



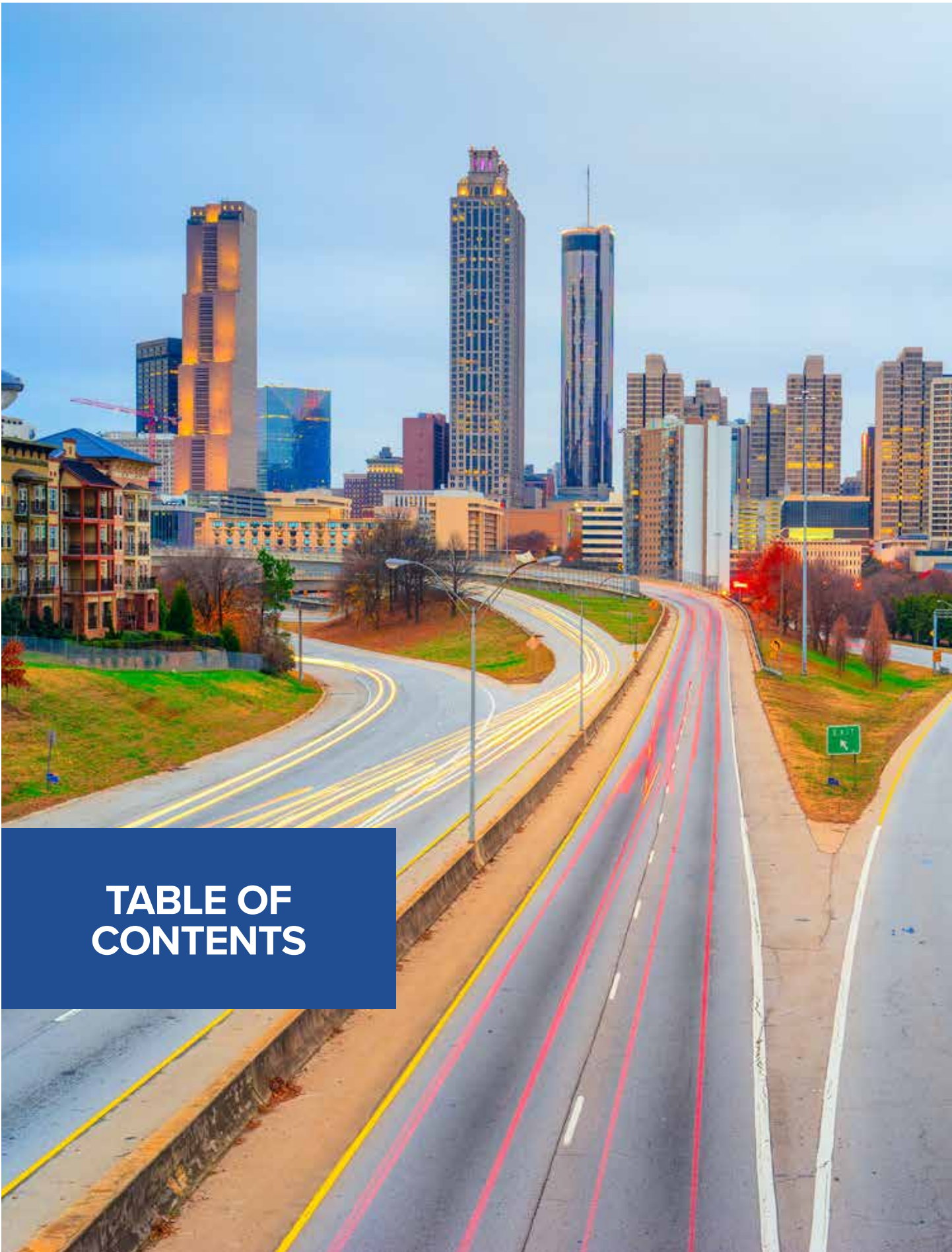
# ANNUAL REPORT 2022



**FY 2022**

July 1, 2021 – June 30, 2022

**REACHING NEW HEIGHTS THROUGH  
TECHNOLOGY AND INNOVATION IN 2022**



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# INTRODUCTION

## FROM THE COMMISSIONER

Dear Friends,

Welcome to the Fiscal Year 2022 (FY22) Annual Report for the Georgia Department of Driver Services (DDS). I believe this review offers valuable data and information on the Department's achievements during July 1, 2021 through June 30, 2022.

I am pleased to lead an agency whose efforts are of such benefit to our State and its taxpayers. For many, dealing with DDS is the first interaction with State Government that they experience. Our customer service surveys show that our customers are pleased with our facilities, team members, and the service that they receive.

Our slogan for this year has been "Reaching New Heights Through Technology and Innovation in 2022." We continue to challenge each other to be innovative and reevaluate the way we do business!



Technology continues to be the main focus of our current and future plans. We are proud of the Virtual Road Test (VRT) which has proven to be a safe and efficient evaluation of a driver's skill level. DDS will soon introduce self-service customer kiosks and mobile driver's licenses (mDL), which will enhance Georgia's credentialing process as our agency continues to reach new heights!

I am grateful for the assistance and encouragement from Governor Brian P. Kemp and the members of the Georgia General Assembly.

Without the DDS Board of Directors' valuable guidance and support, our achievements would not have been possible.

Thank you to the hard working DDS Team, our customers, and business partners for another outstanding year.

I am excited about the new technology, which will help us provide our customers with efficient and enhanced services. I look forward to sharing our continued success with you next year!

Sincerely,

*Spencer R. Moore*

Spencer R. Moore  
Commissioner



**I AM EXCITED  
ABOUT THE NEW  
TECHNOLOGY,  
WHICH WILL  
HELP US  
PROVIDE OUR  
CUSTOMERS  
WITH EFFICIENT  
AND ENHANCED  
SERVICES.**





## MISSION

TO PROVIDE SECURE DRIVER AND IDENTITY CREDENTIALS TO OUR CUSTOMERS, WITH EXCELLENCE AND RESPECT.

---

## CORE VALUES

**T**

Trusted  
Service

**E**

Ethical  
Actions

**A**

Accountable  
To All

**M**

Motivated  
To Excellence



## EXECUTIVE LEADERSHIP



**Brian Kemp**  
Governor



**Geoff Duncan**  
Lt. Governor



**David Ralston**  
Speaker of the House

## BOARD OF DIRECTORS

DDS is governed by a nine-member Board of Directors, comprised of appointees from the Governor, Lt. Governor and Speaker of the House. It is the general policy-making body for the Department, approving all rules and regulations promulgated by the Commissioner.



**David Connell**  
Board Chairman  
Georgia Power (Retired)



**Jeff Markey**  
Board Vice Chairman  
Coca-Cola Company (Retired)



**Britt Fleck**  
Board Secretary  
Georgia Power Company



**Tony Guisasola**  
Educator (Retired)  
MrG Blueberry Farm (Owner)



**Rachel Little**  
Boehringer Ingelheim



**Christie Moore**  
Valdosta Chamber  
of Commerce



**Bob Pierce**  
Cobb County Superior Court



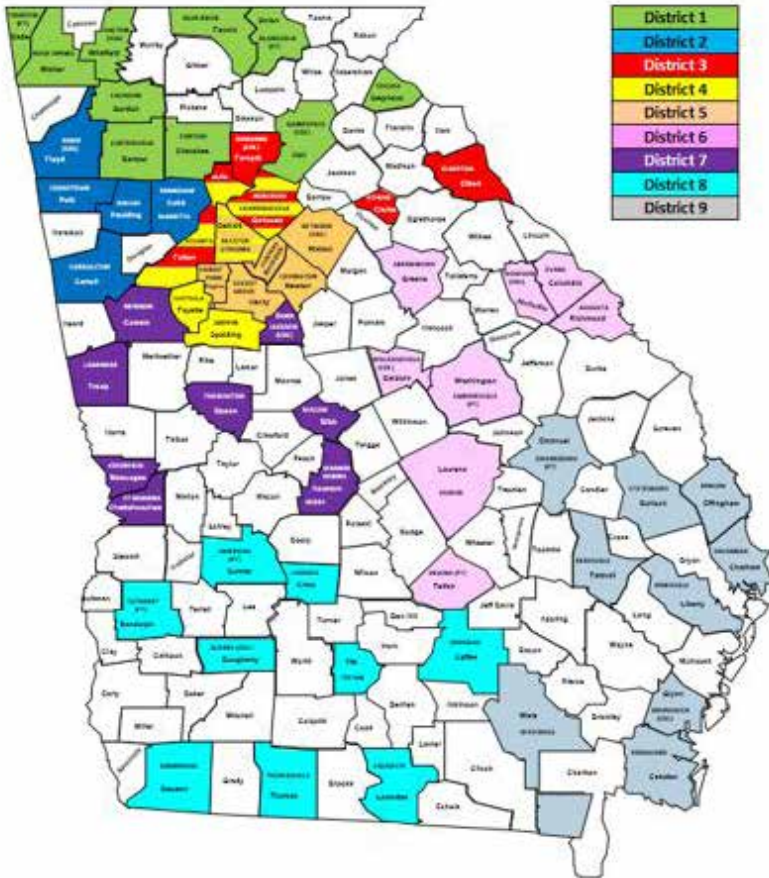
**Sheriff Frank Reynolds**  
Cherokee County



