

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

# Department of Motor Vehicles Monthly Status Update Report



April 5, 2019

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

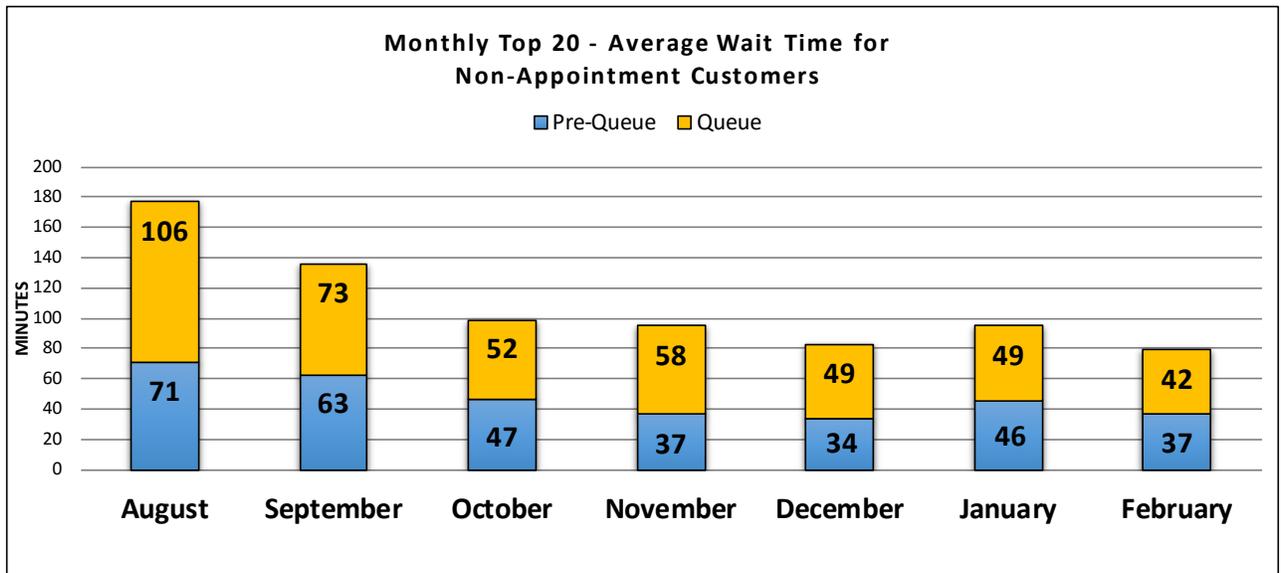
DMV's existing goals are for wait times (amount of time in the queue) not to exceed 45 minutes for customers without an appointment or 15 minutes for customers with an appointment. Additionally, DMV's goal for non-appointment customers is to wait no more than 15 minutes to be issued a queue ticket upon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

February wait times for non-appointment customers were below target levels, averaging 50 minutes (32 minutes queue time and 18 minutes pre-queue). This is an improvement from January and is under the one-hour total wait time goal. DMV remains committed to further refining those strategies already in place and is working to implement additional strategies which will allow DMV to sustain these wait time levels.

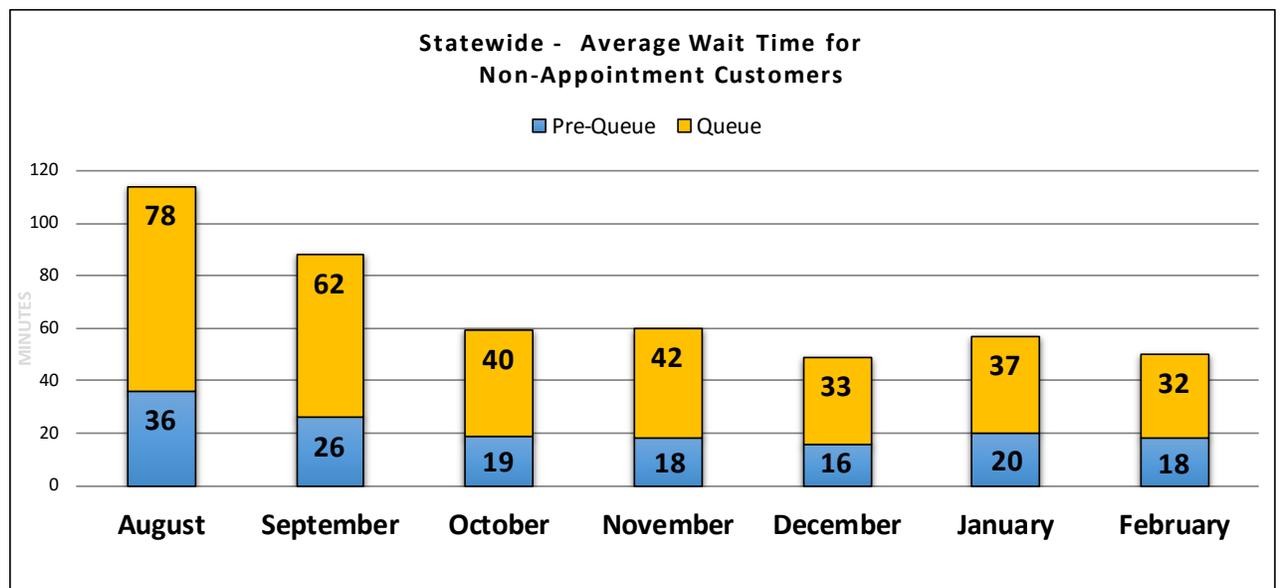
In this report, DMV continues tracking the pre-queue and queue wait times while continuing to assess all service options and how best to deliver them to our customers efficiently. Pre-queue represents the amount of time a customer waits in line prior to being issued a queue ticket. Queue represents the amount of time a customer waits upon checking-in and receiving a queue number for DMV services. The month of August is the baseline for wait time measurement capturing a full month of pre-queue and queue wait time data.

