

Virginia Department of Motor Vehicles

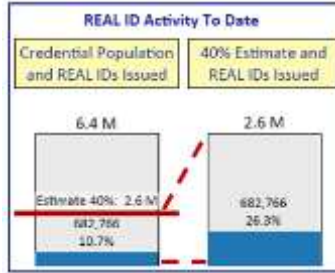
REAL ID Quarterly Implementation Report: July 1 – September 30, 2019

REAL ID Quarterly Report (July 1-September 30, 2019) – Executive Summary

REAL ID Results from October 1, 2018 – September 30, 2019

Credentials Issued			
	Standard	REAL ID	
2018 Q4	278,396	118,526	
2019 Q1	290,233	136,303	
Q2	273,939	183,061	
Q3	287,994	244,876	
To Date:	1,130,562	682,766	

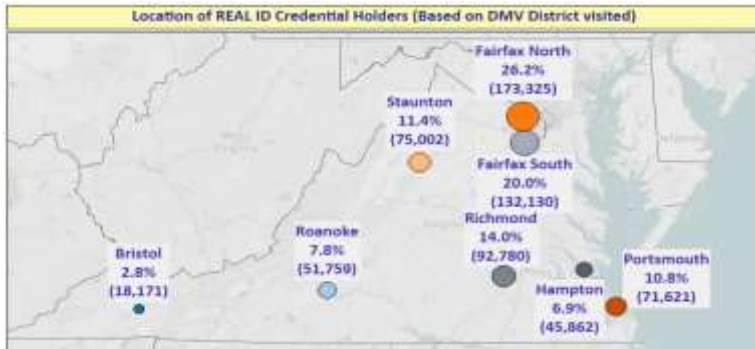
Percent REAL ID		
2018 Q4	29.9%	
Q1	32.0%	
2019 Q2	40.1%	
Q3	46.0%	
To Date:	37.7%	



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	1,355,712	
Q3 2018	1,289,149	
2019	1,393,112	

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	00:32:51	
Q3 2018	00:30:52	
2019	00:37:52	

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	00:10:28	
Q3 2018	00:09:56	
2019	00:10:33	

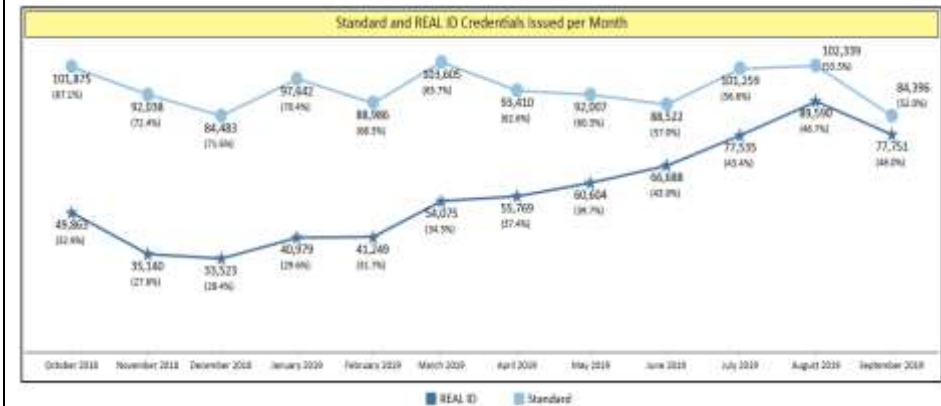


REAL IDs Issued by District				
	2018 Q4	Q1	2019 Q2	Q3
Fairfax North	31,412	34,557	46,631	60,725
Fairfax South	22,001	25,012	35,301	49,816
Richmond	16,552	18,667	24,563	32,998
Staunton	13,310	15,180	19,716	26,796
Portsmouth	12,772	14,493	19,439	24,917
Roanoke	8,934	10,545	14,183	18,117
Hampton	8,100	9,509	11,997	16,256
Mobile Operations	2,224	4,378	6,513	9,001
Bristol	3,241	3,962	4,718	6,250
Statewide Total	118,526	136,303	183,061	244,876

Percent of Credentials REAL ID				
	2018 Q4	Q1	2019 Q2	Q3
Fairfax North	44.7%	47.7%	56.7%	62.5%
Mobile Operations	31.7%	44.5%	55.0%	63.3%
Fairfax South	34.7%	38.3%	48.9%	56.0%
Staunton	31.0%	34.0%	40.6%	46.9%
Hampton	25.5%	27.5%	33.3%	39.2%
Portsmouth	24.5%	25.2%	32.8%	37.2%
Richmond	23.4%	24.3%	31.0%	36.2%
Roanoke	22.1%	23.7%	30.6%	34.9%
Bristol	17.5%	18.7%	22.1%	26.2%
Statewide %	29.9%	32.0%	40.1%	46.0%

REAL ID Highlights and Issues:

- During the last quarter, all eight DMV districts and DMV's mobile operations processed an increasing number and percentage of REAL ID credentials issued.
- As of September 30, 2019, 682,766 REAL IDs have been issued. This is 26.3% of the total number of customers expected to get a REAL ID credential.
- The majority of REAL ID credentials have been issued in DMV's Fairfax North and South Districts and the Richmond District.
- Though DMV has implemented numerous process improvements, gradually decreased REAL ID serve times, and increased facility capacity with office renovations/replacements, some offices have begun experiencing excessive wait times. The offices in Northern Virginia are particularly hard hit with longer than usual wait times.
- Given increasing wait times, DMV is concerned that at current office and staff capacities, expected demand will not be able to be met without severe degradation of customer service. Additional staff will be needed next year.
- REAL ID start-up and operating expenses during the first year of implementation totaled \$6.9 million; DMV collected \$6.8 million in REAL ID surcharges.
- DMV Selects continued to see an increase in vehicle transactions. Volumes increased by 10.3% compared to a year ago, resulting in an additional \$821,581 in DMV payments to the Selects, which is a 16% increase in compensation.



REAL ID Completed and Planned Actions

Facility Adjustments

- Offices relocated to increase the number of customer windows: Bedford (August 2019) - 5 windows; Prince William/Manassas (August 2019) - 5 windows and a regional staff training center.
- On October 3, 2019, the Fairfax/Westfields CSC renovation was completed with 6 additional driver windows.
- Planned renovations: Alexandria CSC (December 2019) and Charlottesville CSC (January 2020).
- Planned CSC relocations in 2020: Leesburg, Sterling, North Henrico, and Lexington.
- Town of Dumfries opened a DMV Select in August 2019.
- Negotiations are underway for a new DMV Select location in the Hampton District which would open mid-year 2020.

Mobile Operations

- Though DMV's mobile operations teams are much smaller than a CSC, they are a very effective way to serve customers.
- DMV mobile operations has issued more than 22,000 REAL IDs since October 1, 2018.
- New DMV Connect team added in Fairfax County in August 2019, bringing total mobile operations units to 12 (eight Connect teams and four mobile CSCs).
- Among other locations, DMV mobile operations conducted visits to large business and governmental entities, such as United Airlines, Hilton Hotels, James Madison University, and several military installations.
- Beginning October 1, 2019, the Connect teams will begin offering REAL IDs to soon-to-be-released offenders through a partnership with the Department of Corrections.

Public Relations

- DMV continues to use a wide range of communications channels to educate the public including: news releases; signage and brochures at CSCs, DMV Selects and airports; DMV webpage; information included in driver's license and vehicle renewal notices; social media messaging; information sharing through stakeholder groups, including legislators; speakers and informational tables at a variety of events; and coordination with Department of Homeland Security and Transportation Security Administration (TSA).
- Current media campaign: "Get on Board with REAL ID." Includes social media marketing on Facebook and Instagram to educate customers about REAL ID.
- To mark the one-year countdown until REAL ID enforcement begins, the TSA, in coordination with travel and airline industries and motor vehicle agencies, held a press conference at Reagan National Airport.
 - Significant spike in REAL ID issuance as a result.
- Other press events are planned in conjunction with TSA and other federal and state officials.