**Katherine Satterfield**  
Consultant

# DEPARTMENT OF DRIVERS SERVICES OVERVIEW

## DDS CUSTOMER SERVICE CENTERS



## DDS VOLUME

- 8,868,846** REAL-ID Enrolled Customers (99%)
- 8,443,766** Valid Drivers
- 2,348,477** Customers Served Face-to-Face (FY22)
- 923,314** Customers Served Online & DDS2GO (FY22)
- 3,271,791** Customers Served Total (FY22)
- ~12,000** Transactions on peak days (Tuesdays)

## DDS RESOURCES



**1,000+**

Team Members  
(FTE, PTE, Contractor, Temp & Coaches)



**876**

Programs Regulated by Agency

## DDS FACILITIES

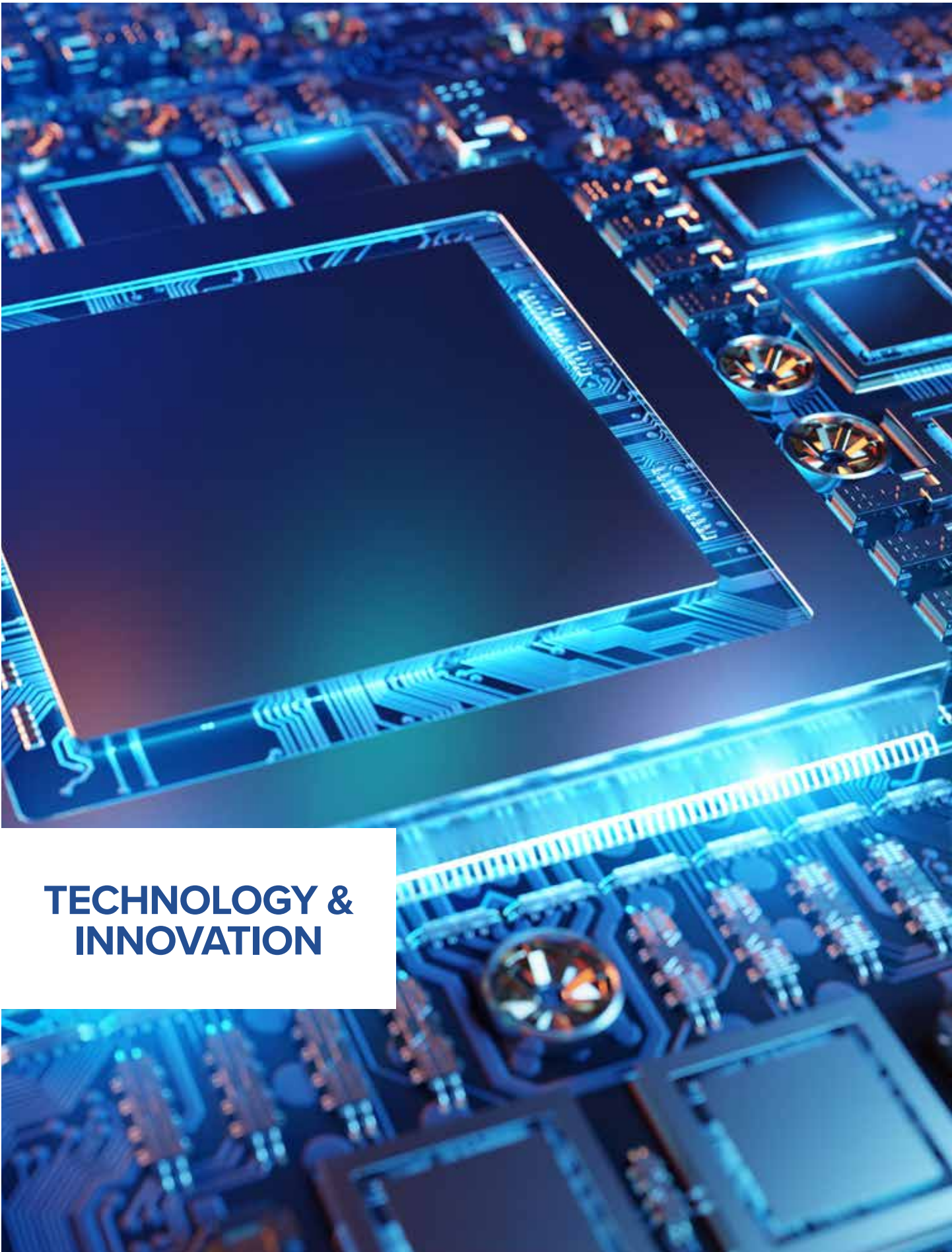


**67**

Total DDS Locations

- 11 Owned by DDS
- 15 Shared with DPS
- 32 Owned by Local Governments
- 1 Military Base
- 8 Private Leases
- 8 Part-Time Locations
- 10 CDL Test Sites
- 39 Motorcycle Test Locations

[Data as of 6/30/22 unless noted otherwise.]



**TECHNOLOGY &  
INNOVATION**

## TECHNOLOGY AND INNOVATION

### VIRTUAL ROAD TEST

The pandemic caused customers and team members to become apprehensive about driving in vehicles with persons not living in their households.

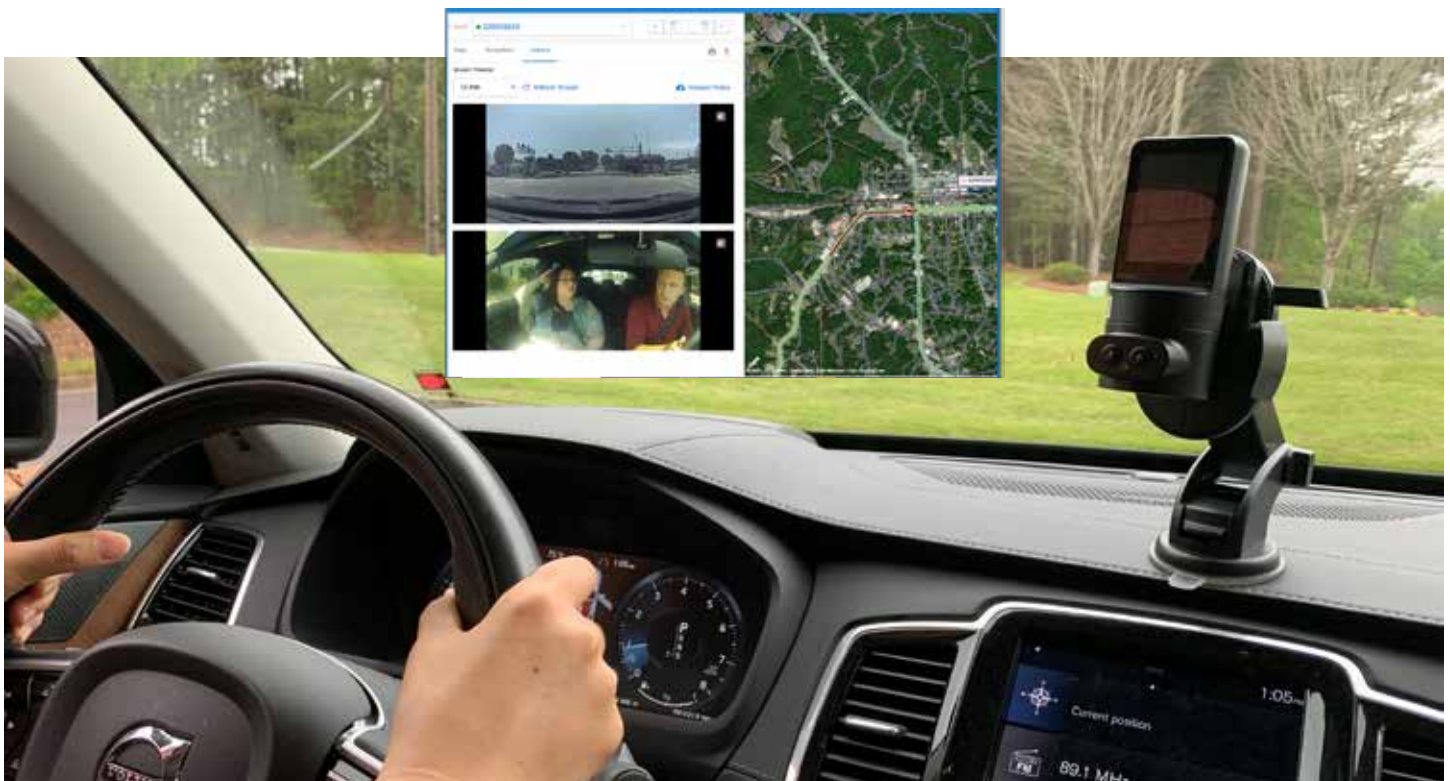
DDS was innovative and used technology to address this concern. The agency created a contactless road test, Virtual Road Test (VRT), which began as a pilot program in December 2021 and by January 2022 VRT's became available at all Customer Service Centers.

