Virginia Department of Motor Vehicles

REAL ID Quarterly Implementation Report: April 1 – June 30, 2019

REAL ID Quarterly Report (April-June 2019) – Executive Summary

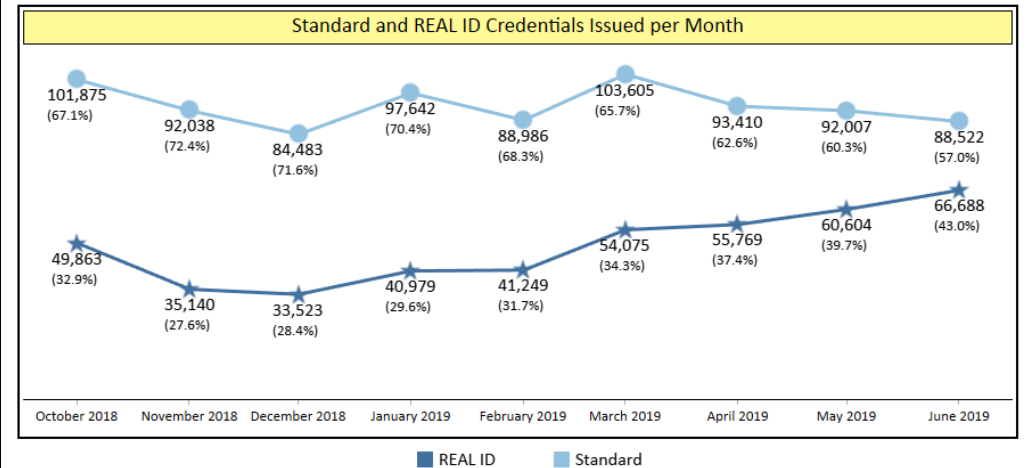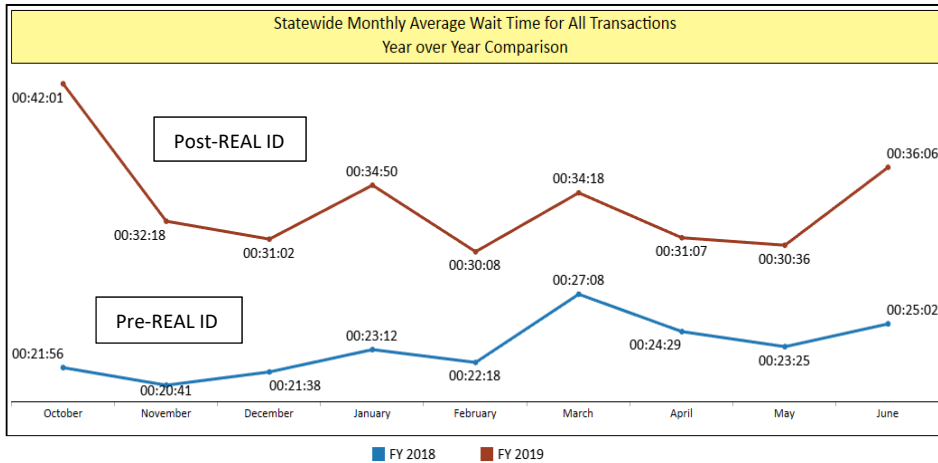## REAL ID Results from October 1, 2018 – June 30, 2019

Credentials Issued

	Standard	REAL ID
2018 Q4	278,396	118,526
2019 Q1	290,233	136,303
Q2	273,939	183,061
To Date:	842,568	437,890

Percent REAL ID

2018 Q4	29.9%
2019 Q1	32.0%
Q2	40.1%
To Date:	34.2%

Credential Type

		Original	Renewal	Replacement
2018 Q4	Standard	70,604 (58.9%)	119,483 (69.2%)	88,309 (84.6%)
	REAL ID	49,349 (41.1%)	53,117 (30.8%)	16,060 (15.4%)
2019 Q1	Standard	77,831 (58.5%)	123,277 (66.6%)	89,125 (82.3%)
	REAL ID	55,215 (41.5%)	61,912 (33.4%)	19,176 (17.7%)
Q2	Standard	72,268 (51.2%)	112,184 (58.5%)	89,487 (72.0%)
	REAL ID	68,751 (48.8%)	79,517 (41.5%)	34,793 (28.0%)

Total Customers (all Transactions)

Q4	2017	1,147,405
	2018	1,158,138
Q1	2018	1,244,326
	2019	1,280,576
Q2	2018	1,317,792
	2019	1,281,453

Wait Time (all Transactions)

Q4	2017	00:21:16
	2018	00:34:53
Q1	2018	00:24:14
	2019	00:33:02
Q2	2018	00:24:35
	2019	00:32:42

Serve Time (all Transactions)

Q4	2017	00:09:48
	2018	00:10:39
Q1	2018	00:09:49
	2019	00:10:30
Q2	2018	00:09:44
	2019	00:10:30

REAL IDs Issued by District

	2018 Q4	2019 Q1	2019 Q2
Fairfax North	31,412	34,557	46,631
Fairfax South	22,001	25,012	35,301
Richmond	16,552	18,667	24,563
Staunton	13,310	15,180	19,716
Portsmouth	12,772	14,493	19,439
Roanoke	8,914	10,545	14,183
Hampton	8,100	9,509	11,997
Mobile Operations	2,224	4,378	6,513
Bristol	3,241	3,962	4,718
Statewide Total	118,526	136,303	183,061

Percent of Credentials REAL ID

	2018 Q4	2019 Q1	2019 Q2
Fairfax North	44.7%	47.7%	56.7%
Mobile Operations	31.7%	44.5%	55.0%
Fairfax South	34.7%	38.3%	48.9%
Staunton	31.0%	34.0%	40.6%
Hampton	25.5%	27.5%	33.3%
Portsmouth	24.5%	25.2%	32.8%
Richmond	23.4%	24.3%	31.0%
Roanoke	22.1%	23.7%	30.6%
Bristol	17.5%	18.7%	22.1%
Statewide %	29.9%	32.0%	40.1%

REAL ID Highlights and Issues:

- All eight DMV districts and DMV's mobile operations continued to experience an increase in the overall number and percentage of REAL ID credentials issued.
- Wait times in recent months have followed an elevated but generally consistant pattern compared to historic wait times. Through numerous process improvements such as remote processing and "start anywhere" transactions, DMV has been able to keep the increase in wait times at roughly eight minutes statewide as compared to the same period last year. Some office wait times were higher due to staff turnover and higher service demand.
- DMV has experienced a 13.4% increase in vital record requests related to REAL ID transactions, which lengthened the overall customer experience but resulted in fewer return customers.
- DMV Selects continued to see an increase in vehicle transactions. Volumes increased 9.7% during the first three quarters of implementation, resulting in an additional $538,717 in DMV payments to the Selects., which is a 16% increase in compensation.
- REAL ID start-up and operating expenses through the third quarter of implementation totaled $4.7 million; DMV collected $4.38 million in REAL ID surcharges.