Process Improvements

- DMV implemented a "start anywhere" process for driver's license renewals and replacements, allowing customers to complete their applications at home and identify needed documentation. Use of this option helps ensure customers come to DMV prepared and successfully obtain a REAL ID.
- DMV continues to expand remote processing technology. CSCs in urban areas electronically transmit their daily document preparation work to more rural areas allowing more staff time in urban office for direct customer service. Fifty CSCs now participate in the process.
- Other ways implemented to increase field capacity: transfer of mechanics and storage lien processing from CSCs to headquarters; using DMV law enforcement agents to give road tests on Saturdays; and based on 7/1/19 authorizing legislation, encouraging customers to "surrender" license plates online rather than visiting a CSC.
- DMV continues to encourage customers to use alternative service outlets (DMV Selects, online, mail) for vehicle work that can be completed without a CSC visit.

Staffing

- DMV continued to work diligently on hiring additional staff this quarter.
 - DMV ended the quarter with 940 classified field staff, ten staff more than the previous quarter.
- To supplement recruitment, DMV has recruited recent retirees to return 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 recruited Virginia-based college students through the PEAK internship program. As of August, 27 PEAK employees were located in offices throughout the state.

I. Report Purpose

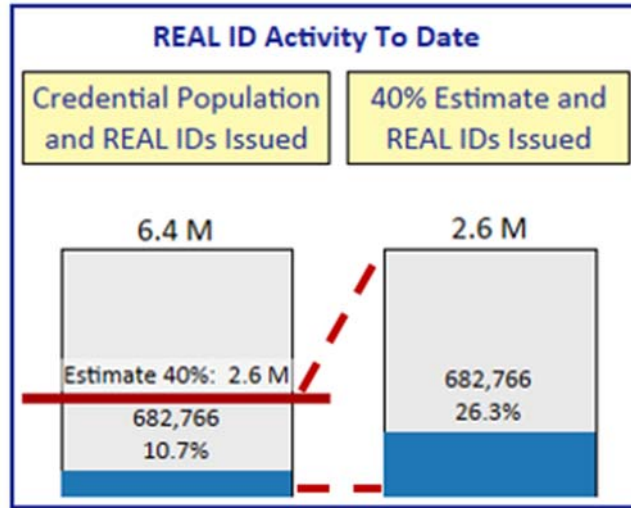
In accordance with the 2018 Appropriations Act, the Department of Motor Vehicles (DMV) submits the following quarterly report to the Senate Finance and House Appropriations Committees concerning the roll-out of REAL ID in Virginia. This report covers REAL ID related efforts conducted by DMV during the period of July 1, 2019 to September 30, 2019 (Q3 2019), which includes the 10th, 11th, and 12th months of the 24-month REAL ID roll-out period, while also including data for the first full year of REAL ID implementation. The first three quarterly reports can be found at [DMV REAL ID Implementation 1st Quarter Report](#), [DMV REAL ID Implementation 2nd Quarter Report](#) and [DMV REAL ID Implementation 3rd Quarter Report](#).

II. REAL ID Roll-out

In the most recent quarter of REAL ID implementation (July 1, 2019 to September 30, 2019), DMV continued to experience an 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. During the month of September 2019, the percentage had risen to about 48% of customers – about 3,300 customers a day – that were issued REAL ID credentials. And, with substantial publicity surrounding the one-year mark prior to federal enforcement, the rate of issuance during the first week of October has spiked up to 55%, with more than 4,700 REAL IDs issued per day.

Based on other states' experiences and Virginians' potential need for REAL ID compliant credentials, DMV estimated that approximately 40% of its credential customers would decide to obtain a REAL ID compliant driver's license or identification (ID) card, or 2.6 million customers. As of September 30, 2019, approximately 26% of the customers that DMV estimated may obtain a REAL ID had successfully applied for a REAL ID credential, or 10.7% of DMV's total credentialed population (Chart 1).

Chart 1: REAL ID Activity for the First Full Year of Implementation



To meet this customer demand, DMV has increased its capacity, in part, through a gradual decrease in REAL ID customer serve times, an increase in office windows available to handle REAL ID transactions and an increase in field staff available to serve customers. Additionally, DMV is attempting through strategic communications campaigns to manage REAL ID customer volume to encourage customers to come to a CSC sooner rather than waiting until the deadline when offices are expected to be exceptionally busy. DMV has also continued to implement new and/or expanded processes that enhance work efficiencies.

These efforts were expected to mitigate any spikes in customer volumes that would result in dramatic wait time increases, and they have had a positive impact statewide. However, some customers have begun experiencing noticeably longer wait times. While statewide a relatively low 3% of customers experience wait times greater than two hours, some offices are increasingly experiencing periods in which wait times exceed two hours in spite of the process improvements put into place during this first year of implementation. During the quarter, 59 percent of the customers experiencing a wait time of two hours or more (21,391 customers) live in the Fairfax North and Fairfax South Districts. These are also the districts with the highest volumes of REAL IDs issued.

A. Volume of REAL ID Credentials Issued

On July 25th, DMV reached a REAL ID milestone - a member of the Harrisonburg DMV Connect Team processed the 500,000th REAL ID compliant credential. In the two months since then, more than 180,000 additional REAL IDs have been issued, for a total of 682,766 REAL ID credentials issued as of September 30, 2019.

Overall for this quarter of 2019, DMV experienced an increase in the volume and percentage of REAL ID credentials, having issued 244,876 REAL ID credentials, accounting for 46% of credentials issued by DMV’s customer service centers (CSCs) during the quarter. August 2019 saw the most REAL IDs issued in any month, at 89,590, while September 2019 saw the highest proportion of credentials issued that were REAL ID compliant – 48%. Chart 2 provides an overview of DMV REAL ID transaction volumes through the first year of implementation, by quarter.

Chart 2: REAL ID Credentials Issued in CSCs, by Quarter
(October 2018 – September 2019)

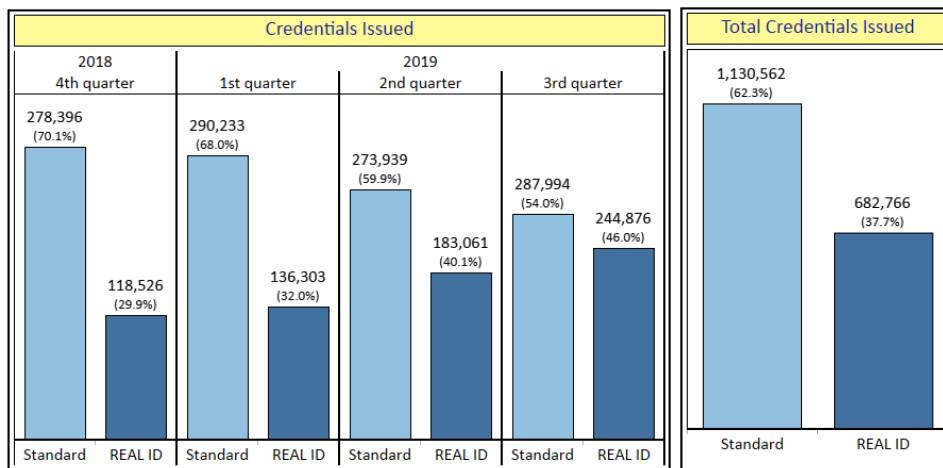
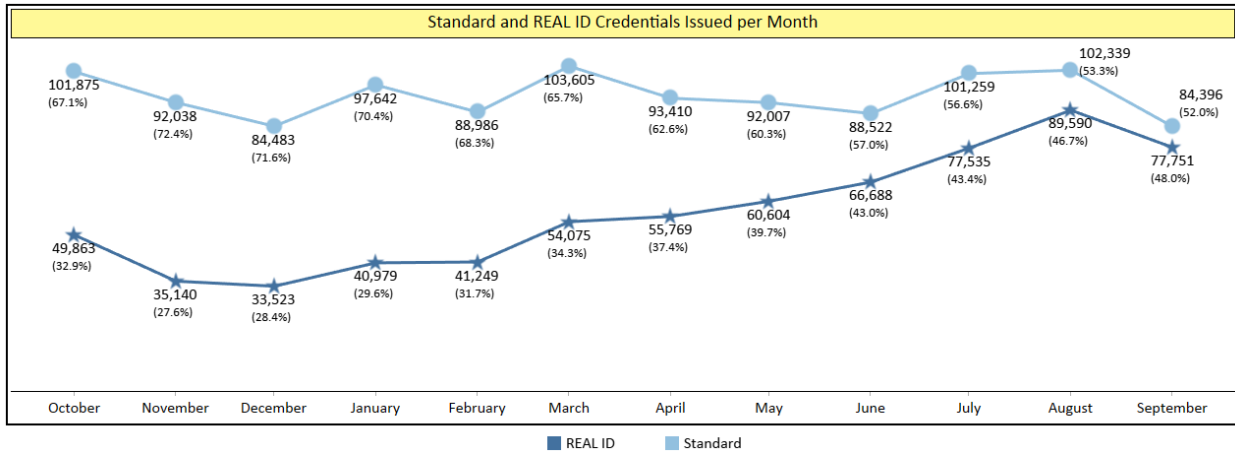


