

Virginia Department of Motor Vehicles

REAL ID Quarterly Implementation Report: January 1 – March 31, 2019

REAL ID Quarterly Report (Jan-March 2019) – Executive Summary

REAL ID Results from October 1, 2018 – March 31, 2019

Credentials Issued			
	Standard	REAL ID	
2018 Q4	278,396	118,526	
2019 Q1	290,233	136,303	
To Date:	568,629	254,829	

Percent REAL ID			
	Q4		
2018	Q4	29.9%	
2019	Q1	32.0%	
To Date:		30.9%	

Credential Type						
			Original	Renewal	Replacement	
2018	Q4	REAL ID	49,349 (41.1%)	53,117 (30.8%)	16,060 (15.4%)	
		Standard	70,604 (58.9%)	119,483 (69.2%)	88,309 (84.6%)	
2019	Q1	REAL ID	55,215 (41.5%)	61,912 (33.4%)	19,176 (17.7%)	
		Standard	77,831 (58.5%)	123,277 (66.6%)	89,125 (82.3%)	

Wait Time (all Transactions)			
	Year	Q4	Q1
2017	2017	00:21:16	
2018	2018	00:34:53	
2018	2018	00:24:14	
2019	2019	00:33:02	

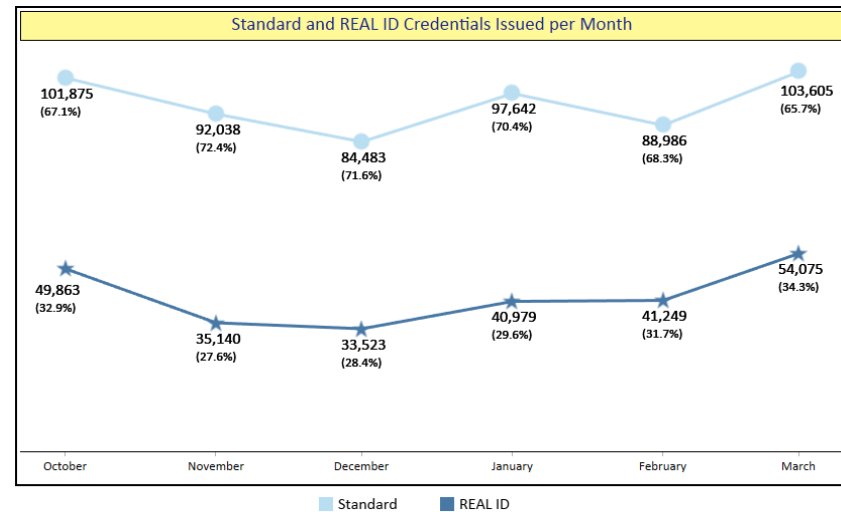
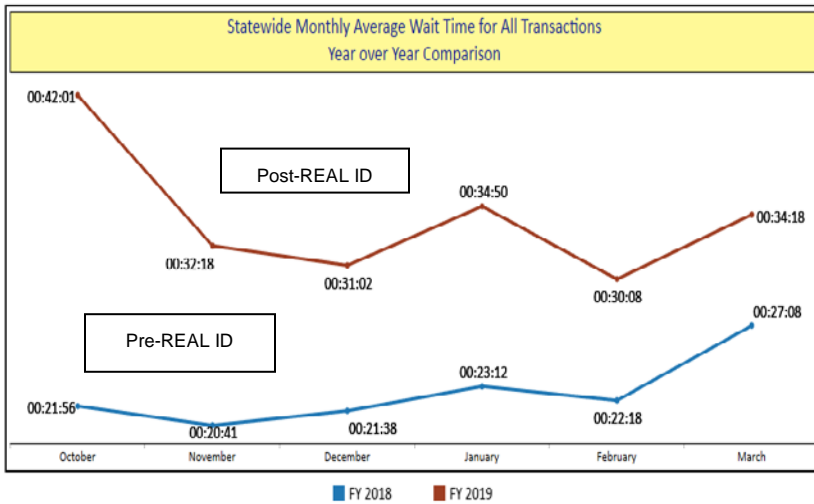
Serve Time (all Transactions)			
	Year	Q4	Q1
2017	2017	00:09:48	
2018	2018	00:10:39	
2018	2018	00:09:49	
2019	2019	00:10:30	

District REAL IDs Issued			
District	2018 Q4	2019 Q1	
Fairfax North	31,412	34,557	
Fairfax South	22,001	25,012	
Richmond	16,552	18,667	
Staunton	13,310	15,180	
Portsmouth	12,772	14,493	
Roanoke	8,914	10,545	
Hampton	8,100	9,509	
Mobile Operations	2,224	4,378	
Bristol	3,241	3,962	
Statewide Total	118,526	136,303	

Percent of Credentials REAL ID			
District	2018 Q4	2019 Q1	
Fairfax North	44.7%	47.7%	
Mobile Operations	31.7%	44.5%	
Fairfax South	34.7%	38.3%	
Staunton	31.0%	34.0%	
Hampton	25.5%	27.5%	
Portsmouth	24.5%	25.2%	
Richmond	23.4%	24.3%	
Roanoke	22.1%	23.7%	
Bristol	17.5%	18.7%	
Statewide %	29.9%	32.0%	

REAL ID Highlights and Issues:

- All eight DMV districts and DMV's mobile operations saw an increase in the overall number and percentage of REAL ID credentials issued.
- Through numerous process improvements, such as additional remote processing operations and a new "start anywhere" driver's license renewal transaction, DMV was able to maintain average customer wait times at only about nine minutes more than pre-REAL ID roll out wait times. Some office wait times were higher due to staff turnover and higher service demand.
- DMV has experienced an increase in vital record requests related to REAL ID transactions, which lengthened the overall customer experience but resulted in fewer return customers.
- Average customer serve time continued to decrease as DMV staff became more familiar with the REAL ID transaction.
- DMV Selects continued to see an increase in vehicle transactions. Volumes increased 9.1% during the first two quarters of implementation, resulting in an additional \$320,000 in DMV payments to the Selects, which is a 15% increase in compensation.
- REAL ID start-up and operating expenses through the 2nd quarter of implementation totaled \$3.1 million; DMV collected \$2.5 million in REAL ID surcharges.