Statewide Monthly Average Wait Time for All Transactions — Year over Year Comparison

Post-REAL ID (FY 2019):
- October: 00:42:01
- November: 00:32:18
- December: 00:31:02
- January: 00:34:50
- February: 00:30:08
- March: 00:34:18
- April: 00:31:07
- May: 00:30:36
- June: 00:36:06

Pre-REAL ID (FY 2018):
- October: 00:21:56
- November: 00:20:41
- December: 00:21:38
- January: 00:23:12
- February: 00:22:18
- March: 00:27:08
- April: 00:24:29
- May: 00:23:25
- June: 00:25:02

Standard and REAL ID Credentials Issued per Month

Standard:
- October 2018: 101,875 (67.1%)
- November 2018: 92,038 (72.4%)
- December 2018: 84,483 (71.6%)
- January 2019: 97,642 (70.4%)
- February 2019: 88,986 (68.3%)
- March 2019: 103,605 (65.7%)
- April 2019: 93,410 (62.6%)
- May 2019: 92,007 (60.3%)
- June 2019: 88,522 (57.0%)

REAL ID:
- October 2018: 49,863 (32.9%)
- November 2018: 35,140 (27.6%)
- December 2018: 33,523 (28.4%)
- January 2019: 40,979 (29.6%)
- February 2019: 41,249 (31.7%)
- March 2019: 54,075 (34.3%)
- April 2019: 55,769 (37.4%)
- May 2019: 60,604 (39.7%)
- June 2019: 66,688 (43.0%)

REAL ID Completed and Planned Actions

Facility Adjustments	Mobile Operations	Public Relations	Process Improvements	Staffing
• Offices renovated to increase the number of driver windows include: Woodbridge (April 2019) - 5 windows, Charlottesville (April 2019) - 2 express windows, Richmond Central (May 2019) - 3 windows. • Five office relocations are planned: Bedford (July 2019), Manassas (August 2019), Lexington (May 2020), Sterling (3rd Q 2020), and Leesburg (4th Q 2020). • Renovations planned: Fairfax/Westfields, Alexandria, Charlottesville, and Waynesboro. • On April 1, 2019, a new DMV Select was opened in Charlottesville. • The Town of Dumfries will open a new DMV Select in August 2019.	• 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 is adding another Connect Team in August 2019, bringing DMVs total mobile operations units to 12 - eight Connect teams and four mobile units. • DMV mobile operations conducted visits to large businesses such as GEICO and several military installations such as the Dahlgren Naval Base, Marine Corps Base in Quantico, NASA-Langley Research Center and Fort Belvoir. • Based on a successful pilot, DMV expanded the program whereby customers schedule in advance for appointments with the Connect team for the purpose of getting a REAL ID. The appointment model was taken to Alexandria, Richmond (twice), and Charlottesville, and 835 total transactions were processed by four teams. • There are plans to expand the appointment program in the fall.	• DMV used a wide range of communications channels to educate the public including: ➢ news releases and other information provided for use in print and TV news stories; ➢ signage at CSCs and airports; ➢ brochures and flyers at CSCs and airports; ➢ DMV webpage dedicated to REAL ID information; ➢ information included in driver's license and ID card renewal notices; ➢ social media messaging through Facebook, Instagram, and Twitter; ➢ information sharing through stakeholder groups, including legislators; ➢ speakers and informational tables at club meetings, legislator town halls, community events, conferences, and airports; and • DMV continued a communications campaign push at multiple major airports throughout the state. DMV visited six airports resulting in at least ten media stories. • DMV staff attended a variety of meetings and events to present information on REAL ID. Examples: Drive Safe transportation safety conference, community meeting in Louisa, Danville Rotary Club, UVA conference, and several legislator town hall sessions.	• DMV implemented a "start anywhere" process for driver's license renewals, allowing customers to complete their applications online in January and in June DMV expanded the start anywhere transaction options to include driver license replacement. • DMV continues to expand remote processing technology. CSCs in urban areas electronically transmit their daily document preparation work to more rural areas allow more staff time in urban office for direct customer service. A third processing hub was opened in Lebanon in May 2019. Forty-six CSCs participate in the process. • Mechanics and storage lien transactions were transferred out of the customer service centers to headquarters for processing, freeing up field staff time for REAL ID work. • The General Assembly passed legislation allowing DMV to process license plate returns online (effective July 1, 2019). As of July 16, 2019, 1,559 license plates were surrendered online, thereby keeping those customers out of the customer service centers.	• DMV has been working diligently on hiring additional staff this quarter, in order to address staff shortages caused by high turnover rates. • To supplement recruitment, DMV has recruited recent retirees to return to work part-time. Fourteen recent retirees have returned to work part time. This approach eliminates the time and effort associated with training employees who have never worked in a DMV. • During the summer months, DMV recruits Virginia-based college students through the PEAK internship program. As of June, we have 31 PEAK employees located in offices throughout the state. • 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 April 1, 2019 to June 30, 2019 (Q2 2019), which includes the seventh, eighth, and ninth months of the 24-month REAL ID roll-out period, while also including data for REAL IDs issued to date. The first two quarterly reports can be found at https://rga.lis.virginia.gov/Published/2019/RD19/PDF and https://rga.lis.virginia.gov/Published/2019/RD214/PDF.

II.   REAL ID Roll-out

In the third quarter of REAL ID implementation (April 1, 2019 to June 30, 2019), DMV experienced a gradual increase in the number and percentage of REAL ID credentials issued. Toward the end of 2018, about 28% of customers, approximately 1,600 a day were issued REAL ID credentials. By the last week of June 2019, the percentage had risen to about 44% of customers – about 3,000 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 about eight minutes more than the same time last year.

A. Volume of REAL ID Credentials Issued

Between October 1, 2018 and June 30, 2019, DMV issued a total of 437,890 REAL ID credentials, which accounted for 34.2% of credential transactions issued by DMV customer service centers (CSCs) during that period. In the second quarter of 2019, DMV experienced an increase in the volume and percentage of REAL ID credentials having issued 183,061 REAL ID credentials, accounting for 40.1% of credentials issued during the quarter. Chart 1 provides an overview of DMV REAL ID transaction volumes through the third quarter of implementation (Q4 2018, Q1 2019 and Q2 2019).

