

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

# Department of Motor Vehicles Monthly Status Update Report



June 3, 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 waits).

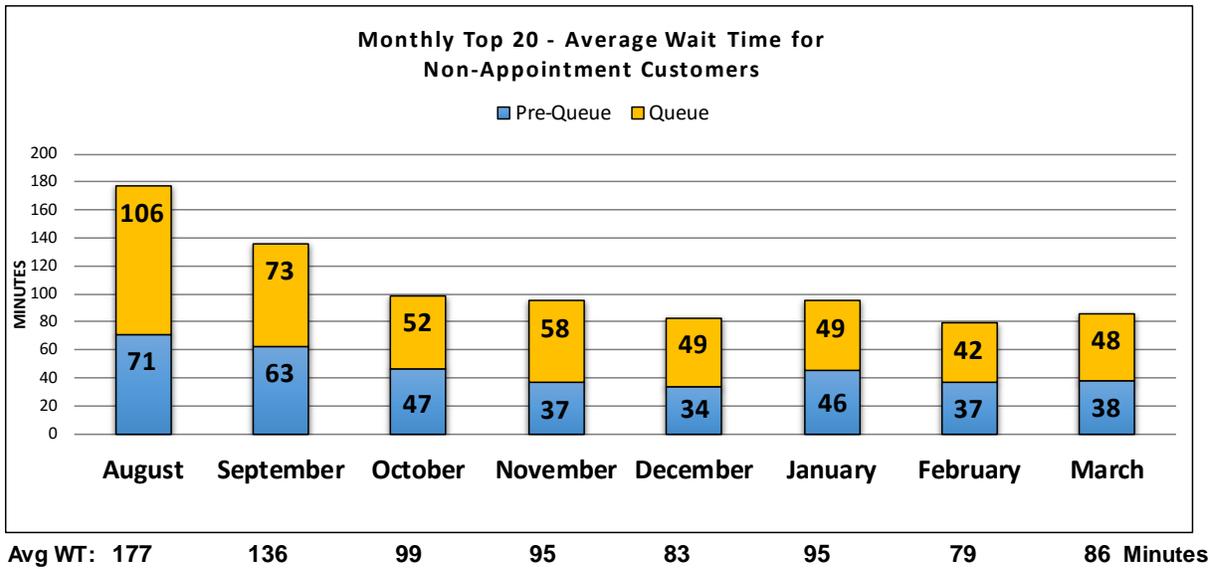
DMV's existing goals are for wait times (amount of time in the queue) not to exceed 45 minutes for customers without an appointment or 15 minutes for customers with an appointment. Additionally, DMV's goal for non-appointment customers is to wait no more than 15 minutes to be issued a queue ticket upon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

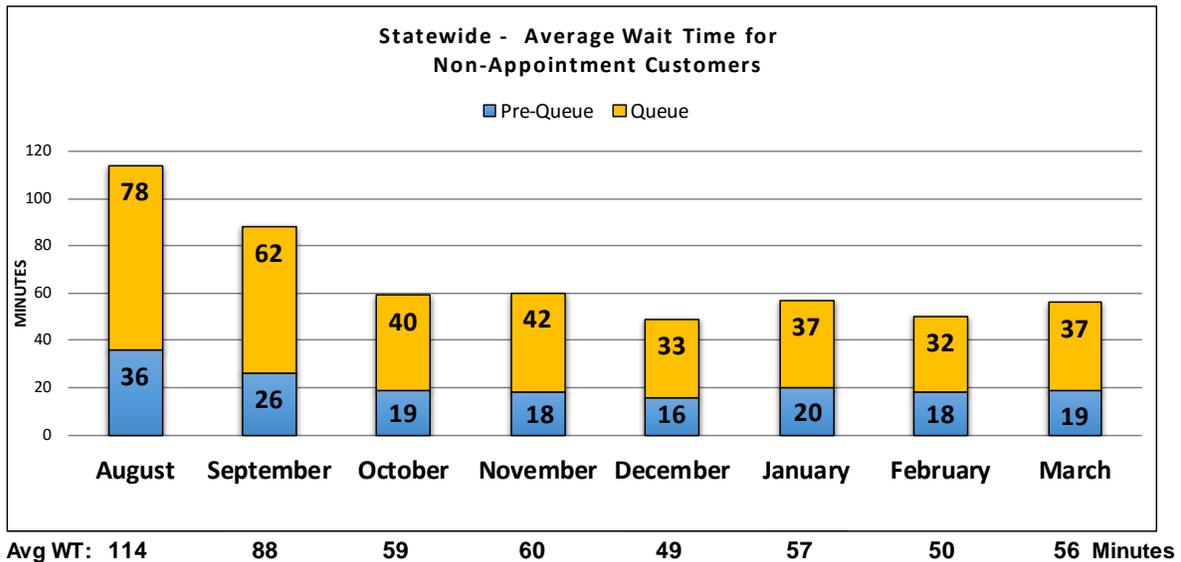
March wait times for non-appointment customers were below target levels, averaging 56 minutes (37 minutes queue time and 19 minutes pre-queue). This is an increase from February by 6 minutes, but is under the one-hour total wait time goal. The 6-minute increase in March wait times is attributable to a large increase in customer transactions, from 1.3 million in February to over 1.7 million in March. Traditionally, transaction volumes increase seasonally in early spring. DMV recognizes the importance of remaining vigilant in monitoring wait times, implementing new wait time reduction strategies, and maintaining those strategies which have proven successful to date.

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.

