

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

Department of Motor Vehicles  
Monthly Status Update Report



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November 15, 2018

The Department of Motor Vehicles (DMV) is encouraged by the wait time reductions achieved over the months of August, September and October 2018. Collectively between the three months, wait times have been reduced by an average of 1 hour and 24 minutes for customers coming to a field office without an appointment. That number varies among offices, with some offices seeing even greater wait time reductions and others not as much. The department is pleased that the wait time goals set for the end of this year have not only been met, but have been exceeded. These department's goals are that wait times (amount of time in the queue) not exceed 45 minutes for customers without an appointment and 15 minutes for customers with an appointment. Additionally, the DMV has a goal for non-appointment customers to not have to wait more than 15 minutes to be issued a queue ticket upon arrival at the field office and an appointment customer not to wait more than 3 minutes to be issued a queue ticket. These goals have also been met. The DMV remains committed to further refining those strategies already in place and working to implement others that will allow the department to sustain these wait time levels.

## WAIT TIME REDUCTIONS IN OCTOBER

The DMV committed to reducing statewide wait times by a minimum of 20 minutes in August, another 20 minutes in September, and an additional 6 minutes in October. A total wait time reduction of 1 hour and 24 minutes (84 minutes) has been achieved over these three months: 30 minutes in August, 27 additional minutes in September, and yet another 27 minutes in October. The tables and charts below provide some perspective on how wait times have been reduced this month.

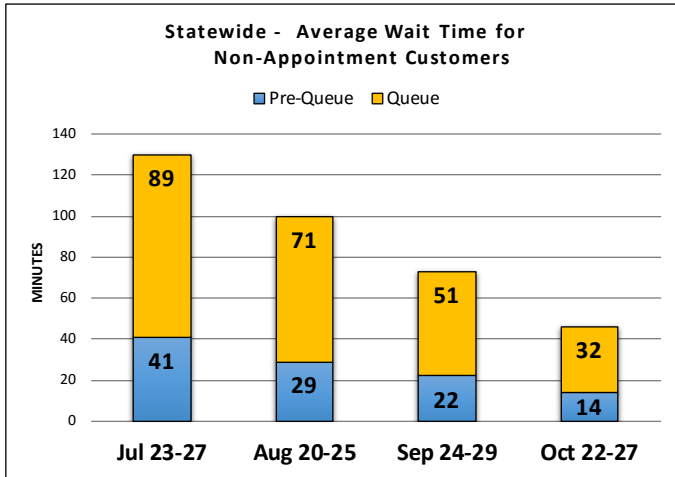
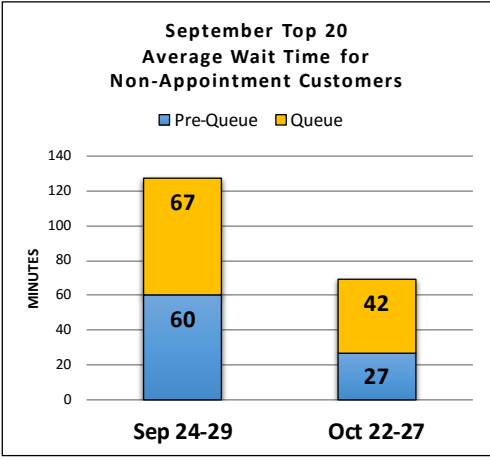
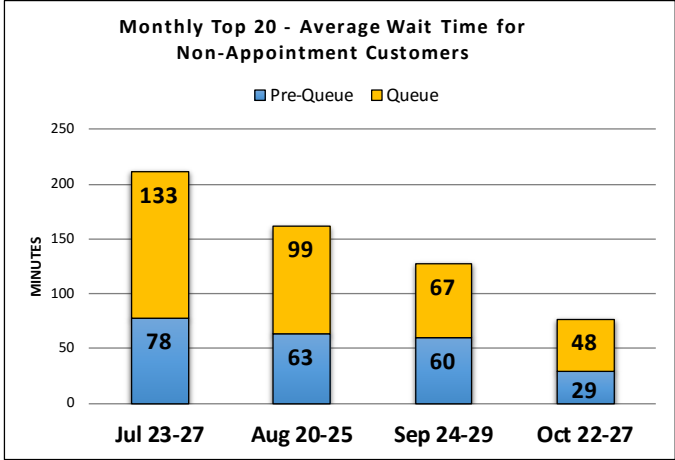
### *Methodology for Baseline Comparison -*

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

The first chart below ("Monthly Top 20") compares the average wait time for customers without an appointment at the 20 offices with the highest wait times during the weeks of July 23-27, August 20-25, September 24-29 and October 22-27. This is the average wait time among the offices with the 20 highest wait times exclusively for each of these weeks. August was 49 minutes lower than July, September was 35 minutes lower than August, and October was 50 minutes lower than September.

The second chart ("September Top 20") compares the 20 highest wait time offices for the week of September 24-29 with the wait times in those same 20 offices for the week of October 22-27. The average wait time reduction was 58 minutes.

The third chart (“Statewide”) compares the overall average statewide wait time for customers without an appointment during the weeks of July 23-27, August 20–25, September 24-29 and October 22-27. August was 30 minutes lower than July, September was 27 minutes lower than August, and October was 27 minutes lower than September. During the months of August, September and October, a combined 84 minute reduction in combined “pre-queue” and queue wait time has been achieved.