Chart 1: REAL ID Credentials Issued in CSCs
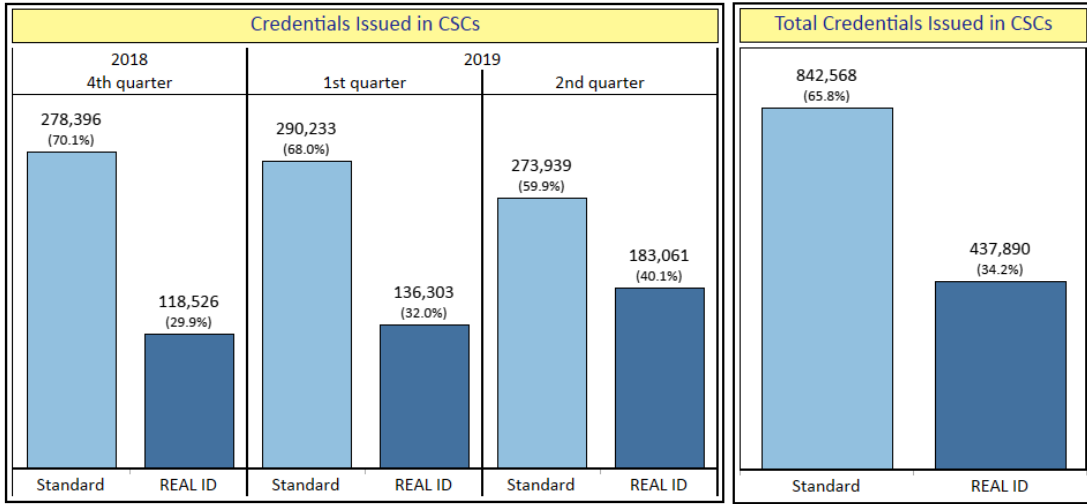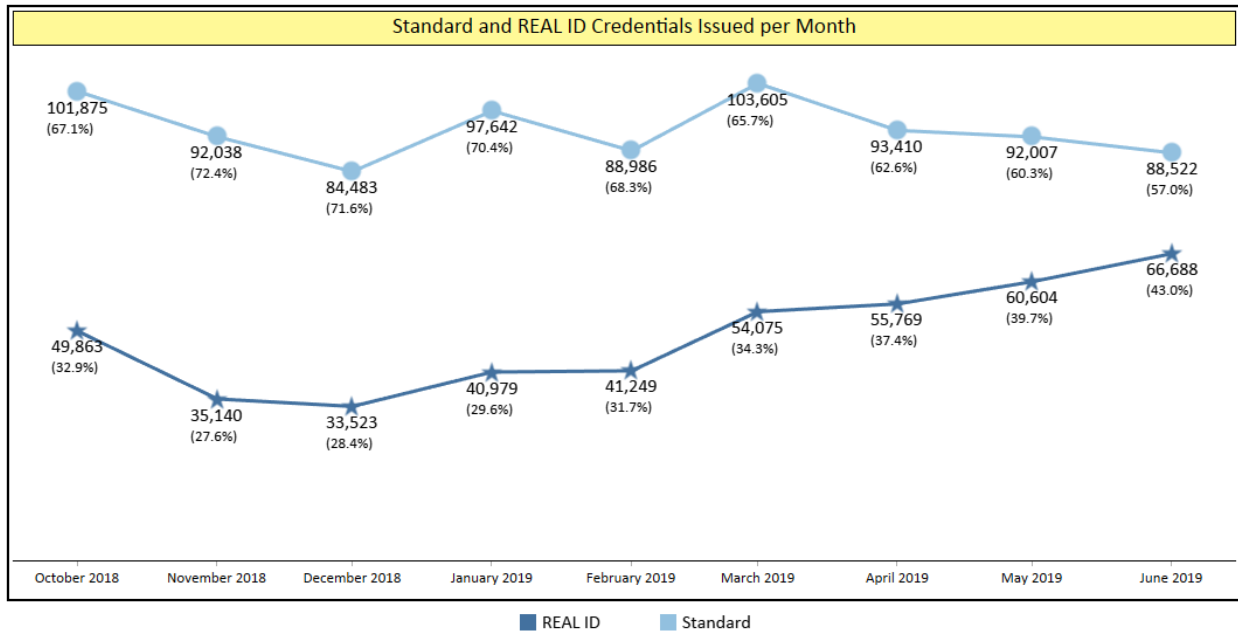## During the First Three Quarters of Implementation

Credentials Issued in CSCs						Total Credentials Issued in CSCs	
2018 4th quarter		2019 1st quarter		2nd quarter			
Standard 278,396 (70.1%)	REAL ID 118,526 (29.9%)	Standard 290,233 (68.0%)	REAL ID 136,303 (32.0%)	Standard 273,939 (59.9%)	REAL ID 183,061 (40.1%)	Standard 842,568 (65.8%)	REAL ID 437,890 (34.2%)

Chart 2 displays the monthly REAL ID credential volumes since implementation. After a month to month decline in REAL IDs issued in the first three months of the roll-out, issuance began increasing month after month during 2019. Correspondingly, the proportion of credentials issued that were REAL ID compliant also increased each month.

Chart 2: Standard and REAL ID Credentials Issued per Month (Q4 2018 – Q2 2019)

Standard and REAL ID Credentials Issued per Month

Standard:
- October 2018: 101,875 (67.1%)
- November 2018: 92,038 (72.4%)
- December 2018: 84,483 (71.6%)
- January 2019: 97,642 (70.4%)
- February 2019: 88,986 (68.3%)
- March 2019: 103,605 (65.7%)
- April 2019: 93,410 (62.6%)
- May 2019: 92,007 (60.3%)
- June 2019: 88,522 (57.0%)

REAL ID:
- October 2018: 49,863 (32.9%)
- November 2018: 35,140 (27.6%)
- December 2018: 33,523 (28.4%)
- January 2019: 40,979 (29.6%)
- February 2019: 41,249 (31.7%)
- March 2019: 54,075 (34.3%)
- April 2019: 55,769 (37.4%)
- May 2019: 60,604 (39.7%)
- June 2019: 66,688 (43.0%)

REAL ID   Standard

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. 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 June 30, 2019, nearly 17% of the customers that DMV estimated may need a REAL ID had successfully applied for a REAL ID credential, or 6.9% 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 Q2 2019. Additionally, all districts saw an increase in the percentage of REAL ID transactions issued (Table 1). The overall number of REAL ID credentials issued statewide this last quarter increased 54% over the first quarter of implementation (Q4 2018).

Table 1: REAL ID Credentials Issued by District

REAL IDs Issued by District				Percent of Credentials REAL ID			
	2018	2019			2018	2019	
	Q4	Q1	Q2		Q4	Q1	Q2
Fairfax North	31,412	34,557	46,631	Fairfax North	44.7%	47.7%	56.7%
Fairfax South	22,001	25,012	35,301	Mobile Operations	31.7%	44.5%	55.0%
Richmond	16,552	18,667	24,563	Fairfax South	34.7%	38.3%	48.9%
Staunton	13,310	15,180	19,716	Staunton	31.0%	34.0%	40.6%
Portsmouth	12,772	14,493	19,439	Hampton	25.5%	27.5%	33.3%
Roanoke	8,914	10,545	14,183	Portsmouth	24.5%	25.2%	32.8%
Hampton	8,100	9,509	11,997	Richmond	23.4%	24.3%	31.0%
Mobile Operations	2,224	4,378	6,513	Roanoke	22.1%	23.7%	30.6%
Bristol	3,241	3,962	4,718	Bristol	17.5%	18.7%	22.1%
Statewide Total	118,526	136,303	183,061	**Statewide %**	29.9%	32.0%	40.1%