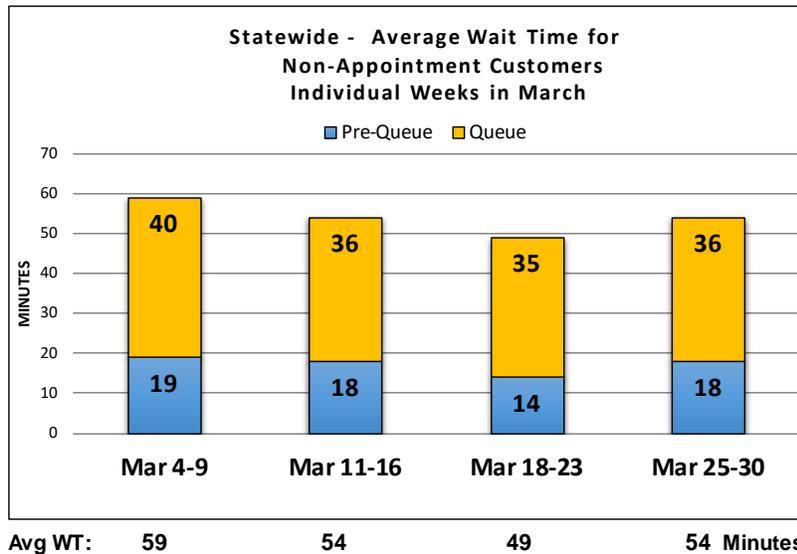
**Monthly Top 20 – Average Wait Time for Non-Appointment Customers:** Wait times showed a slight upward trend in March for the top 20 offices. This chart illustrates the average wait time for customers without an appointment at the 20 offices with the highest wait times from August 1, 2018, through March 31, 2019. Between August and December 2018, wait times decreased at the top 20 offices each month. In January, wait times increased by 12 minutes compared to December, but in February, wait times were down 16 minutes from January. In March, wait time rose by 7 minutes from February levels. Altogether, during the months of August through March, a combined 91 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 through March. 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, and in February, wait times were 7 minutes lower than in January. In March, wait times increased by 6 minutes compared to February. During the eight-month period of August through March, a combined 58-minute reduction in pre-queue and queue wait time has been achieved.



**Statewide Average Wait Time for Non-Appointment Customers Each Full Week in March:** This chart illustrates the type of variability that occurs during each week. There is a 10-minute difference in wait times between the highest week (March 4 through 9) and the lowest wait time week (March 18-23).



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

**STATEWIDE - MONTH OF March, 2019**

Month of March, 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	34,716	12	191,817	27	9	36	226,533	25	32
Grade III - 47 Offices	92,289	14	348,290	32	13	45	440,579	29	38
Grade IV/V - 68 Offices	208,698	17	785,229	41	24	65	993,927	36	55

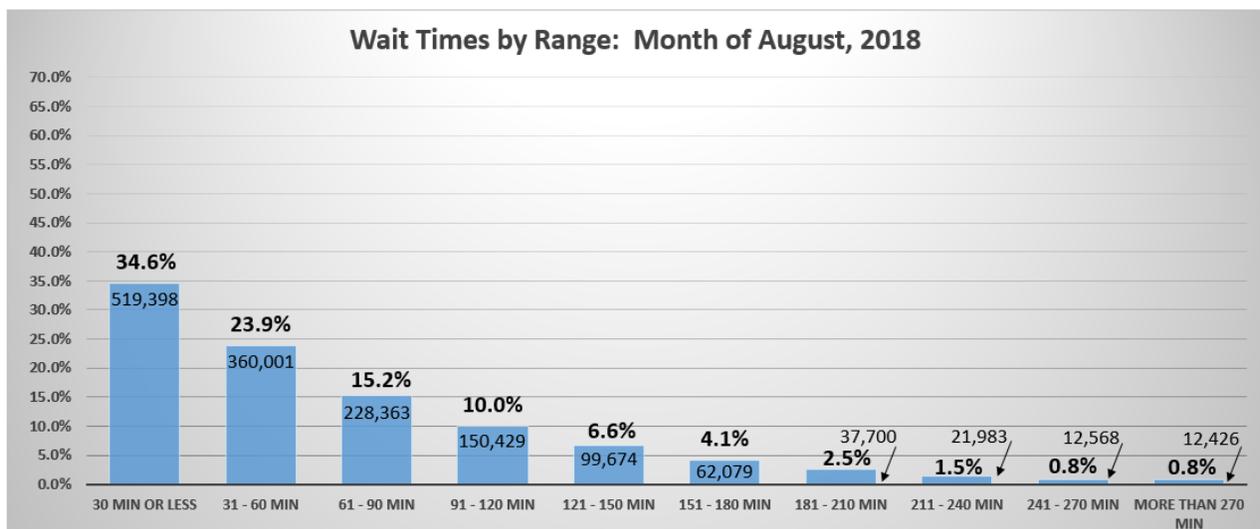
**Difference Between Month of March 2019 and Month of August 2018:** This table illustrates the difference between August and March.

DIFFERENCE BETWEEN MONTH OF March, 2019 and MONTH OF August, 2018									
Month of Mar, 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	(2,169)	(6)	+18,784	(30)	(5)	(35)	+16,615	(25)	(30)
Grade III - 47 Offices	(1,552)	(8)	+45,752	(42)	(13)	(55)	+44,200	(33)	(44)
Grade IV/V - 68 Offices	(9,786)	(7)	+105,389	(45)	(22)	(67)	+95,603	(35)	(51)

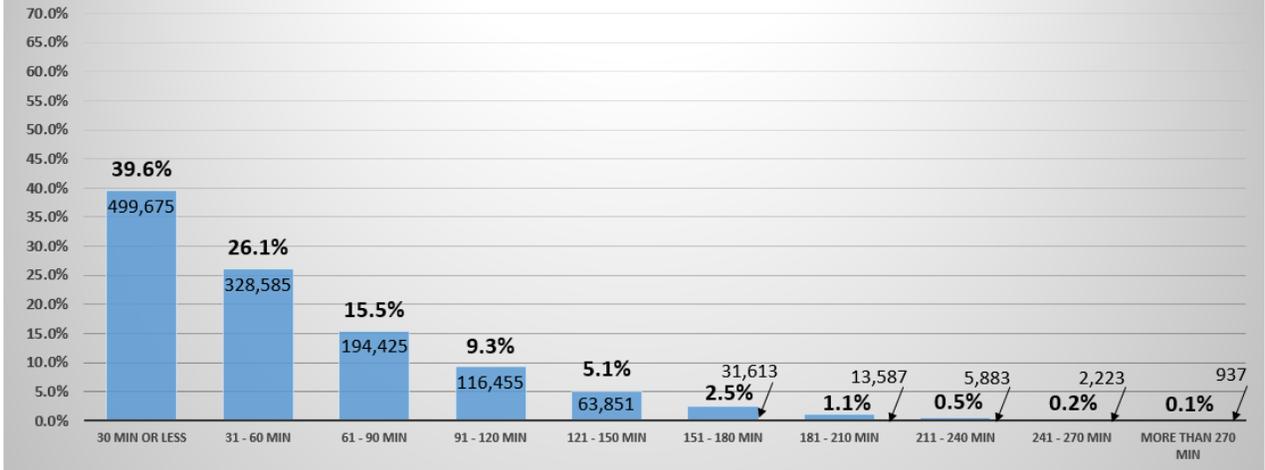
The overall 'Appt/Non-Appt' queue and pre-queue wait time decreased by 51 minutes (106 minutes for August compared to 55 minutes for March) for Grade IV/V offices. Smaller offices had an average wait time decrease of 30 minutes (62 minutes for August compared with 32 minutes for March) while mid-sized and larger offices had a wait time decrease of 44 minutes (82 minutes for August compared with 38 minutes for March) 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 March.