VRT utilizes an innovative dash camera that allows the driver examiner to perform the driving skills test remotely. The examiner is able to use cutting edge technology to view the applicants as they are driving on the road as well as provide driving instructions through two-way communication. The camera is easy to install and remove from



the applicant's dashboard when the test is over. It offers live-streaming, accident retrieval, distracted driving detection, reporting, data analytics.

The system is internet-based and can be viewed from anywhere with an internet connection and correct passcodes. A cellular sim card is placed in the camera to provide operability.



## TECHNOLOGY AND INNOVATION

### CUSTOMER SERVICE KIOSKS

Thanks to Governor Brian Kemp and the Georgia General Assembly, the Department received funding to purchase 21 license kiosks for its customer service centers.

Thirteen of the 21 kiosks will be placed in our centers with the highest customer demand, the metro Atlanta area centers.

These machines are similar to 53 already used by the Georgia Department of Revenue (DOR) for tag renewals. DDS will also partner with DOR to use the existing kiosks located in various grocery stores throughout the state.

Having these self service kiosk technology will be an additional time saving option for customers. The kiosk will allow customers to update and print temporary licenses and permits legal for driving for people seeking to renew their current credentials.

DDS believes that this will be a popular option for customers similar to our online services and free mobile app, DDS 2 GO.



## TECHNOLOGY AND INNOVATION

### MOBILE DRIVERS LICENSE (mDL)

DDS has joined with Apple Inc. to offer mobile driver licenses (mDL) and ID cards to Georgians using mobile devices with an Apple Wallet.

The pilot program will initially be in conjunction with the Transportation Safety Administration (TSA).

TSA will allow customers to use their mDL at select airports similar to accessing a flight boarding pass stored on a traveler’s cellphones.

Customers will have the option to request a free mDL in addition to their hard/physical card, which customers must continue to carry. As the pilot continues, plans include adding options for android users as well.

For more information about the mobile driver’s license, a short video from the American Association of Motor Vehicle Administrators (AAMVA) titled mDL –A Digital ID for the 21st Century” can be viewed on YouTube.

Physical Credential    mDL

Up-to-date information (suspensions, revocations)		✓
Contactless		✓
Ability to limit information shared		✓
Protected by biometrics or password security		✓



### U.S. PASSPORT VERIFICATION SERVICE (USPVS)

The U.S. Passport Verification Service (USPVS) provides a means for driver license agencies to verify U.S. passport document data against the Department of Homeland Security’s (DHS) back end systems.

The service assists states in issuing more secure driver’s licenses and identification (ID) cards. It involves digitally verifying that the individual attempting to access a service or perform a transaction is the owner of a provided passport document.



## TECHNOLOGY AND INNOVATION

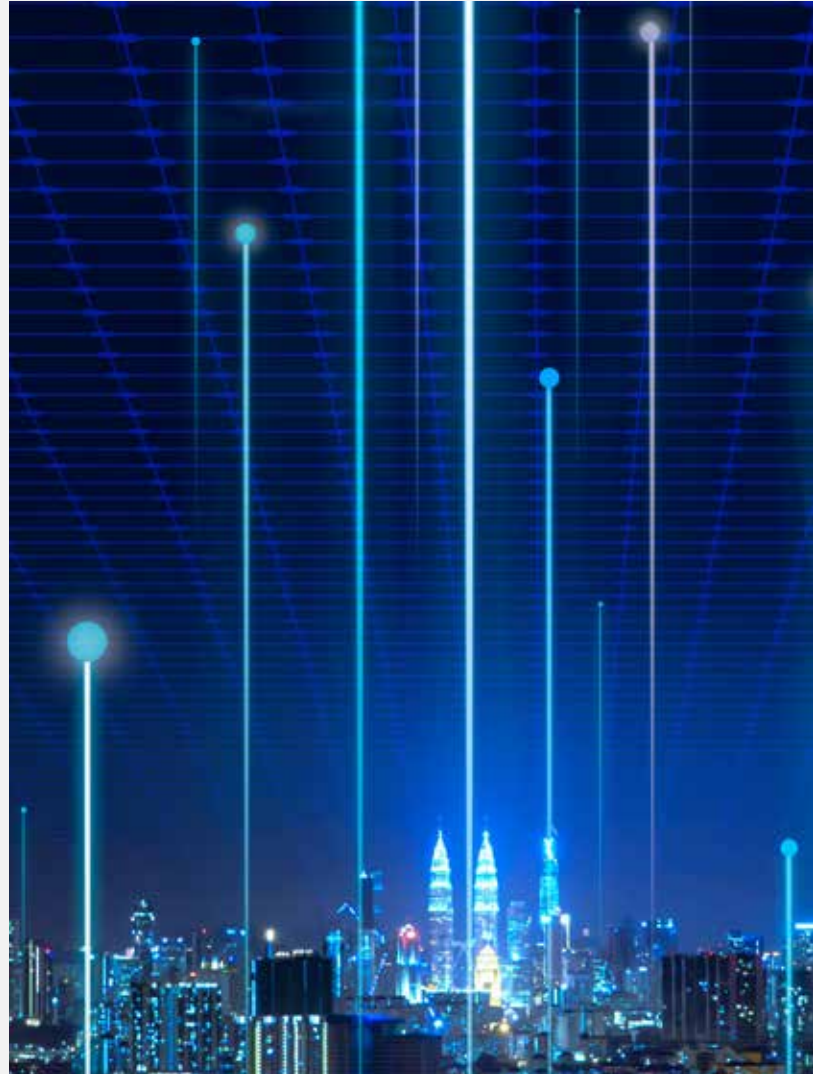
### AMAZON WEB SERVICES (AWS)

Another technology upgrade realized was the integration to Amazon Web Services (AWS) in January 2022.

By converting to AWS, the state of Georgia will save taxpayers five million dollars over the next five years. AWS offers a true high availability environment-the ability of a system to operate continuously without failing for a designated period of time.

The scalability of the AWS Cloud helps keep critical websites operating. In our previous environment, there was an approximate uptime of 96 percent. On AWS, the uptime increased to 99.98 percent last year. Using AWS to scale is specifically designed to provide accessibility, additional security, and usability for government entities.

There is an added increase in security as AWS operates on a Shared Security Responsibility model. Amazon secures its infrastructure while DDS has security controls in place for the data and applications that we deploy



### CHATBOT

DDS implemented our Chatbot/ Virtual Assistant in November 2021.