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 CSCs. As with the previous two quarters, 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 2 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 2: Top 10 CSCs by Number and Percent of REAL ID Credentials Issued,
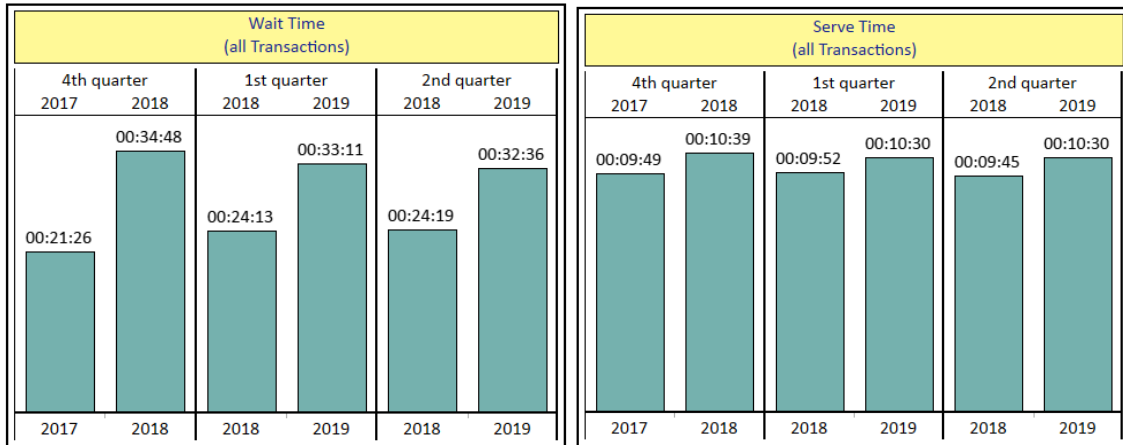October 1, 2018 through June 30, 2019

Top 10 CSCs based on the Number of REAL IDs Issued		Top 10 CSCs based on the Percent of REAL ID Credentials Issued	
Fair Oaks CSC	19,183	Pentagon	74.9%
Tysons Corner CSC	18,530	Metro at VA Square	62.7%
Fairfax/Westfields CSC	17,848	Fairfax Westfields	55.5%
Leesburg CSC	16,017	Leesburg	55.3%
Sterling CSC	15,317	Fair Oaks	49.2%
Alexandria CSC	13,629	Warrenton	49.5%
Arlington CSC	13,378	Sterling	49.2%
Franconia CSC	13,348	Fort Lee	48.5%
Woodbridge CSC	13,002	Alexandria	47.9%
West Henrico CSC	12,336	Williamsburg	44.9%

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 Q2 2019 in comparison to the first two quarters. 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. Therefore, the increase in the proportion of transactions that are REAL IDs 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).

Chart 3 provides a comparison of statewide average wait times and serve times for the first three quarters of REAL ID implementation, compared to the comparable periods the previous year (pre-REAL ID). Overall, Q2 2019 statewide wait times across all transactions have averaged about eight minutes higher 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.

Chart 3: Statewide Average CSC Wait Times and Serve Times

Wait Time (all Transactions)						Serve Time (all Transactions)					
4th quarter		1st quarter		2nd quarter		4th quarter		1st quarter		2nd quarter	
2017	2018	2018	2019	2018	2019	2017	2018	2018	2019	2018	2019
00:21:26	00:34:48	00:24:13	00:33:11	00:24:19	00:32:36	00:09:49	00:10:39	00:09:52	00:10:30	00:09:45	00:10:30
2017	2018	2018	2019	2018	2019	2017	2018	2018	2019	2018	2019

Charts 4 and 5 demonstrate the impact REAL ID implementation has had on wait time on a month by month basis. While the gap between wait times pre- and post-REAL ID implementation has generally gotten smaller in recent months, customers experienced more elevated wait times, particularly for REAL IDs, in June.

Chart 4: Statewide Average Wait Times for All Transactions, by Month


Statewide Monthly Average Wait Time for All Transactions
Year over Year Comparison

Post-REAL ID

Pre-REAL ID

FY 2018 — October 00:21:56, November 00:20:41, December 00:21:38, January 00:23:12, February 00:22:18, March 00:27:08, April 00:24:29, May 00:23:25, June 00:25:02

FY 2019 — October 00:42:01, November 00:32:18, December 00:31:02, January 00:34:50, February 00:30:08, March 00:34:18, April 00:31:07, May 00:30:36, June 00:36:06

■ FY 2018   ■ FY 2019

Chart 5: Statewide Average Wait Times for Credential Transactions, by Month

Statewide Monthly Average Wait Time for Credential Transactions Year over Year Comparison

Post-REAL ID

Pre-REAL ID

	October	November	December	January	February	March	April	May	June	July
Post-REAL ID (FY 2019)	00:53:56	00:45:11	00:41:38	00:46:05	00:42:06	00:45:40	00:42:05	00:41:03	00:48:57	
Pre-REAL ID (FY 2018)	00:30:32	00:30:30	00:31:06	00:32:35	00:33:36	00:35:07	00:34:43	00:32:05	00:35:58	

■ FY 2018   ■ FY 2019

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.

From October 2018 to June 2019, vital record transaction volumes increased by 13.4% compared to the same period the previous year. This increased volume has resulted in DMV providing $1.78 million in revenue to the Department of Health Division of Vital Records during the past nine months – $210,000 more than the same time period the previous year. DMV will continue to monitor the transaction volumes and is currently assessing if the number of customer service representatives available to conduct this transaction needs to be increased and/or if other process enhancements can be made to streamline this service.

One factor that continues to help 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 during Q2 2019 (Chart 6). 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 6: Statewide Average Serve Time for REAL ID Credentials, by Month
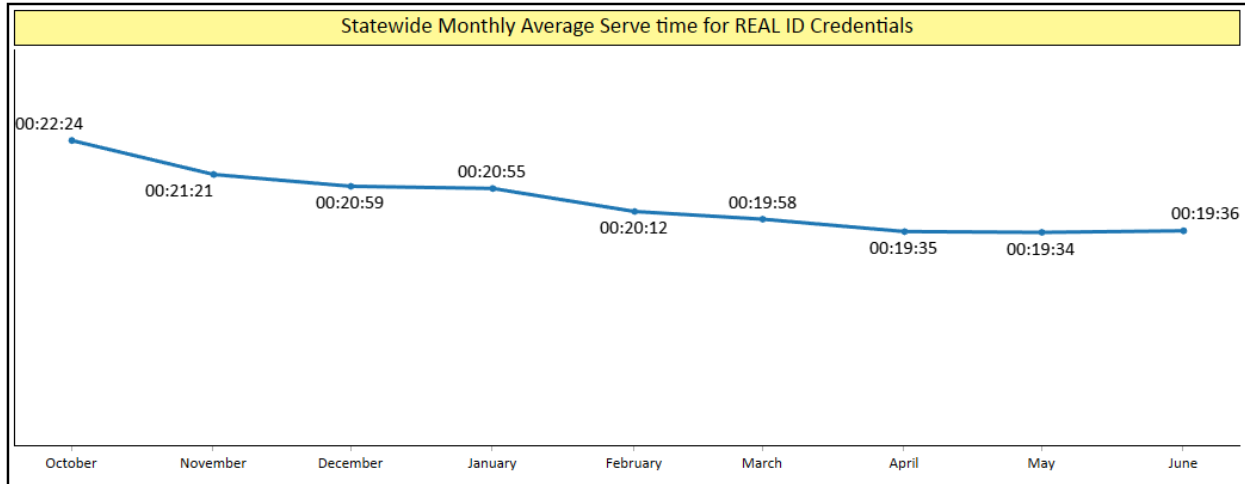
Note: Serve times reflect minutes and seconds.