Chart 3 displays the monthly REAL ID credential volumes during the first year of REAL ID implementation. After a month to month decline in REAL IDs issued in the first three months of the roll-out, issuance began steadily increasing month to month during 2019. Statewide issuance of REAL IDs has exceeded 45% of all credentials issued in CSCs since the first week of August 2019. Both districts located in the Northern Virginia region are regularly issuing more than 50% of credentials as REAL ID compliant, as are DMV’s Mobile Operations teams. The Fairfax North District, which is closest to Washington D.C., has exceeded 60% REAL ID issuance all but two weeks this quarter.

Chart 3: Standard and REAL ID Credentials Issued per Month
(October 2018 – September 2019)



Two trends are contributing to the increase in REAL IDs issued. First, DMV has seen an increase in the number of customers visiting a CSC outside of their normal renewal cycle to obtain replacement credentials that are REAL ID compliant. Also, there are initial indications that more customers are coming in to renew their driver’s license earlier than they have in the past. Customers are allowed to renew their credential up to 12 months in advance; however, historically, most customers renew within a month of expiration. DMV is now seeing more customers who are opting to renew several months in advance, which is a positive trend. The more customers who choose to visit DMV in 2019 will mean an easing of the expected very high volume of customers in 2020. These trends suggest that Virginians are increasingly responding to REAL ID messaging that DMV and others are issuing regarding the upcoming federal enforcement date.

DMV has continued to see an increase in the overall number of REAL ID credentials issued by its mobile operations and all eight of its districts during Q3 2019 (Table 1). Additionally, the percentage of REAL ID transactions issued has increased for all districts during the quarter. The overall number of REAL ID credentials issued statewide this last quarter more than doubled over the first quarter of implementation (Q4 2018).

Table 1: REAL ID Credentials Issued by District

REAL IDs Issued by District				
	2018		2019	
	Q4	Q1	Q2	Q3
Fairfax North	31,412	34,557	46,631	60,725
Fairfax South	22,001	25,012	35,301	49,816
Richmond	16,552	18,667	24,563	32,998
Staunton	13,310	15,180	19,716	26,796
Portsmouth	12,772	14,493	19,439	24,917
Roanoke	8,914	10,545	14,183	18,117
Hampton	8,100	9,509	11,997	16,256
Mobile Operations	2,224	4,378	6,513	9,001
Bristol	3,241	3,962	4,718	6,250
Statewide Total	118,526	136,303	183,061	244,876

Percent of Credentials REAL ID				
	2018		2019	
	Q4	Q1	Q2	Q3
Fairfax North	44.7%	47.7%	56.7%	62.5%
Mobile Operations	31.7%	44.5%	55.0%	63.3%
Fairfax South	34.7%	38.3%	48.9%	56.0%
Staunton	31.0%	34.0%	40.6%	46.9%
Hampton	25.5%	27.5%	33.3%	39.2%
Portsmouth	24.5%	25.2%	32.8%	37.2%
Richmond	23.4%	24.3%	31.0%	36.2%
Roanoke	22.1%	23.7%	30.6%	34.9%
Bristol	17.5%	18.7%	22.1%	26.2%
Statewide %	29.9%	32.0%	40.1%	46.0%

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 CSCs. Consistently this past year, nine of the top ten CSCs by REAL ID credential volume were located in Northern Virginia (Fairfax North and Fairfax South Districts). 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 September 30, 2019

Top 10 CSCs based on the Number of REAL ID Credentials Issued	
Tysons Corner	30,259
Fair Oaks	29,656
Leesburg	24,809
Fairfax Westfields	24,546
Sterling	24,087
Woodbridge	21,930
Arlington	21,273
Alexandria	21,053
Franconia	20,579
West Henrico	18,921

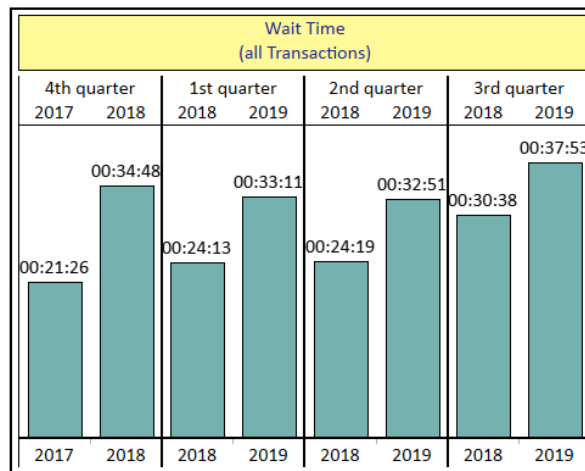
Top 10 CSCs based on the Percent of REAL ID Credentials Issued	
Pentagon	76.5%
Metro at VA Square	65.9%
Fairfax Westfields	58.1%
Leesburg	58.2%
Fair Oaks	53.6%
Warrenton	53.0%
Sterling	53.0%
Fort Lee	51.7%
Alexandria	51.4%
Williamsburg	48.1%

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 a surge in customer volume this past quarter in comparison to the first three quarters. Increased customer volume adversely impacts 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. To counter these effects, DMV introduced a number of efficiencies and increased staff capacity (discussed in Section III of this report); however, it appears that in certain parts of the state, REAL ID demand is beginning to strain the increased resource capacity.

Chart 4 provides a comparison of statewide average wait times for the first year of REAL ID implementation compared to the previous year (pre-REAL ID), by quarter. While overall wait times across all transactions have averaged only about seven minutes higher this past quarter compared to the same time last year prior to REAL ID implementation, the average wait time statewide was higher than any previous quarter since REAL ID began. Of note, DMV served more customers in August than any of the past 12 months.

Chart 4: Statewide Average CSC Wait Times



Charts 5 and 6 demonstrate the impact REAL ID implementation has had on average wait time on a month by month basis. Summer months are generally busy for DMV. Beginning in June, customers experienced more elevated wait times, particularly for REAL IDs, and this trend continued throughout the summer, spiking in August. Even though the average wait time decreased in September, it was still higher than any month in the year prior to REAL ID implementation.

