



GEORGIA DEPARTMENT *of*
DRIVER SERVICES

FY 2023

July 1, 2022 – June 30, 2023



ANNUAL REPORT

2023



REIMAGINING

DRIVER SERVICES IN 2023



GEORGIA DEPARTMENT *of*
DRIVER SERVICES



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REIMAGINING

DRIVER SERVICES IN 2023

From the Commissioner

As we embark on a new chapter at the Department of Driver Services, DDS, I am happy to present the Annual Report for FY2023, highlighting our progress in #Reimagining Driver Services for the betterment of our citizens.

The year 2023 has been a remarkable journey for us, driven by our commitment to innovation, safety, and efficiency. We recognize that the needs and expectations of our customers, business partners and stakeholders have evolved rapidly in recent times, and our vision to create a modern and accessible DDS has been at the core of our endeavors.

To meet the demands of the digital age, we have focused on expanding our mobile presence and introducing new self-service platforms. The popularity of the Georgia Digital Driver's License and ID for Apple Wallet and Google Wallet was unprecedented! While TSA Precheck(R) is the primary use for Georgia Digital Driver's License and IDs currently, the expansion of use cases is forthcoming.

Virtual Road Testing (VRT) has also proven successful with a 91% pass rate after 263,276 virtual tests conducted. Students are more confident riding with their own responsible adult driver, and DDS has seen a decrease in driver examiner injuries due to road test crashes and a decrease in worker's comp claims.

Our public website and mobile app, DDS 2 GO, have both undergone remodeling to offer user-friendly navigation, allowing residents to access services and resources more efficiently. The introduction of a Call Center Chatbot allows DDS to assist customers and even initiate video calls when requested for additional identity verification.

We will continue to embrace technological advancements with the roll-out of self-service kiosks at select grocery stores and in select DDS Customer Service Centers to enhance efficiency and customer engagement at their convenience.

In closing, I express my gratitude to Governor Brian P. Kemp and the members of the General Assembly. Without our invaluable Board of Directors and the dedicated DDS Team, our achievements would not have been possible.

Thank you for being a part of this journey. We eagerly anticipate even greater enhancements that lie ahead.

Sincerely,

Spencer R. Moore

Spencer R. Moore
Commissioner



The year 2023 has been a remarkable journey for us, driven by our commitment to innovation, safety, and efficiency.

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

2023 VISION

#REIMAGININGDRIVERSERVICESIN2023



Our Leadership

EXECUTIVE LEADERSHIP



Brian Kemp
Governor



Burt Jones
Lt. Governor



Jon Burns
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
Kimberly-Clark Corporation