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. <u>Expenditures and Revenue</u>

As stated in the previously submitted REAL ID reports, DMV expended $1,100,399 on REAL ID start-up costs. In addition to the start-up costs, DMV incurred approximately $3,606,769 in REAL ID related operating expenses since the program began in October 2018. Between October 1, 2018 and June 30, 2019, DMV collected $4,378,900 from $10 REAL ID surcharges. Based on the expenditures and revenue resulting from REAL ID implementation, DMV believes that the $10 REAL ID surcharge should be 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 7, DMV Selects have seen a 9.7% increase in their transaction volume from October 1, 2018 through June 30, 2019. As a result, the Selects have received an increase of approximately $583,717 from DMV during the same period when compared to the prior year, which is a 16% increase in compensation.

Chart 7: Change in Vehicle Transactions Conducted at DMV Selects
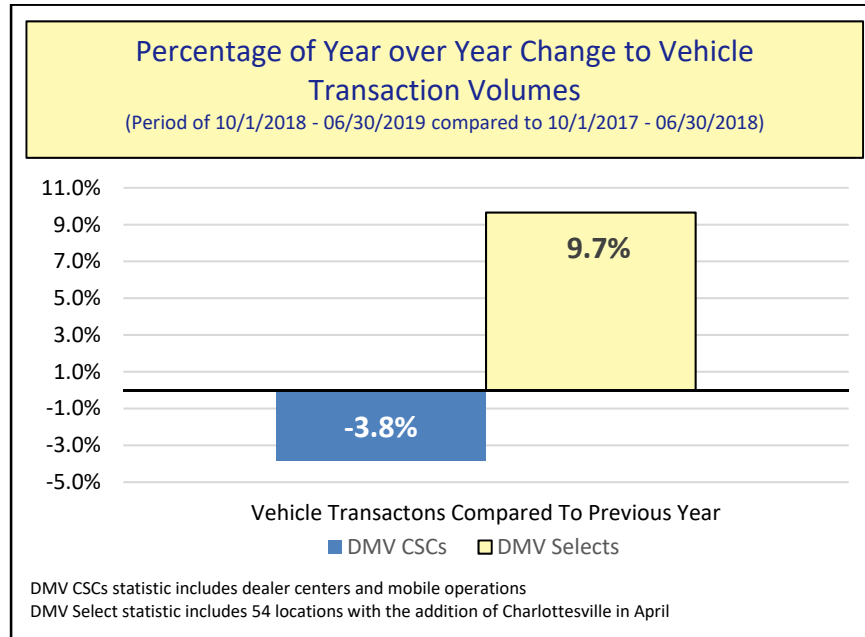
III.   Ongoing Management of REAL ID

DMV continued to actively monitor and manage the ongoing REAL ID roll-out through the third 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 third quarter of REAL ID implementation, DMV continued to undertake additional facility enhancements in order to streamline processes and increase office throughput capacity. Specifically, the Woodbridge and Richmond Customer Service Centers were renovated adding a combined eight windows at offices that have high volumes of REAL ID credential issuance. The additional capacity has proven very beneficial in efficiently serving customers. In addition, changes have been made to the Lebanon CSC to accommodate a new remote processing work unit that is housed at that CSC (discussed later in the report).

DMV has scheduled the following additional facility improvements in 2019 and 2020:

- Office Relocations:

  o Bedford CSC (August 2019) – 7 additional windows (4 driver windows)
  o Manassas CSC (August 2019) – 7 additional driver windows and 14 additional cameras at existing windows; additionally, there will be a new staff training center
  o Lexington CSC (May 2020) – 3 additional windows (1 driver window)
  o Sterling CSC (3rd Q 2020) – tentatively, 8 additional windows (7 driver windows)
  o Leesburg CSC (4th Q 2020) – tentatively, 8 additional driver windows and 12 additional cameras at existing windows

- Office renovations to increase front counter stations and streamline processing:

  o Fairfax Westfields CSC (September 2019) – 6 additional driver windows and 5 additional cameras at existing windows
  o Alexandria CSC (October 2019) –5 additional driver windows and 5 additional cameras at existing windows
  o Charlottesville CSC (November 2019) –2 additional driver windows and 3 additional cameras at existing windows
  o Waynesboro CSC (March 2020) – 2 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 reassigned to other nearby offices in order to assist with the influx of customers that would usually visit the closed office. In addition, DMV will add additional mobile team visits to the impacted areas, to the extent possible.

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. And, the Town of Dumfries is opening a DMV Select office in August 2019.

B. DMV Mobile Operations

DMV successfully operates two types of mobile customer service operations: four DMV2Go mobile units (customer service centers "on wheels") and seven 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. While serving locations throughout the state, the Connect teams are currently based out of Newport News,

Richmond, Harrisonburg, Fredericksburg, Alexandria, Leesburg and Roanoke. Recognizing that some of DMV's CSCs will be challenged to physically handle the expected volume of REAL ID customers, DMV is adding another Connect team in Fairfax County in August 2019. This will bring DMV's total mobile operations units to 12 – eight Connect teams and four mobile units.

As part of the more than 1,900 mobile visits scheduled in 2019, DMV is using the flexibility offered by DMV's Connect and mobile unit teams to provide services at a broad range of locations and events, such as businesses, military bases, libraries, universities, community centers, courthouses, local government offices, and conferences. Recently, DMV Connect West conducted a three-day visit to the Virginia Highway Safety Summit in Roanoke. The team processed almost 50 REAL IDs, but more importantly was able to disseminate information on REAL ID to the almost 330 participants of the Summit. Another DMV Connect team is scheduled to attend the Commonwealth of Virginia Innovative Technology Symposium (COVITS) in September to offer REAL ID services to the more than 500 attendees expected at that conference. The Harrisonburg team has joined forces with The Center Charlottesville, a community center focused on older Virginians, and has begun monthly visits which have been very popular with members of the community. Another Connect team has partnered with the Louisa Health Department to hold joint events in which customers can obtain their Virginia birth and marriage certificates through the health department and then visit the Connect team for their REAL IDs and other DMV business. (Note: unlike all other DMV offices, DMV Connect teams are not able to issue vital record documents on-site.)