**Monthly Top 20 – Average Wait Time for Non-Appointment Customers:** Wait times are now at their lowest point since August 2018 for our 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 February 28, 2019. Between August and December 2018, wait times decreased at the top 20 offices each month. During this time, wait times reduced from 176 minutes in August to 79 minutes in December. In January, wait times increased by 12 minutes compared to December, but in February, wait times were down 16 minutes from January. During the months of August through February, a combined 98-minute reduction in pre-queue and queue wait time at the top 20 offices has been achieved.



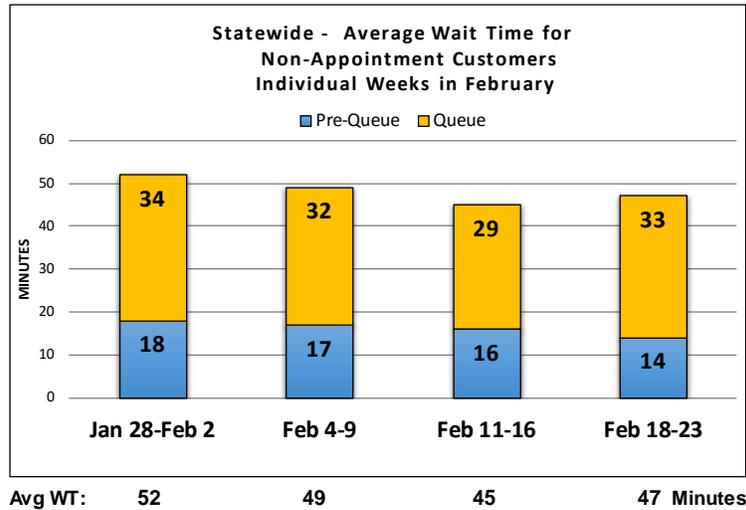
**Avg WT:** 177      136      99      95      83      95      79 Minutes

**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 through February. Between August and December 2018, wait times decreased each month. During this period, wait times were reduced from 114 minutes in August to 50 minutes in December. In January, wait times increased by 8 minutes compared to December, but in February, wait times were 7 minutes lower than in January. During the seven-month period of August through February, a combined 64 minute reduction in pre-queue and queue wait time has been achieved.



**Avg WT:** 114      88      59      60      49      57      50 Minutes

**Statewide Average Wait Time for Non-Appointment Customers Each Full Week in February:** This chart illustrates the type of variability that occurs during each week. There is a 7-minute difference in wait times between the highest week (January 28 through February 2) and the lowest wait time week (February 11 through 16).



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 of February 2019:** This table shows the average wait time in the various grades of field offices for the month of February.

STATEWIDE - MONTH OF February, 2019									
Month of February, 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	29,610	11	162,090	24	8	32	191,700	22	29
Grade III - 47 Offices	78,022	12	300,927	28	12	40	378,949	25	34
Grade IV/V - 68 Offices	185,211	15	673,957	36	22	58	859,168	31	49

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

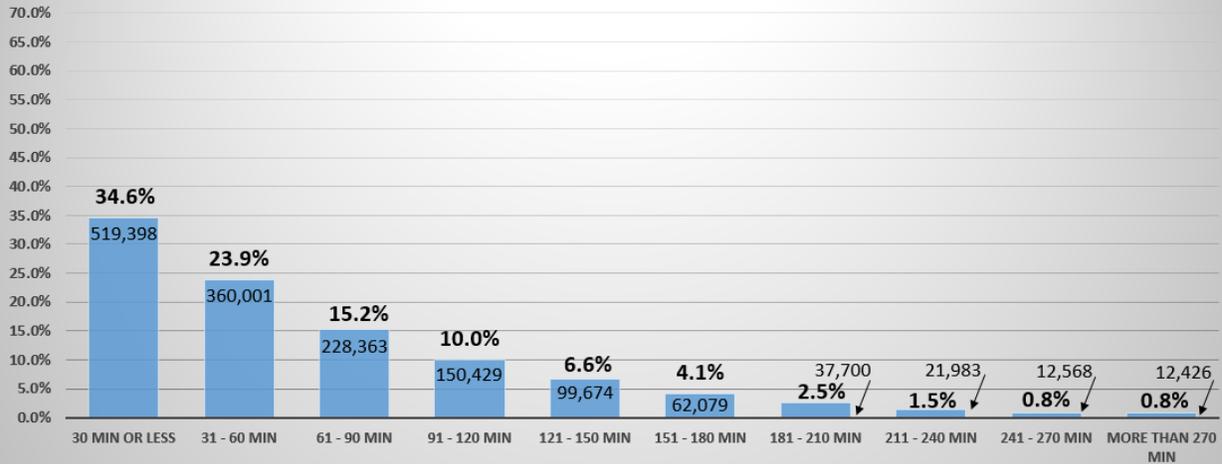
DIFFERENCE BETWEEN MONTH OF February, 2019 and MONTH OF August, 2018									
Month of Feb, 2019 vs Aug, 2018	APPOINTMENT		NON-APPOINTMENT				OVERALL - Appt / Non-Appt		
Grade	Cust Served	Queue Wait Time	Cust Served	Queue Wait Time	Pre-Queue Wait Time	Queue + Pre-Queue (Non-Appt)	Total Cust Served	Queue Wait Time	Queue & PreQueue Wait Time
Grade I/II - 56 Offices	(7,275)	(7)	(10,943)	(33)	(6)	(39)	(18,218)	(28)	(33)
Grade III - 47 Offices	(15,819)	(10)	(1,611)	(46)	(14)	(60)	(17,430)	(37)	(48)
Grade IV/V - 68 Offices	(33,273)	(9)	(5,883)	(50)	(24)	(74)	(39,156)	(40)	(57)

The overall 'Appt/Non-Appt' queue and pre-queue wait time decreased by 57 minutes (106 minutes for August compared to 49 minutes for February) for Grade IV/V offices. Smaller offices had an average wait time decrease of 33 minutes (62 minutes for August compared with 29 minutes for February) while mid-sized and larger offices had a wait time decrease of 48 minutes (82 minutes for August compared with 34 minutes for February) for all customers.