To provide another context of wait time reductions, the table below shows the reduction in wait times for various grades (sizes) of field offices. Grade I/II offices are small, mostly rural offices 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, and Grade IV/V offices are large, mostly urban offices that serve an average of 2,000-3,300 customers per week. The first two tables show the average wait time in the various grades of field offices for the week of September 24-29 with the week of October 22-27. The third table displays the difference between October 22-27 and September 24-29. For example, the 'Overall – Appt/Non-Appt' Queue and Pre-Queue wait time dropped by 26 minutes (43 minutes October 22-27 compared to 69 minutes September 24-29) for large Grade IV/V offices.

**STATEWIDE - WEEK OF Sep 24, 2018**

Week of September 24-29, 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	8,506	14	39,419	37	11	48	47,925	33	42
Grade III - 47 Offices	21,899	19	67,911	48	18	66	89,810	40	54
Grade IV/V - 68 Offices	49,103	21	145,018	57	28	85	194,121	48	69

**STATEWIDE - WEEK OF Oct 22, 2018**

Week of October 22-27, 2018	APPOINTMENT		NON-APPOINTMENT				OVERALL - Appt / Non-Appt		
Grade	Cust Served	Queue Wait Time	Cust Served	Queue Wait Time	Pre-Queue Wait Time	Queue + Pre-Queue (Non-Appt)	Total Cust Served	Queue Wait Time	Queue & PreQueue Wait Time
Grade I/II - 56 Offices	7,527	12	37,151	26	8	34	44,678	23	30
Grade III - 47 Offices	19,463	12	64,529	28	11	39	83,992	24	33
Grade IV/V - 68 Offices	44,953	14	148,308	36	16	52	193,261	31	43

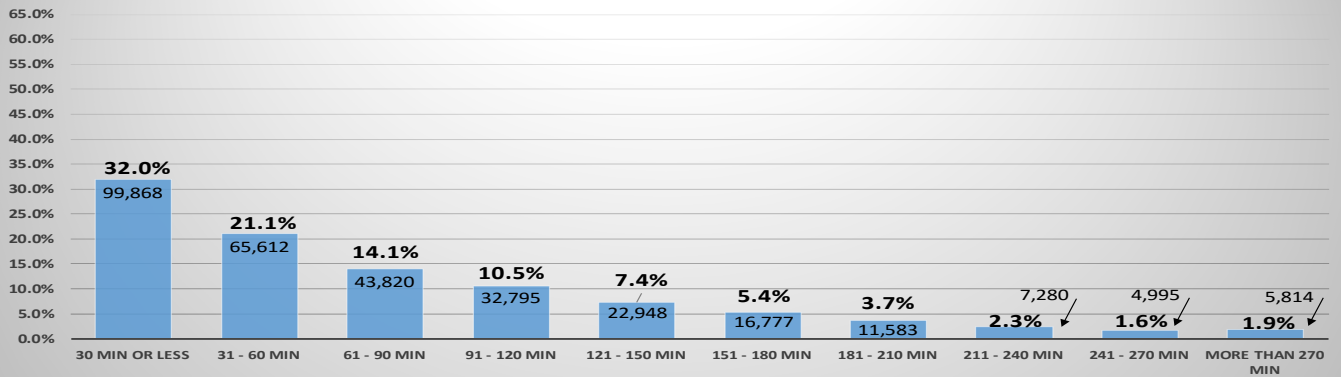
**DIFFERENCE BETWEEN WEEK OF Oct 22, 2018 and WEEK OF Sep 24, 2018**

Week of Oct 22 vs Sept 24, 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	(979)	(2)	(2,268)	(11)	(3)	(14)	(3,247)	(10)	(12)
Grade III - 47 Offices	(2,436)	(7)	(3,382)	(20)	(7)	(27)	(5,818)	(16)	(21)
Grade IV/V - 68 Offices	(4,150)	(7)	+3,290	(21)	(12)	(33)	(860)	(17)	(26)

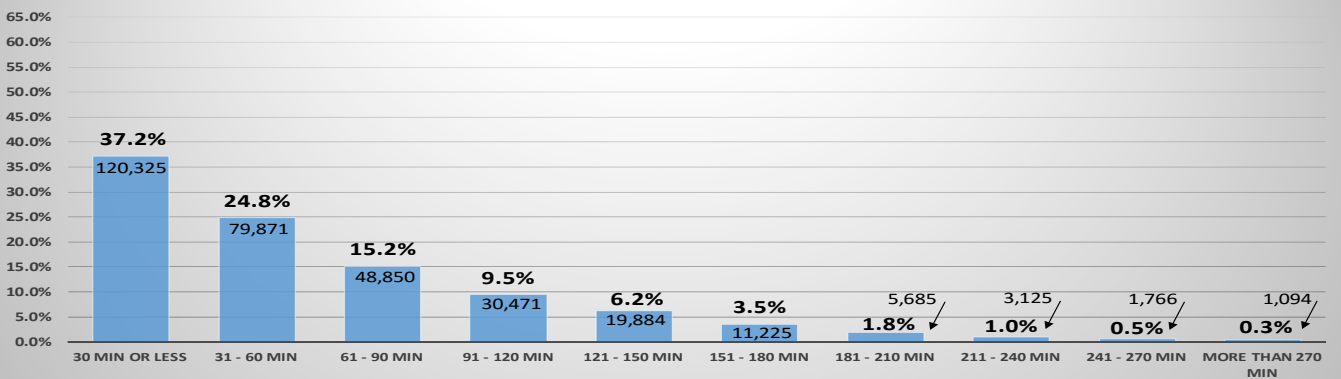
Note: The Grade I/II Pre-Queue wait times is estimated for the Week of July 23. Pre-Queue during July was captured for larger offices (Grade III and above). All office pre-queue times (Grades I – V) are captured as of mid August.

