGO CLAIREMONT</b>		4,397	11	15,381	40	13	53	19,778	34	44
SAN DIEGO NORMAL		2,941	13	12,035	53	21	74	14,976	45	62
<b>SAN MARCOS</b>		2,668	13	12,223	43	22	65	14,891	38	56
SAN YSIDRO	7	2,039	13	10,429	51	52	103	12,468	45	88
<b>TEMECULA</b>		2,384	12	7,940	46	19	65	10,324	38	53
TWENTYNINE PALMS		296	15	3,334	41	13	54	3,630	39	51
<b>Region VIII (San Diego Area) TOTAL</b>		<b>42,457</b>	<b>14</b>	<b>182,858</b>	<b>40</b>	<b>19</b>	<b>59</b>	<b>225,315</b>	<b>35</b>	<b>51</b>
<b>STATEWIDE TOTALS</b>		<b>322,025</b>	<b>16</b>	<b>1,271,253</b>	<b>40</b>	<b>21</b>	<b>61</b>	<b>1,593,278</b>	<b>35</b>	<b>52</b>
<b>Saturday Service in 62 Offices</b>										