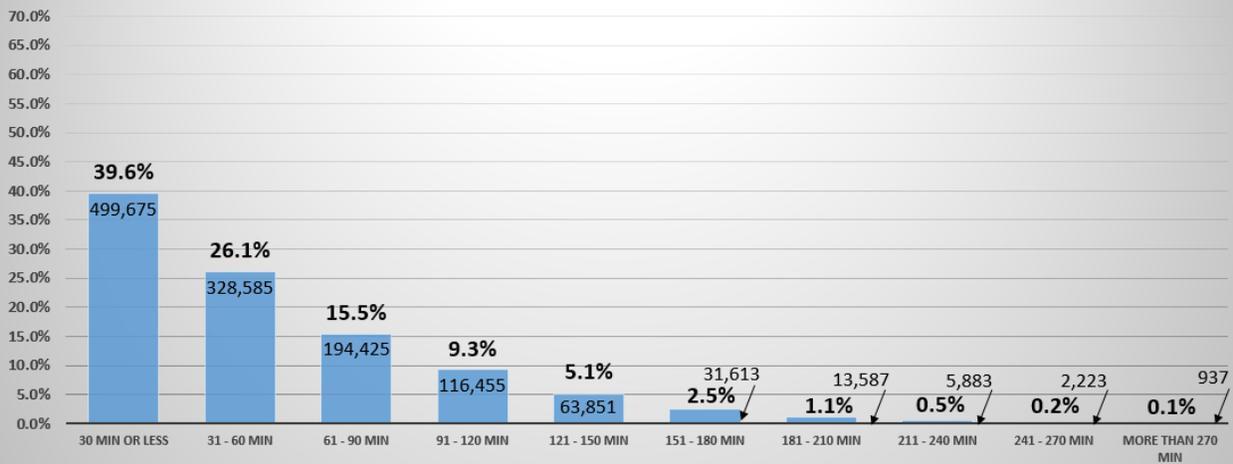
**Wait Times by Range:** The following charts show the number and percentage of customers whose queue wait time were 0-30 minutes, 31-60 minutes, 61-90 minutes, etc. (in thirty-minute increments) for the months of August through February.

DMV made significant progress in the past seven months on reducing the amount of time customers are waiting in DMV field offices. For example, in August, 16 percent of customers had a wait time of more than two hours. In February, that dropped to 0.2 percent. Similarly, customers waiting one hour or less improved from 58.5 percent in August to 88.5 percent in February. 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.

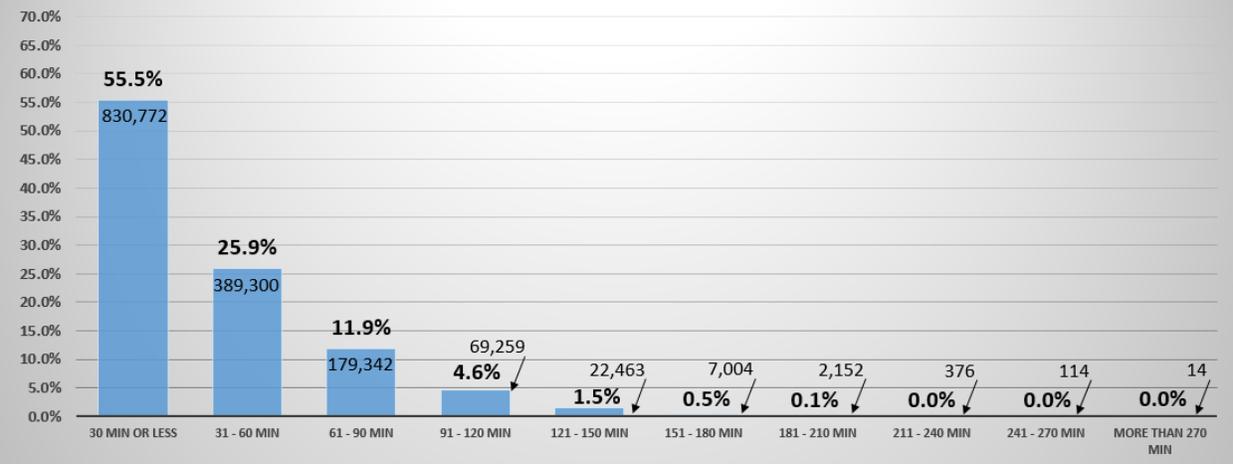
**Wait Times by Range: Month of August, 2018**



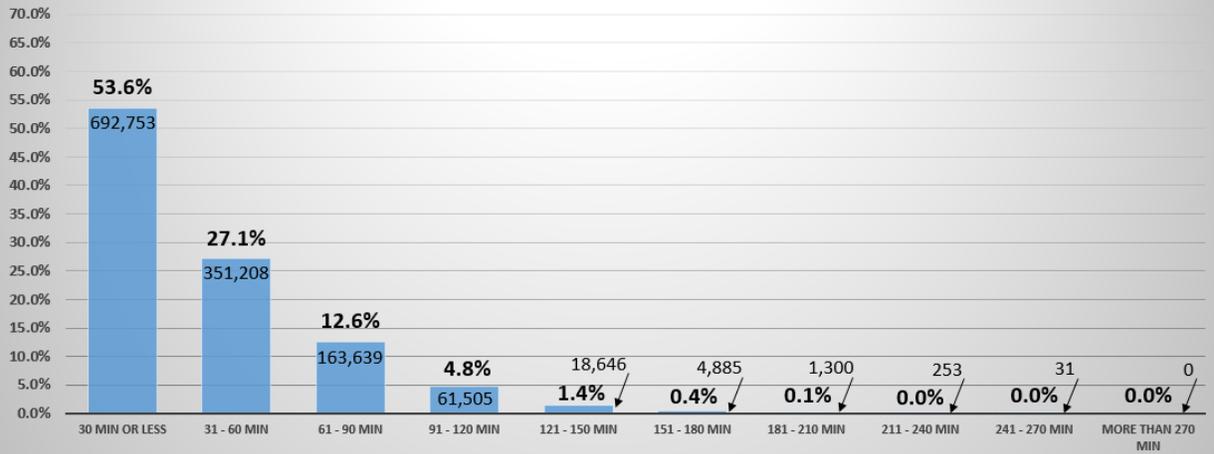
**Wait Times by Range: Month of September, 2018**