Smaller offices had an average wait time reduction of 14 minutes while mid-sized and larger offices had reductions of 27 and 33 minutes respectively for customers without an appointment.

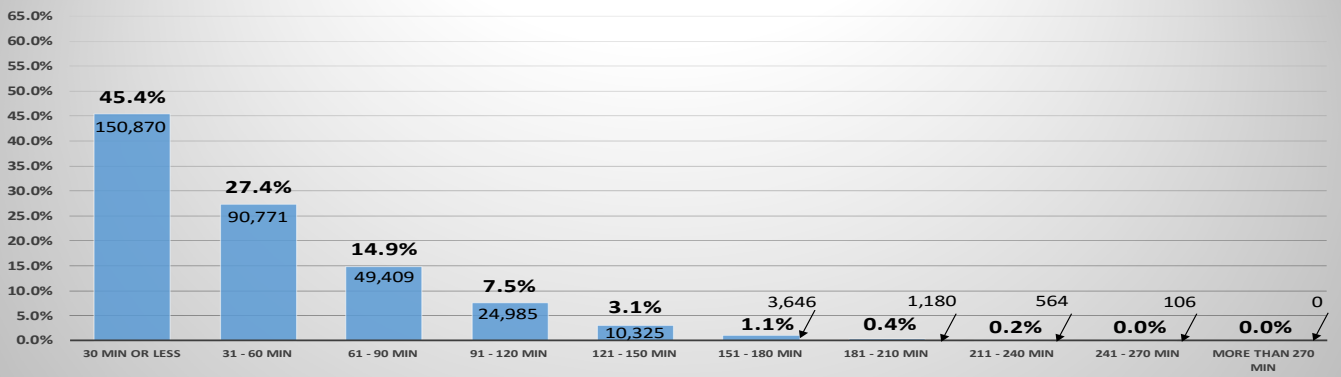
Wait Times by Range: Week of July 23-27



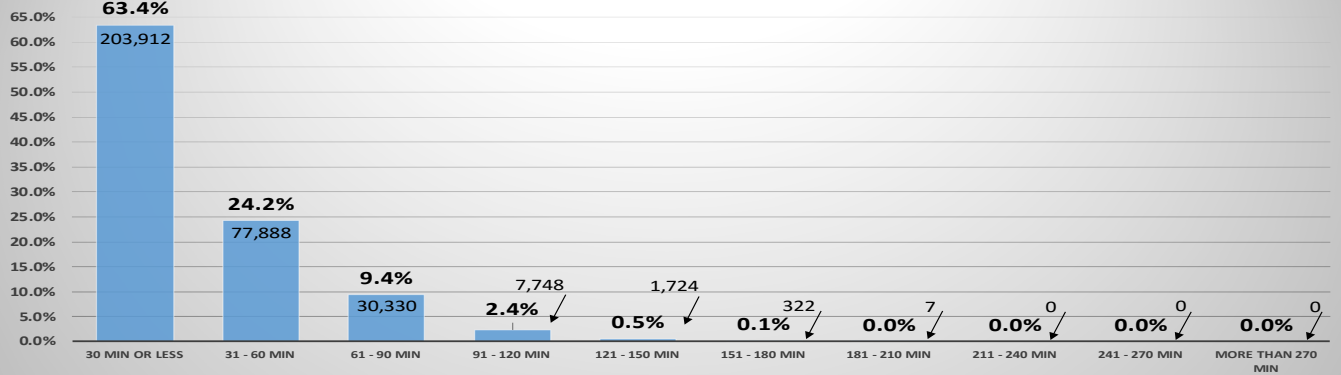
Wait Times by Range: Week of August 20-25



Wait Times by Range: Week of September 24-29



Wait Times by Range: Week of October 22-27



The charts above 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 weeks of July 23-27, August 20-25, September 24-29 and October 22-27. As can be seen in these charts, significant improvement has been made in the past three months on the amount of time customers are waiting in DMV field offices. For example, in July more than 22% of customers had a wait time of more than two hours. In the last week of October, that dropped to 0.6%. Similarly, customers waiting one hour or less improved from 53% in July to nearly 88% in October. These tables are reflective of the efforts that have been made to date to lessen the amount of time customers are waiting at DMV field offices.

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

## **HIRING AND ABSENTEEISM**

### **Hiring:**

In the month of October, the department continued to hire new staff. The primary focus remained on filling civil service positions, making emergency hires, and hiring retired annuitants.

- As of October 31, 2018, the following job offers have been made since July 1, 2018:
  - 669 Civil Service Appointments made – 345 have already started
  - 663 Emergency Hires made – 497 have already started
  - 135 Retired Annuitants hired – 128 have already started
  
- The new hires filled the authorized positions for REAL ID and positions in field offices that have become vacant through transfers, promotions, and retirements.
  
- The utilization of staff loaned from DMV Headquarters and borrowed from other state agencies was reduced significantly during the month of October. As DMV has hired additional staff, the dependence on loaned and borrowed staff is no longer required.