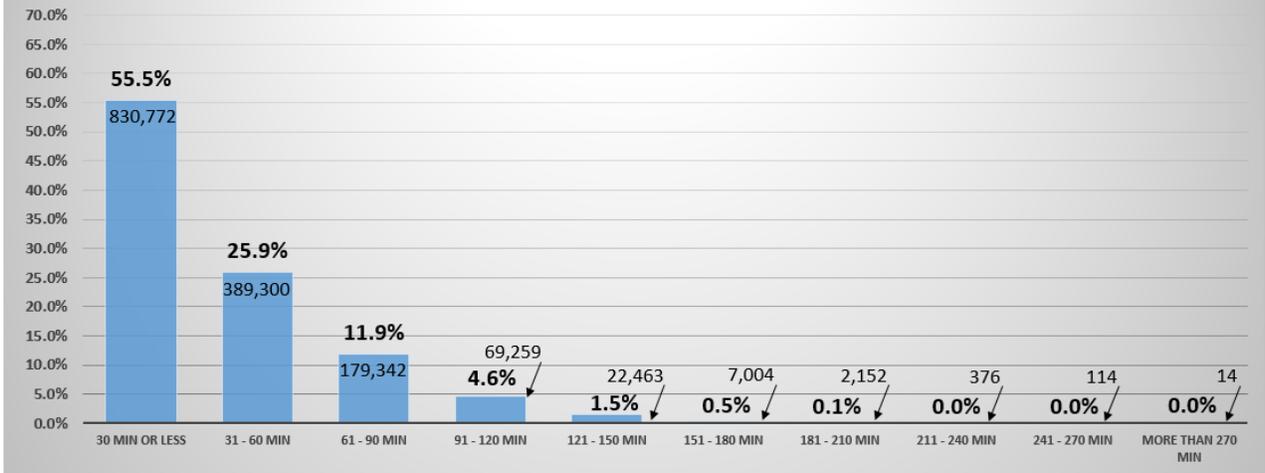
DMV made significant progress in the past eight months on reducing the amount of time customers are waiting in DMV field offices. For example, in August, 16 percent of customers had a wait time of more than two hours. In February, that dropped to 0.2 percent. In March, that number rose to 0.7 percent, consistent with the slight increase in overall wait times for March. Similarly, customers waiting one hour or less improved from 58.5 percent in August to 88.5 percent in February. In March, this number decreased to 84.4 percent. 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.



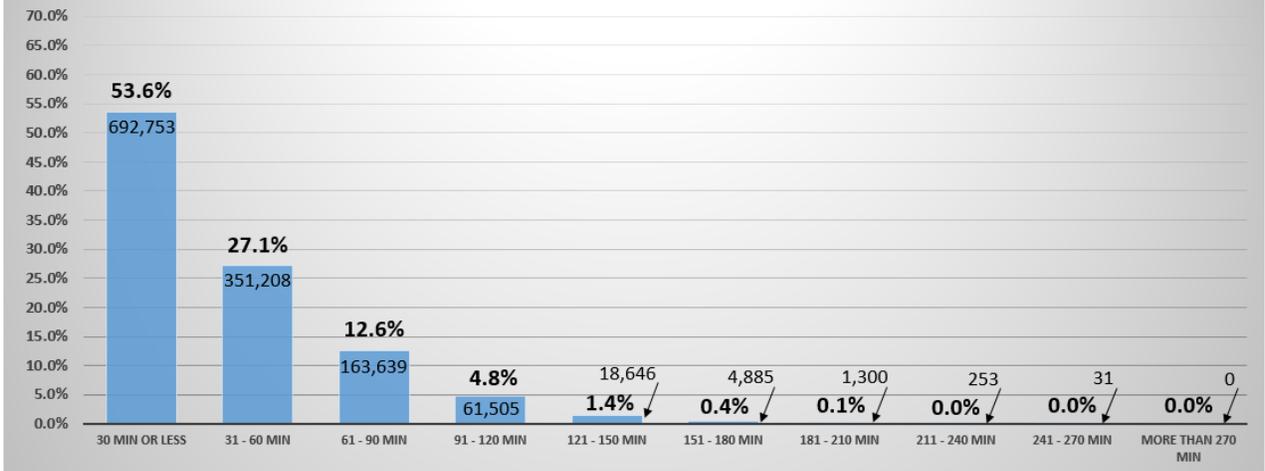
**Wait Times by Range: Month of September, 2018**



