

Board Meeting Minutes

September 15, 2021

10:00 a.m.

Virtual Meeting

Present

David Connell, Chairman
Jeff Markey, Vice Chairman
Britt Fleck, Secretary
Bob Pierce
Kat Satterfield
Tony Guisasola
Christie Moore
Frank Reynolds

Not Present

Rachel Little

Also attending the meeting were Cristina Correia from the State Attorney General's Office and members of the DDS Staff.

Establish Quorum/Call to Order

Chairman Connell confirmed the presence of a quorum and called the meeting to order at 10:01 a.m.

Approval of Minutes

Chairman Connell called for a motion regarding the minutes from the August 11, 2021 Board meeting. Bob Pierce made a motion to approve the regular meeting minutes as presented; Britt Fleck seconded the motion, with unanimous approval by the remaining Board members.

Commissioner's Report

The Commissioner welcomed the Board, members of the DDS staff, and others attending the meeting. He introduced IT Deputy Director Renee Alonso. Commissioner Moore presented agency updates.

AAMVA:

- The American Association of Motor Vehicle Administrators (AAMVA) virtually hosted its international conference in August. The Commissioner was fortunate enough to be elected to 2nd Vice-Chair of the AAMVA International Board. This puts Georgia in line to host the conference in 2024. The conference will bring well over 1000 attendees from all over the country and the world to Atlanta. This will be exciting for the city, as well as the DDS staff, and will give Georgia a chance to show off great companies like Coca-Cola and others around the State.

COVID Update:

- When the number of COVID cases increases in the community, they also increase at DDS. In August, the agency had 27 cases, which represents the highest numbers since January of this year. This number also reflects the highest number of COVID cases in a single month for DDS team members.
- The agency continues to stress the DDS COVID protocols and ensure the staff has appropriate information. The agency has had only one case so far in September, and we are hopeful that the numbers will trend downward.
- The Executive Order that allowed for 8 hours of leave to get vaccinated was extended. The Governor also allowed state employees to have September 3rd off to encourage employees to get vaccinated.

Apple:

- Apple announced the introduction of mobile Driver's License (mDL) and Identification Card on the Apple platform in the Apple wallet. The agency is still in a pilot phase but is very excited about this technology. The Chairman asked if TSA would recognize the mobile technology, and the Commissioner explained DDS is having discussions with the officials in Washington. Board Member Britt Fleck asked how long the pilot will last, and the expectation is that "the initial pilot concerning TSA will last through 2022."

Deputy Commissioner Ricky Rich gave an update on the virtual road test pilot and technology:

Road Test Technology:

- The Commissioner and the Deputy Commissioner previously discussed efficiencies beyond the pandemic and safer ways to conduct road tests. The solution is through technology.
- Deputy Commissioner Rich located a Canadian company, called Zenduit, which sells a camera that appeared to be ideal for use during a road test. This technology will allow the examiner to see the customer and the road from a remote location. The Deputy Commissioner has been working with Zenduit to tweak the device to fit the needs of the agency.
- Field Operations piloted the cameras in each of the nine districts. The agency ordered and received 200 cameras, developed policies around the technology, received waivers for customers, and received and installed SIM cards from AT&T to provide wireless connectivity.
- Deputy Director Pierre Miles has logged all the cameras into the system, and DDS is working with Zenduit to develop and deliver the training.

Director Deborah Moore provided an update on Human Resource (HR) hiring initiatives and training:

Training:

- The goal is to help employees embrace new technology within a culture of excellence. Department of Driver Services University (DDSU) has adopted the concept of Kaizen, which is a Japanese term that means change for the better for continuous improvement. DDS has embraced this methodology by finding and using improved technology to deliver on-demand training programs to all DDS team members. The HR training team continues to support this philosophy by evolving and creating value-added training programs to improve the performance of all team members.

- Over the last year and a half, DDS had to pivot from delivering much of the training in a face-to-face to delivering almost all of it virtually. The agency is committed to providing the very best training solutions and information utilizing software, like Vyond, and other web-based training services, like VideoScribe and Prezi, to accomplish these goals. Board Member Jeff Markey suggested “Crowdsourcing” as it provides a little more activity and prevents boredom.
- During FY 2021, team members completed over 69,000 training modules through DDSU.

Hiring:

- Hiring is difficult right now for everybody, and state government is not immune to those challenges.
- During seven of the twelve months in FY 2021, DDS lost more staff than it hired. A lot of the turnover was COVID-related. The highest number of vacancies is in the metro area, and one of the solutions is conducting hiring blitzes, which is an initiative started by Director Kecia Bivins.
- DDS also added information on job announcements to highlight some of the benefits of state government.

The Chairman asked the Board to share any innovative ideas or programs that they might have used to help with the recruiting process. Board Member Frank Reynolds asked if DDS thought about vehicle wraps promoting hiring. HR Director Moore thought that was a great suggestion and will discuss it with the Commissioner. He also suggested mobile billboard signs. Board Member Tony Guisolsa mentioned stressing the importance of benefits to encourage hiring. Chairman Connell mentioned the Technical College System of Georgia, which has campuses all over the state, and suggested they may be an advertising route to provide a lot of exposure. Board Member Britt Fleck commented on the importance of benefits and said Georgia Power is looking at that value add component. Another area of focus is quality of life, as being able to work from home is very meaningful to a lot of her call center representatives. She understands it may not be a good fit for every agency but certainly should be considered.