### **Absenteeism:**

The department established an Absenteeism Task Force in the month of October. The purpose of this task force is to look into the reasons why staff are absent from work and identify strategies to reduce the department's absenteeism rate. The DMV previously reported an absenteeism rate of 30%. That figure requires some clarification. The 30% number was based on merely counting the number of staff who are at work on any given day and dividing by the number of staff on the roster of the office. For example, if an office roster was 10 and 8 employees were present, then the absenteeism rate was 20%, regardless of whether or not the absence was scheduled or unscheduled.

An analysis determined that it was more appropriate to redefine the absenteeism metric and adopt one similar to that used by the United States Federal Bureau of Labor Standards which defines absenteeism in the following manner:

*Absences are defined as instances when persons who usually work 35 or more hours per week (full time) worked less than 35 hours during the reference week for one of the following reasons: own illness, injury, or medical problems; child care problems; other family or personal obligations; civic or military duty; and maternity or paternity leave. Excluded are situations in which work was missed due to vacation or personal days, holiday, labor dispute, and other reasons. For multiple jobholders, absence data refer only to work missed at their main jobs. The absence rate is the ratio of workers with absences to total full-time wage and salary employment.”*

Toward that end the DMV re-defined the absenteeism metric as the total number of staff who have an unscheduled absence, divided by the total number of staff on schedule on any given day. The DMV's Field Operations Division began gathering data utilizing this definition on October 22, 2018 . Over the first ten days of tracking, the revised absenteeism rate is 6%. The department will continue to track and report this figure in future reports. Additionally, research is being done to determine how DMV's absenteeism rate compares to similar types of governmental agencies and what factors are affecting absenteeism.

Furthermore, the DMV is working with the California Department of Human Resources to complement its already robust wellness plan by implementing the State's "Healthier U" initiative. DMV expects to roll out "Healthier U" in November.

## **INFORMATION TECHNOLOGY MODERNIZATION**

On Wednesday, September 26, 2018, a key step to improve the efficiency of processing Driver License/Identification (DL/ID) card transactions in the field offices was implemented. The electronic DL/ID card application is now integrated with the Enterprise Application System Environment (EASE), DMV's DL/ID card system used to process these transactions. The EASE integration minimizes technician keying and electronically populates a customer's application information into DMV's EASE database. This integration was the primary contributor, along with increased hiring and the training of the new staff, to the reduced wait times in the month of October. The reduction in the amount of keying time for field office technicians has lowered the amount of time to complete these transactions which, in turn, reduces the customer wait time. This is a permanent improvement that will continue to help maintain lowered wait times going forward.

As of the end of October, each field office statewide has now received one or more tablet devices (number depends on the size and need of the office) to aid in appropriately triaging the pre-queue line by issuing queue tickets and making return appointments when necessary. The impact of the tablet devices on the pre-queue and queue wait times continues to be significant

as use of the tablets also leads to increased attention and awareness of properly triaging the line to ensure that customers are prepared and have all of their required documents when they arrive at the technician window. The department is also developing plans to utilize the tablet devices to issue queue numbers to customers as soon as they arrive at the field office with the ultimate goal of eliminating a “pre-queue” wait time and leveraging the tablet devices to capture the full wait time from the time a customer arrives at the office until they are called to a technician window.

During the month of October, the DMV continued adding additional self-service vehicle registration renewal kiosks. 25 new kiosks were installed in grocery stores in various locations throughout the state to provide customers another way to complete their transaction without coming to a field office. These terminals allow customers to renew their registration and receive their tags on site. With the addition of these 25 new self-service kiosks, there are now 146 kiosks statewide: 70 in DMV field offices, 73 retail locations, 2 libraries and 1 at UC Irvine. The department plans to add an additional 4 kiosks by the end of this calendar year. The chart below shows the number of transactions completed at the self-service kiosks over the last year.

**Self-Service Terminal Kiosk Transactions**

	DMV Field Offices	Retail Locations	Libraries	UC Irvine	TOTAL
Oct-17	122,358	10,043	0	92	132,493
Nov-17	114,602	10,598	0	94	125,294
Dec-17	113,140	12,889	0	86	126,115
Jan-18	131,496	17,155	0	151	148,802
Feb-18	139,654	22,487	0	149	162,290
Mar-18	164,073	29,886	0	184	194,143
Apr-18	136,052	27,942	0	184	164,178
May-18	154,238	32,195	0	239	186,672
Jun-18	141,716	32,825	0	236	174,777
Jul-18	139,563	34,511	0	245	174,319
Aug-18	141,483	33,979	9	270	175,741
Sep-18	119,632	34,666	75	199	154,572
Oct-18	119,112	33,663	123	203	153,101

**REAL ID CUSTOMERS AND WORKLOAD**

The month of October saw a continued increase in the number of REAL ID driver license and ID cards produced. The table below shows the number of REAL ID cards that have been produced