The Chatbot is capable of assisting our customers 24x7, 365 days a year.

During FY2022, the Chatbot had 1.1 million conversations with our customers, sent 77K text messages, and handled 2.2K appointments.

DDS will continue to explore ways to improve our Chatbot to further assist our customers in FY2023.

## TECHNOLOGY AND INNOVATION



### DOCUSIGN

DDS has partnered with DocuSign to transition many of our paper transactions to paperless transactions.

DocuSign allows for quick and secure document signings as well as an easy-to-follow record of who signed a document and when. It is a fast, reliable way to electronically sign documents and agreements on practically any device from almost anywhere in the world. The electronic platform allows DDS to collect approvals for transactions which would typically rely on fax or mail. Efficiency has been realized with Human Resources transactions such as onboarding and position transfers. It also allows faster completion of bulk Driver Manual ordering allowing customers to submit electronic payment without mailing a check.

DDS continues to expand its' use of DocuSign for customer convenience and operation efficiency.

### REAL ID

The implementation deadline for Real ID has been extended until May 3, 2023 due to circumstances resulting from the ongoing COVID-19 pandemic.

Georgia was already recognized as a leader in implementing REAL ID and has now enrolled 99.6% of over eight million cardholders.

On the deadline, individuals will not be allowed to clear TSA or enter a Federal building using a non-compliant state-issued driver's license/ID Card. Real ID cards show that the holder has presented the required Homeland Security information during their issuance process and have a card marked with a gold or a black star.





# COMMERCIAL DRIVER LICENSING ENHANCEMENTS

## COMMERCIAL DRIVER LICENSING ENHANCEMENTS

DDS made great strides this year in improving the process to get commercial drivers on the road safely and efficiently.



**Serving on the Governor’s Task Force** for CDL and Supply Chain Improvements.



**Created DDS CDL Travel Team** to provide tests to schools, military installations and other business partners.



**Modernizing CSC CDL testing pads** per Federal Recommendation to allow more tests to be initiated per day.



**Online CDL Services** are now available to renew, replace, reinstate or update their license while on the road.



**DDS expanded third-party CDL testing** to allow companies outside the state’s licensing system, such as driving schools or trucking companies, to test and certify their students for commercial driver’s licenses after they successfully pass training courses.



**Additional commercial vehicle testing sites planned** in Douglasville, Douglas County, and Hazlehurst, Jeff Davis County to be opened in 2023. Moving the Jackson, Butts County, part-time testing center to Forsyth, Monroe County, will increase testing to five days per week.






**ACHIEVEMENTS,  
AWARDS &  
RECOGNITION**



## ACHIEVEMENTS IN 2022



### REMOTE TRANSACTIONS REMAIN POPULAR

	Remote Transactions	
	Online	Mobile
	<b>2022</b>	<b>2022</b>
Jul-21	69,040	7,651
Aug-21	67,644	7,937
Sep-21	64,030	7,804
Oct-21	61,936	7,681
Nov-21	57,213	7,494
Dec-21	55,224	7,336
Jan-22	69,807	9,173
Feb-22	63,289	8,587
Mar-22	71,859	8,759
Apr-22	60,661	6,364
May-22	61,904	8,605
Jun-22	59,456	8,701
<b>FY22</b>	<b>858,155</b>	

### CUSTOMERS WAIT LESS IN PERSON

Month/Year	Average Wait Time (HH:MM:SS)	% of Customers Served 30 Minutes Or Less	Total Customers Served
July 2021	0:13:19	85.07%	223,040
August 2021	0:09:53	88.06%	200,366
September 2021	0:14:22	88.06%	194,362
October 2021	0:09:26	88.06%	197,132
November 2021	0:12:24	73.13%	162,920
December 2021	0:11:31	77.61%	176,059
January 2022	0:18:32	85.84%	177,731
February 2022	0:09:02	95.56%	187,741
March 2022	0:09:18	95.18%	225,293
April 2022	0:08:14	97.32%	192,260
May 2022	0:08:16	97.01%	195,582
June 2022	0:08:51	96.72%	215,991



## ACHIEVEMENTS IN 2022



### FACILITY IMPROVEMENTS

DDS continues to improve the physical environment for our team members and customers.

Several facilities were remodeled including Lithonia, Warner Robins and Headquarters Training.

This year's Bond Projects included:

- Dalton (\$2.7M) Opened June 2022
- Douglasville (\$3.4M) Groundbreaking May 2022



### COMMUNITY SERVICE

In addition to participating in the State Charitable Contribution Program (SCCP), DDS regularly gives back to the community.

This year's programs included: hosting a Blood Drive, COVID-19 Vaccine/booster clinics donations to Homeless Veterans and needy children in several counties.



### VETERANS SERVICES SIMPLIFIED

DDS and the Georgia Department of Veterans Service (GDVS) have made it easier for veterans to obtain a free Driver's License and/or Identification Card. DDS will now accept the Armed Forces Separation Papers (DD-214) directly at any Customer Service Center. Previously, the veteran would need a trip to their local GDVS to present their separation papers and obtain a Certificate of Eligibility (DS516 or DS-318) to bring to DDS for free licensing services.



### SALARY INCREASES FOR TEAM MEMBERS

DDS had successfully obtained a pay increase for Driver Examiners who are the Agency's front line Team Members. Additionally, the Governor's \$5,000 salary increase budget recommendation has contributed to a robust recruitment and improved retention for this very important position.

DDS believes in internal mobility and career advancement opportunities for our employees with satisfactory performance to transition from Driver Examiner 1 (DE 1) to Driver Examiner 2 (DE 2) with an increase of 10%.

Driver Examiner 1

After Six months of employment 2.5% increase

After 12 months of employment 2.5% increase

After 18 months of employment (promotion to Driver Examiner 2) 5% increase

TOTAL 10% increase

## AWARDS AND RECOGNITION

### AMERICAN ASSOCIATION OF MOTOR VEHICLE ADMINISTRATORS (AAMVA)

DDS received several honors from the motor vehicle and law enforcement association, AAMVA, a national authority for driver and vehicle administration licensing and related motor vehicle enforcement.

- Security Awards, Fraud Prevention and Detection Award -Motor Vehicle Individual for James Woo, Criminal Investigator II, Georgia DDS.
- Service Awards, Community Service for Georgia DDS Helps Homeless Veterans.
- Advertising, Radio PSA for 17-Year-Old Driver Education Radio Ad.



### EXAMINER OF THE YEAR

Annually, the International Driver Examiner Certification (IDEC) Executive Board and AAMVA recognize outstanding examiners through the IDEC Examiner of the Year award. Each member jurisdiction nominates one examiner for outstanding performance as a driver’s license examiner. Examiners are selected for their excellence in adhering to the principles and recommended practices of driver examining (the Examiner’s Code of Ethics) and for their high level of conduct in their profession.



Georgia’s Examiner of the Year is Michael Thompson, Manager of the Dallas CSC.

### TEAM MEMBERS HOLD AAMVA POSITIONS

Commissioner Moore has been on the board of AAMVA International since September 2018. Other team members participate in vital areas of the motor vehicle industry association.

Deputy Commissioner Ricky Rich serves on the Law Enforcement Standing Committee; State to State Governance Committee; Card Design Standard Subcommittee and the Joint mDL Subcommittee.

Director of Field Operations Kecia Bivins is a member of the Vehicle Standing Committee. General Counsel Angelique McClendon serves on the Driver Standing Committee, Electronic ID Subcommittee and the Digital Trust Service Committee. Whitney Morton, Assistant Help Desk Manager, serves on the State to State Working Group.

## AWARDS AND RECOGNITION

### GEORGIA TECHNOLOGY AUTHORITY (GTA)

The Georgia Technology Innovation Showcase Recognizes IT Achievements in State and Local Agencies for the innovative use of technology in serving their constituents.

DDS received two honors for this year:

#### Driver Record and Integrated Vehicle Enterprise System (DRIVES)

This project modernized and combined two of Georgia’s largest and most complex legacy software systems.

#### Virtual Road Testing (VRT)

VRT streamlines the DDS vehicle road testing portion of the Georgia driver’s license exam, enabling driver examiners to view live footage from a dashboard camera within the applicant’s vehicle.