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

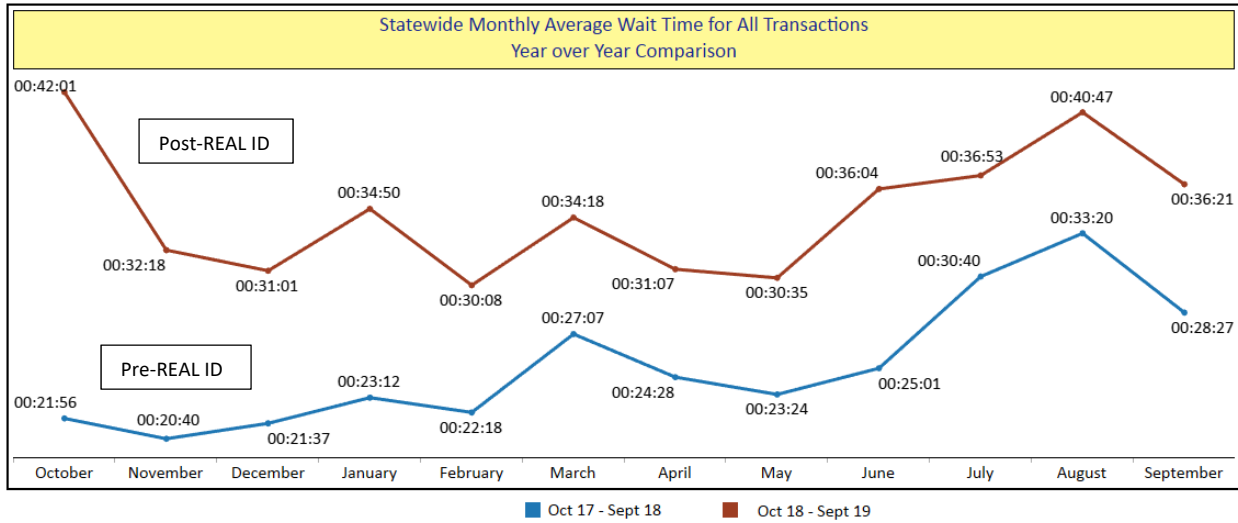
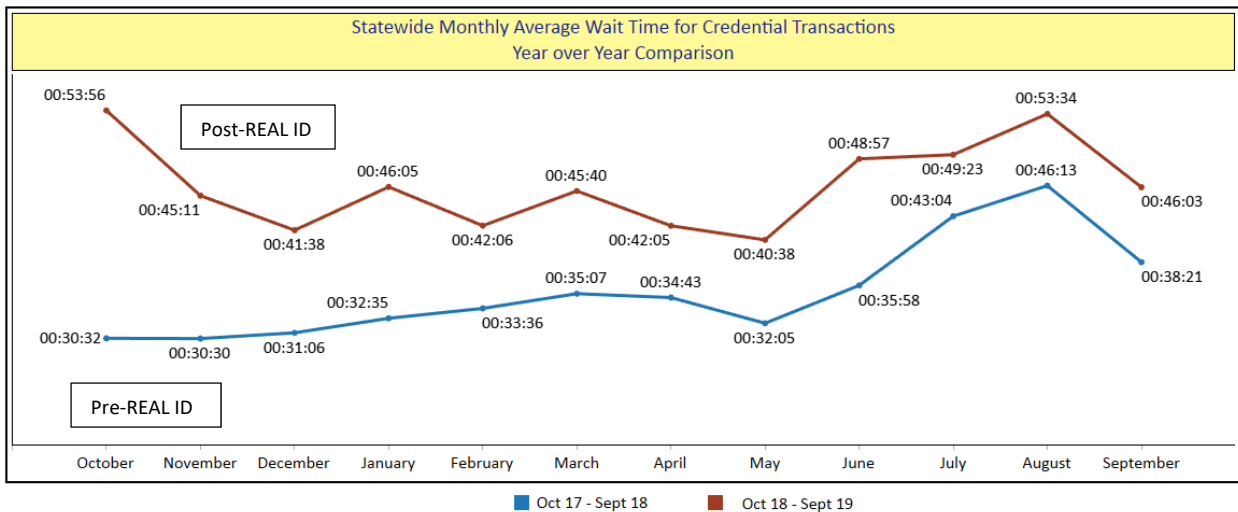
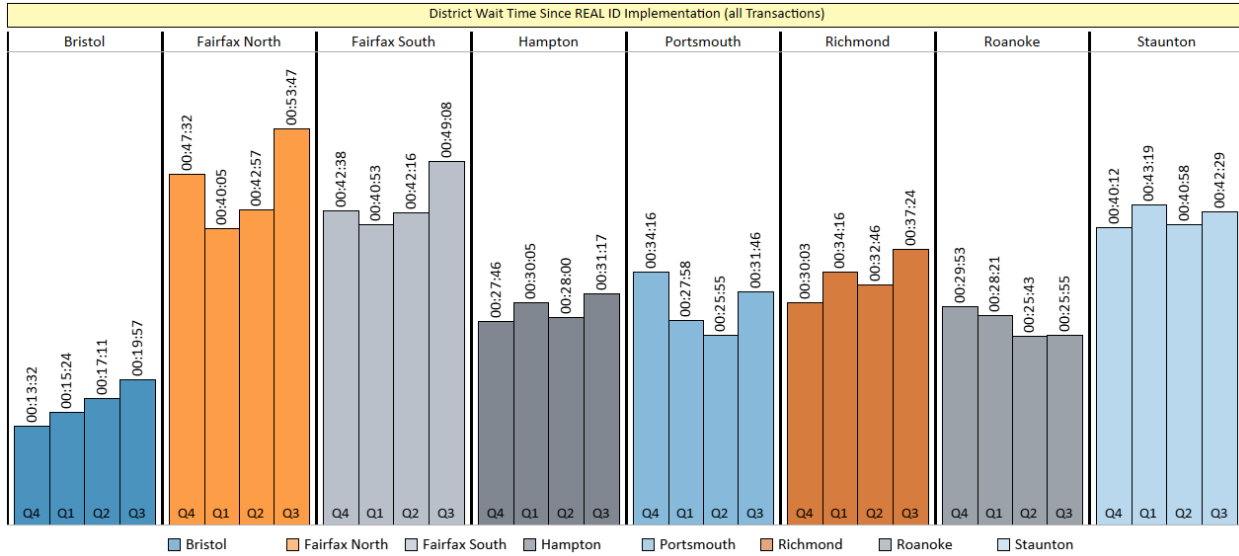


Chart 6: Statewide Average Wait Times for Credential Transactions, by Month



Given variation in the volume of REAL IDs issued across the state, average wait time increases also varied by district. Chart 7 shows the average wait times, by district, for each of the quarters since REAL ID began. Not surprisingly, the very busy offices in Northern Virginia tend to have higher wait times. As more and more REAL IDs are being processed in these offices, corresponding customer wait times are rising. The average wait time in the Fairfax North District this past quarter was almost 54 minutes, while Fairfax South had an average wait time of about 49 minutes. The Staunton District’s wait times (and particularly Charlottesville CSC) also have been negatively affected by REAL ID.

Chart 7: District Average Wait Times since REAL Implementation, by Quarter



In June, DMV began experiencing periodic spikes in the number of customers waiting two hours or more. Statewide this past quarter, approximately 36,000 of 1.3 million customers waited at least two hours for service. The largest proportion of customers waiting more than two hours was in the Fairfax North District - 13,049 of 200,400 total customers served waited two hours or more before being served. (Note: Wait times are measured from the point at which customers receive a ticket at the Information Desk to when they are called to the front counter for service.) From May to June, the number of people waiting at least two hours doubled in the Fairfax North District and doubled again by August. Adding the Fairfax South, Richmond, and Staunton districts, 31,629 customers waited in excess of two hours this past quarter. These four districts accounted for 88% of customers with waits longer than two hours. While overall, a relatively small proportion of customers have extended wait times, the actual number of customers with long waits, particularly in Northern Virginia, is significant.