each month since the program began on January 22, 2018. 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	TOT
January TOTALS	29,725	9,971	39,696	205,823	45,426	251,249	290,945	12.62%	18.00%	13.64%
February TOTALS	74,890	24,798	99,688	498,284	102,984	601,268	700,956	13.07%	19.41%	14.22%
March TOTALS	111,296	33,216	144,512	543,280	109,255	652,535	797,047	17.00%	23.31%	18.13%
April TOTALS	121,715	31,049	152,764	476,314	93,661	569,975	722,739	20.35%	24.90%	21.14%
May TOTALS	141,704	30,160	171,864	483,399	89,520	572,919	744,783	22.67%	25.20%	23.08%
June TOTALS	147,536	41,147	188,683	464,538	88,930	553,468	742,151	24.10%	31.63%	25.42%
July TOTALS	171,051	43,491	214,542	473,450	90,041	563,491	778,033	26.54%	32.57%	27.57%
August TOTALS	228,165	46,279	274,444	516,521	103,929	620,450	894,894	30.64%	30.81%	30.67%
September TOTALS	219,054	34,315	253,369	453,866	93,975	547,841	801,210	32.55%	26.75%	31.62%
October TOTALS	291,720	44,091	335,811	559,184	109,507	668,691	1,004,502	34.28%	28.71%	33.43%
<b>GRAND TOTALS</b>	<b>1,536,856</b>	<b>338,517</b>	<b>1,875,373</b>	<b>4,674,659</b>	<b>927,228</b>	<b>5,601,887</b>	<b>7,477,260</b>	<b>24.74%</b>	<b>26.74%</b>	<b>25.08%</b>

In the month of October, one-third of all DL/ID cards produced (nearly 336,000) were REAL ID compliant cards. This percentage has increased every month since implementation of REAL ID, and is expected to continue to increase.

### CONTINUED PROCESS IMPROVEMENTS:

#### Lean Six Sigma:

Last month's report spoke of the efforts that have been undertaken to implement improvements in the field offices resulting from a Lean Six Sigma review effort. Progress was made in October to advance these efforts, particularly in regards to the document review process, which was piloted in the San Jose Driver License Processing Center (DLPC). An implementation plan was prepared to transition offices where operational efficiencies can be achieved through this document pre-screening model.

In October, the San Jose DLPC became the first office to implement this process as its operational standard. The implementation plan has the Stanton DLPC scheduled to transition to this processing model in November, followed by the Granada Hills DLPC and the Hollywood-Cole field offices in December. The pilot effort revealed that this model of document pre-screening is most effective in those offices whose primary workload is driver licensing. These four offices are all driver license-only field offices.

**REAL ID Task Force:**

The REAL ID task force continued its efforts in October with a goal to educate the public on what REAL ID is, and what people coming to the field office should be prepared to bring. The department participated in several outreach events with a focus on REAL ID education in October, including the Big Fresno Fair, a Homeless Outreach Partnership event with the Sacramento Sheriff's Department, the CA Disability Employment Fair and the Pathways to Progress Employment Fair. Additionally, the department sent newspaper articles to numerous university newspapers, and several have already run stories on REAL ID. Efforts also continue to reach out to local and statewide elected officials to identify opportunities to participate in events at local and regional levels. In the month of November, the department is scheduled to participate in multiple events across the state, including several events being held in conjunction with the Veteran's Day holiday.

Progress has been made over the past couple of months in reducing wait times at DMV field offices. Average wait times are now below targeted levels. DMV will continue to focus on and work with those field offices with the highest wait times and work to maintain appropriate and acceptable service levels at all offices. The department will also continue to identify and implement 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.

**DEPARTMENT of MOTOR VEHICLES**  
**Average Wait Time by Field Office**  
**Week of October 22-27, 2018**

Week of Oct 22-27, 2018		APPOINTMENT		NON-APPOINTMENT				OVERALL - Appt / Non-Appt		
OFFICE	Oct 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		256	5	1,005	14	5	19	1,261	12	16
CHICO		148	4	887	13	9	22	1,035	12	20
COLUSA		25	7	426	13	5	18	451	13	18
ALTURAS		3	0	277	1	2	2	280	1	2
FALL RIVER MILLS		1	0	160	5	2	7	161	5	7
QUINCY		-	-	371	18	1	19	371	18	19
CORTE MADERA		415	12	988	46	10	56	1,403	36	43
CRESCENT CITY		30	5	456	15	3	18	486	14	17
<b>DALY CITY</b>		706	18	2,518	51	6	57	3,224	44	48
EUREKA		237	3	972	12	10	21	1,209	10	18
FORT BRAGG		29	11	381	21	3	24	410	20	23
GRASS VALLEY		220	14	715	36	7	43	935	31	36
GARBERVILLE		25	9	272	16	3	20	297	16	19
LAKEPORT		61	11	674	35	7	42	735	33	40
MOUNT SHASTA		28	17	525	21	4	25	553	21	24
OROVILLE		102	5	742	22	2	24	844	20	22
PARADISE		43	10	684	24	13	37	727	24	35
SUSANVILLE		38	5	384	15	3	17	422	14	16
WEAVERVILLE		22	3	282	11	1	12	304	11	11
WILLOWS		68	17	422	24	2	26	490	23	24
YREKA		62	7	402	27	2	29	464	24	26
<b>NOVATO</b>		201	10	1,126	31	6	37	1,327	28	33
PETALUMA		403	8	1,099	40	14	54	1,502	31	42
RED BLUFF		263	6	915	23	8	31	1,178	19	26
<b>REDDING</b>		529	13	1,165	38	3	41	1,694	30	32
ROCKLIN		486	10	1,201	28	9	37	1,687	23	29
<b>ROSEVILLE</b>		762	8	2,175	24	5	29	2,937	20	24
<b>SAN FRANCISCO</b>	4	1,164	42	1,634	65	19	84	2,798	56	67
<b>SANTA ROSA</b>		652	20	1,845	29	16	45	2,497	27	38
TRUCKEE		90	9	553	33	6	40	643	30	35
UKIAH		96	8	889	42	8	50	985	39	46
<b>YUBA CITY</b>		621	3	1,332	15	2	17	1,953	11	13
<b>Region I (Northern CA)TOTAL</b>		<b>7,786</b>	<b>15</b>	<b>27,477</b>	<b>30</b>	<b>8</b>	<b>38</b>	<b>35,263</b>	<b>27</b>	<b>33</b>