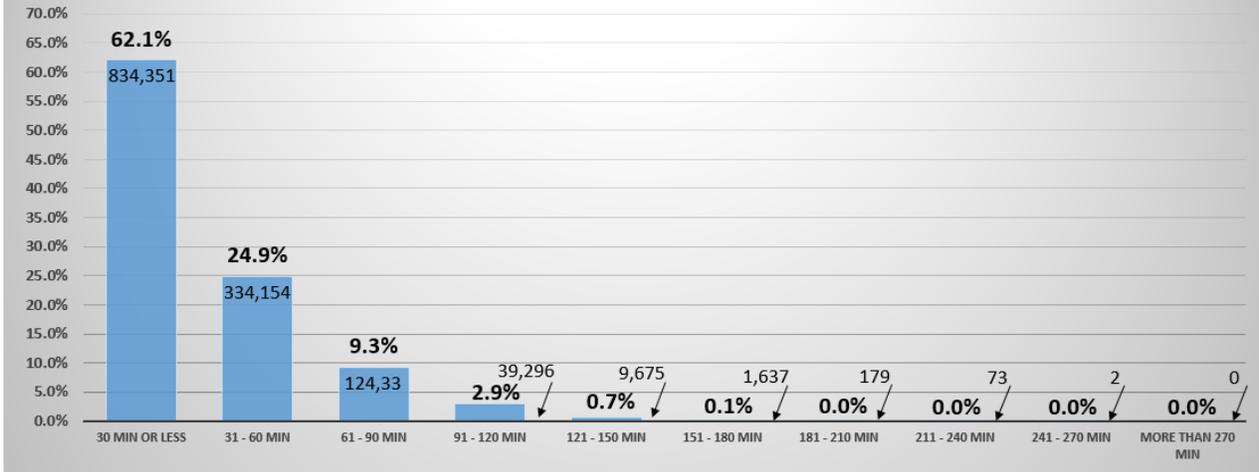
**Wait Times by Range: Month of October, 2018**



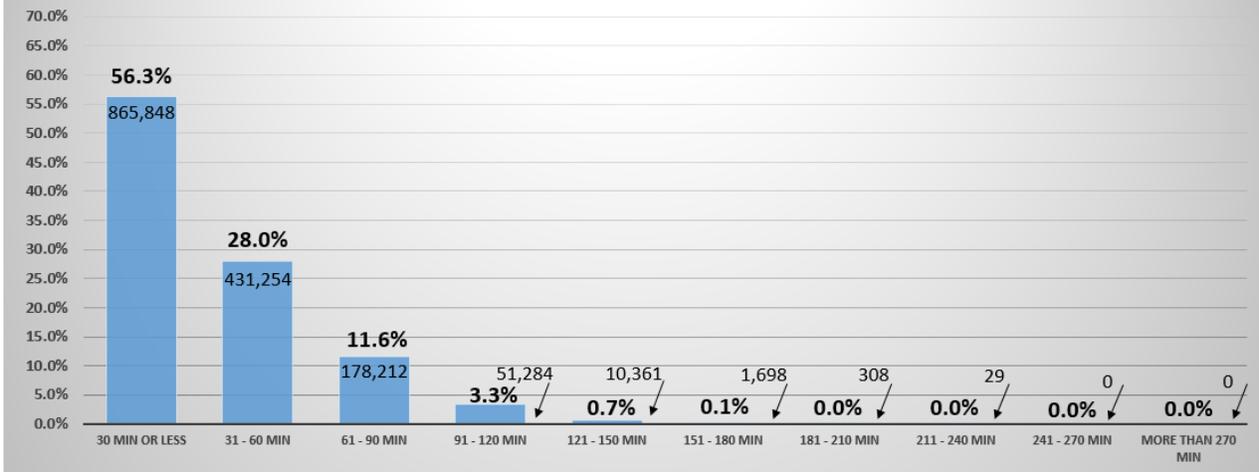
**Wait Times by Range: Month of November, 2018**



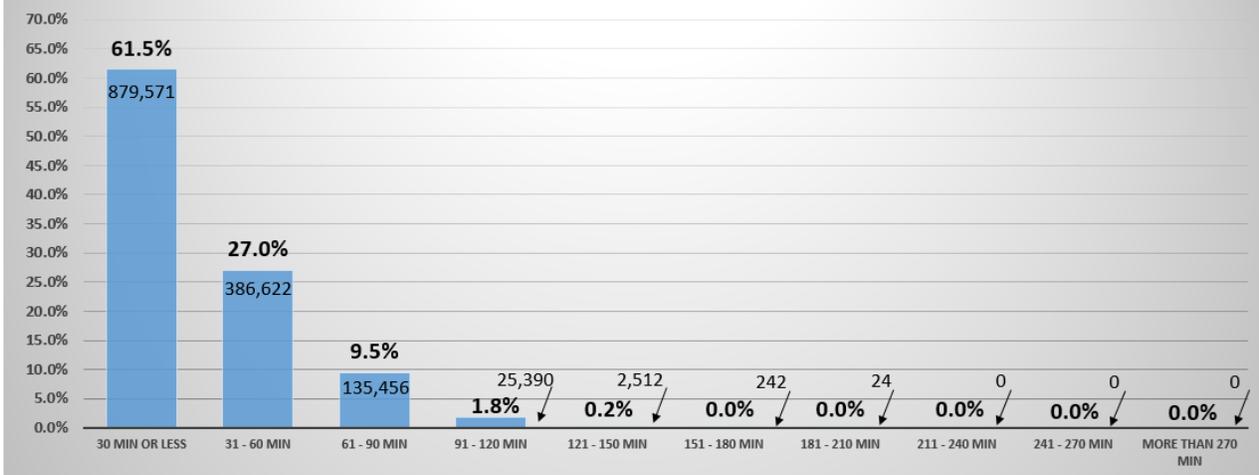
**Wait Times by Range: Month of December, 2018**