In addition, DMV's mobile operations regularly provide services to large businesses and military bases throughout the state. For example, in April a Connect team visited the Markel Corporation in Henrico County and processed over 150 transactions, including 127 REAL ID credentials. The mobile units also have recurring scheduled visits to multiple Altria locations and GEICO in Fredericksburg and Virginia Beach. Other prearranged visits conducted during Q2 2019 included military installations such as the Dahlgren Naval Base, Marine Corps Base in Quantico, NASA – Langley Research Center, the Defense Intelligence Agency, and Fort Belvoir. In order to make visits like those listed above more efficient, DMV coordinates with the company or base to inform all their employees of REAL ID requirements prior to DMV's visit.

As noted in the previous quarterly report, 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. Through this appointment process, DMV successfully completed 162 customer transactions, 158 of which were for REAL ID credentials.

Based on the success of the pilot, DMV continued this initiative in Q2 2019 with DMV Connect visits in Alexandria, Richmond (again) and Charlottesville. Including the first Richmond pop-up, there were 882 appointments offered and 835 total transactions processed, 745 of which were for REAL IDs. Due to implementation of new legislation on July 1st, particularly legislation to reinstate customers whose licenses had been suspended due to failure to pay court fines and costs, DMV placed the appointment initiative on hold temporarily, with plans to begin additional appointment-based visits starting up again in September.

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

C. Public Relations – Communications about REAL ID

DMV is making use of a range of communication channels to educate the public about REAL ID and to encourage those who may need a REAL ID to visit an office fully prepared with required documentation to ensure a successful visit. Communication channels used include:

- News releases and other information provided for use in print and TV news stories;
- Signage at CSCs and airports;
- Brochures and flyers at CSCs and airports;
- DMV webpage dedicated to REAL ID information, including informational video, and "pop up" message on homepage;
- Information included in driver's license and ID card renewal notices;
- Social media messaging through Facebook, Instagram, and Twitter;
- Information sharing through stakeholder groups, including legislators;
- Speakers and informational tables at club meetings, legislator town halls, community events, conferences, and airports; and
- Coordination with Department of Homeland Security and Transportation Security Administration on national campaigns.

The communications strategy currently underway is aimed at educating the public about REAL ID while encouraging those who may need a REAL ID to visit a DMV office in 2019 rather than delay to 2020, when offices are expected to be very busy.

During Q2 2019, DMV conducted a series of REAL ID informational events at airports across the state. DMV set up tables in highly trafficked areas of airports to answer REAL ID questions from the traveling public and encourage Virginians to visit DMV to get their REAL ID credentials. The following airport events were held:

- Shenandoah Valley Regional Airport (April 4, 2019) – in addition to contacts with travelers and employees, resulted in two media stories (WHSV and WSVA).
- Roanoke-Blacksburg Regional Airport (April 5, 2019) – in addition to contacts with travelers and employees, resulted in four media stories (WDBJ, WSLS, WFXR and WSET). In turn, the Roanoke CSC made the Top 10 list of offices that issued the most REAL IDs that week.
- Norfolk International Airport (April 16 and 17) – in addition to contacts with travelers and employees, resulted in one media story (13NewsNow).
- Richmond International Airport (April 22-26, 2019) – in addition to contacts with travelers and employees, resulted in two media stories (WTVR and NBC 12).
- Newport News-Williamsburg International Airport (May 1, 2019).
- Charlottesville Albemarle Airport (May 6-7) – in addition to contacts with travelers and employees, resulted in one media story (NBC 29). In turn, the Charlottesville office made the Top 10 list of offices that issued the most REAL IDs the following day.
- Dulles International Airport (June 3-7, 2019).

In addition to these airport events, the Richmond International, Dulles International, Norfolk International, and Newport News-Williamsburg International airports are displaying a REAL ID advertisement on their airport messaging boards as a public service.

DMV staff also attended a variety of meetings and events this past quarter to present information about REAL ID. For example, DMV employees presented on REAL ID at the Drive Safe transportation safety conference in Norfolk, to a community meeting at the Louisa Community Center, at the Intelligent Transportation Society of Virginia (ITSVA) Annual Conference and Expo in Richmond, at a Danville Rotary Club meeting, and at a University of Virginia staff conference, among many other events.

In an effort to reach even more Virginians, DMV has also offered a REAL ID expert to attend constituent meetings hosted by state legislators and Virginia's congressional delegation. As a result, DMV provided REAL ID information at legislator town halls, "lunch and learns," and a community day during the quarter. Additionally, staff recorded an informational piece in Spanish for a delegate to share with constituents via social media.

DMV also continued to promote REAL ID through multiple social media outlets. To date, the REAL ID-themed Suzy Q&A video has been viewed more than 70,000 times on YouTube, and DMV's REAL ID homepage has had more than 1.2 million unique page views (through June 30, 2019). DMV also makes use of Facebook, Instagram, and Twitter to spread its REAL ID messaging, and will conduct a more extensive Facebook/Instagram promotional effort beginning in late August.

In the coming months DMV will make use of additional existing customer touchpoints to educate customers about REAL ID. Beginning in July, customers receiving new license plates will receive their plates in bags displaying REAL ID messaging. And, DMV will begin adding inserts with REAL ID information it all its vehicle registration and driver's license renewal notices that are mailed to customers starting with its September renewal notices.

This past quarter, DMV prepared for the potential impact of legislation ending driver's license suspensions for unpaid court fines and costs (effective July 1, 2019). Given the potential for that legislation to result in many additional customers visiting DMV offices for license reinstatements during the summer, DMV made the decision to delay some REAL ID promotional activities from the May to August timeframe. In particular, press conferences with Virginia dignitaries promoting REAL ID and social media advertising targeted at travelers and those visiting military bases have been delayed from spring to late summer/fall.

DMV's REAL ID communications materials are based on direction from the federal government that enforcement for REAL ID would begin October 1, 2020, and that as long as the state or territory had been deemed REAL ID compliant by the Department of Homeland Security, all credential types from that jurisdiction would be allowed as identification until that date. This would include credentials marked with the REAL ID star, those marked with "Federal Limits Apply," and those with no marking (legacy cards). In June, the Department of Homeland Security notified DMV that the Department of Defense is currently rolling out updated security guidance to military installations nationwide that is resulting in certain non-REAL ID compliant credentials already not being accepted by some military bases, well before the federal enforcement deadline of October 1, 2020.

Specifically, certain military installations no longer accept Virginia credentials that displayed the phrase "Federal Limits Apply" on the face of the credential, and they only accept those with the REAL ID star and those with no marking. All driver's licenses and ID cards issued from October 1, 2018 on include the "Federal Limits Apply" language if the customer did not choose to obtain a REAL ID compliant credential. As a result, some credential holders have recently been turned away when attempting to use their Virginia driver's license as identification to enter a military base. All members of the General Assembly were notified of this development by email on June 24, 2019.

DMV has determined that this change is not consistent across all military branches. Subject to change, at this point, DMV has been informed that the Army Military District of Washington (MDW) command bases found in the northeast portion of the state (including Fort Belvoir, Fort A.P. Hill, and Joint Base Meyer-Henderson Hall), as well as Marine Corps Base Quantico, have implemented this new policy. In contrast, all naval bases in Virginia, Joint Base Langley-

Eustis, and the Pentagon report that they will accept all Virginia credential types until October 1, 2020 – as originally anticipated.