Saturday Service in 62 Offices

**DEPARTMENT of MOTOR VEHICLES**  
**Average Wait Time by Field Office**  
**Week of October 22-27, 2018**

Week of Oct 22-27, 2018		APPOINTMENT		NON-APPOINTMENT				OVERALL - Appt / Non-Appt		
OFFICE	Oct 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		325	14	1,293	24	7	32	1,618	22	28
FREMONT		368	13	1,762	21	8	30	2,130	20	27
GILROY		292	11	1,011	16	15	30	1,303	15	26
<b>HAYWARD</b>		619	18	1,893	27	27	55	2,512	25	46
HOLLISTER		101	16	625	23	7	30	726	22	28
KING CITY		59	13	464	17	7	23	523	17	22
WATSONVILLE		204	20	664	21	29	51	868	21	43
LOS GATOS		465	23	1,424	28	9	37	1,889	27	34
<b>OAKLAND CLAREMONT</b>		596	10	1,918	16	11	27	2,514	14	23
OAKLAND COLISEUM		689	24	1,927	37	21	58	2,616	33	49
<b>PLEASANTON</b>		597	26	1,504	32	24	56	2,101	30	47
<b>REDWOOD CITY</b>	18	618	22	1,636	36	28	64	2,254	32	53
<b>SALINAS</b>		411	11	1,295	17	8	25	1,706	15	22
SAN JOSE		852	11	2,067	19	24	43	2,919	17	34
<b>SAN JOSE DLPC</b>		755	14	2,272	23	9	32	3,027	21	27
SAN MATEO		372	7	1,821	18	11	29	2,193	16	25
<b>SANTA CLARA</b>		751	13	2,837	21	15	36	3,588	20	31
<b>SANTA TERESA</b>		391	12	1,798	30	6	37	2,189	27	32
SEASIDE		323	7	1,066	14	12	26	1,389	12	21
<b>Region II (Bay Area) TOTAL</b>		<b>8,788</b>	<b>16</b>	<b>29,277</b>	<b>24</b>	<b>15</b>	<b>39</b>	<b>38,065</b>	<b>22</b>	<b>34</b>

Saturday Service in 62 Offices

**DEPARTMENT of MOTOR VEHICLES**  
**Average Wait Time by Field Office**  
**Week of October 22-27, 2018**

Week of Oct 22-27, 2018		APPOINTMENT		NON-APPOINTMENT				OVERALL - Appt / Non-Appt		
OFFICE	Oct 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		587	6	2,222	27	7	35	2,809	23	29
<b>CONCORD</b>		602	14	1,585	32	11	42	2,187	27	34
DAVIS		444	20	681	39	7	46	1,125	31	36
<b>EL CERRITO</b>		858	14	1,875	36	21	57	2,733	29	43
<b>FAIRFIELD</b>		307	15	1,328	50	6	56	1,635	43	48
<b>FOLSOM</b>		773	11	1,610	15	12	27	2,383	14	22
<b>LODI</b>		742	18	1,521	41	9	51	2,263	34	40
MANTECA		463	12	1,269	40	6	46	1,732	32	37
NAPA		170	5	1,740	10	5	14	1,910	9	13
PITTSBURG		601	26	1,661	31	11	42	2,262	30	38
PLACERVILLE		228	11	679	27	16	43	907	23	35
JACKSON		51	5	542	32	3	34	593	29	32
SAN ANDREAS		139	22	392	40	11	51	531	36	44
SOUTH LAKE TAHOE	19	76	16	530	56	8	64	606	51	58
<b>SACRAMENTO</b>		917	11	2,391	34	9	43	3,308	28	35
SONORA		238	10	593	24	3	27	831	20	22
SACRAMENTO SOUTH		624	10	1,735	15	11	25	2,359	13	21
STOCKTON		424	11	1,973	44	17	62	2,397	38	53
<b>TRACY</b>		279	19	1,410	37	17	54	1,689	34	48
VACAVILLE		419	8	1,026	24	8	32	1,445	20	25
<b>VALLEJO</b>		329	7	1,194	21	26	47	1,523	18	38
WALNUT CREEK		460	9	1,033	42	19	61	1,493	32	45
<b>WOODLAND</b>		175	7	1,093	29	3	32	1,268	26	29
<b>Region III (Sacramento Area) TOTAL</b>		<b>9,906</b>	<b>13</b>	<b>30,083</b>	<b>31</b>	<b>11</b>	<b>42</b>	<b>39,989</b>	<b>27</b>	<b>35</b>
<b>Saturday Service in 62 Offices</b>										