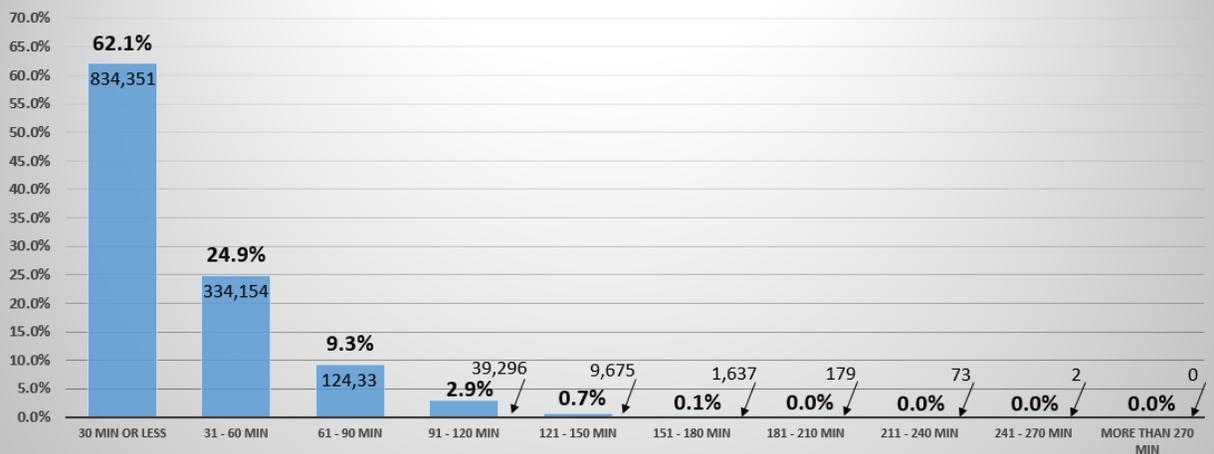
**Wait Times by Range: Month of October, 2018**



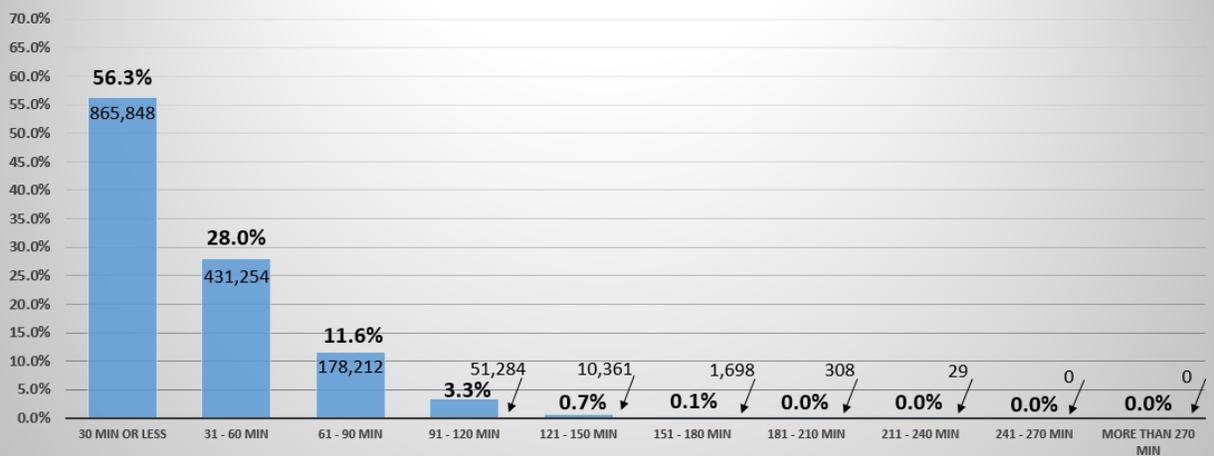
**Wait Times by Range: Month of November, 2018**

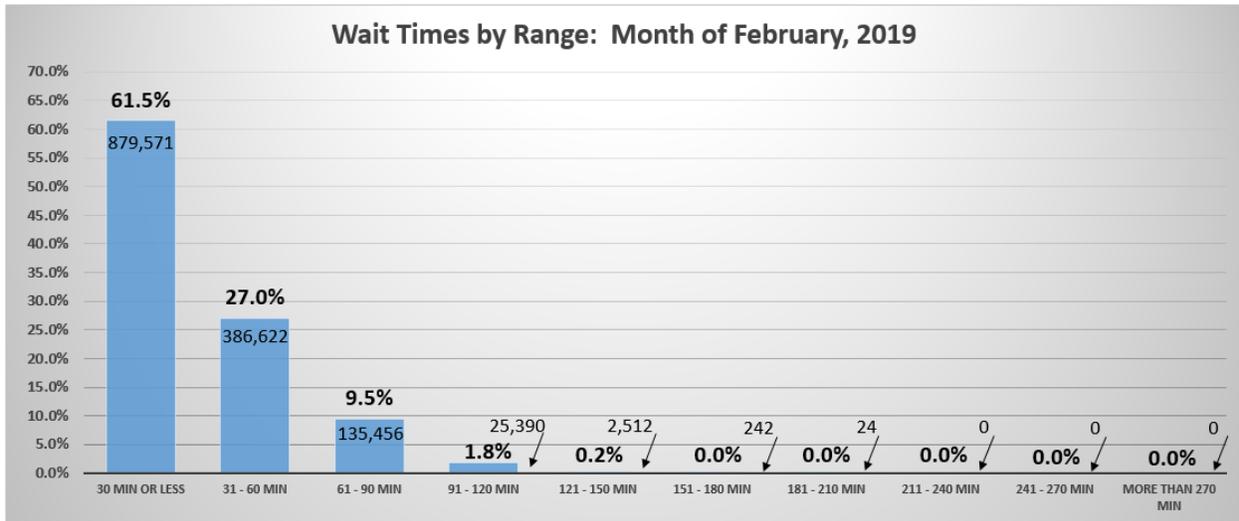


**Wait Times by Range: Month of December, 2018**



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





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, more than 3.1 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.