REAL ID Completed and Planned Actions

Facility Adjustments

- On February 2, 2019, Fort Lee CSC moved to its new facility on base; the relocation allowed for a 25% increase in customer service capacity
- Office relocations or renovations to increase customer capacity are planned for seven CSCs: Bedford, Manassas, Woodbridge, Richmond Central, Fairfax Westfields, Charlottesville, and Alexandria in 2019
- On April 1, 2019 a new DMV Select opens in the Charlottesville City Treasurer's Office
- Active discussions are underway to potentially establish additional DMV Selects

Mobile Operations

- DMV mobile operations, DMV2Go mobile units (CSCs "on wheels") and DMV Connect teams (DMV services "in a suitcase") have over 1,900 visits scheduled in 2019
- DMV mobile operations conducted visits to Dulles Airport, multiple Capital One campuses, Oracle, Wallops Island, and many other large business and government facilities in the first quarter of 2019
- Due to the success of the two additional DMV Connect teams added in November 2018, DMV plans to add another DMV Connect team in Fairfax County in August 2019
- In March, DMV piloted a series of DMV Connect visits in which customers were scheduled in advance for appointments at a site in Richmond. The Connect teams successfully completed 162 customer transactions, 158 of which were for REAL ID credentials. DMV plans to expand this effort to visits in Alexandria, Roanoke, Loudoun County, Charlottesville, and Tidewater

Public Relations

- DMV placed signage in all CSCs promoting other means to conduct non-REAL ID transactions – at Selects, by mail, through the mobile operations, and website –to allow CSCs to focus on serving more REAL ID customers
- DMV created a flyer specifically geared toward original driver's license customers encouraging them to get a REAL ID since the required documents for an original are the same as for a REAL ID
- **Spring/Early Summer 2019**
 - DMV staff will visit seven airports across the state to educate Virginians on REAL ID requirements for domestic flights
 - DMV staff will join legislators statewide at constituent town halls to explain REAL ID
- **Summer/Fall 2019**
 - DMV communications team will roll out a major campaign to encourage customers to apply for their REAL IDs in 2019 and avoid the 2020 rush
- **Summer/Fall 2020**
 - A campaign release will be held to remind Virginians of the REAL ID requirements prior to the deadline

Process Improvements

- DMV implemented a "start anywhere" process for driver's license renewals, allowing customers to complete their applications online; work has begun to expand the start anywhere transaction options to include driver's license replacements
- DMV continues to expand remote processing technology. CSCs in urban areas electronically transmit their daily document preparation work to more rural areas (Clintwood and Gate City), allowing more staff time in urban offices for direct customer service; a third processing hub in the Lebanon CSC is anticipated to go live with remote processing in May 2019
- DMV team continues to visit CSCs to identify best practices that can be shared among all CSCs
- DMV will begin offering Google/Apple Pay at CSCs in July 2019, which will shorten customer time to pay on the credit card terminal

Staffing

- DMV has been working diligently on hiring additional staff this quarter, in order to address staff shortages caused by very high turnover rates
- DMV's efforts to attract and retain staff, which included providing a small raise to field staff in fall 2018, appear to be helping. To date this year, staff turnover has been lower than in recent years
- Despite the overall progress in hiring, DMV remains concerned with staffing as it must still rely on overtime work by field staff to meet customer demand
- DMV will continue to hire and train additional staff to ensure DMV can meet customer volume increases

I. Report Purpose

In accordance with the 2018 Appropriations Act, the Department of Motor Vehicles (DMV) submits the following quarterly report to the Senate Finance and House Appropriations Committees concerning the roll-out of REAL ID in Virginia. This report covers REAL ID-related efforts conducted by DMV during the period of January 1, 2019 to March 31, 2019, which includes the fourth, fifth, and sixth months of the 24-month REAL ID roll-out period, while also including total volumes and other statistical data for REAL IDs issued to date. The report provided on the first three months of implementation can be found at <https://rga.lis.virginia.gov/Published/2019/RD19/PDF>.

II. REAL ID Roll-out

In the second quarter of REAL ID implementation (January 1, 2019 to March 31, 2019), DMV experienced a gradual increase in the number and percentage of REAL ID credentials issued, compared to the first three months of REAL ID roll out. Toward the end of 2018, about 28% of customers, approximately 1,600 a day, were issued REAL ID credentials. By the last week of March 2019, the percentage had risen to about 35% of customers – almost 2,200 customers a day – that were issued REAL ID credentials. DMV increased its capacity to meet this customer demand, in part, through a gradual decrease in REAL ID customer serve times and an increase in field staff available to serve customers. In addition, DMV continued to implement new and/or expanded processes that enhance work efficiencies. As a result, DMV was able to maintain average customer wait times at only about nine minutes more than pre-REAL ID roll out wait times.

A. Volume of REAL ID Credentials Issued

Between October 1, 2018 and March 31, 2019, DMV issued a total of 254,829 REAL ID credentials, which accounted for 30.9% of credential transactions issued by DMV customer service centers (CSCs) during that period. In the first quarter of 2019 (Q1 2019), DMV saw an increase in volume and in percentage of REAL ID credentials having issued 136,303 REAL ID credentials, accounting for 32% of credentials issued during the quarter. Table 1 provides an overview of DMV REAL ID transaction volumes through the second quarter of implementation (Q4 2018 and Q1 2019).

Table 1: REAL ID Credentials Issued During the First Six Months of Implementation

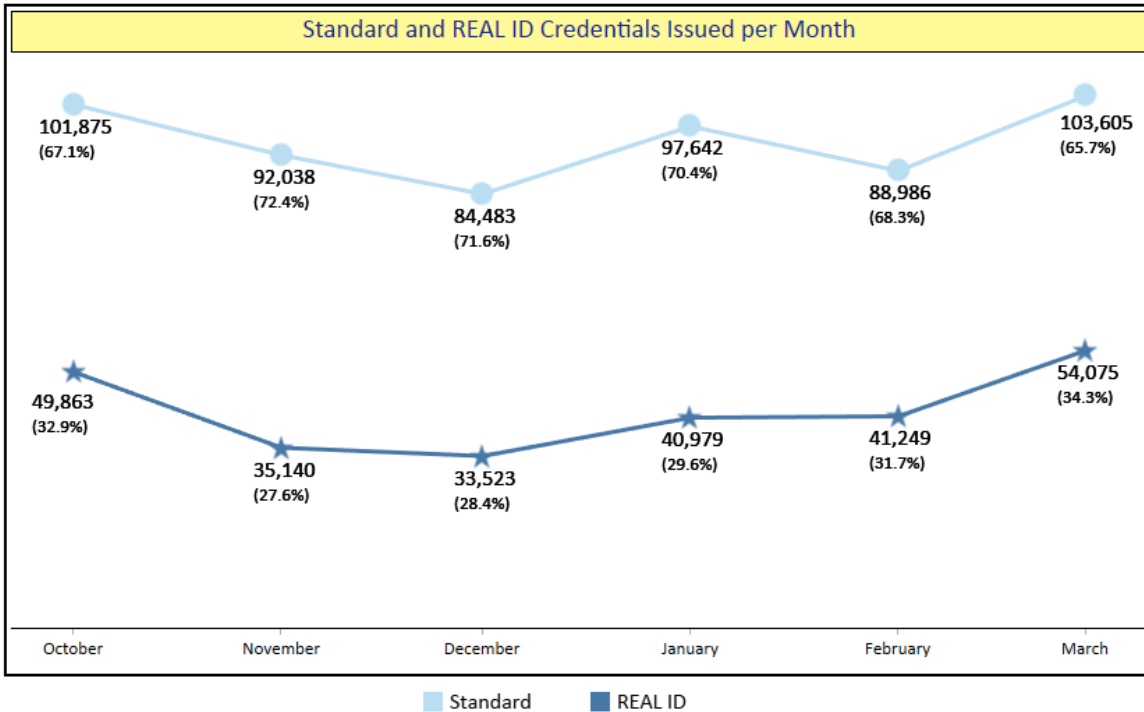
Credentials Issued				Percent REAL ID		
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To Date:		568,629	254,829	To Date:		30.9%

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2018 Q4: October 1, 2018 through December 31, 2018
 2019 Q1: January 1, 2019 through March 31, 2019

Chart 1 displays the monthly REAL ID credential volumes since implementation. After a month to month decline in REAL IDs issued in the first three months, issuance began increasing month after month during Q1 2019.