Director Brett Young gave an update on Amazon Web Services (AWS):

- Director Young gave a quick overview of DRIVES for the new Board Members before moving on with his update on the migration to AWS.
- DRIVES stands for Driver Record Integrated Vehicle Enterprise System, which is the agency’s issuance system. This was a joint, two-phase modernization project between the Department of Revenue (DOR) and DDS, which replaced the mainframe for both agencies. Phase 1 started in November 2017 with DOR and went live in May of 2019. Phase 2 for DDS began in June 2019 and went live on January 18, 2021. The project was delivered on time and under budget. The cost was approximately \$102 million, which is by far the largest project the agency has undertaken in quite some time. The contract was awarded to FAST Enterprises.
- DDS and DOR are utilizing the same Oracle-based solution for infrastructure, and Georgia is the only FAST client using Oracle. In June of 2022, DDS would have to replace some of the hardware with Oracle at a cost of \$8.7 million. This naturally initiated discussion to seek an alternative solution. DDS and DOR jointly decided to change to SQL server and migrate that SQL server to a cloud-based solution using Amazon Web Services. In addition to non-monetary benefits, the migration will cost only \$7.2M, thereby saving \$1.5M.

- Brett showed a DRIVES to AWS timeline to demonstrate the different phases of the project. DDS will go live with a soft launch on January 3, 2022. Our office will be closed on December 31st for agency-wide training. The agency is well ahead of schedule for the development efforts.

The Commissioner provided an update on facilities:

- DDS has five building projects that have been funded and are ongoing. All of the projects are CDL sites and, when completed, will give the agency a total of twelve CDL sites.
- Douglasville and Hazlehurst will be new sites and should be online in 2022. The remaining three are replacement centers or renovations of existing sites.

Commissioner Moore provided an update of the agency's performance:

DDS continues to be busy, but customer renewals are trending down, as expected. A total of 45,000 customers came into the centers during the last week in August, and that number should continue to fall in calendar years 2022 and 2023. As those numbers go down, DDS will be able to better balance the customers seeking in-person transactions. While the agency hopes to see more customers using online services and DDS2GO, many customers that are eligible to perform their services online simply want to come into a center. Despite efforts to notify customers of alternatives, adoption remains a challenge. In August, over 200,000 customers came into the centers. The average wait time across the state was 9 minutes and 53 seconds, and 94% of the customers who came into the centers were served in 30 minutes or less. Seven specific centers are struggling to meet the service level goal, primarily due to workforce challenges, but DDS will do everything possible to get customers served timely. New accounts are being created online, but online transactions are decreasing, which is a concern. When online transactions increase, fewer customers are coming into the centers, so the agency will continue to push this usage.

The Commissioner ended his report with an update on customer survey responses:

While the survey was taken offline as we onboarded DRIVES, customers again are receiving surveys after each visit to assess the customers' experiences. Customers indicate whether the staff was courteous and knowledgeable, as well as if the facility is clean and adequate. A total of 4,000 customers completed the survey last month.

Rules for Initial Approval

Angelique McClendon, General Counsel, reviewed the following rules:

- **375-3-1-.23** Application for Personal Identification Cards
- **375-3-3-.10** Limited Driving Permits
- **375-3-3-.11** Limited Driving Permits for Teen Drivers
- **375-5-6-.06** Qualifications of Program Instructors (proposed amendment to DUI Alcohol or Drug Use Risk Reduction Qualifications of Program Instructors)

Bob Pierce made a motion to approve the initial rules for adoption; Christie Moore seconded the motion with unanimous approval by the remaining Board members.

Rules for Final Approval

- **375-3-1-.35** Open Records Requests

Frank Reynolds made a motion to approve the final rules for adoption; Jeff Markey seconded the motion with unanimous approval by the remaining Board members.

Citizen Waivers

1. Ludella Williams - She is seeking a Georgia driver's license in the name of Ludella Williams. She is 56 years old. Her parents were not married when she was born. She has used her father's surname (Page) until she married Williams. Her marriage certificate has her last name as Page. She is missing a name change document from Cox to Page. She submitted her birth certificate (mother – Stella Cox), marriage certificate of parents (spouses – Leodones E. Page and Stella Cox), death certificate of the father (father – Leodones Page, paternal grandmother – Ludella), the funeral announcement of the father (father – Leodones Page), marriage certificate (spouse – Emanuel Williams, age of marriage – 50), Social Security Card (S/S), Illinois driver's license, rental agreement, Envelope (Ludella Williams), S/S letter (mother – Stella Cox, father – Leon Page, name on first S/S card in 1977 – Ludella Page).

Britt Fleck made a motion to approve the waiver; Bob Pierce seconded the motion with unanimous approval by the remaining Board members.

New or Old Business

The next Board meeting will be held on October 20, 2021, in Ellijay, GA. We will be joined by Speaker David Ralston.

Adjournment

There was no further business to discuss; Chairman David Connell called for a motion to adjourn. A motion was made by Bob Pierce and seconded by Frank Reynolds with unanimous approval by the Board.

Respectfully Submitted,


Britt Fleck, Secretary