### FASTEST TYPIST INTERNAL AWARD

The DDS Annual Fastest Typist Award returned. The 2022 Fastest Typist is Nylah Pruitt from the Covington

After canceling the annual event last year because of the Pandemic, Team DDS was ready to rumble! The Districts were well represented with terrific examiners who earned the right to be at the competition held in Lawrenceville.

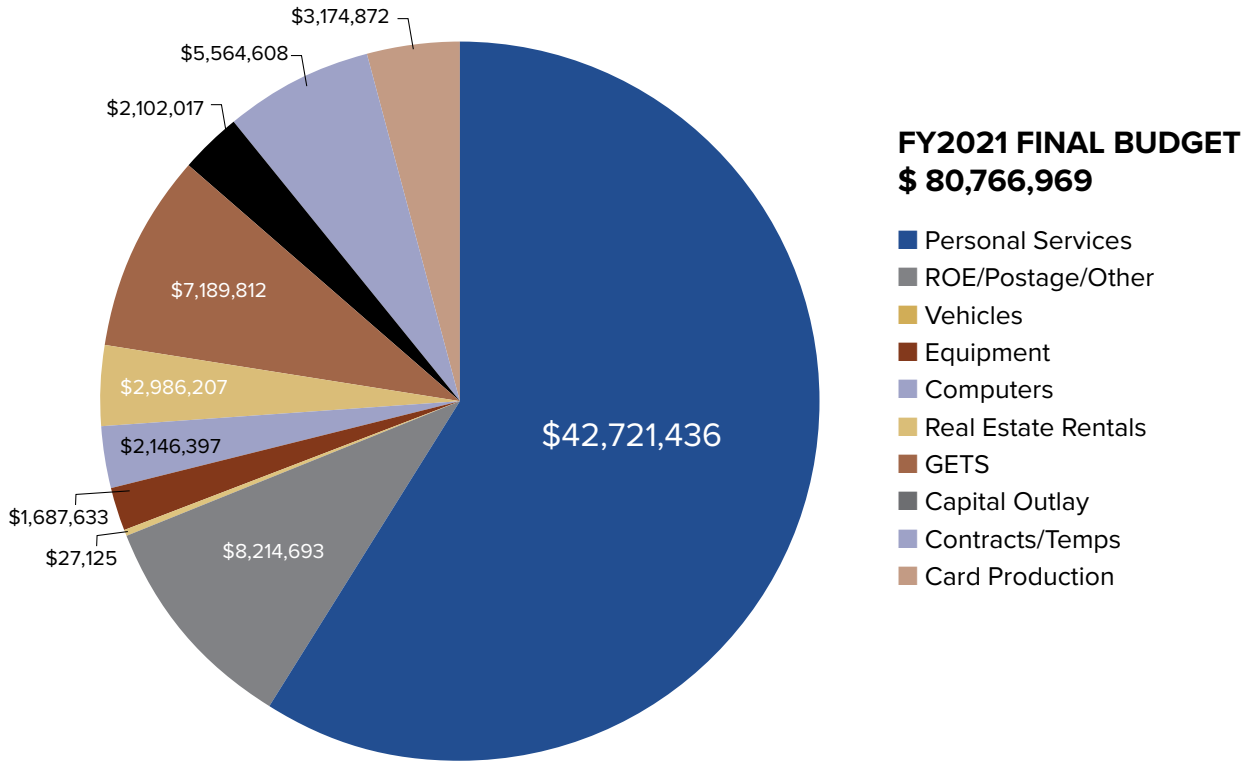
- District 1 Amy Duvall – Cartersville
- District 2 Tanesha Crain – Dallas
- District 3 Abhishek Gosh – Norcross
- District 4 Marquita Chavon – Atlanta
- District 5 Nylah Pruitt - Covington
- District 6 Sheila Strudwick – Dublin
- District 7 Miah Howard – Perry
- District 8 Shekoyia Conley – Douglas
- District 9 Zykererionia Bass – Waycross





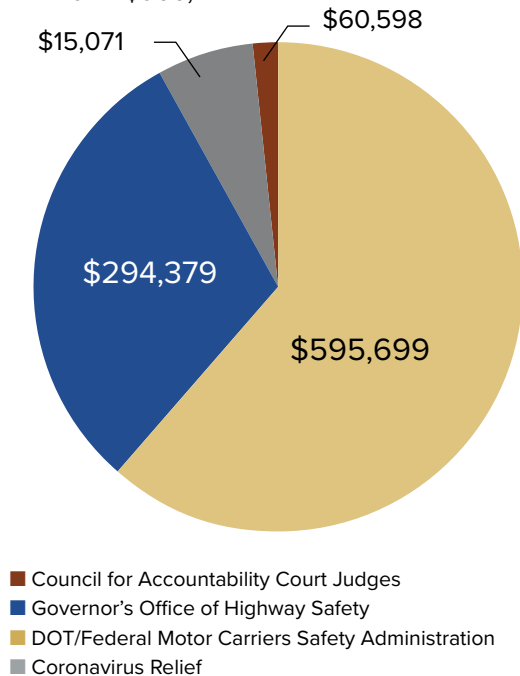
# FINANCIALS

## FINANCIALS



### FEDERAL GRANT REIMBURSEMENTS

FY 2022 \$966,247



### FY2022 BUDGETED POSITIONS

DIVISION	POSITIONS	VACANCIES
CDL Compliance	9	2
Central Issuance	12	4
Commissioner's Office	6	1
Contact Ctr/Help Desk	73	8
Service Centers	531	127
Finance	19	7
Fleet Facilities	8	2
GECPS	2	1
General Counsel	7	0
Human Resources	10	1
Information Technology	28	5
Investigative Services	18	3
Medical Revocation	3	0
Project Management Office	9	1
Records Management	32	6
Regulatory Compliance	17	2
Motorcycle Safety	3	2
PT, Contractor, Temp	71	0
<b>TOTAL</b>	<b>858</b>	<b>184</b>



# AGENCY STRUCTURE

# AGENCY STRUCTURE



**Spencer R. Moore**  
Commissioner



**Ricky Rich**  
Deputy Commissioner



**Brent Bennet**  
Director  
Regulatory Compliance



**Kecia Blivins**  
Director  
Field Operations



**Bob Griffin**  
Director of  
Facilities



**Travis Kennedy**  
Chief Financial Officer



**Shevondah Leslie**  
Director  
Governmental Affairs &  
Communications



**Angelique McClendon**  
Director  
Legal Services



**Deborah Moore**  
Director  
Human Resources



**Jared Smith**  
Director  
Office of Investigations



**Jeff Smith**  
Director  
Information Technology



**Brett Young**  
Director  
Program Management  
Office



**Susan Sports**  
Officer  
Public Information

# AGENCY STRUCTURE

## COMMISSIONER'S OFFICE

The Commissioner's Office includes the Commissioner, Deputy Commissioner and two executive assistants.



### Commissioner

Spencer R. Moore, a Georgia native and career public servant, was appointed Commissioner of DDS on January 17, 2017.

His 25-year career in state government includes 14 years with the Governor's Office of Highway Safety (GOHS). He served his last six years at GOHS as Deputy Director and became a leading expert in highway traffic safety initiatives.



### Deputy Commissioner

Ricky Rich was appointed Deputy Commissioner of DDS in February 2017. The previous three years, he served as Director of Investigations for the Georgia Department of

Juvenile Justice. In this capacity, he managed approximately 30 law enforcement professionals including investigators, criminal intelligence specialists, polygraph examiners and training coordinators.

At DDS, Ricky provides leadership and oversight for agency operations by working closely with Commissioner Moore to identify methods to strengthen the entire agency while focusing on the DDS Core Values.

## CUSTOMER SERVICE SUPPORT

This Division includes Facilities, Asset Management and Emergency Management.

### Facilities

DDS continues to improve the physical environment for our team members and customers. Six building projects have been funded and are ongoing. The Team is responsible for new construction as well as the maintenance of all DDS properties.

### Warehouse

The operation and management of the warehouse including shipping and receiving. Is the storage facility for all DDS forms and manuals responsible for dispersing those to the customer service centers. Warehouse management refers to the oversight of operations in a warehouse. This includes receiving, tracking, and storing inventory, as well as training staff, managing shipping, workload planning, and monitoring the movement of goods.