**DEPARTMENT of MOTOR VEHICLES**  
**Average Wait Time by Field Office**  
**Week of October 22-27, 2018**

Week of Oct 22-27, 2018		APPOINTMENT		NON-APPOINTMENT				OVERALL - Appt / Non-Appt		
OFFICE	Oct 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		99	7	755	14	5	19	854	13	18
<b>BAKERSFIELD</b>		268	6	1,723	18	6	24	1,991	16	22
<b>CLOVIS</b>		629	12	1,555	25	12	37	2,184	21	30
DELANO		117	7	1,150	22	7	29	1,267	21	27
<b>FRESNO</b>		766	10	2,533	25	6	31	3,299	22	26
FRESNO NORTH		348	7	1,035	20	4	24	1,383	17	19
HANFORD		227	11	1,149	17	2	19	1,376	16	17
<b>LANCASTER</b>		990	12	3,346	24	5	29	4,336	21	25
LOS BANOS		147	7	977	20	9	29	1,124	18	26
MADERA		118	6	1,039	10	8	18	1,157	10	17
<b>MERCED</b>		410	6	1,143	10	8	18	1,553	9	15
<b>MODESTO</b>		738	10	2,334	30	14	44	3,072	25	36
PORTERVILLE		284	27	878	36	7	43	1,162	33	39
REEDLEY		320	15	856	30	13	43	1,176	26	36
RIDGECREST		35	9	298	16	9	25	333	15	23
BISHOP		19	7	217	29	9	37	236	27	35
COALINGA		51	8	365	23	5	28	416	21	26
LAKE ISABELLA		32	7	152	19	6	26	184	17	23
MARIPOSA		24	5	125	9	6	14	149	8	13
SHAFTER		182	17	561	18	8	27	743	18	24
BAKERSFIELD SW		272	7	2,072	23	2	25	2,344	21	23
TAFT		59	6	408	9	1	10	467	9	10
TULARE		261	15	1,049	24	9	33	1,310	23	30
TURLOCK		389	8	1,526	28	2	30	1,915	24	25
<b>VISALIA</b>		234	7	1,270	11	6	17	1,504	10	15
<b>Region IV (Central Valley) TOTAL</b>		<b>7,019</b>	<b>11</b>	<b>28,516</b>	<b>22</b>	<b>7</b>	<b>29</b>	<b>35,535</b>	<b>20</b>	<b>25</b>

Saturday Service in 62 Offices

**DEPARTMENT of MOTOR VEHICLES**  
**Average Wait Time by Field Office**  
**Week of October 22-27, 2018**

Week of Oct 22-27, 2018		APPOINTMENT		NON-APPOINTMENT				OVERALL - Appt / Non-Appt		
OFFICE	Oct Top 20	Cust Served	Queue Wait Time	Cust Served	Queue Wait Time	Pre-Queue Wait Time	Queue + Pre-Queue (Non-Appt)	Total Cust Served	Queue Wait Time	Queue & PreQueue Wait Time
ARLETA	5	860	19	2,409	59	25	84	3,269	48	67
<b>CULVER CITY</b>	3	1,093	24	1,764	59	31	89	2,857	46	65
GLENDALE	6	834	7	2,426	36	44	80	3,260	29	61
GOLETA		188	8	730	26	9	35	918	23	30
HOLLYWOOD COLE	2	525	15	1,455	49	41	90	1,980	40	70
HOLLYWOOD WEST		360	4	1,490	18	5	23	1,850	15	19
<b>GRANADA HILLS DLPC</b>		383	9	1,550	23	12	35	1,933	20	29
NEWHALL	7	615	19	1,376	42	34	76	1,991	35	59
OXNARD		88	7	304	42	13	54	392	34	44
PASO ROBLES		231	9	795	22	8	30	1,026	19	25
LOMPOC		313	13	809	37	5	42	1,122	30	34
<b>SAN LUIS OBISPO</b>		441	17	975	23	15	38	1,416	21	31
SANTA BARBARA		215	15	886	41	6	46	1,101	36	40
SANTA MARIA		348	11	1,334	45	15	60	1,682	38	50
<b>SANTA MONICA</b>		443	12	2,327	31	16	47	2,770	28	42
SANTA PAULA		212	7	1,304	32	11	44	1,516	29	38
SIMI VALLEY		472	10	1,227	33	17	50	1,699	27	39
<b>THOUSAND OAKS</b>		404	12	1,625	31	13	45	2,029	27	38
<b>VAN NUYS</b>		505	9	2,960	38	21	58	3,465	33	51
<b>VENTURA</b>		646	12	1,493	38	19	57	2,139	30	44
WINNETKA		676	11	2,122	28	18	46	2,798	24	38
<b>Region V (Northern Los Angeles/Coastal Area) TOTAL</b>		<b>9,852</b>	<b>13</b>	<b>31,361</b>	<b>37</b>	<b>20</b>	<b>57</b>	<b>41,213</b>	<b>31</b>	<b>47</b>

Saturday Service in 62 Offices

**DEPARTMENT of MOTOR VEHICLES**  
**Average Wait Time by Field Office**  
**Week of October 22-27, 2018**

Week of Oct 22-27, 2018		APPOINTMENT		NON-APPOINTMENT				OVERALL - Appt / Non-Appt		
OFFICE	Oct 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>		806	11	2,276	43	20	63	3,082	34	49
<b>BELLFLOWER</b>	16	807	13	2,348	41	26	67	3,155	34	53
COMPTON		511	5	2,049	23	17	39	2,560	19	33
EL MONTE	1	704	18	1,808	67	60	127	2,512	54	97
<b>HAWTHORNE</b>		799	17	2,400	37	12	48	3,199	32	41
INGLEWOOD		399	10	1,837	34	18	52	2,236	30	45
LINCOLN PARK	10	411	14	1,995	45	29	74	2,406	40	64
<b>LONG BEACH</b>		640	12	2,651	33	21	54	3,291	29	46
<b>LOS ANGELES</b>	8	890	16	2,867	53	23	76	3,757	45	62
MONTEBELLO		729	11	1,838	35	22	56	2,567	28	43
<b>PASADENA</b>		1,054	10	2,604	29	17	45	3,658	24	35
<b>SAN PEDRO</b>		578	7	1,707	16	11	27	2,285	14	22
TORRANCE	12	765	20	1,402	40	32	72	2,167	33	54
<b>WEST COVINA</b>	15	1,036	15	2,646	42	26	68	3,682	35	53
<b>Region VI (Los Angeles Area) TOTAL</b>		<b>10,129</b>	<b>13</b>	<b>30,428</b>	<b>39</b>	<b>23</b>	<b>62</b>	<b>40,557</b>	<b>32</b>	<b>50</b>