Chart 1: Standard and REAL ID Credentials Issued per Month (Q4 2018 – Q1 2019)



Based on other states’ experiences and Virginians’ potential need for REAL ID compliant credentials, DMV estimated that approximately 40% of its credential customers would apply for a REAL ID by or shortly after the Department of Homeland Security’s (DHS) full enforcement date of October 1, 2020. With this in mind, DMV is attempting through strategic communications campaigns to manage REAL ID customer volume throughout the roll-out period to encourage customer throughput while avoiding standard busy periods. February and March are always very busy months for DMV, which led DMV to focus on targeted communications during this quarter. DMV is pleased to report that it has seen a steady increase in the percentage of REAL ID transactions and customer volume, but without a sudden spike in volumes that would result in dramatic wait time increases. As of March 31, 2019, approximately 10% of the customers that DMV estimated may need a REAL ID had successfully applied for a REAL ID credential, or 4% of DMV’s total credentialed population.

DMV has seen an increase in the overall number of REAL ID credentials issued by its mobile operations and all eight of its districts during Q1 2019. Additionally, all districts saw an increase in the percentage of REAL ID transactions issued (Table 2).

Table 2: REAL ID Credentials Issued by District

District REAL IDs Issued			Percent of Credentials REAL ID		
District	2018 Q4	2019 Q1	District	2018 Q4	2019 Q1
Fairfax North	31,412	34,557	Fairfax North	44.7%	47.7%
Fairfax South	22,001	25,012	Mobile Operations	31.7%	44.5%
Richmond	16,552	18,667	Fairfax South	34.7%	38.3%
Staunton	13,310	15,180	Staunton	31.0%	34.0%
Portsmouth	12,772	14,493	Hampton	25.5%	27.5%
Roanoke	8,914	10,545	Portsmouth	24.5%	25.2%
Hampton	8,100	9,509	Richmond	23.4%	24.3%
Mobile Operations	2,224	4,378	Roanoke	22.1%	23.7%
Bristol	3,241	3,962	Bristol	17.5%	18.7%
Statewide Total	118,526	136,303	Statewide %	29.9%	32.0%

Note: A map of the Commonwealth showing where DMV’s districts are located is included in Appendix A.

Within its eight districts, DMV has 75 customer service centers (CSCs). As with the previous quarter, nine of the top ten CSCs by REAL ID credential volume were located in Northern Virginia. Outside of Northern Virginia, substantial numbers of REAL IDs have been issued at CSCs in the suburbs of Richmond, as well as in Charlottesville. In terms of the percentage of credentials issued that were REAL ID compliant, Fort Lee and Williamsburg CSCs fall within the top ten, along with Northern Virginia offices. Table 3 provides lists of the top ten offices by

number and percentage of REAL IDs issued, while Appendix B provides comparable information for all CSCs.

Table 3: Top 10 CSCs by Number and Percent of REAL ID Credentials Issued, October 1, 2018 through March 31, 2019

Top 10 CSCs based on the Number of REAL IDs Issued		Top 10 CSCs based on the Percent of REAL ID Credentials	
Fair Oaks CSC	11,494	Pentagon	73.2%
Fairfax/Westfields CSC	10,519	Metro VA Square CSC	60.2%
Tysons Corner CSC	10,397	Leesburg CSC	52.1%
Leesburg CSC	9,753	Fairfax/Westfields CSC	51.8%
Sterling CSC	8,639	Warrenton CSC	46.6%
Alexandria CSC	8,117	Fair Oaks CSC	45.8%
Franconia CSC	7,861	Fort Lee CSC	45.1%
Arlington CSC	7,681	Sterling CSC	44.3%
Metro VA Square CSC	7,486	Alexandria CSC	44.3%
West Henrico CSC	7,261	Williamsburg CSC	43.4%

B. Customer Wait Times and Serve Times

Wait times are an important measure of DMV’s ability to handle customer volumes during REAL ID implementation. DMV experienced an increase in customer volume in Q1 2019 in comparison to Q4 2018. Increased customer volume tends to adversely impact wait times. Additionally, the REAL ID credential transaction is one of the most time-consuming DMV transactions due to the steps required to process the credential in accordance with federal requirements. As such, the increase in the percentage of REAL ID transactions also has an adverse impact on wait times. To counter these effects, DMV introduced a number of efficiencies and increased staff capacity (discussed in Section III of this report).

Table 4 provides a comparison of statewide average wait times and serve times for the first two quarters since REAL ID was implemented, compared to the comparable periods the previous year (pre-REAL ID). Q1 2019 statewide wait times across all transactions have largely stabilized at about nine minutes higher, on average, compared to the same time last year prior to REAL ID implementation. However, given variation in the volume of REAL IDs issued across the state, average wait time increases vary by district.

Table 4: Statewide Average CSC Wait Times and Serve Times

Wait Time (all Transactions)			Serve Time (all Transactions)		
Q4	2017	00:21:16	Q4	2017	00:09:48
	2018	00:34:53		2018	00:10:39
Q1	2018	00:24:14	Q1	2018	00:09:49
	2019	00:33:02		2019	00:10:30

Charts 2 and 3 demonstrate the impact REAL ID implementation has had on wait time on a month by month basis. The substantially higher wait times experienced when REAL ID was first rolled out in October 2018 have not been experienced to that degree since that time. Wait times in recent months have followed an elevated but generally consistent pattern compared to historic wait times.