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



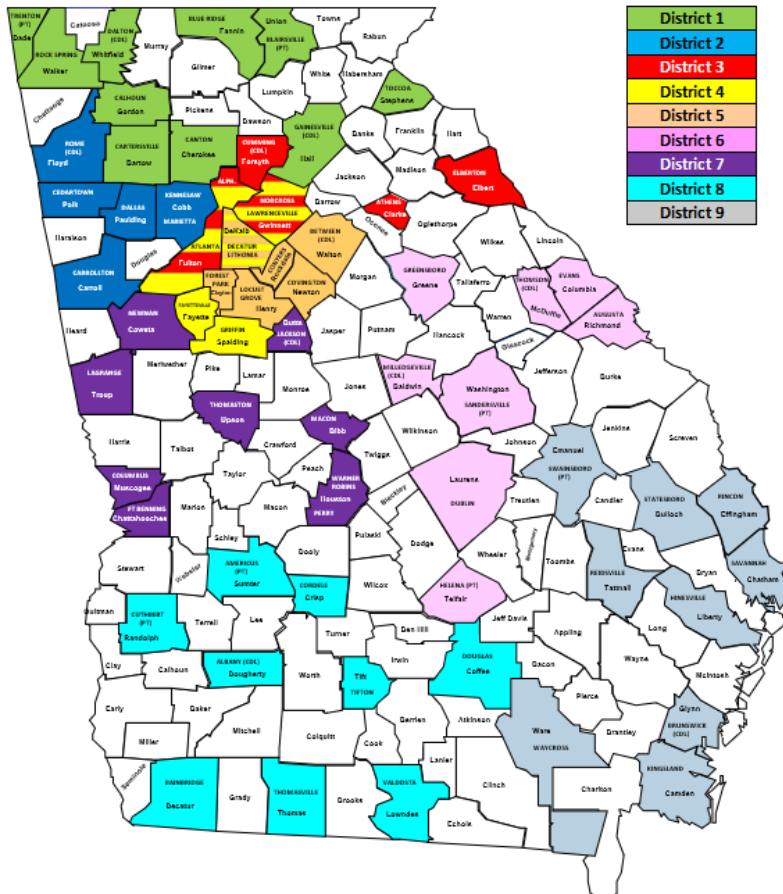
Sheriff Frank Reynolds
Cherokee County



Katherine Satterfield
Consultant

Department of Driver Services 2023 Overview

DDS CUSTOMER SERVICE CENTERS



DDS VOLUME

9,030,402	REAL-ID Enrolled Customers (99%)
8,555,930	Valid Drivers
1,198,675	Customers Served Face-to-Face (FY22)
394,955	Customers Served Online & DDS2GO (FY22)
1,593,630	Customers Served Total (FY22)
~12,800	Transactions on peak days (Tuesdays)

DDS RESOURCES



1,000+

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



862

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

IOS ACTIVE DIGITAL ID USERS

276,334

(as of 12/18/2023)

Total Number Provisioned
Since 5/17/23

DIGITAL DRIVER'S LICENSE AND IDS

DDS now offers digital driver licenses and ID cards to Georgians using iOS and Android mobile devices.

DDS now offers digital driver licenses and ID cards to Georgians using iOS and Android mobile devices. The pilot program launched on May 18, 2023 and is initially in conjunction with the Transportation Safety Administration (TSA).

TSA will allow customers to use their Digital License or ID at select airports at PreCheck® security checkpoints, including those within Hartsfield-Jackson Atlanta International Airport (similar to accessing a flight boarding pass stored on a traveler's cellphone).

Customers will have the option to add a free digital License or ID to their smartphone wallet in addition to their hard/physical card, which customers must continue to carry.



Available on
Apple Wallet



Available in
Google Wallet

VIRTUAL ROAD TEST (VRT)

DDS continued to enhance the contactless road test also known as Virtual Road Test (VRT), which was implemented statewide in December 2021.

VRT utilizes an innovative dash camera that allows the Driver Examiner to administer the Road Skills Test remotely. The Examiner operates cutting edge technology to view the applicants as they drive on the road as well as provide instructions. The dash camera is easy to maintain and remove from the applicant's vehicle. It offers live-streaming, distracted driving detection, Global Positioning Service (GPS), and data analytics.

There has been a significant decrease in workers comp claims due to Driver Examiners not being injured in roadtest accidents. This is a big savings for the State.

263,276

VRT's conducted

91%

pass rate

75%

of all Roadtests
were conducted Virtually



VRT utilizes an innovative dash camera that allows the Driver Examiner to administer the Road Skills Test remotely.



Winter 2023
Kiosk launch date

SELF-SERVICE KIOSKS

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

Twenty-nine (29) kiosks will be placed in our centers with the highest customer demand in 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 partner with DOR to join the existing kiosks located in various grocery stores (Kroger/Publix) throughout the state.

Having the 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 for driving for customers 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.



GEORGE THE DDS CHAT BOT

DDS launched an enhanced Chatbot/Virtual Assistant named George. George is capable of assisting our customers 24x7, 365 days a year.

During FY2023, the Chatbot had 2.2 million conversations with our customers, sent 208K text messages, and handled 7K appointments.