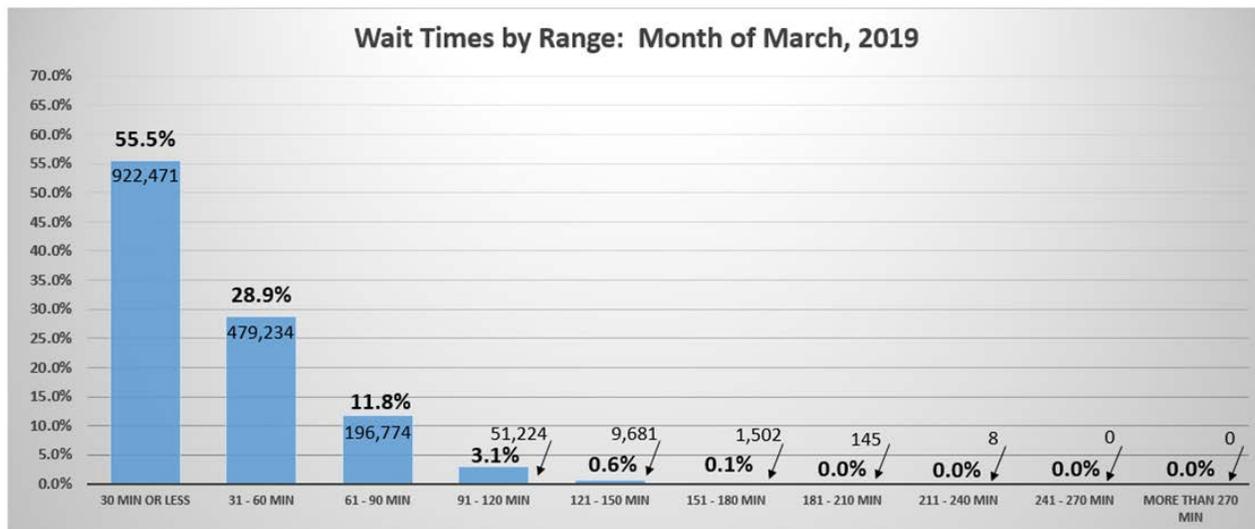


**Wait Times by Range: Month of January, 2019**



**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 following table shows the number of REAL ID cards that have been produced each month since the program began on January 22, 2018. To date, nearly 3.5 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.

### 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%
<b>GRAND TOTALS</b>	<b>2,927,946</b>	<b>559,973</b>	<b>3,487,919</b>	<b>6,832,277</b>	<b>1,404,323</b>	<b>8,236,600</b>	<b>11,724,519</b>	<b>30.0%</b>	<b>28.5%</b>	<b>29.7%</b>

In March, REAL ID card production increased by 5.3 percent over February to 38.9 percent. In part, this was expected due to a production issue in February that has been resolved. This is consistent with December numbers and just 1.7 percentage points lower than the high point in January. DMV expects this number to continue to trend upward now that the production issue for non-compliant cards has been resolved.

## **HIRING AND ABSENTEEISM**

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

- As of March 31, 2019, the following job offers have been made since July 1, 2018:
  - 1,327 Civil Service Appointments made – 704 have already started
  - 858 Emergency Hires made – 325 have already started
  - 148 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.
- The DMV has begun working on hiring the additional 300 temporary staff beginning in May 2019, as authorized by a supplemental augmentation of DMV’s budget in accordance with the Budget Act 2018, Provision 2 of DMV’s budget.
- The new hires filled the authorized REAL ID positions and field office positions that are vacant through transfers, promotions, and retirements.

**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 to present at staff meetings. Topics include nutrition, mental health awareness, health plan benefits, and move of the month. A digital (email) weight loss campaign rolled out on March 12, which will encompass a six-week period through April 16. On the emails, managers are directed to share the emails with all staff who do not have email accounts.

## 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 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.

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

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

### Self-Service Terminal Kiosk Transactions

	DMV Field Offices	Retail Locations	Libraries	UC Irvine	Mendota	AAA	TOTAL
Oct-17	122,358	10,043	N/A	92	N/A	N/A	132,493
Nov-17	114,602	10,598	N/A	94	N/A	N/A	125,294
Dec-17	113,140	12,889	N/A	86	N/A	N/A	126,115
Jan-18	131,496	17,155	N/A	151	N/A	N/A	148,802
Feb-18	139,654	22,487	N/A	149	N/A	N/A	162,290
Mar-18	164,073	29,886	N/A	184	N/A	N/A	194,143
Apr-18	136,052	27,942	N/A	184	N/A	62	164,178
May-18	154,238	32,195	N/A	239	N/A	109	186,672
Jun-18	141,716	32,825	N/A	236	N/A	177	174,777
Jul-18	139,563	34,511	N/A	245	N/A	187	174,319
Aug-18	141,483	33,979	9	270	N/A	184	175,741
Sep-18	119,632	34,666	75	199	N/A	185	154,572
Oct-18	119,112	33,663	123	203	N/A	228	153,101
Nov-18	110,526	35,771	194	157	27	249	146,675
Dec-18	100,144	39,380	238	103	23	248	139,888
Jan-19	126,200	46,863	288	150	117	302	173,618
Feb-19	127,110	50,568	281	184	159	326	178,302
Mar-19	150,882	64,586	356	190	236	373	215,841

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. McKinsey staff arrived onsite at DMV on March 25, 2019, and planning activities have begun. Official project kick-off meetings with DMV leadership and staff were held on March 28, 2019.

The current project schedule is estimated at twelve weeks, ending in mid-June. The research and discovery phase of this project is expected to run through the end of April. During this time, McKinsey and the DMV project team will collaborate to build a robust fact base through customer segmentation, design research, employee engagement, and analyzing operational data.

**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 were scheduled in March 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 rescheduled 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 2019. This will be a one day "stand down" for which all offices will be closed for a period of time so that 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, will begin in May. This effort will be led by McKinsey & Company under an addendum to the current REAL ID Customer Experience project.

**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. Four sessions were held in March and six are scheduled for April. Through April 4, 596 participants have attended these presentations. Additionally, DMV has begun finalizing the 2019 fair schedule to bring the DMV to a wider audience. Fairs confirmed include the California State Fair and the San Diego Fair. Contracts are under review for the Orange County Fair, Fresno Fair, Los Angeles Fair, and Alameda Fair.