Between January 2018 and January 2019, the percentage of REAL ID cards to total cards produced had increased steadily each month. February saw a decrease in the total number of REAL ID driver license and identification cards produced for the month, with more than 315,000 REAL ID cards produced and issued. The percentage of REAL IDs cards being produced in January decreased from 41.6 percent of all cards produced to 33.6 percent of all cards produced in February. This was due to a one-time production issue in which Renewal by Mail (RBM) cards, which are non-compliant, were prioritized over REAL ID cards. DMV anticipates that March volumes will return to a consistent upward trend in the number of REAL ID cards produced every month.

## 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%
<b>GRAND TOTALS</b>	<b>2,595,986</b>	<b>510,737</b>	<b>3,106,723</b>	<b>6,338,258</b>	<b>1,299,458</b>	<b>7,637,716</b>	<b>10,744,439</b>	<b>29.1%</b>	<b>28.2%</b>	<b>28.9%</b>

## HIRING AND ABSENTEEISM

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

- As of February 28, 2019, the following job offers have been made since July 1, 2018:
  - 1,230 Civil Service Appointments made – 762 have already started
  - 781 Emergency Hires made – 378 have already started
  - 148 Retired Annuitants hired – 142 have already started
- The new hires filled the authorized REAL ID positions and field office positions that are vacant through transfers, promotions, and retirements.

**Absenteeism:** The expanded Absenteeism Task Force met in February. The Task Force determined there is a lack of comparative absenteeism data both internally and externally. With the roll-out of the Wellness Expansion program, DMV will continue to collect the absenteeism data to determine if the program is helping to lower absenteeism, which continues to be at 6.1 percent.

DMV continues work on the Wellness Expansion Initiative. The February 2019 All-Employee Wellness Survey received 4,500 employee responses. Overall, DMV employees indicated a commitment to making healthy lifestyle changes. Employees would like more lunch time opportunities to participate in physical activities, wellness presentations, healthy eating options, and health-related challenges. Staff meetings

were cited as a preferred delivery channel for the designated Wellness Boosters to reach out to staff to provide relevant wellness related information. Based on the survey results, the DMV will be adjusting its 2019 Wellness Calendar, and local Wellness Boosters will be provided materials on a quarterly basis to present at selected staff meetings throughout each quarter.

## **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 and the remaining 100 by July 2019. Currently there are 162 kiosks statewide: 70 in DMV field offices, 77 retail locations, 3 in libraries, 1 at University of California, Irvine, 1 in the Mendota City Hall, and 10 at AAA locations in Northern California. Additionally, DMV plans to add 10 languages to the kiosks in spring of 2019: Arabic, Chinese, Farsi, Hindi, Korean, Punjabi, Russian, Tagalog, and Vietnamese.

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

- Driver record
- Vehicle record
- Replacement registration card
- Replacement vehicle registration sticker

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

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:

- Duplicate registration card
- Duplicate vehicle registration sticker

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 DMV Reinvention Strike Team, is currently finalizing a procurement for a Customer Design and Experience Consultant to provide consultative services to transform the DMV customer experience, in particular as it relates to the implementation of REAL ID. Through user-centered design practices, the consultant will integrate REAL ID services and increased customer volume with continued and increased customer satisfaction in all DMV transactions.

The consultant will assess and understand the REAL ID workflow processing infrastructure and determine improvements in the following ways:

- Develop customer service tools, resources, and workflows for REAL ID and a roadmap for scaling them across DMV locations.
- Gain a deeper understanding of the types of REAL ID customers and how the DMV can effectively and efficiently meet those customers' needs.
- Develop a prototype and assessment for creating customer service improvements at the most critical moments for REAL ID issuance.

The work under this contract will be divided into three "Sprints":

**Sprint 1.** REAL ID Communication Assessment and Prototyping: The consultant will review DMV's current internal and external communication regarding REAL ID, including the DMV Web site and outreach materials. The consultant will then prototype potential improvements and provide final recommendations to be implemented by DMV.

**Sprint 2.** Training for REAL ID Implementation Assessment and Prototyping: The consultant will assess the training that occurs for customer-facing DMV staff. The consultant will then prototype recommendations for improvement and provide final recommendations to be implemented by DMV.

**Sprint 3.** Field Office REAL ID Customer Service Experience Assessment and Prototyping: The consultant will assess REAL ID processes and customer experiences in the San Francisco field office to understand what it takes for DMV field office staff to deliver superior REAL ID customer service. The contractor will develop "as-is" journey maps for the top 5 REAL ID customer journeys (possible journeys may include new driver, elderly driver, license/ID renewal eligible by mail, license/ID renewal not eligible by mail, or license/ID not in renewal cycle). These maps will detail all DMV touchpoints from the time a customer is aware of the need to obtain a REAL ID license or identification card through the point of fulfillment. From these maps, the consultant will identify potential "pain points" where process improvements are needed, and will prototype potential solutions. At the end of this sprint, the consultant will create a set of "to-be" journey maps incorporating their final recommendations to be implemented by DMV.

This will be a 5-month engagement with a possible 3-month extension. McKinsey & Company has been selected as the contractor and the contract start date is March 25, 2019.

**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 scheduled in March for the Los Angeles field office. This effort will 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.

Moving forward, DMV will continue to identify offices with higher REAL ID volumes and will implement the centralized document review process developed by the Lean Six Sigma team in those offices.

**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. Future consistency training is scheduled to be released in April that will serve as a REAL ID refresher training course and will coincide with DMV requiring two residency documents for REAL ID applicants.

**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. Three sessions were held in February and five are scheduled for March. Through March 11, 434 participants have attended these presentations.

**Airport Messaging:** Revised REAL ID marketing materials are being 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 order to make them aware of the new federal ID requirements and how to apply for a REAL ID driver license or identification card. These airports include:

- Burbank
- Fresno
- Humboldt
- John Wayne (Orange County)
- Los Angeles International
- Long Beach
- Oakland
- Ontario
- Palm Springs
- Sacramento
- San Diego
- San Jose
- Santa Barbara
- Santa Rosa
- San Francisco
- Stockton

On March 29, the Department of Finance's Office of State Audits and Evaluations issued a Performance Audit of DMV. The DMV is currently reviewing the findings of the Department of Finance Performance Audit and is preparing a corrective action plan to address each of the audit's findings.