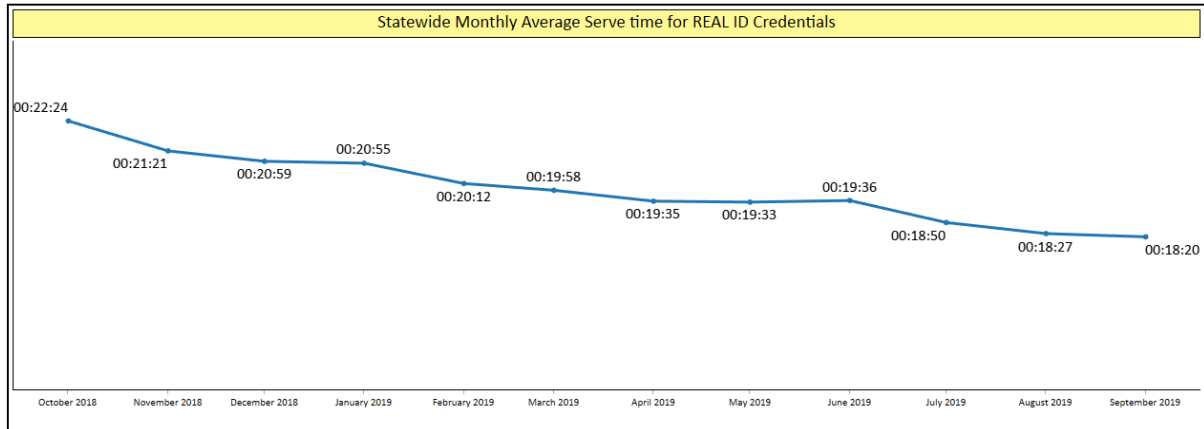
In August 2018 - before REAL ID implementation, driver transactions made up about 43% of total transactions statewide. By August 2019, due to the increase in customers visiting DMV to obtain REAL ID credentials, the proportion of CSC transactions that were driver-related was 48%. This is significant because driver transactions, particularly REAL ID transactions, take longer to process on average than most vehicle-related transactions. As DMV has successfully migrated many vehicle transactions, such as vehicle registration renewals, to other service outlets, these transactions have been replaced by the more time-consuming REAL ID transactions. In turn, longer average transaction times result in longer wait times for customers.

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, legal presence, 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. The need for vital records 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. (At this time, the Virginia DMV is the only DMV in the nation that offers its customers the convenience of purchasing vital records on-site.)

From October 2018 to August 2019, overall vital record transaction volumes increased by 14.35% compared to the same period the previous year. Of particular note, the number of credential customers who also purchased a vital record during their transaction increased by 240% since REAL ID roll-out began. This increased volume has resulted in DMV providing \$2.29 million in revenue to the Department of Health Division of Vital Records during the past eleven months - \$287,000 more than the same time period the previous year. It also provides a value-added, more convenient, streamlined service for the customer, but the result is even longer transaction times and wait times.

One factor that continues to help moderate wait time is staff experience with processing REAL ID credentials. Over time, DMV employees are becoming increasingly more proficient in handling the complicated REAL ID credential transactions. As a result, CSCs' average serve time for REAL ID credentials continued to decrease statewide – by an average four minutes since REAL ID roll-out began (Chart 8). 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 8: Statewide Average Serve Time for REAL ID Credentials, by Month



Note: Serve times reflect minutes and seconds.

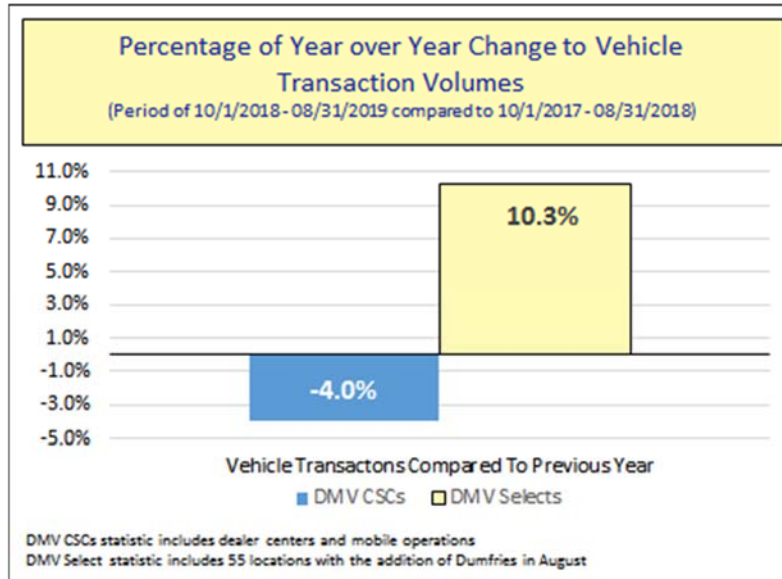
Moving forward, DMV will continue to focus on increasing agency capacity given that DMV expects to see a substantially increasing number of customers seeking REAL IDs in the coming months.

B. Expenditures and Revenue

As stated in the previous REAL ID report, DMV expended \$1,100,399 on REAL ID start-up costs. In addition to the start-up costs, DMV incurred approximately \$5,834,137 in REAL ID related operating expenses since the program began in October 2018, for a total of \$6,934,536 in expenditures. Between October 1, 2018 and September 30, 2019, DMV collected \$6,827,660 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 adequate to allow the agency to address all REAL ID related expenditures over the long term.

Throughout REAL ID implementation, 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 9, DMV Selects have seen a 10.3% increase in their transaction volume from October 1, 2018 through August 31, 2019, compared to the same timeframe a year ago. As a result, the Selects have received an increase of approximately \$821,581 from DMV during the same period when compared to the prior year, which is a 16% increase in compensation.

Chart 9: 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 fourth quarter of implementation. The following sections outline tasks accomplished and future tasks planned in five distinct management areas – facilities, mobile operations, public relations/communications, processes and staffing.

A. Facilities

Through the fourth quarter of REAL ID implementation, DMV continued to undertake additional facility enhancements in order to streamline processes and increase office capacity. In August, the relocation of the busy Prince William/Manassas CSC was completed. The previous office had 14 front counter service windows. The new office has 19 service windows with cameras at all windows so that all windows can serve REAL ID customers. In addition to more windows, there is a new staff training center which will serve the entire region. Also in August, the Bedford CSC was relocated to a larger space allowing for five additional windows, four of which are driver windows. On October 3rd, the Fairfax/Westfields CSC was reopened after a major renovation was completed. The renovated office has six additional driver windows for a total of 20 service windows, 19 of which have cameras to be able to serve REAL ID customers.

To the extent possible within current agency employment limits, additional staffing was allocated to these offices for the new service windows. In addition to added service windows, the

new and/or renovated offices have reconfigured front counter stations to be more efficient, putting cameras at all or most windows, placing printers in between each window so that representatives do not have to take time to walk to the back counter to retrieve printed documents, and adding more scanners for REAL ID documents.

DMV plans to renovate the Alexandria CSC in December 2019 to increase the number of windows by four. And, a renovation of the Charlottesville CSC, tentatively scheduled for January 2020, will result in two additional driver windows. Both of these renovations are aimed at streamlining transaction processing in the CSCs. Looking forward, DMV also plans to relocate the following offices in 2020: Leesburg, Sterling, Lexington, and North Henrico. All relocations will allow for increased customer capacity at those offices.

As was noted in the previous quarterly report, DMV must temporarily close the offices during renovations and office relocations. 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 to increasing capacity at its own facilities, DMV has worked to expand the number of DMV Selects. Currently, DMV has 55 DMV Selects in operation. In August 2019, a new DMV Select was opened in the Town of Dumfries. Negotiations are underway for another DMV Select location within the Hampton District which could open during mid-year 2020.

B. DMV Mobile Operations

One of the most effective and popular ways to serve customers is through the DMV Mobile Operations program. DMV successfully operates two types of mobile customer service operations: four DMV2Go mobile units (customer service centers “on wheels”) and eight 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. On the rare occasions that the teams are not on site visits, mobile operations staff assist in the CSCs.

DMV’s mobile teams have issued more than 22,000 REAL IDs since October 1, 2018. Mobile teams located in Northern Virginia are responsible for 48% of the total number of REAL IDs issued by these units. Recognizing the high volume of REAL ID customers in Northern Virginia, DMV added another Connect team in Fairfax County in August 2019.

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. For example, in September, a DMV Connect team attended the Commonwealth of Virginia Innovative Technology Symposium (COVITS) to offer REAL ID services to the more than 500 attendees expected at that conference. The team issued 93 REAL IDs, but more importantly, they were able to get the message about REAL ID to a large audience.