### Asset Management

Asset Management includes the inventory of all DDS equipment and furniture including State vehicles.

### Emergency Management

To ensure that DDS Team Members and customers are prepared for all emergencies, safety awareness training and drills are scheduled regularly. The Team utilizes Team Safety Captains and the Nixle Emergency Communication Network.



# AGENCY STRUCTURE



**2.3M**

In-Person Transactions  
Conducted in FY2022

**98%**

Driver and Identity Credentials  
Mailed within 14 Days of  
Submission

## FIELD OPERATIONS

The Field Operations Division is responsible for the issuance of Driver Licenses, Identification Cards, and Motor Vehicle Reports. The Division is comprised of sixty-seven (67) brick and mortar Customer Service Centers (CSCs) throughout the state. Eight (8) of these Centers are part time, ten (10) offer CDL Road Skills Testing, and forty (40) offer Motorcycle Rider Skills Testing. We operate a Mobile Issuance Trailer that travels around the state to provide emergency issuance services to Veterans and victims of natural disasters, along with a Mobile Issuance suitcase (s) that allows for more flexibility and requires a smaller footprint for issuance purposes. In FY2022, DDS conducted over

2.3 (estimated) million in-person transactions.

The Field Operations Division is also comprised of the Contact Center, Help Desk, and Central Issuance.

The Contact Center is responsible for answering citizen inquiries via telephone, Conversational Artificial Intelligence Chatbot, and Interactive Voice Response (IVR). In FY2022, Contact Center Agents handled over 600,000 calls.

The Help Desk responds to citizen inquiries and conducts problem resolution. The Help Desk facilitates customer transactions and provides support to CSC Examiners. They completed pointer maintenance on State to State, Commercial Driver License Information System (CDLIS), and Problem Driver Pointer System

(PDPS) transactions. In FY2022, Help Desk Agents answered more

than 92,000 calls. They have daily interactions with DMVs across the nation to resolve customer issues.

The Central Issuance Unit is responsible for ensuring the integrity of the licensing process. They liaise with the Card Production Facility, validate photo comparisons, and correct Examiner errors approximately 2,500,000 driver and identity credentials mailed from the Card Production facility, 98% were mailed within 14 days of submission. The Central Issuance Unit also interfaces with the Systematic Alien Verification for Entitlements (S.A.V.E.) Homeland Security Database to verify noncitizen/immigrant lawful status. In FY2022, Central Issuance Agents reviewed over 11,000 S.A.V.E. cases. Additionally, Central Issuance offers special issuance services for out-of-state students and Military Personnel.

### INCIDENTS

**38**

Irate  
Customers

**58**

Road Test  
Crashes

**23**

Slips and  
Falls

# AGENCY STRUCTURE

## FINANCE

This Division is responsible for securing, managing and reporting the department’s financial resources. Major units include Budget, Accounting & Payroll, General Ledger, Procurement, and Grants Administration and Revenue Collection.

### Accounting & Payroll

Accounting includes the Accounts Payable, Revenue, and General Ledger units. Accounts Payable (AP) processes all checks for expenses of the Department, such as utilities, rents, supplies, and travel expenses. AP entered 10,700 vouchers for Fiscal Year 2022.

Revenue balances all money collected at the CSCs. They balanced revenue totaling \$73,333,100. General Ledger is responsible for balancing all monthly bank statements and the daily automated renewal processes of mail-in and internet. DDS has 56 bank accounts.

The Payroll Unit is responsible for processing pay checks/direct deposits for all employees for two pay periods each month. They also balance all time and leave through the Kronos system.

Budget develops and submits the current year end annual operating budget (AOB) and the next fiscal year budget request (Program Based) to the Governor’s Office of Planning and Budget (OPB). Budget tracking, maintenance

and expenditure projections are vital tasks that the budget office performs.

Grants management and budget analysis are critical to ensure that DDS utilizes all money avenues to support the mission. This unit is responsible for interacting with all divisions within the agency to identify funding needs, applying for financial support, and managing the financial and programmatic aspects of subsequent awards.

### Procurement

Procurement issues Request For Proposals (RFP), Request For Quotes (RFQ), other bid requests, Purchase Orders (PO) and VISA Purchase Cards (P-Card). They develop specifications for all bid items.

## GOVERNMENTAL AFFAIRS AND COMMUNICATIONS

This Division is responsible for tracking legislation and keeping the Commissioner informed on relevant issues relating to the agency, soliciting and reviewing all requests for new legislation and monitoring legislation proposed during the General Assembly. They produce the agency’s award winning monthly electronic newsletter, The Scoop, highlighting team members and their accomplishments. The production of five Georgia training manuals and management of the statewide Motor Vehicle Network



(MVN) information service are also responsibilities of this unit.

In addition, this Division provides marketing and public information for the Agency’s initiatives. They also focus on DDS’ social media presence including maintaining the Facebook, Instagram, Twitter, LinkedIn and YouTube accounts.

Accomplishments this year include successful marketing campaigns to support First Lady Marty Kemp’s efforts against Human Trafficking and promoting DDS’ free Voter ID Program.

# AGENCY STRUCTURE

## OFFICE OF HUMAN RESOURCES

Human Resources (HR) is comprised of a team of Human Resources Consultants, Personnel Technicians, and Organizational Development (OD) professionals who provide a wide range of services to support DDS team members. These services include organizational assessments, change management planning, recruiting and selecting qualified candidates, disability management, benefit administration, on-boarding activities, leave administration, compensation, employee relations, performance management, job classification, human resources policy development, and organizational development. HR is primarily responsible for human capital management strategies and training. HR/OD also provides oversight for many agency-wide projects and activities such as the annual Customer Service Week and State Charitable Contribution Programs.

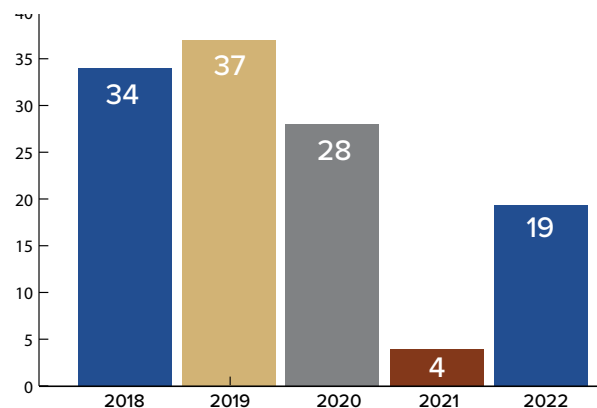


LEAVE ADMINISTRATION	FY2022
Continuous Family & Medical Leave	204
Intermittent Family & Medical Leave	59
Short-Term Leave of Absence	124
Transitional Duty	49
Americans With Disabilities Accommodations	19
Contingency Leave	18
Military Leave	0

## FY2022 BUDGETED POSITIONS

DIVISION	POSITIONS	VACANCIES
CDL Compliance	9	2
Central Issuance	12	4
Commissioner's Office	6	1
Contact Ctr/Help Desk	73	8
Service Centers	531	127
Finance	19	7
Fleet Facilities	8	2
GECPS	2	1
General Counsel	7	0
Human Resources	10	1
Information Technology	28	5
Investigative Services	18	3
Medical Revocation	3	0
Project Management Office	9	1
Records Management	32	6
Regulatory Compliance	17	2
Motorcycle Safety	3	2
PT, Contractor, Temp	71	0
<b>TOTAL</b>	<b>858</b>	<b>184</b>

## WORKER'S COMPENSATION TOTALS



# AGENCY STRUCTURE

## INFORMATION TECHNOLOGY

IT provides technical services to the agency, its customers and business partners.

### Application Development & Support

The Application Development and Support Section performs computer program development for the state’s applications.

DRIVES provides the core programs used in the issuance and maintenance of secure identity credentials.