Progress has been made over the past several months in reducing wait times at DMV field offices. Average wait times remain below targeted levels. DMV 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 February, 2019

Month of February, 2019		APPOINTMENT		NON-APPOINTMENT				OVERALL - Appt / Non-Appt		
OFFICE	Feb 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
AUBURN		987	5	4,319	11	4	15	5,306	10	13
CHICO		820	16	6,411	36	12	48	7,231	34	44
COLUSA		124	5	2,261	18	5	23	2,385	17	22
ALTURAS		-	-	1,049	3	4	7	1,049	3	7
FALL RIVER MILLS		2	0	616	4	3	7	618	4	7
QUINCY		-	-	1,114	8	1	9	1,114	8	9
CORTE MADERA		1,829	14	4,191	33	13	46	6,020	27	36
CRESCENT CITY		149	3	2,062	9	5	14	2,211	8	13
<b>DALY CITY</b>		3,475	22	10,767	40	10	50	14,242	35	43
EUREKA		966	5	3,929	15	10	25	4,895	13	21
FORT BRAGG		72	9	1,462	22	7	29	1,534	22	28
GRASS VALLEY		784	7	3,185	20	2	22	3,969	17	19
GARBERVILLE		165	4	1,102	24	5	29	1,267	22	26
LAKEPORT		165	6	2,753	26	8	34	2,918	24	32
MOUNT SHASTA		79	6	1,458	13	3	16	1,537	12	15
OROVILLE		488	17	3,775	30	3	33	4,263	29	31
PARADISE		-	-	-	-	-	-	-	-	-
SUSANVILLE		148	6	1,634	19	3	22	1,782	18	21
WEAVERVILLE		29	4	1,105	5	1	6	1,134	5	6
WILLOWS		242	11	2,112	24	2	26	2,354	22	24
YREKA		222	7	1,566	23	2	25	1,788	21	23
<b>NOVATO</b>		944	12	4,403	29	23	52	5,347	26	45
PETALUMA		1,585	13	5,121	24	12	36	6,706	21	31
RED BLUFF		1,100	7	3,795	19	10	29	4,895	16	24
<b>REDDING</b>		1,694	9	6,553	22	5	27	8,247	19	23
ROCKLIN		1,776	12	5,344	29	9	38	7,120	24	31
<b>ROSEVILLE</b>		3,211	13	9,378	35	7	42	12,589	29	35
<b>SAN FRANCISCO</b>		3,822	13	8,395	31	29	60	12,217	25	45
<b>SANTA ROSA</b>		2,192	16	7,740	39	18	57	9,932	34	48
TRUCKEE		171	7	1,586	14	2	16	1,757	13	15
UKIAH		351	14	3,773	34	4	38	4,124	33	36
<b>YUBA CITY</b>		2,755	14	6,420	29	4	33	9,175	24	27
<b>Region I (Northern CA)TOTAL</b>		<b>30,347</b>	<b>13</b>	<b>119,379</b>	<b>27</b>	<b>10</b>	<b>37</b>	<b>149,726</b>	<b>24</b>	<b>32</b>
<b>Saturday Service in 62 Offices</b>										

## Region II

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

Month of February, 2019		APPOINTMENT		NON-APPOINTMENT				OVERALL - Appt / Non-Appt		
OFFICE	Feb 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		1,264	6	5,624	10	7	17	6,888	9	15
FREMONT		1,357	13	6,627	24	14	38	7,984	22	34
GILROY		989	11	4,727	15	16	31	5,716	14	28
<b>HAYWARD</b>		2,358	17	7,819	24	29	53	10,177	22	45
HOLLISTER		362	10	2,617	16	9	25	2,979	15	23
KING CITY		442	10	2,745	17	11	28	3,187	16	25
WATSONVILLE		763	25	2,795	29	27	56	3,558	28	49
LOS GATOS		1,587	16	6,688	25	7	32	8,275	23	29
<b>OAKLAND CLAREMONT</b>		2,577	18	8,283	25	15	40	10,860	23	35
OAKLAND COLISEUM		2,380	16	9,569	32	19	51	11,949	29	44
<b>PLEASANTON</b>		2,230	19	7,200	26	26	52	9,430	25	44
<b>REDWOOD CITY</b>		1,994	21	8,048	30	19	49	10,042	29	43
<b>SALINAS</b>		1,719	15	6,236	19	14	33	7,955	18	29
SAN JOSE		3,212	9	9,109	17	17	34	12,321	15	27
<b>SAN JOSE DLPC</b>		2,770	15	10,745	29	10	39	13,515	26	34
SAN MATEO		1,124	12	7,352	26	24	50	8,476	24	45
<b>SANTA CLARA</b>		2,881	13	13,165	27	13	40	16,046	25	35
<b>SANTA TERESA</b>		1,396	15	7,774	25	5	30	9,170	23	28
SEASIDE		1,282	6	5,567	11	9	20	6,849	10	17
<b>Region II (Bay Area) TOTAL</b>		<b>32,687</b>	<b>14</b>	<b>132,690</b>	<b>24</b>	<b>16</b>	<b>40</b>	<b>165,377</b>	<b>22</b>	<b>35</b>