Chart 2: Statewide Average Wait Times for All Transactions, by Month

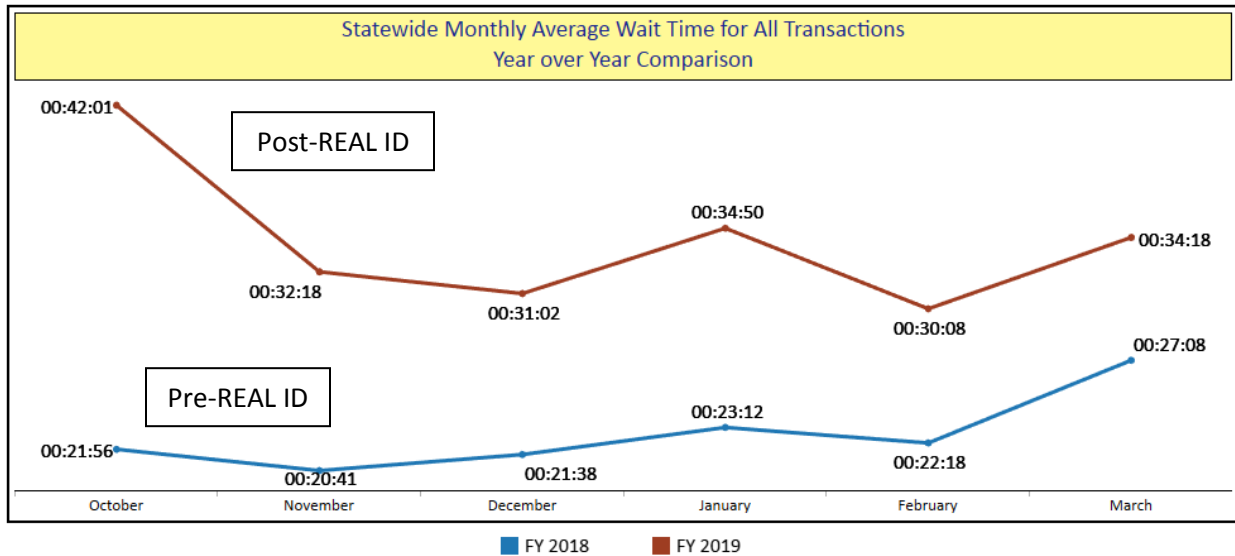
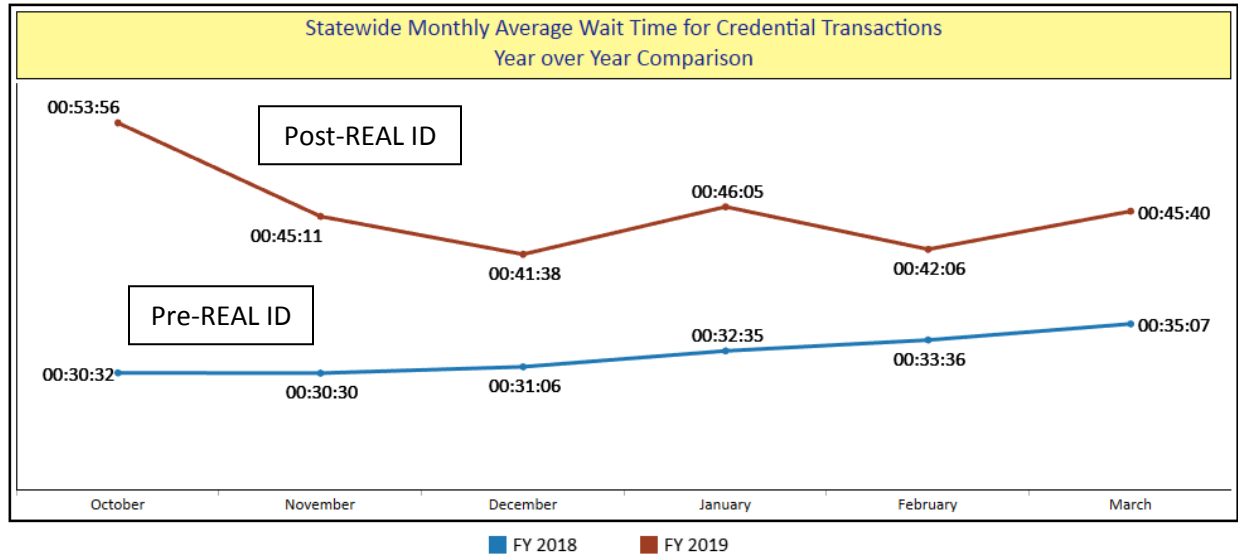


Chart 3: Statewide Average Wait Times for Credential Transactions, by Month



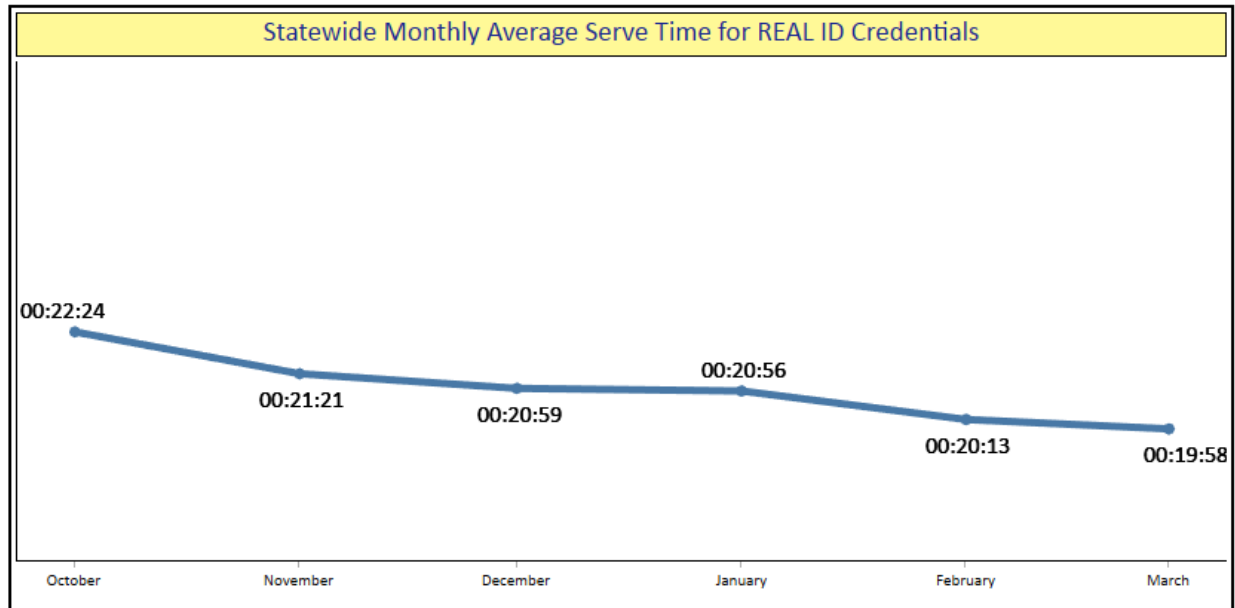
An additional factor contributing to higher wait times in CSCs is the increased demand for vital records since REAL ID was implemented. To satisfy REAL ID identity and name change requirements, vital records such as a birth and/or marriage certificate may be needed. Vital record transactions are relatively lengthy transactions, with an average serve time of 12 minutes. The customer may not always know that a vital record is needed until a thorough review of all identification documents are presented at the front counter. In these instances, the vital record transaction must occur prior to completing the REAL ID transaction. Additionally, only senior level employees who have successfully completed the proper training may conduct these transactions, which limit the number of employees available to serve these customers. The additional transaction lengthens the overall customer experience during their REAL ID visit. However, by providing this service, DMV eliminates the need for the customer to leave and return another day with the additional documents.