### Infrastructure Support

The DDS IT Infrastructure team currently consists of five IT specialists and an IT manager. Responsibilities include, but are not limited to: network, server, scanner, software, tech deck and testing client support. This Team also manages the Nemo Q lobby management system and MVN (Motor Vehicle Network) at 68 CSCs statewide and mobile phone support for DDS staff. FY2022 Projects

### Security & Administration

DDS and its dedicated security staff, follow the NIST Framework and use a multi-layered approach to security. The multi-layered approach includes security policies and plans as well as partnering with Georgia Technology Authority to implement a secure infrastructure and robust

training program. Multi-factor authentication is enabled for all DDS Team members to secure user accounts. DDS conducts numerous security audits and continuously monitor network and application security. DDS computer assets are protected with multiple anti-virus modules, encryption, patching protocols and data wiping protocols. Security is reviewed and built-in to all new applications.

### Customer Support

The newly created Service Desk provides exceptional customer service by owning the Online Services customers issue and identifying trends and enhancements to improve the user experience. In July 2021, they began assisting the Contact Center. By May 1, a dedicated Team of six began taking 100% of the Calls helping customers who are unable to access their Online Services Account and who have payment issues.



### FY2022 Projects

- Platform 28 Contact Center Migration
- Moving from the NADC to the Cloud
- Thales Hardware Replacement
- ServiceNow
- Customer Self Service Kiosks

The image shows two types of kiosks. On the left is a tall, silver and blue kiosk with a screen and a printer, labeled "GEORGIA TAG KIOSK". On the right is a shorter, yellow self-service kiosk with a screen and a card slot.

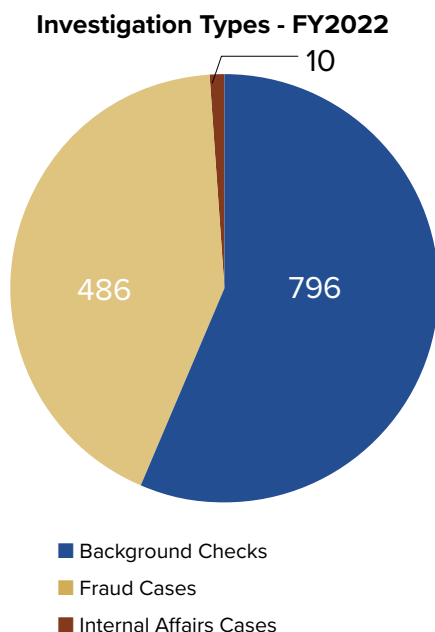
# AGENCY STRUCTURE

## OFFICE OF INVESTIGATIVE SERVICES (OIS)

The Office of Investigative Services (OIS) employs a staff of 15 P.O.S.T. certified law enforcement officers, three investigative assistants and two Intelligence Analysts, who jointly focus on the investigation of allegations of driver’s license fraud and misconduct by the DDS’ employees. They also conduct background checks on applicants for employment and customers seeking credentials in some programs regulated by the DDS.

As depicted in the graph below, the DDS continues its fight to ensure the security and integrity of Georgia’s license issuance process. Our Investigators collaborate with Federal, state and local law enforcement agencies in the interdiction of crimes relating to identity theft, fraud, forgery, and other crimes.

These efforts included over 7,300 instances in which the DDS provided information to outside law enforcement agencies to further their investigations. OIS is responsible for the agency’s Emergency Response Plan (ERP) including providing Active Shooter Training for all team members. The unit, along with Emergency Management, coordinates emergency drills at Headquarters and locations throughout the state.



## OFFICE OF GENERAL COUNSEL



The Office of the General Counsel is made up of the General Counsel, three additional attorneys (one who also acts as the Title VI Coordinator), a Secure ID specialist and three administrative assistants, including one part-time administrative assistant. The Legal Team also includes two Georgia Electronic Conviction Processing System (GECPS) program Coordinators and one Court Auditor. The team’s duties include serving as statewide subject-matter experts on all legal issues relating to the DDS’ statutory responsibilities. This team advises DDS team members on issues relating to contracts, employment law, administrative law, and applicable motor vehicle and traffic laws. Additionally, they respond to complex questions on license issuance and eligibility from internal and external customers. In FY 2022, 11,008 license issuance inquiries were received though email by the Legal Department. 834 License inquiries were received by telephone in the Legal Department. The Legal Team also manages and responds to document requests received in the context of litigation, non-party production requests, subpoenas, and the Open Records Act. In FY 2022, 650 Open Records requests were received and processed.

The Legal Team drafts proposed amendments to the DDS administrative rules for consideration by the Board of Driver Services and evaluates the potential impact of pending legislation while the General Assembly is session. Further, the Secure ID

# AGENCY STRUCTURE

specialists works with customers needing special assistance with the requirements of the Real ID Act, including waivers from the DDS administrative rules. In FY 2022, 9 agency rules were finalized through the Administrative Procedures Act process. Furthermore, the Secure ID specialist aided a total of 516 individuals in the Secure ID Process, of which (95%) were resolved through the Secure ID Specialist assisting the customer with obtaining a required document and avoiding the need to request a rule waiver from the board. The remaining cases were presented to the Board of Directors as Citizen Waiver Cases.

The Legal Team handles initial appeals of non-Administrative License Suspension (ALS) license withdrawals serving as counsel for the DDS before the Office of State Administrative Hearings (OSAH) in contested cases under the Administrative Procedures Act (APA), O.C.G.A. §50-13-1, et seq., and as hearing officers for cases that do not fall under the APA. In FY 2022, a total of 46 hearings were scheduled before OSAH and 369 cases were processed administratively within the agency.

The Legal Team also provides extensive training to court clerks, prosecutors, law enforcement, defense attorneys, judges, and state personnel on conviction reporting, consequences of moving violations, limited

driving permit eligibility, license reinstatement requirements, and ADA and Title VI matters.

Despite the Public Health Emergency, the Legal Team continued to perform necessary duties, including training and outreach to external partners. Although many trainings remained virtual, some were conducted in-person. In FY 2022, 41 trainings were conducted throughout the State of Georgia with 133 judges, 53 attorneys, and 1005 clerks attending. The Legal Team has scheduled weekly webinars to continue training and education for court staff. The Legal Team also participated in webinars hosted by other entities.

The Title VI Coordinator manages the non-discrimination program for the agency and is responsible for investigating complaints stemming from alleged discrimination based on classifications protected by Title VI of the Civil Rights Act (e.g. race, color, national origin and disability). The Coordinator is also responsible for drafting relevant policies and procedures, collecting, and evaluating statistical data, engaging in community outreach, and conducting compliance reviews and audits. The Coordinator also directly corresponds with external customers.

Aside from providing advice regarding laws that impact driver's licenses, the Legal Team

also participates in agency-wide and inter-agency projects. For such projects, the Legal Team provides guidance on agreements with private vendors and other government agencies, as well as guidance regarding proper administration, storage, usage, and protection of private data.

Overall, the Legal Team is actively involved in projects springing from various divisions throughout the agency. The attorneys provide real-time advice for projects originating from Information Technology, Project Management, Regulatory Compliance, and special projects directed by the Commissioner.

The Legal Team also provides guidance in employment actions and responds to complaints filed with the Equal Employment Opportunity Commission (EEOC).



# AGENCY STRUCTURE

Additionally, the Legal Team oversees the Georgia Electronic Conviction Processing System (GECPS). This program ensures the prompt and accurate transmitting of convictions from Georgia courts and updating of driving records for Georgia and out-of-state licensees in a standard, electronic format. In FY 2022, 665,924 transmissions were submitted. The GECPS team provides onboarding, training, and on-going use and support to over 900 Georgia courts and law enforcement by phone, email, and face-to-face communication. Erroneous or incomplete conviction data can adversely impact public safety, drivers, and revenue collection. As the GECPS program owner, DDS understands our important role in protecting public trust. In particular, GECPS

is tasked with monitoring court citation processing for compliance with state and federal regulations that require citations to be sent to DDS within 10 days of court disposition date. The addition of the court auditor has improved our progress with monitoring the courts and their timely submission of convictions to DDS. Additionally, the Court Auditor has been in contact with numerous courts and has remotely observed and assessed court processes. Desk audits continued to be conducted during the Public Health Emergency. In FY 2022, 81 audits were conducted.