Saturday Service in 62 Offices

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

Month of February, 2019		APPOINTMENT		NON-APPOINTMENT				OVERALL - Appt / Non-Appt		
OFFICE	Feb 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		2,655	20	12,294	49	9	58	14,949	44	51
CONCORD		660	15	9,830	27	11	38	10,490	26	37
DAVIS		1,565	12	2,947	28	6	34	4,512	23	26
EL CERRITO		3,008	19	8,947	34	20	54	11,955	30	45
FAIRFIELD		1,605	10	6,492	31	13	44	8,097	27	37
FOLSOM		2,703	12	6,636	22	26	48	9,339	19	38
LODI		2,863	16	7,794	38	16	54	10,657	32	44
MANTECA		1,980	12	5,759	39	6	45	7,739	33	37
NAPA		738	7	7,924	11	4	15	8,662	10	14
PITTSBURG		1,802	30	8,031	40	12	52	9,833	38	48
PLACERVILLE		884	11	2,754	31	5	36	3,638	26	30
JACKSON		274	4	2,381	16	2	18	2,655	15	17
SAN ANDREAS		217	4	2,028	10	1	11	2,245	9	10
SOUTH LAKE TAHOE		167	6	1,755	17	5	22	1,922	16	21
SACRAMENTO		3,569	9	14,001	30	22	52	17,570	25	43
SONORA		772	14	2,515	31	7	38	3,287	27	32
SACRAMENTO SOUTH		3,724	17	9,953	33	15	48	13,677	29	39
STOCKTON	18	2,182	14	9,166	35	34	69	11,348	31	58
TRACY		887	12	7,682	25	7	32	8,569	24	30
VACAVILLE		1,588	15	4,007	44	14	58	5,595	36	46
VALLEJO		1,209	15	5,577	40	18	58	6,786	36	50
WALNUT CREEK		1,225	9	4,458	28	20	48	5,683	24	40
WOODLAND		952	8	4,661	30	8	38	5,613	26	33
<b>Region III (Sacramento Area) TOTAL</b>		<b>37,229</b>	<b>14</b>	<b>147,592</b>	<b>32</b>	<b>14</b>	<b>46</b>	<b>184,821</b>	<b>28</b>	<b>40</b>
<b>Saturday Service in 62 Offices</b>										

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

Month of February, 2019		APPOINTMENT		NON-APPOINTMENT				OVERALL - Appt / Non-Appt		
OFFICE	Feb 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		531	7	4,120	20	7	27	4,651	18	25
<b>BAKERSFIELD</b>		1,291	12	6,918	30	21	51	8,209	27	45
<b>CLOVIS</b>		2,289	13	7,110	32	28	60	9,399	27	48
DELANO		667	8	5,075	30	10	40	5,742	28	36
<b>FRESNO</b>		3,081	13	11,252	31	10	41	14,333	27	35
FRESNO NORTH		1,613	13	5,069	31	10	41	6,682	27	34
HANFORD		1,039	9	5,195	24	7	31	6,234	22	27
<b>LANCASTER</b>		5,138	17	13,635	31	12	43	18,773	27	36
LOS BANOS		462	9	4,607	35	14	49	5,069	32	45
MADERA		609	10	4,622	32	12	44	5,231	30	40
<b>MERCED</b>		1,661	14	5,227	33	9	42	6,888	29	35
<b>MODESTO</b>		3,077	16	8,283	34	21	55	11,360	29	44
PORTERVILLE		958	19	4,192	36	11	47	5,150	33	42
REEDLEY		1,138	14	5,895	30	15	45	7,033	27	40
RIDGECREST		221	7	2,442	18	4	22	2,663	17	21
BISHOP		41	10	866	13	5	18	907	13	18
COALINGA		230	9	2,763	18	4	22	2,993	18	21
LAKE ISABELLA		88	7	1,550	9	12	21	1,638	9	20
MARPOSA		127	7	560	16	9	25	687	14	22
SHAFTER		750	17	3,168	30	6	36	3,918	27	32
BAKERSFIELD SW		1,222	9	9,419	32	4	36	10,641	29	33
TAFT		197	4	1,624	9	3	12	1,821	8	11
TULARE		915	9	5,608	23	7	30	6,523	21	27
TURLOCK		1,472	18	4,859	37	7	44	6,331	33	38
<b>VISALIA</b>		1,303	8	6,540	15	7	22	7,843	14	20
<b>Region IV (Central Valley)</b>		<b>30,120</b>	<b>14</b>	<b>130,599</b>	<b>29</b>	<b>11</b>	<b>40</b>	<b>160,719</b>	<b>26</b>	<b>35</b>
<b>TOTAL</b>										
<b>Saturday Service in 62 Offices</b>										

Region V

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

Month of February, 2019		APPOINTMENT		NON-APPOINTMENT				OVERALL - Appt / Non-Appt		
OFFICE	Feb 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		3,538	13	11,612	36	27	63	15,150	31	51
<b>CULVER CITY</b>		3,028	13	8,360	36	21	57	11,388	30	45
GLENDALE	19	3,102	4	12,210	26	42	68	15,312	21	55
GOLETA		915	9	3,794	27	14	41	4,709	24	35
HOLLYWOOD COLE	4	2,125	10	6,966	38	53	91	9,091	32	72
HOLLYWOOD WEST		1,832	5	6,312	19	10	29	8,144	16	24
<b>GRANADA HILLS DLPC</b>		2,231	15	7,043	28	18	46	9,274	25	39
NEWHALL		2,435	11	6,307	29	29	58	8,742	24	45
OXNARD		1,659	10	6,455	38	17	55	8,114	32	46
PASO ROBLES		863	16	2,622	37	17	54	3,485	32	45
LOMPOC		1,609	13	3,700	33	9	42	5,309	27	33
<b>SAN LUIS OBISPO</b>		1,758	15	4,330	29	15	44	6,088	25	36
SANTA BARBARA		652	14	3,766	41	6	47	4,418	37	42
SANTA MARIA		1,394	10	6,003	44	14	58	7,397	37	49
<b>SANTA MONICA</b>		1,453	9	9,326	30	23	53	10,779	27	47
SANTA PAULA		879	6	5,310	24	14	38	6,189	22	33
SIMI VALLEY		1,241	7	5,225	20	22	42	6,466	17	35
<b>THOUSAND OAKS</b>		1,390	10	7,827	30	10	40	9,217	27	36
<b>VAN NUYS</b>	11	2,662	12	12,070	39	39	78	14,732	34	66
<b>VENTURA</b>		2,183	6	8,457	28	8	36	10,640	24	30
WINNETKA		2,995	11	8,391	37	20	57	11,386	30	45
<b>Region V (Northern Los Angeles/Coastal Area) TOTAL</b>		<b>39,944</b>	<b>10</b>	<b>146,086</b>	<b>32</b>	<b>23</b>	<b>55</b>	<b>186,030</b>	<b>27</b>	<b>45</b>
<b>Saturday Service in 62 Offices</b>										