Commercial Driver Licensing Enhancements

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



Created a CDL Advisory Board



Conducted Two Public Town Hall Events with Stakeholders

+556

APPOINTMENTS

Increased road test appointments by adding an additional 556 CDL appointments in 2023.

+792

APPOINTMENTS

For 2024, plans include an additional 792 appointments for CDL road testing.



Ensured CDL Study Guide aligned with the verbiage used by Driver Examiners when testing.



Forsyth
February, 2024



Hazelhurst
September, 2024



Douglasville
August, 2024

Achievements In 2023

FAST AND FRIENDLY CUSTOMER SERVICE

Month	Customer volume	Avg. statewide wait time	Cust. served 30 mins or less (Goal: 95%)	Percentage meeting 95% goal	Percentage with avg. wait times >30m	Longest avg. wait time
FY23	FY23	FY23	FY23	FY23	FY23	
January	214,942	0:08:20	97.09	91.04%	100.00%	0:19:19
February	223,865	0:06:22	98.43	97.01%	100.00%	0:15:22
March	201,966	0:05:25	99.24	98.48%	100.00%	0:14:02
April	187,880	0:05:46	98.54	97.01%	100.00%	0:16:49
May	177,068	0:05:22	99.02	98.50%	100.00%	0:13:15
June	185,487	0:06:15	97.75	92.53%	100.00%	0:16:24
July	195,174	0:05:41	98.88	97.01%	100.00%	0:21:36
August	187,014	0:06:08	98.25	94.03%	100.00%	0:17:11
September	219,076	0:06:54	97.82	94.03%	100.00%	0:19:34
October	179,865	0:06:16	98.18	95.52%	100.00%	0:17:16
November	202,901	0:05:32	98.41	94.03%	100.00%	0:17:59
December	215,809	0:06:55	98.01	92.54%	100.00%	0:17:09
Total Calendar	2,391,047	0:06:15	98.35	95.76%	100.00%	0:15:52

CUSTOMER SERVICE SURVEY DATA REMAINS POSITIVE

Month	Responses	Purpose of Visit Renewals/Lost License	Staff Courteous Excellent/Satisfactory	Staff Knowledgeable Excellent/Satisfactory	Facility Clean/Adequate Excellent/Satisfactory
	FY23	FY23	FY23	FY23	FY23
January	4,376	37.06	95.52	96.71	99.00
February	4,239	36.68	94.31	95.65	98.33
March	3,762	36.78	95.70	96.42	98.83
April	3,971	37.64	95.10	96.13	98.59
May	3,391	37.82	95.36	96.46	98.74
June	3,730	37.51	94.69	95.89	98.38
July	3,911	38.09	95.45	95.96	98.72
August	3,725	37.81	94.43	94.96	98.50
September	4,265	37.72	93.97	94.84	98.23
October	3,755	38.54	94.89	95.62	98.15
November	3,703	39.12	93.48	95.32	98.37
December	4,103	39.28	95.68	96.62	98.94
TOTAL	46,931	37.25	95.11	96.21	98.65

SELF-SERVICE OPTIONS REMAIN POPULAR

Month	Transactions	
	Online	Mobile
Jul-22	56,974	8,384
Aug-22	60,010	9,162
Sep-22	56,265	8,666
Oct-22	57,732	8,701
Nov-22	51,766	6,116
Dec-22	51,903	5,207
Jan-23	50,834	5,206
Feb-23	54,803	8,012
Mar-23	65,314	9,526
Apr-23	53,947	7,551
May-23	61,337	6,862
Jun-23	65,476	5,634
TOTAL	686,361	89,027
FY23	775,388	

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.

- International Innovation Award Virtual Road Test (VRT)
- Regional innovation Award Virtual Road Test (VRT)
- Regional Community Service Award
DDS Soles for Souls Back to School Shoe Drive.



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 Ms. Billie Jean Dart Assistant Manager of the Statesboro 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 + RECOGNITION

FASTEST TYPIST INTERNAL AWARD

The DDS Annual Fastest Typist Award returned to the Atlanta CSC this year. The 2023 Fastest Typist is from the Statesboro CSC.