**Airport Messaging:** 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 in order to make travelers 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

### Airport Messaging in LAX, Ontario, and Fresno





**Summary:** 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 March, 2019

Month of March, 2019		APPOINTMENT		NON-APPOINTMENT				OVERALL - Appt / Non-Appt		
OFFICE	Mar 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		1,303	9	4,719	15	5	20	6,022	14	18
CHICO		1,410	17	7,076	40	10	50	8,486	36	45
COLUSA		251	3	2,709	16	5	21	2,960	15	19
ALTURAS		42	-	1,276	5	7	12	1,318	5	12
FALL RIVER MILLS		42	1	1,035	6	4	10	1,077	5	10
QUINCY		91	-	1,648	10	2	12	1,739	10	11
CORTE MADERA		2,373	16	4,668	35	12	47	7,041	28	36
CRESCENT CITY		261	4	2,491	21	5	26	2,752	20	24
<b>DALY CITY</b>		4,126	22	12,679	46	14	60	16,805	40	51
EUREKA		1,255	6	4,498	18	10	28	5,753	16	23
FORT BRAGG		154	4	1,753	29	6	35	1,907	27	33
GRASS VALLEY		1,073	6	3,832	13	3	16	4,905	11	14
GARBERVILLE		201	4	1,294	25	5	30	1,495	22	27
LAKEPORT		343	4	3,552	35	9	44	3,895	33	40
MOUNT SHASTA		189	5	2,003	16	3	19	2,192	15	18
OROVILLE		629	13	4,534	26	2	28	5,163	25	26
PARADISE		-	-	-	-	-	-	-	-	-
SUSANVILLE		314	6	2,240	19	4	23	2,554	18	21
WEAVERVILLE		127	4	1,168	16	5	21	1,295	15	19
WILLOWS		350	12	2,348	26	3	29	2,698	24	27
YREKA		339	7	1,756	32	4	36	2,095	28	31
<b>NOVATO</b>		1,200	9	4,847	24	19	43	6,047	21	36
PETALUMA		2,203	20	5,330	40	15	55	7,533	34	45
RED BLUFF		1,322	8	4,424	22	12	34	5,746	19	28
<b>REDDING</b>		2,431	11	8,334	25	7	32	10,765	22	27
ROCKLIN		2,200	13	5,718	36	13	49	7,918	30	39
<b>ROSEVILLE</b>		4,043	15	10,417	44	10	54	14,460	36	43
<b>SAN FRANCISCO</b>	12	4,322	22	9,962	55	27	82	14,284	45	64
<b>SANTA ROSA</b>		2,814	20	8,989	45	19	64	11,803	39	54
TRUCKEE		284	8	2,453	26	3	29	2,737	24	27
UKIAH		604	18	4,093	42	5	47	4,697	39	43
<b>YUBA CITY</b>		3,232	9	8,158	23	5	28	11,390	19	23
<b>Region I (Northern CA)TOTAL</b>		<b>39,528</b>	<b>15</b>	<b>140,004</b>	<b>33</b>	<b>11</b>	<b>44</b>	<b>179,532</b>	<b>29</b>	<b>38</b>

Saturday Service in 62 Offices

## Region II

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

Month of March, 2019		APPOINTMENT		NON-APPOINTMENT				OVERALL - Appt / Non-Appt		
OFFICE	Mar 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		1,278	9	6,340	12	4	16	7,618	12	15
FREMONT		1,779	13	7,330	22	18	40	9,109	21	35
GILROY		1,064	10	5,777	13	10	23	6,841	13	21
<b>HAYWARD</b>		2,150	15	9,290	23	29	52	11,440	22	45
HOLLISTER		388	16	3,057	20	16	36	3,445	20	34
KING CITY		530	11	3,620	18	13	31	4,150	18	28
WATSONVILLE		868	21	3,161	28	19	47	4,029	26	41
LOS GATOS		1,831	14	7,438	23	13	36	9,269	21	32
<b>OAKLAND CLAREMONT</b>		2,854	25	9,602	33	14	47	12,456	31	42
OAKLAND COLISEUM		2,617	18	10,211	35	20	55	12,828	32	47
<b>PLEASANTON</b>		2,252	21	7,973	28	29	57	10,225	26	49
<b>REDWOOD CITY</b>		2,213	25	9,013	37	17	54	11,226	35	48
<b>SALINAS</b>		2,058	25	7,150	33	12	45	9,208	31	40
SAN JOSE		3,790	11	10,231	20	18	38	14,021	17	31
<b>SAN JOSE DLPC</b>		3,010	16	12,077	26	12	38	15,087	24	34
SAN MATEO		1,350	11	8,729	24	27	51	10,079	22	46
<b>SANTA CLARA</b>		2,896	16	14,412	32	14	46	17,308	29	41
<b>SANTA TERESA</b>		1,683	19	8,986	31	4	35	10,669	29	32
SEASIDE		1,487	8	6,302	16	9	25	7,789	15	22
<b>Region II (Bay Area) TOTAL</b>		<b>36,098</b>	<b>17</b>	<b>150,699</b>	<b>26</b>	<b>16</b>	<b>42</b>	<b>186,797</b>	<b>24</b>	<b>37</b>

Saturday Service in 62 Offices

## Region III

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

Month of March, 2019		APPOINTMENT		NON-APPOINTMENT				OVERALL - Appt / Non-Appt		
OFFICE	Mar 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
CARMICHAEL	9	3,663	28	14,198	76	-	76	17,861	66	66
<b>CONCORD</b>		632	17	11,246	34	14	48	11,878	33	46
DAVIS		1,798	15	3,285	35	8	43	5,083	28	33
<b>EL CERRITO</b>		3,502	18	10,408	40	13	53	13,910	35	44
<b>FAIRFIELD</b>		1,664	8	7,878	23	8	31	9,542	20	27
<b>FOLSOM</b>		3,165	14	8,122	33	15	48	11,287	28	38
<b>LODI</b>		2,875	18	9,421	45	23	68	12,296	38	56
MANTECA		2,326	15	6,179	48	9	57	8,505	39	46
NAPA		939	5	8,367	7	4	11	9,306	7	10
PITTSBURG		1,771	28	8,461	40	18	58	10,232	38	53
PLACERVILLE		1,099	15	3,285	46	8	54	4,384	38	44
JACKSON		371	4	2,937	20	6	26	3,308	18	24
SAN ANDREAS		360	6	2,340	17	2	19	2,700	16	17
SOUTH LAKE TAHOE		274	9	2,351	29	7	36	2,625	27	33
<b>SACRAMENTO</b>		3,970	9	15,924	35	22	57	19,894	30	47
SONORA		956	16	2,911	35	8	43	3,867	31	36
SACRAMENTO SOUTH		3,426	20	11,670	47	21	68	15,096	41	57
STOCKTON	18	2,242	13	10,567	37	39	76	12,809	33	65
<b>TRACY</b>		1,004	15	8,911	35	13	48	9,915	33	45
VACAVILLE		1,674	14	4,529	33	17	50	6,203	28	40
<b>VALLEJO</b>		1,138	10	8,623	24	34	58	9,761	22	52
WALNUT CREEK		1,315	12	5,108	38	24	62	6,423	33	52
<b>WOODLAND</b>		946	7	5,523	26	9	35	6,469	23	31
<b>Region III (Sacramento Area) TOTAL</b>		<b>41,110</b>	<b>16</b>	<b>172,244</b>	<b>38</b>	<b>16</b>	<b>54</b>	<b>213,354</b>	<b>33</b>	<b>47</b>
<b>Saturday Service in 62 Offices</b>										