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

Month of February, 2019		APPOINTMENT		NON-APPOINTMENT				OVERALL - Appt / Non-Appt		
OFFICE	Feb 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
<b>BELL GARDENS</b>	9	3,086	19	8,933	44	37	81	12,019	38	65
<b>BELLFLOWER</b>	16	3,441	15	11,907	34	37	71	15,348	30	59
COMPTON	5	2,949	15	8,746	46	40	86	11,695	38	68
EL MONTE	1	2,195	19	7,146	43	62	105	9,341	38	85
<b>HAWTHORNE</b>	12	3,413	26	8,900	42	36	78	12,313	38	64
INGLEWOOD		1,492	10	8,376	26	21	47	9,868	23	41
LINCOLN PARK	8	2,540	20	9,207	52	31	83	11,747	45	69
<b>LONG BEACH</b>		2,294	9	11,828	19	42	61	14,122	18	53
<b>LOS ANGELES</b>	7	3,710	21	12,183	52	32	84	15,893	44	69
MONTEBELLO	13	2,663	15	6,683	42	36	78	9,346	34	60
<b>PASADENA</b>	2	4,283	19	10,027	38	60	98	14,310	33	74
<b>SAN PEDRO</b>		2,104	13	6,737	30	10	40	8,841	26	34
TORRANCE	14	2,952	18	6,606	37	39	76	9,558	31	58
<b>WEST COVINA</b>	10	4,036	18	11,291	43	36	79	15,327	36	63
<b>Region VI (Los Angeles Area) TOTAL</b>		<b>41,158</b>	<b>18</b>	<b>128,570</b>	<b>39</b>	<b>37</b>	<b>76</b>	<b>169,728</b>	<b>34</b>	<b>62</b>
<b>Saturday Service in 62 Offices</b>										

Region VII

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

Month of February, 2019		APPOINTMENT		NON-APPOINTMENT				OVERALL - Appt / Non-Appt		
OFFICE	Feb 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		1,123	14	3,711	39	6	45	4,834	33	38
<b>RIVERSIDE EAST</b>		4,247	7	11,303	28	6	34	15,550	22	27
<b>FONTANA</b>		4,134	8	14,973	27	16	43	19,107	23	35
<b>FULLERTON</b>		4,190	17	18,940	45	11	56	23,130	40	49
NEEDLES		174	10	766	33	7	40	940	29	35
NORCO		2,182	19	7,353	50	11	61	9,535	43	52
POMONA		3,465	17	11,978	46	10	56	15,443	39	47
<b>RANCHO CUCAMONGA</b>	17	3,445	20	11,770	43	27	70	15,215	37	59
REDLANDS		1,864	14	6,737	33	7	40	8,601	29	34
RIVERSIDE		3,071	9	8,434	37	4	41	11,505	30	33
<b>SAN BERNARDINO</b>		2,439	9	12,710	31	17	48	15,149	27	42
SANTA ANA		3,808	13	16,881	42	14	56	20,689	37	48
<b>STANTON DLPC</b>	20	5,882	16	14,616	48	19	67	20,498	39	52
<b>VICTORVILLE</b>		3,483	18	12,675	47	8	55	16,158	41	47
WESTMINSTER		-	-	-	-	-	-	-	-	-
WHITTIER	15	3,093	13	11,742	52	20	72	14,835	44	60
<b>Region VII (Orange County/Inland Empire) TOTAL</b>		<b>46,600</b>	<b>14</b>	<b>164,589</b>	<b>41</b>	<b>13</b>	<b>54</b>	<b>211,189</b>	<b>35</b>	<b>45</b>
<b>Saturday Service in 62 Offices</b>										

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

Month of February, 2019		APPOINTMENT		NON-APPOINTMENT				OVERALL - Appt / Non-Appt		
OFFICE	Feb 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		1,694	11	5,792	30	6	36	7,486	26	30
BRAWLEY		484	11	4,962	26	6	32	5,446	24	30
BLYTHE		205	2	1,953	9	6	15	2,158	8	14
<b>CHULA VISTA</b>		2,558	12	14,893	31	17	48	17,451	28	43
<b>COSTA MESA</b>		3,195	21	8,347	45	15	60	11,542	39	49
EL CAJON		2,105	16	12,480	44	20	64	14,585	40	57
<b>EL CENTRO</b>		940	13	5,715	30	9	39	6,655	28	35
<b>HEMET</b>		1,444	5	11,491	17	4	21	12,935	16	19
INDIO		1,099	6	6,565	9	11	20	7,664	9	18
LAGUNA HILLS	6	1,529	13	8,022	44	41	85	9,551	39	73
OCEANSIDE		2,064	15	7,034	36	20	56	9,098	31	47
<b>PALM DESERT</b>		1,195	6	6,108	11	7	18	7,303	10	16
PALM SPRINGS		1,303	4	5,534	11	5	16	6,837	10	14
<b>POWAY</b>		2,269	16	6,846	33	11	44	9,115	28	37
SAN CLEMENTE		1,276	11	6,096	35	32	67	7,372	31	57
<b>SAN DIEGO CLAIREMONT</b>		3,046	11	13,943	29	9	38	16,989	26	33
SAN DIEGO NORMAL		2,061	11	11,622	31	15	46	13,683	28	41
<b>SAN MARCOS</b>		2,138	19	10,171	42	17	59	12,309	38	52
SAN YSIDRO	3	1,763	12	9,405	44	48	92	11,168	39	79
<b>TEMECULA</b>		2,164	9	7,973	34	16	50	10,137	29	41
TWENTYNINE PALMS		226	6	2,517	16	11	27	2,743	15	25
<b>Region VIII (San Diego Area) TOTAL</b>		<b>34,758</b>	<b>12</b>	<b>167,469</b>	<b>31</b>	<b>17</b>	<b>48</b>	<b>202,227</b>	<b>28</b>	<b>42</b>
<b>STATEWIDE TOTALS</b>		<b>292,843</b>	<b>14</b>	<b>1,136,974</b>	<b>32</b>	<b>18</b>	<b>50</b>	<b>1,429,817</b>	<b>28</b>	<b>43</b>
<b>Saturday Service in 62 Offices</b>										