The Districts were well represented with terrific examiners who earned the privilege to be at the competition.

- District 1 Cassie McCain aka Road Runner (Toccoa)
- District 2 Syomara Ruano aka Rapida Ruano (Rome)
- District 3 Surekha Gokale aka Suki So Fast (Alpharetta)
- District 4 Jerrica Seay aka Speedy Fingers (Decatur)
- District 5 Brittany Thompson aka Fast Finger Britt (Forest Park)
- District 6 Heather Edge aka Lightening McQueen (Dublin)
- District 7 DeeMeshia Dukes aka Speedy Dee (Columbus)
- District 8 Ashley Kennedy aka Energetically Ashley (Tifton)
- District 9 Tamaria Patterson aka 2 FAST Tamaria (Statesboro)

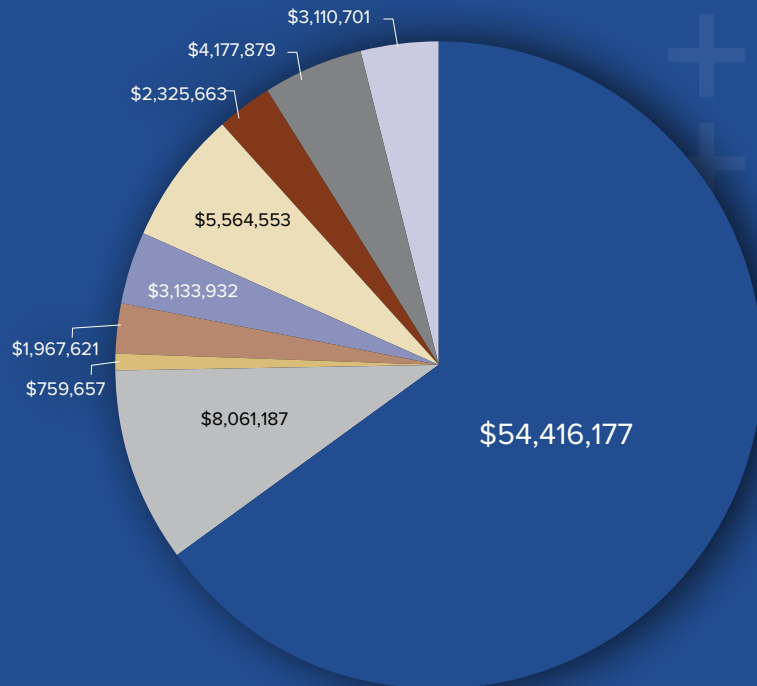
Winner Tamaria Patterson (District 9) Time: 1:56

2nd Place DeeMeshia Dukes (District 7) Time: 3:09

3rd Place Brittany Thompson (District 5) Time: 3:22



Financials FY 2023

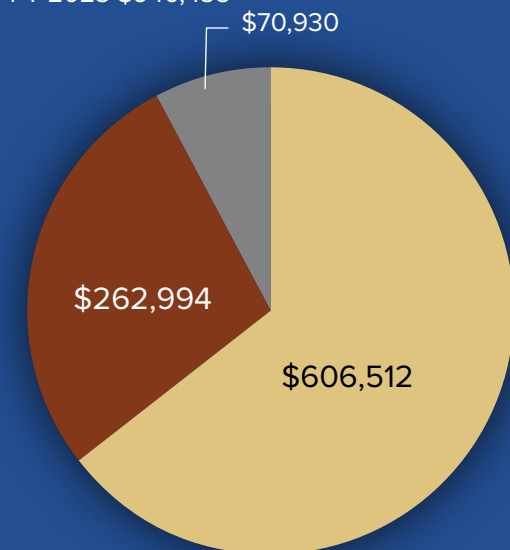


FY2023 FINAL BUDGET \$ 83,517,370

Personal Services	\$54,416,177
ROE/Postage/Other	\$8,061,187
Vehicle/Equipment	\$759,657
Computer Supplies/Equip	\$1,967,621
Real Estate Rentals	\$3,133,932
Telecommunications	\$5,564,553
Capital Outlay	\$2,325,663
Contract Services	\$4,177,879
Card Production	\$3,110,701