Fortunately, most REAL IDs are being issued in the "urban crescent" portion of the state, which is also where most military installations are located. As such, it appears likely that most customers with a need to access military bases and who made application since October 2018 will have opted to obtain a REAL ID, and the impact of this change to Virginians should be relatively small. Nevertheless, immediately upon learning about this policy change, DMV began modifying all its REAL ID communications materials, beginning with the REAL ID homepage. The new language advises customers to check with the military base they intend to visit prior to their visit to ensure they have allowable identification for entry. Chart 8 provides a snapshot of the advisory language DMV has included on its REAL ID webpage.

Chart 8: Excerpt from DMV Website regarding Access to Military Installations

DMV will continue to educate customers regarding this change during the coming months, and make further adjustments if the need arises.

D. Processes

DMV continues to build on its process improvement efforts by expanding innovative customer service options. In the previous quarter (January 2019), 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. The application is maintained in a pending status until the customer visits a CSC. This process helps ensure that customers are able to successfully complete their transactions when visiting the CSC.

As of June 30, 2019, 31,289 DMV customers began their driver's license renewal from home (or anywhere of their choosing outside of a DMV office). Through the first several 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 driver's license renewal transaction online, 88% obtained a REAL ID compliant license.

On June 19, 2019, DMV expanded this option to enable customers to begin their driver's license replacement transactions online. Almost 1,800 customers took advantage of this option through the end of Q2 2019.

To help ensure customers are provided ample information about REAL ID in order to make an informed decision, DMV issued a challenge to its field staff targeted at increasing the rate at which customers who come to DMV for an original driver's license or ID card choose to obtain a REAL ID compliant credential. These "original" credential customers, by definition, come to the DMV with all the documentation needed for a REAL ID, therefore it benefits these customers to obtain a REAL ID during their initial visit rather than having to make a second trip to DMV later to get a REAL ID. The challenge presented was for each district to increase its REAL ID adoption rate for original issuances by 10% between April 1st and July 1st. Every district that reached this goal would receive an award, and the district that increased its REAL ID originals adoption rate the most would win the Commissioner's Cup trophy. At the end of the challenge, three districts – Fairfax North, Fairfax South, and Richmond – had met their goal. Fairfax South increased its REAL ID original issuance rate the most, with an increase of 14.5% and received the Commissioner's Cup trophy. At the individual office level, the Chesapeake CSC had the highest percentage increase of any CSC, at 18.1%.

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. Three processing hubs have been established at the Clintwood, Gate City, and most recently Lebanon CSCs, with a total of 21 wage staff assigned to assist with remote processing. The third processing hub at Lebanon CSC went live May 1st.

To date, 46 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 46 CSCs currently participating in the remote processing initiative, ten of these locations were implemented prior to REAL ID roll-out and 36 locations have begun using remote processing since October 1, 2018. The automated process will continue to be introduced to other CSCs, with a goal of having all 75 CSCs participating in the process by mid-2020.

As another process improvement initiative, DMV transferred the processing of mechanics and storage lien transactions from the CSCs to headquarters effective June 1, 2019. This new process serves to ensure consistent, timely processing for these types of transactions. At the same time, it adds capacity in CSCs by freeing up field staff to serve customers who must visit a CSC to obtain their REAL ID compliant credential.

And lastly, the 2019 General Assembly passed legislation (HB 1867 and SB 1787) enabling DMV to process license plate returns online. DMV 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. During the first two weeks of implementation, 1,559 license plates were surrendered online, thereby keeping those customers out of the customer service centers.

E. Staffing

DMV has been diligently working on hiring additional staff during Q2 2019. In the previous reports, DMV noted several concerns with staffing, including difficulty hiring and keeping staff on board. Table 3 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 Q2 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 930 classified field staff, a high mark for at least the past four years. In comparison, DMV ended 2018 with 872 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 3: Summary of Changes in Classified and Wage Field Staff

Summary of Changes in Classified Field Staff					
STATEWIDE	CY 2015	CY 2016	CY 2017	CY 2018	YTD 2019
Classified Staff as of Jan. 1	805	816	824	846	872
New Hires	74	108	145	157	111
Separations	63	100	123	131	62
Separations of Staff with 3 or More Years of Services	46	67	71	70	27

Summary of Changes in Wage Field Staff					
STATEWIDE	CY 2015	CY 2016	CY 2017	CY 2018	YTD 2019
Wage Staff as of Jan. 1	227	267	247	254	252
New Hires	107	90	116	117	95
Separations	67	110	109	119	61

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. As of June 30, 2019, 14 recent retirees have returned to work part time. This approach eliminates the time and effort associated with training employees who have never worked in a DMV.

In addition, during the summer months DMV recruits Virginia-based college students through the PEAK internship program. As of June, DMV has 31 PEAK employees located in offices throughout the state.

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. DMV will continue its aggressive hiring effort during the next quarter.

IV. Next Steps and Conclusions

From the end of this reporting period, Virginians will have 15 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.) Moving forward, DMV anticipates month to month customer volume increases through October 2020, with customer volumes and corresponding wait times to peak during the summer and fall of
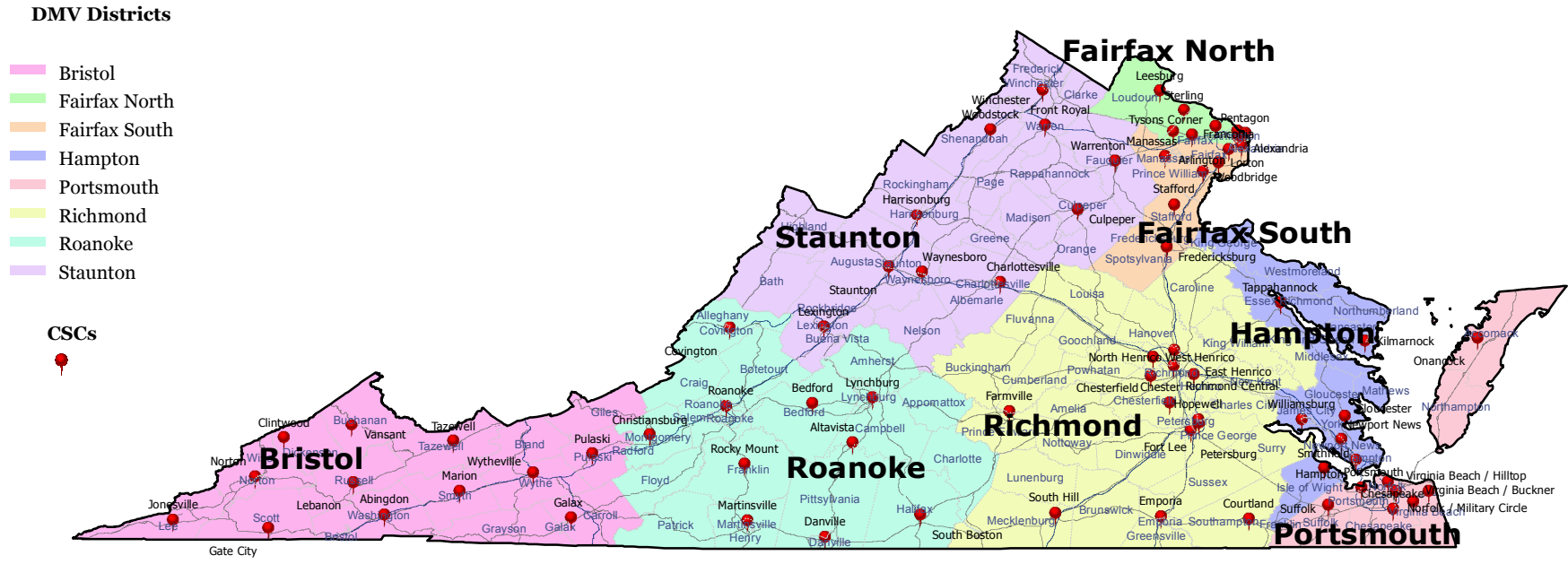
2020. In anticipation of that trend, DMV will increase its communications efforts beginning in August to encourage more customers to visit DMV in 2019 to obtain their REAL ID credentials. DMV will also continue to make physical enhancements to selected CSCs to help increase capacity and to serve customers more efficiently in those offices.