**Saturday Service in 62 Offices**



**DEPARTMENT of MOTOR VEHICLES**  
**Average Wait Time by Field Office**  
**Week of October 22-27, 2018**

Week of Oct 22-27, 2018		APPOINTMENT		NON-APPOINTMENT				OVERALL - Appt / Non-Appt		
OFFICE	Oct Top 20	Cust Served	Queue Wait Time	Cust Served	Queue Wait Time	Pre-Queue Wait Time	Queue + Pre-Queue (Non-Appt)	Total Cust Served	Queue Wait Time	Queue & PreQueue Wait Time
BARSTOW		240	18	875	47	8	55	1,115	41	47
<b>RIVERSIDE EAST</b>		903	7	2,530	24	6	30	3,433	20	24
<b>FONTANA</b>		969	12	3,136	48	5	53	4,105	39	43
<b>FULLERTON</b>		934	15	2,846	54	6	60	3,780	45	49
NEEDLES		34	9	324	19	8	28	358	19	26
NORCO		658	18	1,858	47	9	55	2,516	39	45
POMONA		639	14	2,299	53	10	63	2,938	44	52
<b>RANCHO CUCAMONGA</b>		803	17	2,529	48	11	58	3,332	40	48
REDLANDS		460	10	1,393	34	7	42	1,853	28	34
RIVERSIDE		699	9	1,846	48	6	54	2,545	38	42
<b>SAN BERNARDINO</b>		599	7	2,679	24	15	39	3,278	21	33
SANTA ANA		783	7	2,984	24	8	32	3,767	20	27
<b>STANTON DLPC</b>		857	16	2,416	46	12	58	3,273	38	47
<b>VICTORVILLE</b>		730	13	2,781	41	5	46	3,511	35	39
WESTMINSTER	14	825	17	2,741	57	14	71	3,566	47	58
WHITTIER	9	688	13	2,327	51	24	75	3,015	42	61
<b>Region VII (Orange County/Inland Empire) TOTAL</b>		<b>10,821</b>	<b>13</b>	<b>35,564</b>	<b>43</b>	<b>10</b>	<b>53</b>	<b>46,385</b>	<b>36</b>	<b>44</b>

Saturday Service in 62 Offices

**DEPARTMENT of MOTOR VEHICLES**  
**Average Wait Time by Field Office**  
**Week of October 22-27, 2018**

Week of Oct 22-27, 2018		APPOINTMENT		NON-APPOINTMENT				OVERALL - Appt / Non-Appt		
OFFICE	Oct 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		273	15	1,399	28	3	31	1,672	26	29
BRAWLEY		79	10	1,138	16	7	24	1,217	16	23
BLYTHE		25	4	424	12	6	17	449	11	17
<b>CHULA VISTA</b>		594	11	3,472	35	12	46	4,066	31	41
<b>COSTA MESA</b>		271	11	1,707	27	13	40	1,978	25	36
EL CAJON		676	18	2,811	39	10	50	3,487	35	44
<b>EL CENTRO</b>		206	12	1,159	27	6	33	1,365	25	30
<b>HEMET</b>		345	10	2,298	26	6	32	2,643	24	29
INDIO		181	10	1,327	15	15	30	1,508	14	28
LAGUNA HILLS	11	451	17	1,792	32	41	72	2,243	29	61
OCEANSIDE	13	423	21	1,628	53	18	71	2,051	47	61
<b>PALM DESERT</b>		287	17	1,049	24	7	31	1,336	22	28
PALM SPRINGS		296	8	1,161	15	8	23	1,457	14	20
<b>POWAY</b>		525	27	1,632	37	24	62	2,157	35	53
SAN CLEMENTE	20	336	14	1,552	36	27	63	1,888	32	54
<b>SAN DIEGO CLAIREMONT</b>		707	17	2,887	34	8	43	3,594	31	38
SAN DIEGO NORMAL		635	13	2,703	28	10	38	3,338	25	33
<b>SAN MARCOS</b>		359	17	2,372	41	14	55	2,731	38	50
SAN YSIDRO	17	521	14	2,329	41	25	66	2,850	36	57
<b>TEMECULA</b>		371	11	1,787	20	20	40	2,158	18	35
TWENTYNINE PALMS		81	8	655	20	9	30	736	19	27
<b>Region VIII (San Diego Area) TOTAL</b>		<b>7,642</b>	<b>15</b>	<b>37,282</b>	<b>31</b>	<b>14</b>	<b>45</b>	<b>44,924</b>	<b>29</b>	<b>40</b>
<b>STATEWIDE TOTALS</b>		<b>71,943</b>	<b>14</b>	<b>249,988</b>	<b>32</b>	<b>14</b>	<b>46</b>	<b>321,931</b>	<b>28</b>	<b>39</b>

Saturday Service in 62 Offices