### FY2022 GECPS REPORTING

Month	Reported	Returned To Court	Acceptance Rate
July 2021	60,867	2,665	96%
August 2021	49,915	1,851	97%
September 2021	50,294	2,444	96%
October 2021	45,891	1,889	97%
November 2021	46,093	1,742	97%
December 2021	43,845	1,472	97%
January 2022	55,063	2,444	96%
February 2022	61,154	2,395	97%
March 2022	62,348	2,594	96%
April 2022	46,146	1,772	97%
May 2022	53,523	1,902	97%
June 2022	53,570	2,122	97%

# AGENCY STRUCTURE



## PROGRAM MANAGEMENT OFFICE

The Program Management Office (PMO) manages and coordinates enterprise-level projects and leads process improvement efforts that support the strategic goals and mission of the agency. The PMO is comprised of the following units: Project Management, Special Projects and Business Standards. PMO is a centralized support group who serve as Project Managers (PMs) for multiple complex projects. The PMs are responsible for promoting project management standards and consistency throughout the agency. Additionally, Project Managers are responsible for Vendor Management and enforcing contractual Service Level Agreements (SLAs) with our vendors. DDS further committed to change management by adding a PROSCI Certified Change Management Practitioner to the PMO.

### Business Standards Unit (BSU)

This team serves as the liaison for various business units. Through collaboration with stakeholders, the team is responsible for the following: business requirements;

development of agency forms; communication bulletins, job aids, standard operating procedures (SOPs), business processes and workflow compliance, and the investigation and resolution of user problems.

### Performance Measurement Reporting and Analysis Quarterly KPI Reporting

This team produces and analyzes data and statistical information to identify improvement areas. Additionally the Team produces a monthly dashboard to track key performance measures.

### Lobby Queuing System Management

This team ensures the lobby management system that is utilized in 67 CSCs across the state of Georgia, hardware and software functions properly to optimize customer flow and decrease the amount of time customers spend in a center. This lobby management system is web based and utilizes self-serve kiosks and a customer feedback tool.

### Process Improvement

This team leverages Lean Six Sigma techniques to facilitate process improvement efforts by leading workgroups, documenting and submitting process recommendations, facilitating implementation solutions and establishing measurements and controls.

### The major projects completed for Fiscal Year 2022 include the following:

- Customer Service Chatbot
- PCI Compliance Project
- REAL ID Recertification
- Legislative Change Efforts & CDL Federal Mandates State to State/SPEXS
- SOP Project (Creation and Review)
- Mobile Driver’s License Project
- U.S. Passport Verification Service (USPVS)
- Mobile Self Servicing Kiosk
- CDL Shortage Report Project
- DocuSign
- CSC Construction and Renovation
- Virtual Road Test
- OCM (Operation Change Management)

# AGENCY STRUCTURE

## REGULATORY COMPLIANCE DIVISION

The Regulatory Compliance Division is responsible for records management, as well as administering state laws and agency rules related to the Georgia Driver Training School Act, the Georgia Driver Improvement Act, the Georgia Ignition Interlock Provider's Act, the Uniform Commercial Driver's License Act, the Georgia Motorcycle Safety Program (GMSP), the Georgia Alcohol and Drug Awareness Program (ADAP), and the issuance of For-Hire Endorsements. This responsibility of the latter includes approval of course curricula, certification of programs/providers, training and certification of instructors as well as examiners. Additionally, the division ensures the integrity of these programs through annual audits, site inspections, vehicle inspections, and instructor observations.

The Regulatory Compliance Division is also very involved in community outreach and conducts over 60 training events throughout the year. Through these opportunities, the Regulatory Compliance Division seeks to further its mission "to positively impact the public's safety by facilitating the education of Georgia Drivers."

### Driver Training

Completion of a DDS approved driver training course is statutorily required for any teen under

the age of 18 to receive a Class D Provisional License. Driver Training in Georgia consists of 30 hours of theoretical instruction (classroom or online) and behind-the-wheel practical training (instructor or parent taught). In FY2022, 91,942 teens under the age of 18 completed driver training courses (30 hours classroom, 30 hours online, 6 hours behind-the-wheel). Of this number, 31,716 completed the 40-hour parent-taught driving experience in lieu of 6-hours behind-the-wheel training. The most popular combination of driver training for the teens under the age of 18 that obtained their Class D driver's license was the 30-hour virtual option coupled with the 40-hour Parent Taught (DDS Parent Teen Driving Guide). Forty-nine (49) certified driver training programs hold a special certification from the DDS to offer third-party road skills testing to its students. In FY2022 here were 138 non-commercial third-party

examiners who administered 15,348 third-party non-commercial road skills tests in Georgia.

### Human Trafficking

DDS supports an education and outreach program backed by a Federal grant award totaling \$312,576 from the U.S. Department of Transportation, FMCSA, dedicated to improving safety on our Nation's highways by combating human trafficking that involves commercial motor vehicles and personnel. This enables DDS to maintain a strong outreach program to help educate motorists how to recognize the signs of trafficking and ways to report suspected activity.

### Commercial Vehicle Driver Training

At the end of FY2022, there were 389,690 persons who held a valid, unexpired Georgia commercial driver's license (CDL). The agency operates ten (10) CDL testing sites and regulates 18 commercial driver training



# AGENCY STRUCTURE

schools and 92 CDL Third-Party Testers. CDL Third-Party Testing sites employ 156 examiners to administer the CDL skills tests on behalf of the agency. In FY2022, there were 12,493 CDL third-party skills tests administered, accounting for 61 % of all CDL skills tests administered.

### **Motorcycle Safety Training**

The mission of the GMSP is to foster and promote safe motorcycle riding through quality rider education, a variety of training courses, and a comprehensive public awareness effort. GMSP offers low cost, professional training to assist riders in improving their skills. Successful completion of a Basic Rider Course earns a graduate a 90-day waiver from the motorcycle knowledge exam and on-cycle skills test. In FY2022, 9,445 students were trained in one of the 1,390 courses offered to the public.

### **DUI and Drug Use Risk Reduction & Driver Improvement**

Most driver's license suspensions require successful completion of either a 20-hour Risk Reduction or a 6-hour Driver Improvement course as a condition of reinstatement. Regulatory duties include the certification of programs and instructors, risk-based auditing of records and curriculum instruction, as well as complaint investigation. Each program is

audited at least once annually. Deficiencies discovered during the annual audits are documented to guide future monitoring events by DDS. At the end of FY22, there were 216 DUI and Drug Use Risk Reduction Schools and 196 Driver Improvement Clinics.

### **Ignition Interlock**

Anyone having two or more convictions of driving under the influence (DUI) within any 5-year period must have a DDS-approved ignition interlock device installed on each vehicle they intend to operate for a period up to 12 months prior to reinstatement of their driver's license. It is estimated that at the end of FY2022, there were 69 Interlock Providers and 1,323 ignition interlock devices installed in Georgia.

### **Alcohol and Drug Awareness Program (ADAP)**

Teens under the age of 18 must show proof that they have successfully completed ADAP to obtain their Georgia driver's license. In FY2022, 128,170 students completed ADAP either at their high school, as part of a driver training course or online through the web-based version of ADAP, known as "eADAP". In FY2022, no schools received printed ADAP manuals. The complete manual inventory at DDS was distributed in 2020. Instructors use the PDF version of

the manual on the DDS Website. Parent ADAP is a free and voluntary online course that affords parents and guardians the ability to learn about legal accountability information, licensing requirements, and drug/alcohol prevention strategies. Parents are eligible to receive a free, 3-year, non-certified, online MVR as an incentive for course completion. In FY2022, 1,034 parents enrolled in the course and 328 completed the course.

### **Records Management**

This unit is responsible for receiving, archiving and entering information from our field offices, courts and other key business partners to update customer driver records in a timely and accurate manner. Citations from all states must be processed through this unit if a Georgia driver is convicted of a traffic offense in any jurisdiction. This unit also processes mail-in reinstatements and motor vehicle reports.

The department processed over 400,000k documents. The department also is responsible for the medical review process who is responsible for investigating all cases submitted for review and releases the appropriate determination concerning the driver's ability to safely operate a motor vehicle. The unit received approximately 800 cases to review during this period.



# CONTACT US

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DRIVER'S LICENSE INFORMATION: 678.413.8400

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