FEDERAL GRANT REIMBURSEMENTS

FY 2023 \$940,435



- DOT/Federal Motor Carriers Safety Administration
- Governor's Office of Highway Safety
- Council for Accountability Court Judges

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



Renee Parker
Chief Information
Officer (CIO)



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. The Government Affairs and Communications Division also falls under the Commissioner's Office.



Commissioner

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

His 26-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.

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.

This Team collaborates with other Divisions to maintain the appropriate signage throughout the centers. They plan events, are responsible for media relations and branding.

Accomplishments this year include successful marketing campaigns to support the debut of Georgia's Digital Driver's License and ID, State-to-State Verification Service and many safety initiatives.



AGENCY STRUCTURE



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.

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 FY2023, DDS conducted over 2.5 (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 FY2023, Contact Center Agents handled over 816,500 calls.

The Help Desk responds to citizen inquiries and conducts problem resolution. The Help Desk facilitates customer transactions and provides support to CSC Examiners. Help Desk Agents resolve pointer maintenance on State to State, Commercial Driver License

INCIDENTS

48

Irate
Customers

104

Road Test
Crashes

46

Slips and
Falls



2.3M

In-Person Transactions
Conducted in FY2023

98%

Driver and Identity Credentials
Mailed within 14 Days of
Submission

Information System (CDLIS), and Problem Driver Pointer System (PDPS) transactions. In FY2023, Help Desk Agents answered more than 101,000 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 2,493,000 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 Non



U.S. Citizen/immigrant lawful status. In FY2023, Central Issuance Agents reviewed over 17,183 S.A.V.E. cases. Additionally, Central Issuance offers special issuance services for out-of-state students and Military Personnel along with their dependents.

Beginning May 17, 2023, the agency implemented its Digital DL. Central Issuance plays a major role in processing provisioning request by reviewing the following: Facial Recognition, Front Card Verifications, Liveness Assessments and Confidence Assessments. As of Jun 30, 2023, CI has completed 3487 digital DL transactions.

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 10,021 vouchers for Fiscal Year 2023.

Revenue balances all money collected at the CSCs. They balanced revenue totaling \$72,981.750. General Ledger is responsible for balancing all monthly bank statements and the daily automated renewal processes of mail-in and internet. DDS has 37 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.



AGENCY STRUCTURE

OFFICE OF HUMAN RESOURCES

The Human Resources and Organizational Development Division (HR/OD) is comprised of a team of Human Resources Professionals, Personnel Technicians, and Organizational Development professionals primarily responsible for human capital management strategies and training. HR/OD provides a wide range of services to support DDS team members. These services include 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 assessments and development.

As with many organizations, DDS has had challenges in hiring while rebounding from the COVID Pandemic. Reasons for team member departures frequently surrounded salary and remote work opportunities. The increases approved by the Governor and Legislature have allowed us to increase our hiring salaries within all divisions of the agency increasing the number of applicants. These increases may have also resulted in a decrease in our overall agency turnover

FY2023 BUDGETED POSITIONS

DIVISION	POSITIONS	FILLED	VACANT
Finance	25	20	5
Commissioner's Office	4	4	0
Govt Affairs/Comms	3	3	0
Facility/Real Estate Mgt	8	7	1
Human Resources	11	10	1
General Counsel	7	6	1
Chief Information Office	4	1	3
Self Service Licensing	16	12	4
Records Management	35	27	8
Driver License Fraud- OIS	22	16	6
Information Technology	29	24	5
Fleet Services	3	3	0
Service Centers	657	543	114
Contact Center	52	51	1
Call Center	27	26	1
Project Management office	10	9	1
COLCompliance	8	5	3
Medical Revocation	3	3	0
GECPS	1	1	0
Regulatory Compliance	17	15	2
Motorcycle Safety	0	0	0
PT, Contractors, Temp	71	71	0
TOTAL	1013	857	156