During Q4 2018, vital record transaction volumes were up by 11% compared to the same period the previous year. During Q1 2019, the vital record volume increased 13% compared to the previous year. This increased volume has resulted in DMV providing \$1.13 million in revenue to the Department of Health Division of Vital Records during the past six months – \$120,000 more than the same time period the previous year. DMV will continue to monitor the transaction volumes and potentially increase the number of customer service representatives available to conduct this transaction.

One factor that is helping to moderate wait time increases is staff experience with processing REAL ID credentials. Over time, DMV employees are becoming increasingly proficient in handling the complicated REAL ID credential transactions. As a result, CSCs’ average serve

time for REAL ID credentials continued to decrease (Chart 4). While customer service representatives, in general, are more familiar with REAL ID transactions now, it is worth noting that some CSCs have an above average number of newer staff which results in higher serve times (due to inexperience) and subsequently higher wait times at those CSCs.

Chart 4: Statewide Average Serve Time for REAL ID Credentials, by Month



Note: Serve times reflect minutes and seconds.

In light of the increases in customer volume and percentage of REAL ID transactions among other factors, DMV is pleased that its efforts have moderated wait time increases. Moving forward, DMV will continue to focus on increasing agency capacity given that DMV expects to see an increasing number of customers seeking REAL IDs in the coming months.

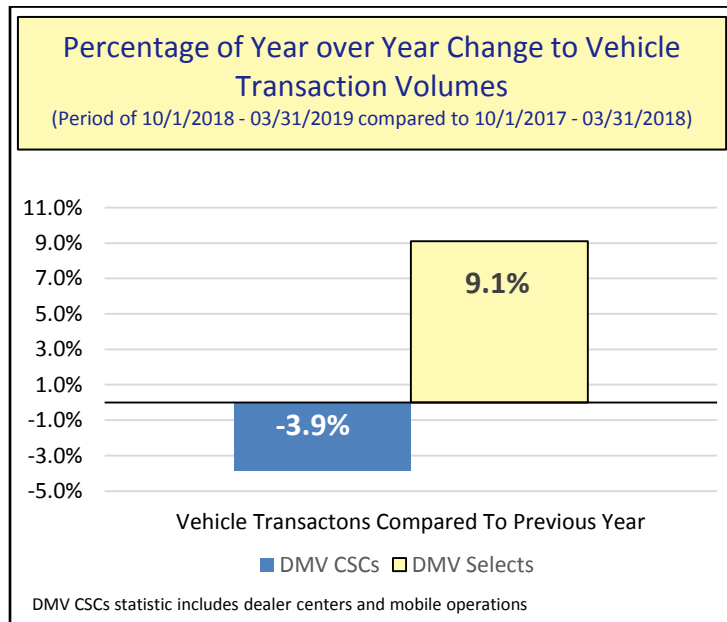
C. Expenditures and Revenue

As stated in the previously submitted REAL ID report, DMV expended \$1,100,399 on REAL ID start-up costs. In addition to the start-up costs, DMV incurred approximately \$1 million in REAL ID related operating expenses during Q4 2018, the first quarter of REAL ID roll out. REAL ID expenses for Q1 2019 totaled \$ 1,017,081. Between October 1, 2019 and March 31, 2019, DMV collected \$2,548,290 from \$10 REAL ID surcharges. Based on the expenditures and revenue resulting from REAL ID implementation, DMV believes that the \$10 REAL ID surcharge is still adequate to allow the agency to address all REAL ID related expenditures over the long term.

Other government and private entities are benefiting from DMV’s increased customer volume and percentage of REAL ID transactions. Through the REAL ID roll-out, DMV continues to

promote the use of DMV Select offices as a means of decreasing customer traffic in CSCs. DMV Selects offer customers additional locations to complete their vehicle transactions and a limited number of driver transactions, such as address changes. DMV Selects are usually operated by local government offices, and in a few cases private entities. DMV pays Selects a percentage of the revenues collected by the Selects. As can be seen in Chart 5, DMV Selects have seen a 9.1% increase in their transaction volume from October 1, 2018 through March 31, 2019. As a result, the Selects have received an increase of approximately \$320,000 from DMV during the same period when compared to the prior year, which is a 15% increase in compensation.

Chart 5: Change in Vehicle Transactions Conducted at DMV Selects



III. Ongoing Management of REAL ID Roll-out

DMV continued to actively monitor and manage the ongoing REAL ID roll-out through the second quarter of implementation. The following sections outline tasks accomplished and future tasks planned in five distinct management areas – facilities, mobile operations, processes, public relations/communications, and staffing.

A. Facilities

Through the second quarter of the REAL ID roll-out, DMV continued to undertake additional facility enhancements in order to streamline processes and increase office throughput capacity. Specifically, the Fort Lee CSC was moved to a new facility on base on February 2, 2019. At the new location DMV added one additional service window, which increased service capacity by 25%. As was noted earlier, the Fort Lee CSC has one of the highest percentages of REAL ID credential issuance, and the additional capacity has proven very beneficial in efficiently serving

the CSC's customers. In addition, as the quarter ended facility changes were being made to the Lebanon CSC to accommodate a new remote processing work unit that will be housed at that CSC (discussed later in the report).

DMV has scheduled the following additional facility improvements in 2019:

- Office Relocations:
 - Bedford (August 2019) – 5 additional driver windows
 - Manassas (August 2019) – 10 additional driver windows and a new staff training center
- Office renovations to increase front counter stations and streamline processing:
 - Woodbridge CSC (April 2019) – 5 additional driver windows
 - Charlottesville CSC (April and September 2019) – adding 2 express windows in April and anticipate 3 additional driver windows in September
 - Richmond Central CSC (May 2019) – 2 additional driver windows
 - Fairfax Westfields CSC (July 2019) – 5 additional driver windows
 - Alexandria CSC (October 2019) – anticipate 4 additional driver windows

As was noted in the previous quarterly report, DMV must temporarily close the offices during some renovations. When this occurs, DMV front-counter staff members are temporarily re-assigned to other nearby offices in order to assist with the influx of customers that would usually visit the closed office.

In addition to increasing capacity at its own facilities, DMV has worked to expand the number of DMV Selects. On April 1, 2019 a new DMV Select was opened in the Charlottesville City Treasurer's Office. DMV is also exploring possible options for opening a new DMV Select in the Northern Virginia area.