If a site proves to be particularly busy, DMV's mobile operations will schedule regular visits to that site. The mobile teams have been encouraged to find sites where customers are particularly interested in obtaining REAL IDs, which helps to relieve crowding at some of the CSCs. Recently, DMV scheduled a visit to Hilton Hotels Headquarters in Northern Virginia. The Headquarters has 800 employees and proved to be a very busy visit for the Connect Team. James Madison University (JMU) is also a relatively new site that continues to be busy. This past month, mobile staff visiting JMU processed 139 transactions, 62 of which were REAL IDs. The NATO Command in Norfolk Naval Base which serves soldiers transplanted from all over the world was a particularly busy site for the Tidewater Connect Team in July. The team processed 98 transactions, mostly REAL IDs. In a recent multiple-day visit, one of the Northern Virginia Connect teams processed almost 200 REAL IDs in addition to various other driver and vehicle transactions at the Falls Church Government Center. At the Greene County Administration Building, the Harrisonburg Connect Team processed 121 transactions during a one-day visit. All of the sites mentioned have been added to the DMV Connect team calendars as regular sites going forward given their popularity with customers.

The DMV Connect teams are working to expand their presence in airports, specifically to serve airport employees. In early 2019, a DMV Connect team began visiting Dulles International Airport on a regular basis to provide services to United Airlines employees. Most recently, the Connect Team expanded its service to United employees with a visit to Reagan National Airport on September 26, with additional visits planned. DMV Connect staff is also in discussions with other airlines serving Reagan and other airports to provide portable mobile DMV services to their employees.

Another initiative the DMV Connect teams are pursuing involves offering REAL ID credentials at Department of Corrections (DOC) facilities. DMV Connect teams regularly visit every DOC facility in Virginia, providing mostly ID card services. Beginning October 1, DMV Connect will begin offering REAL ID-compliant ID cards at DOC facilities throughout Virginia. Soon-to-be-released offenders will be able to get a REAL ID and have the identification for federal purposes. Having the ability to get a REAL ID decreases any additional barrier to a second chance once released.

As noted in the previous quarterly report, from March through June, DMV piloted a series of DMV Connect visits in which customers were scheduled in advance for appointments. Thus far,

the program targeted customers in the Richmond area, Charlottesville, and Alexandria who were due to renew their driver's license or ID card. DMV sent letters to eligible customers inviting them to make an appointment to obtain a REAL ID compliant credential. Through this pilot effort there were 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 in November.

A detailed schedule of all upcoming mobile operations visits is posted on DMV's website at: [DMV mobile calendar](#). New visits are added to the calendar on an ongoing basis.

C. Public Relations – Communications about REAL ID

DMV continues to make 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, digital, and TV news stories;
- Signage at CSCs and airports;
- Brochures and flyers at CSCs, DMV Selects, and airports;
- DMV webpage dedicated to REAL ID information, including informational video, and “pop up” message on homepage;
- Information included in driver's license, ID card, and vehicle 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 (TSA) and DMV's other partners on national campaigns.

Three particularly noteworthy news events occurred in the last two months. One of DMV's mobile unit visits was the location for a segment on the NBC Nightly News which aired on August 21st. The news story spotlighted the requirements needed for REAL ID, explained why citizens will want to have a REAL ID, and encouraged citizens to get their REAL ID prior to October 2020. Tom Costello, correspondent for NBC News, interviewed DMV Commissioner Holcomb and mobile unit customers. Additionally, a DMV employee was interviewed in Spanish by a reporter for Telemundo, the Spanish speaking TV station, in an effort to educate the Spanish speaking community in Virginia about REAL ID.

October 1st is the one-year anniversary of DMV's REAL ID compliance and also begins the one-year countdown until federal enforcement of REAL ID begins at airports. To mark this anniversary, Commissioner Holcomb, along with representatives from the TSA, airline and travel industry representatives, and DMV officials from Maryland and D.C., held a press conference at Ronald Reagan Washington National Airport to discuss the one-year enforcement timeline for REAL ID. This event was directed toward a national audience. CNN, NBC, ABC and other national news outlets aired segments after the news conference. DMV followed up that event with a press release directed toward Virginia-based media. The DMV press release provided an overview of REAL ID requirements, stressed the importance of coming to DMV prepared, and encouraged customers to visit DMV in 2019 to avoid the expected crowds at DMV offices as the enforcement date approaches ([DMV press release](#)). The number and percentage of REAL ID credentials issued daily increased immediately following the October 1st press coverage.

DMV's REAL ID communications plan includes a media campaign for 2019 titled "Get on Board with REAL ID." The objective of the strategy is to educate customers about REAL ID and to encourage them to visit DMV now to upgrade their credential, rather than waiting until summer or fall of 2020, when offices are expected to be exceptionally busy. One exciting facet of the strategy is social media marketing. In September, DMV began a two-month paid social media marketing campaign on Facebook and Instagram. The campaign posts relevant REAL ID advertisements in Virginians' media feeds on Facebook and Instagram - specifically, those users who have visited Virginia airports and military installations, as well as users of travel-related websites. DMV's marketing vendor estimates that one to two million Virginians will view the REAL ID messaging by the end of the campaign.

By the end of September (three weeks into the campaign), 404,336 unique individuals have seen the targeted REAL ID advertisements via 1,315,342 impressions (which is the number of times the advertisement was placed in the person's media feed). More than 10,000 people have clicked on DMV's REAL ID webpage link for further information. In addition, there have been 1,681 "reacts," "comments" and/or "shares" to the advertisements. This marketing campaign will run through early November, at which time the effort will be assessed for effectiveness and a determination will be made whether to continue the campaign.

In addition to the paid social media marketing campaign, DMV also continued to promote REAL ID through its multiple social media outlets. DMV established a REAL ID pop-up on its website which presents brief REAL ID information to all site visitors and encourages them to learn more by visiting the REAL ID homepage. To date, the REAL ID-themed Suzy Q&A video on DMV's website has been viewed more than 75,000 times on YouTube, and DMV's REAL ID homepage has had more than 1.3 million unique page views. And, in the next month, DMV will host a

Suzy Q&A Facebook Live event; “Suzy” will give a brief overview on REAL ID and answer Facebook users’ questions on the subject during a live virtual event.

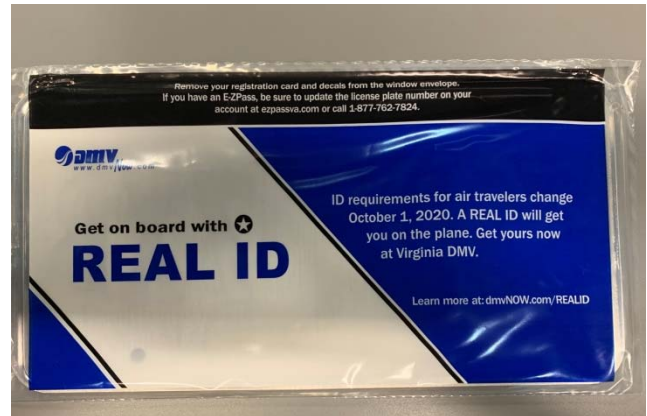
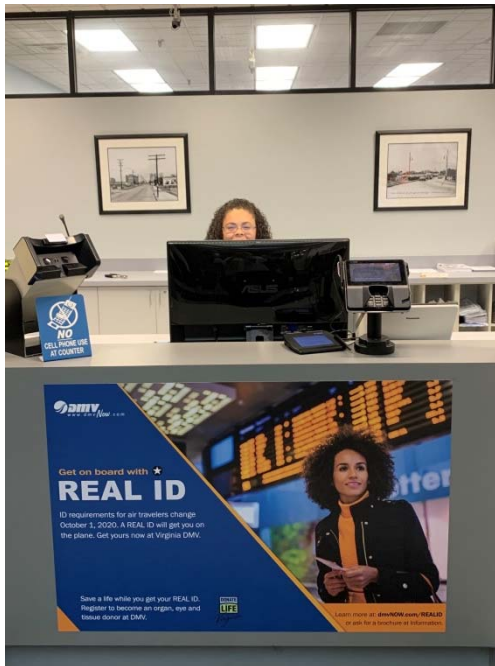
DMV has also continued holding REAL ID informational events at airports across the state, an effort that began in the spring. DMV staff sets up tables in highly trafficked areas of airports to answer REAL ID questions from the traveling public and encourage Virginians to visit DMV to get their REAL ID credentials. After each event, DMV routinely experiences a spike in REAL ID customers in the local area where the event was held. In late July, DMV hosted a REAL ID information table at the Charlottesville Airport, in conjunction with a joint press conference with TSA. Several more joint DMV/TSA press conferences and REAL ID information tables are planned for the next quarter, including:

- October 28 at Dulles International Airport,
- November 14 at Reagan National Airport, and
- December 3 at Richmond International Airport.