## Region IV

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

Month of March, 2019		APPOINTMENT		NON-APPOINTMENT				OVERALL - Appt / Non-Appt		
OFFICE	Mar 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		652	7	4,759	18	10	28	5,411	17	25
<b>BAKERSFIELD</b>		1,522	15	9,657	34	21	55	11,179	32	50
<b>CLOVIS</b>		2,516	17	9,203	39	30	69	11,719	34	58
DELANO		701	8	6,088	34	10	44	6,789	31	40
<b>FRESNO</b>		3,501	20	16,030	37	17	54	19,531	34	48
FRESNO NORTH		1,719	15	6,259	33	13	46	7,978	29	39
HANFORD		1,117	13	5,743	30	7	37	6,860	27	33
<b>LANCASTER</b>		5,446	26	16,715	48	12	60	22,161	43	52
LOS BANOS		482	10	5,136	33	14	47	5,618	31	44
MADERA		625	11	5,397	34	16	50	6,022	32	46
<b>MERCED</b>		2,214	15	6,308	33	12	45	8,522	29	37
<b>MODESTO</b>		3,369	16	11,506	30	22	52	14,875	27	44
PORTERVILLE		1,110	23	5,016	41	12	53	6,126	38	47
REEDLEY		1,239	15	7,048	35	22	57	8,287	32	51
RIDGECREST		356	6	2,805	23	4	27	3,161	21	25
BISHOP		98	5	1,568	14	5	19	1,666	13	18
COALINGA		235	14	2,604	25	4	29	2,839	24	28
LAKE ISABELLA		154	6	1,976	14	6	20	2,130	14	19
MARIPOSA		322	13	1,035	30	11	41	1,357	26	34
SHAFTER		582	15	3,717	25	7	32	4,299	24	30
BAKERSFIELD SW		1,333	10	11,358	42	6	48	12,691	39	44
TAFT		205	5	1,850	9	2	11	2,055	8	10
TULARE		976	9	6,465	30	9	39	7,441	27	35
TURLOCK		1,802	21	5,259	44	9	53	7,061	38	45
<b>VISALIA</b>		1,536	11	6,835	29	10	39	8,371	26	34
<b>Region IV (Central Valley) TOTAL</b>		<b>33,812</b>	<b>17</b>	<b>160,337</b>	<b>35</b>	<b>14</b>	<b>49</b>	<b>194,149</b>	<b>31</b>	<b>43</b>
<b>Saturday Service in 62 Offices</b>										

## Region V

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

Month of March, 2019		APPOINTMENT		NON-APPOINTMENT				OVERALL - Appt / Non-Appt		
OFFICE	Mar 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		4,048	13	13,190	39	31	70	17,238	33	57
<b>CULVER CITY</b>		3,332	12	8,941	42	29	71	12,273	34	55
GLENDALE		3,690	3	13,225	30	40	70	16,915	24	55
GOLETA		659	8	4,255	23	15	38	4,914	21	34
HOLLYWOOD COLE	3	2,073	15	7,126	48	55	103	9,199	40	83
HOLLYWOOD WEST		1,997	6	7,020	23	11	34	9,017	19	28
<b>GRANADA HILLS DLPC</b>		2,537	18	8,884	36	24	60	11,421	32	51
NEWHALL	19	2,957	17	7,181	45	30	75	10,138	36	58
OXNARD		1,979	11	7,013	41	21	62	8,992	35	51
PASO ROBLES		851	18	3,334	40	14	54	4,185	35	47
LOMPOC		1,678	11	4,141	35	10	45	5,819	28	35
<b>SAN LUIS OBISPO</b>		1,932	13	5,054	32	10	42	6,986	27	34
SANTA BARBARA		813	15	3,878	37	12	49	4,691	33	43
SANTA MARIA		1,652	7	7,027	34	12	46	8,679	29	39
<b>SANTA MONICA</b>		1,564	11	10,357	41	24	65	11,921	37	58
SANTA PAULA		904	6	5,990	28	12	40	6,894	26	36
SIMI VALLEY		1,379	8	6,089	26	20	46	7,468	23	39
<b>THOUSAND OAKS</b>		1,832	14	8,788	36	14	50	10,620	32	44
<b>VAN NUYS</b>	15	2,380	16	14,744	39	41	80	17,124	36	71
<b>VENTURA</b>		2,453	12	9,806	40	9	49	12,259	34	42
WINNETKA		3,304	15	9,133	47	24	71	12,437	39	56
<b>Region V (Northern Los Angeles/Coastal Area) TOTAL</b>		<b>44,014</b>	<b>12</b>	<b>165,176</b>	<b>37</b>	<b>25</b>	<b>62</b>	<b>209,190</b>	<b>32</b>	<b>51</b>
<b>Saturday Service in 62 Offices</b>										