B. DMV Mobile Operations

DMV has successfully operated two types of mobile customer service operations during the past several years: four *DMV2Go* mobile units (customer service centers "on wheels") and five DMV Connect teams (DMV services "in a suitcase"). DMV Connect teams are particularly cost-effective and valuable in serving locations that do not have the space required for an external mobile unit. Recognizing that some of DMV's CSCs will be challenged to physically handle the expected volume of REAL ID customers, particularly as 2020 approaches, DMV expanded its DMV Connect program by adding two more Connect teams to help address REAL ID customer volumes, bringing the current total to seven Connect teams.

The two new DMV Connect teams were placed in service in November 2018. One of the teams is based in Harrisonburg and covers an area reaching up into the far western portion of Northern Virginia and down to Charlottesville. The other team is based in Fredericksburg and covers the fast growing jurisdictions north of Fredericksburg up to the southern portion of Northern Virginia.

As part of the over 1,900 mobile visits scheduled in 2019, DMV has begun using the flexibility offered by DMV's Connect teams to provide services at a broader range of locations. For instance, Virginians who regularly fly will need a REAL ID compliant credential. As such, a DMV Connect team visited Dulles Airport on two days in January to assist United Airline employees with applying for REAL ID credentials. The visits were so well received, with over 115 customers served, that ongoing monthly DMV Connect visits have been established. DMV is looking into providing comparable services at Reagan International Airport.

DMV's mobile operations regularly provide services to large businesses throughout the state. For example, the mobile units have recurring scheduled visits to the two Capital One campuses in Richmond and Northern Virginia and have scheduled three visits to Oracle in Northern Virginia this year. Other prearranged visits conducted during Q1 2019 included the General Assembly and Capitol Square area during the 2019 session, Nestle, and Wallops Island. In order to make visits like those listed above more efficient, DMV coordinates with the company to inform all their employees of REAL ID requirements prior to DMV's visit.

The *DMV2Go* and DMV Connect teams also visit local libraries, community centers, and military installations, among other locations. For instance, in one afternoon visit to the Forest Lakes Community Center near Charlottesville in February, the DMV Connect team completed 54 transactions, 49 of which were for REAL ID credentials. Due to the enthusiastic reception from the community, the DMV Connect team stayed an extra three hours to ensure all customers were served.

Finally, in March DMV piloted a series of DMV Connect visits in which customers were scheduled in advance for appointments at a site in Richmond. For the pilot, the program targeted customers in the Richmond area who were due to renew their driver's license or ID card in March. DMV sent letters to eligible customers inviting them to make an appointment to obtain a REAL ID compliant credential. Initially, DMV planned to offer the appointments on only one day, but due to substantial interest, two additional appointment days were added. Of the 180 appointment slots offered, DMV filled them all within the first week. The phone center received 298 calls concerning the pilot, which equated to almost 10% of customers who received letters. Of the appointments scheduled, DMV successfully completed 162 customer transactions, 158 of which were for REAL ID credentials.

Based on the success of the pilot, DMV is expanding this effort to DMV Connect visits in Alexandria, Roanoke, Loudoun County, Charlottesville, and Tidewater.

A detailed schedule of all upcoming mobile operation visits is posted on DMV's website at: <https://www.dmv.virginia.gov/general/#csc/mcsalendar.asp>. And, new visits are added to the calendar on an ongoing basis.

Due to the flexibility and success of DMV Connect teams in serving REAL ID customers, DMV intends to add another Connect team in Fairfax County in August 2019, which would bring DMV's total mobile operations units to 12.

C. Public Relations – Communications about REAL ID

DMV has a multi-prong REAL ID communications plan that accounts for the need to serve as many REAL ID customers as possible prior to the October 1, 2020 deadline, while also not adversely impacting customer service operations during busy months. True to the pattern DMV has seen for many years, February and March proved to be two of DMV's busiest months. As such, DMV plans to begin its next major public relations campaign after that time period.

Throughout Q1 2019, DMV instead focused on a targeted approach in an attempt to maximize office capacity for REAL ID customers while minimizing return visits for customers. DMV placed signage in all offices promoting other means to conduct non-REAL ID transactions – at Selects, by mail, through the mobile operations, and website – in order to allow CSCs to focus on serving more REAL ID customers. In an effort to convert more original driver's license and ID card customers to REAL ID, DMV created a flyer specifically geared toward these customers as they had already brought the documents necessary to obtain a REAL ID. The flyer highlights the value of a REAL ID and the convenience of getting it on the spot, rather than potentially needing to come back at a later date.

Additionally, DMV's communications team explored public educational opportunities including visiting Virginia's airports, meeting with relevant stakeholder groups, and holding events with Administration Secretariats. For example, DMV employees presented on REAL ID to the Herndon Rotary Club in January, the Henrico Seniors and Law Enforcement Together group in February, and the Great Falls Rotary Club in March.

DMV also began a communications campaign push at multiple major airports. As part of the campaign, DMV provided REAL ID brochures to Richmond International Airport parking staff to disseminate to customers leaving the airport. Additionally, Richmond International Airport, Newport News/Williamsburg International Airport, and Norfolk International Airport agreed to display REAL ID public service announcements on their public message boards and social media accounts. DMV's communications office also provided promotional material to Shenandoah Valley Regional Airport, which was shared with their email list of approximately 10,000 individuals as well as on social media.

DMV has worked with multiple airports to schedule dates on which DMV staff will set up a REAL ID informational table to help educate the flying public about REAL ID. The agency also

leveraged its partnership with Donate Life to produce 3,000 REAL ID luggage tags, which will be handed out to customers that speak with DMV staff concerning REAL ID during those visits (Figure 1). DMV's scheduled airport visits include:

- Shenandoah (April 2019)
- Roanoke (April 2019)
- Richmond (April 2019)
- Norfolk (April 2019)
- Newport News (May 2019)
- Charlottesville (May 2019)
- Dulles (June 2019)

Figure 1: Front and Back View of Virginia REAL ID Luggage Tags Distributed at Airports



In an effort to reach even more Virginians, DMV has offered a REAL ID expert to attend any constituent town halls hosted by state legislators and Virginia's congressional delegation. This subject matter expert would be available to present a helpful overview of REAL ID and answer any questions from attendees. As of this writing, three town halls have been scheduled with senators and delegates for April, and other legislators have reached out for sharable REAL ID content.

Finally, as Q1 2019 ended, DMV's communications team finalized its plans for its major summer 2019 REAL ID public relations campaign. The campaign kick-off is slated to be held in the coming months with Secretary of Transportation Shannon R. Valentine applying for her REAL ID at the Lynchburg CSC. The main theme of the campaign will be to encourage customers to apply for their REAL IDs in 2019 and avoid the 2020 last minute rush. The campaign will utilize social, digital, and print media. For example, DMV ordered 3,000 buttons

for employees to wear stating “Ask me about REAL ID.” In addition to REAL ID messaging already appearing in driver’s license renewal packets, DMV will begin inserting a color REAL ID promotional flyer in all driver and vehicle renewal notifications. Finally, DMV will be adding REAL ID messaging on the plastic bags in which customer receive their license plates.