These events are geared toward local media markets and will be used to remind Virginians that, during next year’s holiday season, they will not be able to board a domestic flight unless they have a REAL ID-compliant credential.

DMV staff also attended a variety of community meetings and events this past quarter to present information about REAL ID. For example, DMV employees presented information about REAL ID at the Masonic Lodge in Powhatan, the COVITS Conference in Richmond, the Judicial Conference in Williamsburg, and the UVA Travel Expo in Charlottesville, among many other events. (At some of these events, a DMV Connect team was also present to process REAL ID credentials for customers.) Attendance at these types of events will continue in the coming months. For example, on October 29, DMV staff will present information about REAL ID at the Women in Transportation Conference in Richmond. Additionally, throughout November and December, DMV plans to coordinate press events with key members of the Administration and federally elected officials, during which the Virginia dignitaries will obtain their REAL ID compliant driver’s licenses at DMV.

Finally, DMV continues to make use of existing service touchpoints to educate customers about REAL ID. In addition to REAL ID information already found on driver’s license and ID card renewal forms, DMV began adding inserts with REAL ID information to all its vehicle registration and driver’s license renewal notices that are mailed to customers starting with its September renewal notices. Additionally, in July customers receiving new license plates began receiving their plates in bags displaying REAL ID messaging to further amplify the message. DMV staff has also begun installation of new larger REAL ID posters at the front counters in CSCs. (See images on next page.)



The picture on the left shows the new posters that are being installed at CSCs throughout the state. On the right is the new license plate bag with the REAL ID message that is being sent to everyone who receives new license plates from DMV.

D. Processes

DMV continues to build on its process improvement efforts by expanding innovative customer service options. In 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. On June 19, 2019, DMV expanded this option to enable customers to begin their driver’s license replacement transaction online. As of September 30, 2019, 57,303 DMV customers began their driver’s license renewal from home (or anywhere of their choosing outside of a DMV office), and almost 20,000 customers used this option to begin their driver’s license replacement transaction online. Of the customers who completed their “start anywhere” transaction online, 87% subsequently obtained a REAL ID compliant license by completing the process in a CSC.

CSC staff’s tasks include both front counter transactions and back office document processing, including daily work related to information collected for the Department of Elections through the

Motor Voter process. In order to increase staff time on the front counter 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 27 wage staff assigned to assist with remote processing.

To date, 50 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 16 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. 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.

Newly added to remote document processing is CSC management verification of scanned documents. DMV requires that 20 percent of all scanned REAL ID-related documents are reviewed to ensure correctness. DMV is able to provide this function remotely for all CSCs via staff at the Norton CSC. As well, this CSC reviews a portion of the scanned Virginia Department of Health (VDH) vital record applications and related documents to ensure the accuracy of these transactions. By performing these duties at another location, CSC management is freed to focus on the other management functions relating to their offices.

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. DMV estimates that more than 1,100 field staff hours are made available by transferring this function to headquarters.

Recently, DMV trained 14 agents from its Law Enforcement Division to administer driver licensing skills tests. These agents volunteered to administer tests on Saturdays when CSCs tend to have a higher number of customers needing skills testing. Each driver skills test takes up to 30 minutes to complete. During two recent Saturdays, 10 agents administered a total of 64 road tests. By having these agents administer the road tests, the customer service representatives in those CSCs were able to spend approximately 32 additional hours on the front counter serving REAL ID and other customers. DMV plans to continue this initiative through next year.

As another improvement, the 2019 General Assembly passed legislation (HB 1867 and SB 1787) enabling DMV to process license plate returns online. This change is proving to be a convenient option for customers, and decreases 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. Since July 1, 9,681 license plates have been surrendered online, thereby keeping those customers out of the CSCs.

E. Staffing

Effective July 1, 2018, the General Assembly authorized DMV an additional 42 positions to assist with REAL ID implementation. In addition, at the end of 2018, the Administration authorized DMV to use 71 positions that had been allocated in 2008 for REAL ID, but then set aside since REAL ID was not implemented at that time. This past year, DMV has diligently worked to fill these additional positions. In previous quarterly reports, DMV noted several concerns with staffing, including DMV’s difficulty with hiring and retaining staff. 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 maintain 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.

Table 3: Summary of Changes in Classified and Wage CSC Staff

Summary of Changes in Classified CSC Staff					
STATEWIDE	CY 2015	CY 2016	CY 2017	CY 2018	YTD 2019*
Classified Staff as of January 1	805	816	824	846	872
New Hires	74	108	145	157	146
Separations	63	100	123	131	103
Separations of Staff with 3 or More Years of Services	46	67	71	70	47

Summary of Changes in Wage CSC Staff					
STATEWIDE	CY 2015	CY 2016	CY 2017	CY 2018	YTD 2019*
Wage Staff as of January 1	227	267	247	254	252
New Hires	107	90	116	117	152
Separations	67	110	109	119	92

**Year to date includes data from January 2019 through August 2019.*

Based on the data for 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 modestly helpful in retaining staff. This year to date, DMV’s turnover rate has been slightly lower than the previous year. On a positive note, DMV ended the quarter with 940 classified field staff (including 39 mobile operations staff), a high mark for at least the past four years and ten staff more than the

close of the last quarter. In comparison, DMV ended 2018 with 872 full-time CSC staff and 30 mobile operations staff. While DMV has hired more staff, the staff turnover experienced in the CSCs continues to result in substantial time spent training staff as well as less productive staff due to inexperience.

To supplement recruitment from the general population, DMV has continued to recruit recent retirees to return to work part-time. Seasoned employees are being offered the opportunity to earn extra income to supplement retirement. As of September 30, 2019, 17 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 office.

In addition, during the summer months DMV recruits Virginia-based college students through the PEAK internship program. As of August, DMV had 27 PEAK employees located in offices throughout the state.

Despite 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 to fill all positions that become vacant due to turnover. However, with wait times increasing in offices that issue high volumes of REAL IDs, particularly in Northern Virginia, it is clear that current staffing levels will not be sufficient to serve the large increase in customers anticipated to visit DMV offices in 2020.

IV. Next Steps and Conclusions

Virginians now have one year to successfully secure 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.) As has been experienced in recent months, DMV anticipates month to month REAL ID 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 has increased its communications efforts to encourage more customers to visit DMV in 2019 to obtain their REAL ID credentials. DMV will also continue to make process improvements and physical enhancements to selected CSCs to help increase capacity and to serve customers more efficiently in those offices.

However, given increasing wait times in the Northern Virginia area and elsewhere, it is becoming apparent that the additional staff already received and actions taken by DMV to migrate transactions out of the CSCs is not going to be adequate to handle the sheer volume of anticipated customers next year. During the first year of implementation, DMV has issued REAL ID credentials to just over a quarter of the customers that DMV estimates will want a REAL ID.

That means that the remaining three-quarters of expected REAL ID customers will need to be served during the second year of implementation. DMV is concerned that at current office and staff capacities, expected demand will not be able to be met without severe degradation of customer service.

While DMV will continue to look for ways to migrate customers out of its offices for transactions that can be completed through other service outlets (e.g., online or at a DMV Select), it does not appear feasible to free up enough staff capacity to fully serve the expected customer volumes in 2020. Further, some office renovations and relocations are planned in the coming months that will result in some additional service window capacity; however, DMV does not have additional positions available to staff those additional windows. At this point, it is clear that plans to address the high REAL ID customer volumes in 2020 will need to include an increase in positions authorized for DMV.