The previous quarterly report stated that DMV would be adequately staffed to handle REAL ID fulfillment through the end of calendar year 2019 by utilizing the 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 third 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. While wait times, particularly in Northern Virginia, have recently been increasing, the recent staff hiring efforts are expected to help moderate wait times this year once the new staff become fully trained and proficient in processing DMV transactions.

However, nearly one year into REAL ID implementation, only 21% of those Virginia drivers expected to seek a REAL ID have obtained one. Looking at transaction trends, we anticipate increasing volumes of customers needing REAL ID services at DMV customer service outlets, and additional staff will be needed to meet the high demand expected in 2020. DMV has been adding window capacity at customer service centers around the state to accommodate the additional customers, but these new windows must be sufficiently staffed by customer service representatives in order to reduce customer wait and serve times. DMV will continue to monitor staffing needs as 2020 approaches.

Appendix A
DMV Districts and Locations of Customer Service Centers

DMV Districts

- Bristol
- Fairfax North
- Fairfax South
- Hampton
- Portsmouth
- Richmond
- Roanoke
- Staunton

CSCs

Fairfax North

Fairfax South

Staunton

Hampton

Richmond

Roanoke

Bristol

Portsmouth

Appendix B:

REAL ID Credentials Issued by Customer Service Center
October 1, 2018 – June 30, 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	19,183	49.15%	1	7
Tysons Corner CSC	18,530	45.43%	2	11
Fairfax/Westfields CSC	17,848	55.48%	3	3
Leesburg CSC	16,017	55.29%	4	4
Sterling CSC	15,317	49.20%	5	6
Alexandria CSC	13,629	47.85%	6	9
Arlington CSC	13,378	40.20%	7	17
Franconia CSC	13,348	41.60%	8	15
Mobile Operations	13,115	45.71%	9	10
Woodbridge CSC	13,002	38.46%	10	19
West Henrico CSC	12,336	41.01%	11	16
Metro at VA Square	12,327	62.75%	12	2
Lorton CSC	11,087	42.66%	13	13
Chesterfield CSC	11,045	31.55%	14	36
Fredericksburg/Spotsylvania CSC	10,695	34.02%	15	27
North Henrico CSC	10,626	32.86%	16	31
Manassas CSC	10,539	37.76%	17	20
Charlottesville CSC	10,259	40.06%	18	18
Roanoke CSC	10,117	29.64%	19	37
VA Beach/Buckner CSC	9,376	31.65%	20	35
Chesapeake CSC	9,330	35.96%	21	22
VA Beach/Hilltop CSC	8,664	35.14%	22	23
Warrenton CSC	8,419	49.47%	23	5
Stafford CSC	7,642	42.53%	24	14
Newport News CSC	7,303	28.98%	25	38
Williamsburg CSC	7,286	44.88%	26	12
Harrisonburg CSC	6,373	32.41%	27	33
Lynchburg CSC	6,149	27.27%	28	40
Richmond Central HQ	6,044	21.53%	29	55
Chester CSC	5,712	24.33%	30	47
Winchester CSC	5,687	36.37%	31	21

CSC	Number of REAL IDs	Percentage of Credentials that are REAL ID	Rank by Number of REAL IDs	Rank by Percentage of REAL IDs
Christiansburg CSC	5,631	34.58%	32	25
Portsmouth CSC	5,134	22.81%	33	52
Hampton CSC	5,121	18.46%	34	63
Culpeper CSC	5,108	33.04%	35	30
Norfolk/Military Circle CSC	4,667	20.10%	36	59
Norfolk/Widgeon CSC	4,564	19.90%	37	60
Front Royal CSC	3,686	33.54%	38	28
Gloucester CSC	3,554	33.23%	39	29
Suffolk CSC	3,534	26.95%	40	43
East Henrico CSC	3,219	16.20%	41	67
Farmville CSC	2,922	25.06%	42	44
Bedford CSC	2,875	34.96%	43	24
Waynesboro CSC	2,619	27.93%	44	39
Abingdon CSC	2,537	24.56%	45	45
Smithfield CSC	2,456	32.55%	46	32
Staunton CSC	2,423	24.38%	47	46
Hopewell CSC	2,380	16.46%	48	66
Pentagon	2,372	74.92%	49	1
Rocky Mount CSC	2,369	27.14%	50	41
Tappahannock CSC	2,242	22.23%	51	53
Woodstock CSC	2,061	26.97%	52	42
Galax CSC	1,785	23.92%	53	48
Martinsville CSC	1,772	15.54%	54	68
Petersburg CSC	1,667	12.02%	55	73
Danville CSC	1,665	12.94%	56	71
Kilmarnock CSC	1,644	34.10%	57	26
Lexington CSC	1,571	32.32%	58	34
Pulaski CSC	1,495	19.78%	59	61
Onancock CSC	1,435	21.06%	60	57
Wytheville CSC	1,375	23.68%	61	49
Courtland CSC	1,210	22.98%	62	51
Altavista CSC	1,195	20.40%	63	58
Fort Lee CSC	1,140	48.53%	64	8
South Hill CSC	1,049	17.98%	65	64
South Boston CSC	946	13.89%	66	69
Covington CSC	923	21.17%	67	56

CSC	Number of REAL IDs	Percentage of Credentials that are REAL ID	Rank by Number of REAL IDs	Rank by Percentage of REAL IDs
Marion CSC	829	21.94%	68	54
Lebanon CSC	790	19.38%	69	62
Tazewell CSC	760	13.30%	70	70
Gate City CSC	714	23.24%	71	50
Norton CSC	662	11.78%	72	74
Emporia CSC	432	10.36%	73	76
Clintwood CSC	340	16.50%	74	65
Jonesville CSC	323	12.14%	75	72
Vansant CSC	311	11.15%	76	75