D. Processes

In Q1 2019, DMV continued its efforts to improve process efficiency by utilizing innovative customer service options. First, DMV implemented a “start anywhere” process for the driver’s license renewal transaction. This new process allows customers to begin their transaction online, pre-filling the driver’s license application and building their list of required documents to bring to the CSC to renew and obtain a REAL ID compliant driver’s license. This process helps ensure that customers are able to successfully complete their transactions when visiting the CSC. DMV launched the new process on January 24, 2019. As of March 31, 2019, over 10,500 DMV customers began their driver’s license renewal from home (or anywhere of their choosing outside of a DMV office). By the end of the quarter, approximately 57% of these customers had already visited a CSC to successfully complete their transaction. Through the first months of implementation, DMV customers in Northern Virginia have been the most likely to start their driver’s license renewal transactions online, with most customers coming to a CSC to complete the transaction within two days. Of the customers starting their renewal transaction online, 86% are REAL ID transactions. DMV staff has begun work on expanding the start anywhere transactions option to include driver’s license replacements.

Additionally, a headquarters based team of staff has been visiting CSCs to observe and suggest improvements and share best practices across offices. For example, improvements have been identified and shared regarding how to educate customers about REAL ID at the information desk and efficient ways to scan REAL ID customers’ proof documents. These visits will continue throughout the year.

CSC staff’s tasks include both front counter transactions and back office document processing. In order to increase front counter time at urban CSCs, these busy CSCs transmit their document preparation work to CSCs in more rural areas. Two processing hubs have been established at the Clintwood and Gate City CSCs with a total of nine wage staff assigned to assist with remote processing. DMV is in the process of establishing a third processing hub at Lebanon CSC with an additional six wage staff to be assigned to assist with this work. DMV has completed the necessary software development, and staff are in the process of being hired and trained. DMV anticipates going live with this remote processing hub May 1st.

To date 26 CSCs participate in the process. While most of the participating offices are in urban areas that transmit their work to the hubs in southwest Virginia for processing, there are also eight CSCs that scan and review their own work within the electronic system. DMV has found that even for rural CSCs not transmitting the work to another location, the new automated

process is considerably faster than the traditional method for completing the document preparation work. This allows employees in these CSCs to complete the back office process sooner, so they may return to serving customers.

Of the 26 CSCs currently participating in the remote processing initiative, ten of these locations were implemented in the first quarter of 2019. Once the Lebanon CSC begins remote processing work, the automated process will continue to be introduced to other CSCs, with a goal of having all CSCs participating in the process by mid-2020.

In order to help make transactions at CSCs faster, DMV will soon be offering Apple Pay and Google Pay at all credit card terminals. These payment options allow customers to tap their phone to the credit card terminal for quick payment of their DMV transaction. While originally planning for a late April launch, implementation had to be pushed back tentatively to July due to delays by the credit card vendor. DMV staff is also reviewing and updating the driver's license application to add clarity to the REAL ID portion of the application, based on feedback from customer service representatives and customers.

Finally, the 2019 General Assembly passed legislation, HB 1867 and SB 1787, allowing DMV to process online license plate returns without a refund. The legislation becomes effective July 1, 2019. DMV staff anticipates that this option will be more convenient for customers, particularly those moving out of state, and will decrease overall customer traffic in the CSCs, which in turn, increases capacity to perform REAL ID and other transactions that must be completed in person at a CSC.

E. Staffing

DMV has been diligently working on hiring additional staff during the quarter. In the previous report, DMV noted several concerns with staffing, including difficulty hiring and keeping staff on board. Table 5 provides information on new hires and separations for the last several years, reflecting the high staff turnover DMV has experienced in recent years. This problem with turnover has made it difficult for DMV to have sufficient staff in its CSCs that are fully trained and proficient in all DMV transactions. Turnover is particularly a problem given the months-long training that is required for field staff to be able to efficiently serve customers.

Based on the data for Q1 2019, it appears that DMV's efforts to attract and retain staff, which included providing a small raise to field staff in the fall of 2018, have been helpful. This year to date, DMV's turnover has been proportionally lower than in the last three years. DMV ended the quarter with 907 classified field staff, a high mark for at least the past four years. In comparison, DMV ended 2018 with 875 full-time staff. While DMV is pleased with its hiring success, many staff still need to complete additional training before they will be fully productive in serving customers.

Table 5: Summary of Changes in Classified and Wage Field Staff

Summary of Changes in Classified Staff					
STATEWIDE	CY 2015	CY 2016	CY 2017	CY 2018	YTD (Q1) 2019
Classified Staff as of Jan. 1	805	816	824	846	872
New Hires	74	108	145	157	57
Separations	63	100	123	131	22
Separations of Staff with 3 or More Years of Service	46	67	71	70	9

Note: Classified staff as of 3/31/19: 907

Summary of Changes in Wage Staff					
STATEWIDE	CY 2015	CY 2016	CY 2017	CY 2018	YTD (Q1) 2019
Wage Staff as of Jan. 1	227	267	247	254	252
New Hires	107	90	116	117	55
Separations	67	110	109	119	30

Note: Wage staff as of 3/31/19: 277

To supplement recruitment from the general population, DMV has recruited recent retirees to return to work part-time. Seasoned employees are being offered the opportunity to earn extra income to supplement retirement. During Q4 2018, eight retirees returned to work at DMV part-time. During Q1 2019, three additional retirees returned to DMV for a total of 11 retirees now working in field offices. This approach eliminates the time and effort associated with training employees who have never worked in a DMV. In addition, DMV periodically seeks volunteers among headquarters staff who have CSC experience to work overtime on Saturdays at busy CSCs. DMV plans to continue this effort at strategic points throughout the year.

Despite the overall progress in hiring, DMV remains concerned with staffing as the agency still must rely on overtime work by field staff in order to meet customer demand. Also, the staffing pattern is not as positive for part-time staff as turnover for that group of employees during Q 1 2019 remained higher than in past years. This situation points to the continued need to focus on hiring classified staff to meet the expected increasing demand for REAL ID credentials. DMV will continue its aggressive hiring effort during the next several months.

IV. Next Steps

From the end of this reporting period, Virginians will have 18 months to successfully apply for a REAL ID compliant credential prior to full federal enforcement on October 1, 2020. (Note: Customers will not need to get a REAL ID compliant credential until they plan to fly domestically or enter secure federal facilities, even after the federal enforcement date.) Based on customer volume data from the first and second quarters of REAL ID issuance and estimates concerning the total population of REAL ID applicants, DMV still anticipates significant REAL ID volume increases throughout 2019, with a peak volume expected the summer and early fall of 2020.