DMV has analyzed service window capacity in CSCs as well as currently available positions to determine the additional positions that would be needed to maximize use of its service windows. Today, while an office may have 12 windows, there may only be enough positions allocated to the office to staff all the windows 70% of the time. To be able to maximize service windows at the offices with substantial numbers of REAL ID customers, DMV estimates needing 100 additional positions added to the agency's maximum employment level (MEL). DMV anticipates the \$10 REAL ID surcharge collected on each REAL ID transaction will be sufficient to cover the cost of the additional staff. As customer volumes begin to decrease sometime in 2021, DMV's positions can be reduced through attrition.

DMV will continue to monitor customer trends and service capacity to keep the Administration and General Assembly abreast of any deviations from expected conditions.

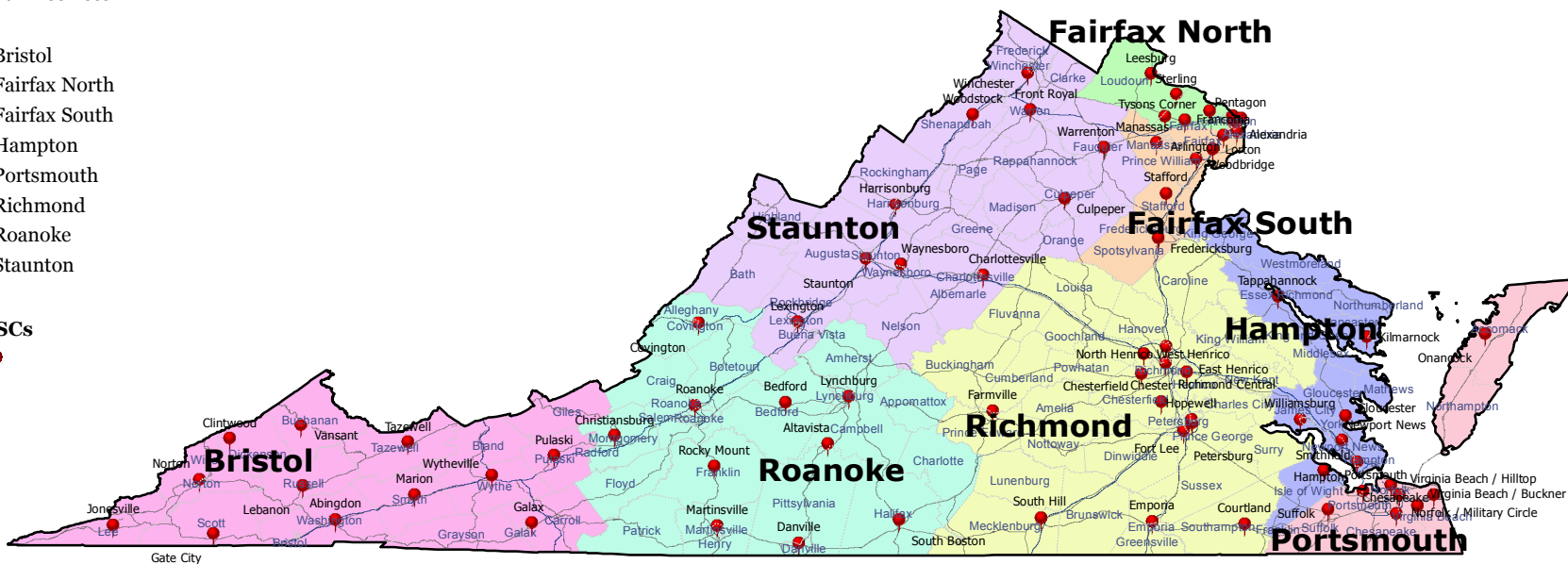
Appendix A

DMV Districts and Locations of Customer Service Centers

DMV Districts

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

CSCs



Appendix B:
REAL ID Credentials Issued by Customer Service Center
October 1, 2018 – September 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
Tysons Corner CSC	30,259	50.12%	1	10
Fair Oaks CSC	29,656	53.63%	2	5
Leesburg CSC	24,809	58.24%	3	3
Fairfax/Westfields CSC	24,546	58.05%	4	4
Sterling CSC	24,087	53.03%	5	6
Woodbridge CSC	21,930	44.13%	6	17
Arlington CSC	21,273	44.48%	7	16
Alexandria CSC	21,053	51.41%	8	9
Franconia CSC	20,579	45.74%	9	14
West Henrico CSC	18,921	44.77%	10	15
Lorton CSC	18,700	48.80%	11	11
Arlington DMV Metro VA Square	18,695	65.86%	12	2
Prince William/Manassas CSC	17,835	43.52%	13	19
Chesterfield CSC	17,030	34.69%	14	34
Fredericksburg/Spotsylvania CSC	16,461	36.99%	15	27
North Henrico CSC	16,367	35.94%	16	31
Charlottesville CSC	15,894	43.60%	17	18
Roanoke CSC	15,579	32.69%	18	36
VA Beach/Buckner CSC	14,656	34.96%	19	33
Chesapeake CSC	14,108	38.97%	20	21
VA Beach/Hilltop CSC	13,221	38.37%	21	22
Warrenton CSC	13,136	52.98%	22	7
Stafford CSC	12,107	46.96%	23	13
Williamsburg CSC	11,108	48.06%	24	12
Newport News CSC	11,058	31.72%	25	38
Richmond Central HQ	9,872	24.56%	26	53
Harrisonburg CSC	9,549	34.59%	27	35
Lynchburg CSC	9,279	29.39%	28	41
Chester CSC	8,786	26.99%	29	44
Winchester CSC	8,697	39.59%	30	20
Christiansburg CSC	8,628	37.92%	31	24

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
Culpeper CSC	8,182	36.91%	32	28
Portsmouth CSC	8,128	25.75%	33	47
Hampton CSC	8,125	21.05%	34	61
Norfolk/Military Circle CSC	7,155	22.25%	35	58
Norfolk/Widgeon CSC	6,858	21.55%	36	60
Front Royal CSC	5,721	37.01%	37	26
Gloucester CSC	5,407	35.62%	38	32
Suffolk CSC	5,310	29.25%	39	42
East Henrico CSC	5,159	18.61%	40	65
Bedford CSC	4,356	37.70%	41	25
Farmville CSC	4,335	26.59%	42	46
Waynesboro CSC	4,214	31.91%	43	37
Smithfield CSC	3,910	36.04%	44	30
Staunton CSC	3,877	27.42%	45	43
Rocky Mount CSC	3,829	30.76%	46	39
Abingdon CSC	3,806	26.98%	47	45
Hopewell CSC	3,776	18.65%	48	64
Tappahannock CSC	3,601	25.35%	49	50
Pentagon	3,465	76.47%	50	1
Woodstock CSC	3,272	30.25%	51	40
Martinsville CSC	2,788	17.77%	52	66
Petersburg CSC	2,661	13.90%	53	72
Kilmarnock CSC	2,653	37.98%	54	23
Galax CSC	2,641	25.51%	55	48
Danville CSC	2,582	14.49%	56	70
Lexington CSC	2,460	36.33%	57	29
Pulaski CSC	2,369	21.94%	58	59
Onancock CSC	2,185	22.77%	59	55
Wytheville CSC	2,056	25.34%	60	51
Courtland CSC	1,837	25.07%	61	52
Altavista CSC	1,817	22.56%	62	57
Fort Lee CSC	1,801	51.72%	63	8
South Hill CSC	1,567	19.47%	64	63
South Boston CSC	1,551	16.20%	65	68

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
Covington CSC	1,350	22.70%	66	56
Tazewell CSC	1,251	15.71%	67	69
Marion CSC	1,225	22.91%	68	54
Lebanon CSC	1,164	20.82%	69	62
Gate City CSC	1,094	25.45%	70	49
Norton CSC	1,061	13.64%	71	73
Emporia CSC	668	11.67%	72	75
Jonesville CSC	517	13.98%	73	71
Vansant CSC	496	12.98%	74	74
Clintwood CSC	491	16.98%	75	67