## Region VI

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

Month of March, 2019		APPOINTMENT		NON-APPOINTMENT				OVERALL - Appt / Non-Appt		
OFFICE	Mar Top 20	Cust Served	Queue Wait Time	Cust Served	Queue Wait Time	Pre-Queue Wait Time	Queue + Pre-Queue (Non-Appt)	Total Cust Served	Queue Wait Time	Queue & PreQueue Wait Time
BELL GARDENS	8	3,334	19	10,219	48	41	89	13,553	41	72
BELLFLOWER	16	3,959	18	13,326	37	42	79	17,285	33	65
COMPTON	10	2,941	13	9,442	44	39	83	12,383	37	66
EL MONTE	2	2,362	21	6,933	47	59	106	9,295	40	84
HAWTHORNE	7	3,781	25	10,369	47	43	90	14,150	41	73
INGLEWOOD		1,619	10	9,930	28	30	58	11,549	26	51
LINCOLN PARK	11	3,056	15	9,784	45	38	83	12,840	38	67
LONG BEACH	20	2,402	9	12,319	26	49	75	14,721	23	64
LOS ANGELES	5	4,531	31	13,623	63	34	97	18,154	55	80
MONTEBELLO		3,226	15	8,535	40	32	72	11,761	33	56
PASADENA	1	4,989	19	10,886	42	71	113	15,875	35	84
SAN PEDRO		2,370	12	8,025	31	9	40	10,395	26	34
TORRANCE	13	2,999	22	6,953	43	39	82	9,952	37	64
WEST COVINA	4	4,862	22	13,146	54	46	100	18,008	45	79
<b>Region VI (Los Angeles Area) TOTAL</b>		<b>46,431</b>	<b>19</b>	<b>143,490</b>	<b>43</b>	<b>41</b>	<b>84</b>	<b>189,921</b>	<b>37</b>	<b>68</b>
<b>Saturday Service in 62 Offices</b>										

## Region VII

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

Month of March, 2019		APPOINTMENT		NON-APPOINTMENT				OVERALL - Appt / Non-Appt		
OFFICE	Mar 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		1,134	18	4,631	46	8	54	5,765	40	47
<b>RIVERSIDE EAST</b>		5,096	11	13,407	39	10	49	18,503	31	39
<b>FONTANA</b>		4,601	10	17,829	33	21	54	22,430	28	45
<b>FULLERTON</b>		4,484	21	19,505	54	10	64	23,989	48	56
NEEDLES		215	12	1,028	38	7	45	1,243	34	39
NORCO		2,564	23	8,259	58	14	72	10,823	49	60
POMONA		3,535	20	13,832	54	12	66	17,367	47	57
<b>RANCHO CUCAMONGA</b>	14	3,847	23	14,161	51	30	81	18,008	45	69
REDLANDS		2,183	17	7,640	46	8	54	9,823	39	46
RIVERSIDE		3,644	13	10,015	41	3	44	13,659	34	36
<b>SAN BERNARDINO</b>		4,783	11	14,597	38	18	56	19,380	31	45
SANTA ANA		3,583	12	16,602	44	18	62	20,185	38	53
<b>STANTON DLPC</b>		3,593	15	14,272	44	17	61	17,865	39	52
<b>VICTORVILLE</b>		3,830	21	14,385	63	11	74	18,215	54	63
WESTMINSTER		2,964	14	12,179	47	22	69	15,143	41	58
WHITTIER	6	3,625	14	13,518	64	27	91	17,143	53	75
<b>Region VII (Orange County/Inland Empire) TOTAL</b>		<b>53,681</b>	<b>16</b>	<b>195,860</b>	<b>48</b>	<b>16</b>	<b>64</b>	<b>249,541</b>	<b>41</b>	<b>54</b>
<b>Saturday Service in 62 Offices</b>										

## Region VIII

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

Month of March, 2019		APPOINTMENT		NON-APPOINTMENT				OVERALL - Appt / Non-Appt		
OFFICE	Mar 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		1,504	15	6,549	34	12	46	8,053	30	40
BRAWLEY		463	10	6,009	21	8	29	6,472	20	28
BLYTHE		188	2	2,098	10	8	18	2,286	10	17
<b>CHULA VISTA</b>		2,429	13	18,908	41	19	60	21,337	38	55
<b>COSTA MESA</b>		3,342	21	9,452	45	15	60	12,794	39	50
EL CAJON		2,034	15	14,936	38	17	55	16,970	36	50
<b>EL CENTRO</b>		1,409	11	6,734	27	7	34	8,143	24	30
<b>HEMET</b>		2,061	6	13,983	20	5	25	16,044	18	23
INDIO		1,462	7	7,742	13	13	26	9,204	12	23
LAGUNA HILLS	17	1,984	14	8,460	41	36	77	10,444	36	65
OCEANSIDE		2,686	18	7,523	41	22	63	10,209	35	51
<b>PALM DESERT</b>		1,634	8	7,190	19	12	31	8,824	17	27
PALM SPRINGS		1,640	5	6,919	15	6	21	8,559	13	18
<b>POWAY</b>		2,753	15	8,070	33	12	45	10,823	28	37
SAN CLEMENTE		1,685	9	6,828	31	26	57	8,513	26	47
<b>SAN DIEGO CLAIREMONT</b>		3,598	12	16,411	35	11	46	20,009	30	40
SAN DIEGO NORMAL		2,619	9	13,205	42	16	58	15,824	36	50
<b>SAN MARCOS</b>		2,862	14	12,318	43	13	56	15,180	37	48
SAN YSIDRO		1,780	12	12,261	41	33	74	14,041	37	66
<b>TEMECULA</b>		2,622	14	8,606	46	16	62	11,228	38	51
TWENTYNINE PALMS		274	9	3,324	21	11	32	3,598	20	30
<b>Region VIII (San Diego Area) TOTAL</b>		<b>41,029</b>	<b>13</b>	<b>197,526</b>	<b>34</b>	<b>16</b>	<b>50</b>	<b>238,555</b>	<b>30</b>	<b>44</b>
<b>STATEWIDE TOTALS</b>		<b>335,703</b>	<b>15</b>	<b>1,325,336</b>	<b>37</b>	<b>19</b>	<b>56</b>	<b>1,661,039</b>	<b>33</b>	<b>48</b>

Saturday Service in 62 Offices