The previous report stated that DMV would be adequately staffed to handle REAL ID fulfillment through the end of calendar year 2019 by utilizing the full 113 positions already authorized for DMV's implementation of REAL ID (42 positions authorized by the 2018 General Assembly and 71 positions authorized in 2008 for REAL ID but not available to the agency until late 2018). Based on the second quarter customer volumes and percentage of REAL ID transactions, DMV believes its current hiring and training schedule will allow it to efficiently utilize the authorized positions to serve customers during 2019. DMV will continue to monitor staffing needs as 2020 approaches.

Finally, the 2019 General Assembly session resulted in numerous pieces of legislation and the 2019 Appropriations Act, which will impact DMV to varying degrees. Having reviewed these changes, DMV has determined that the reinstatement of individuals whose driving privileges have been suspended solely for failure to pay fines and costs will have a significant impact on customer volumes in CSCs, affecting wait times for REAL ID and other DMV transactions. According to the Appropriations Act, on July 1, 2019, these individuals will 1) be eligible to drive if they possess unexpired driver's licenses, or 2) will be able to apply for driver's licenses if they do not currently hold or never held a driver's license. DMV estimates a significant number of Virginians will fall into the second category. As such, they will likely need to visit DMV in-person. Should these individuals visit DMV, they will substantially increase the number of in-person customers DMV will need to serve in July, August, and potentially later months. DMV is working on ways to best accommodate this influx of customers, but does expect it to temporarily increase wait times at CSCs. However, DMV believes the increased customer volume is also likely to result in additional REAL ID credential issuances. DMV expects to provide additional data in the Q2 2019 report.

V. Conclusion

Due to its efforts to increase capacity, DMV was capable of serving an increased volume of REAL ID customers while also generally maintaining stable wait times during Q1 2019. Moving forward, DMV expects to continue to improve facilities and processes and to increase staffing to meet the demands of REAL ID.

Appendix B:
REAL ID Credentials Issued by Customer Service Center
October 1, 2018 – March 31, 2019

Customer Service Center (CSC)	Number of REAL IDs	Percentage of Credentials that are REAL ID	Rank by Number of REAL IDs	Rank by Percentage of REAL IDs
Fair Oaks CSC	11,494	45.8%	1	7
Fairfax Westfields CSC	10,519	51.8%	2	4
Tysons Corner CSC	10,397	41.2%	3	12
Leesburg CSC	9,753	52.1%	4	3
Sterling CSC	8,639	44.4%	5	9
Alexandria CSC	8,117	44.3%	6	10
Franconia CSC	7,861	37.7%	7	16
Arlington CSC	7,681	35.8%	8	18
Metro at VA Square CSC	7,486	60.2%	9	2
West Henrico CSC	7,261	37.7%	10	15
Woodbridge CSC	6,924	31.8%	11	25
Mobile Operations*	6,602	46.1%	12	6
Chesterfield CSC	6,403	28.7%	13	35
North Henrico CSC	6,187	30.4%	14	31
Charlottesville CSC	6,154	37.7%	15	14
Manassas CSC	6,135	34.5%	16	19
Fredericksburg CSC	6,109	30.4%	17	30
Lorton CSC	5,972	36.8%	18	17
Roanoke CSC	5,822	26.4%	19	37
Chesapeake CSC	5,392	32.3%	20	23
Virginia Beach/Buckner CSC	5,334	28.2%	21	36
Warrenton CSC	5,015	46.6%	22	5
Virginia Beach/Hilltop CSC	5,006	31.3%	23	26
Williamsburg CSC	4,485	43.4%	24	11
Stafford CSC	4,395	38.3%	25	13
Newport News CSC	4,245	25.9%	26	38
Harrisonburg CSC	3,894	30.4%	27	29
Richmond CSC	3,693	19.1%	28	56
Lynchburg CSC	3,619	25.2%	29	41
Chester CSC	3,471	22.3%	30	48
Winchester CSC	3,394	33.3%	31	20
Christiansburg CSC	3,371	32.4%	32	22
Hampton CSC	2,977	16.4%	33	63
Portsmouth CSC	2,976	20.2%	34	54

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CSC	Number of REAL IDs	Percentage of Credentials that are REAL ID	Rank by Number of REAL IDs	Rank by Percentage of REAL IDs
Culpeper CSC	2,928	29.1%	35	34
Norfolk/Widgeon Rd CSC	2,803	18.5%	36	58
Norfolk/Military CSC	2,657	17.7%	37	61
Gloucester CSC	2,261	32.1%	38	24
Suffolk CSC	2,187	25.3%	39	40
Front Royal CSC	2,171	30.6%	40	28
East Henrico CSC	1,874	14.5%	41	66
Farmville CSC	1,834	24.1%	42	42
Bedford CSC	1,712	32.4%	43	21
Waynesboro CSC	1,575	25.8%	44	39
Abingdon CSC	1,568	22.8%	45	45
Pentagon CSC	1,500	73.2%	46	1
Smithfield CSC	1,448	29.5%	47	33
Staunton CSC	1,328	21.4%	48	51
Rocky Mount CSC	1,310	23.6%	49	43
Hopewell CSC	1,307	14.1%	50	67
Tappahannock CSC	1,260	19.3%	51	55
Galax CSC	1,114	22.9%	52	44
Woodstock CSC	1,097	22.5%	53	47
Petersburg CSC	981	10.7%	54	74
Martinsville CSC	965	12.8%	55	68
Lexington CSC	934	29.6%	56	32
Kilmarnock CSC	933	30.7%	57	27
Danville CSC	924	11.0%	58	71
Onancock CSC	910	20.5%	59	52
Wytheville CSC	836	22.6%	60	46
Pulaski CSC	820	17.1%	61	62
Courtland CSC	712	20.3%	62	53
Altavista CSC	682	17.7%	63	60
Fort Lee CSC	641	45.1%	64	8
South Hill CSC	603	16.0%	65	65
South Boston CSC	545	12.1%	66	69
Marion CSC	542	22.2%	67	49
Covington CSC	509	18.2%	68	59
Lebanon CSC	497	18.9%	69	57
Gate City CSC	435	21.7%	70	50

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REAL ID Credentials Issued by Customer Service Center
October 1, 2018 – March 31, 2019

CSC	Number of REAL IDs	Percentage of Credentials that are REAL ID	Rank by Number of REAL IDs	Rank by Percentage of REAL IDs
Tazewell CSC	415	11.3%	71	70
Norton CSC	398	10.8%	72	73
Emporia CSC	252	9.3%	73	75
Clintwood CSC	215	16.1%	74	64
Jonesville CSC	196	11.0%	75	72
Vansant CSC	167	9.3%	76	76

* Mobile operations counted as 1 CSC.