FULL-TIME AGENCY TURNOVER

41% FY 2021 **42%** FY 2022 **38%** FY 2023

TRAINING MODULES COMPLETED

22,274 FY 2023

in FY23. We have also seen an increase in former team members returning to the agency. In Fiscal Year 2023, hiring surpassed separations in 6 of the 12 months in the fiscal year. We continue to pursue new avenues to assist in our recruitment efforts as we meet applicants where they are with increasing utilization of

social media. One of our major accomplishments has been our partnership with DocuSign. Selected applicants can now complete and sign-off on the Background document and New Hire paperwork electronically. We have continued to increase web-based training opportunities for our team members.

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. Additionally, they support Audio/Video Systems, cellphones and VRT support.

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.

FY2024 Projects

- Moving from the NADC to the Cloud
- Thales Hardware Replacement
- Moving Thales to the Cloud
- DDS2GO Mobile App

Customer Support

The Service Desk provides exceptional customer service by owning the Online Services customers issue and identifying trends and enhancements to improve the user experience. Since its' launch, they have been assisting with questions about the new Digital DL/ID platform.

IT Project Support

This newly created section consists of three business analysts and one IT manager. They currently manage IT projects and issues to support the constant demand of new infrastructure and program changes.



AGENCY STRUCTURE

OFFICE OF INVESTIGATIVE SERVICES (OIS)

The Office of Investigative Services (OIS) employs a staff of 11 P.O.S.T. certified law enforcement officers, four Investigative Assistants and one Intelligence Analyst, who jointly focus on the investigation of allegations of driver's license fraud and misconduct by DDS' employees. They also conduct background checks on applicants for employment and customers seeking credentials in some programs regulated by DDS. As depicted in the graph below, OIS 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, counterfeiting and other criminal activities. These efforts included over 1,721 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

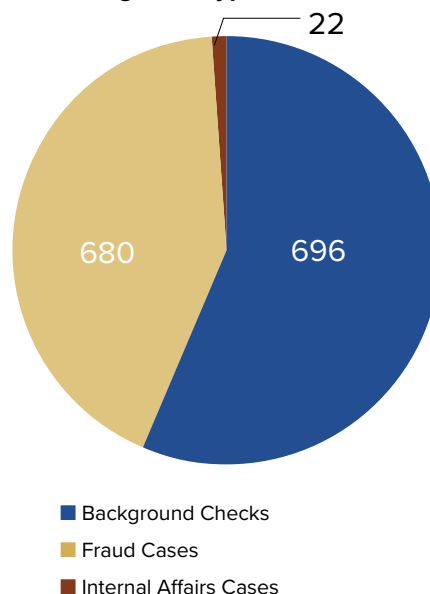
The Office of the General Counsel is made up of the General Counsel, three additional attorneys (one who also acts as the Title VI Coordinator), a Secure ID specialist and three administrative assistants, including one part-time administrative assistant. The Legal Team also includes two Georgia Electronic 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 2023, 5,748 license issuance inquiries were received through email by the Legal Department. 746 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 2023, 572 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 in session. The Secure ID specialists work with customers needing special assistance with the requirements of the Real ID

Investigation Types - FY2023



AGENCY STRUCTURE

Act, including waivers from the DDS administrative rules. In FY 2023, 39 agency rules were finalized through the Administrative Procedures Act process. Furthermore, the Secure ID specialist aided a total of 709 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 2023, a total of 43 hearings were scheduled before OSAH and 302 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

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

Legal Team conducts training and outreach to external partners both virtually and in person. In FY 2023, 32 trainings were conducted throughout the State of Georgia with 369 judges, and 1085 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



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filed with the Equal Employment Opportunity Commission (EEOC).

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. 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 GECPS 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. In FY 2023, 99 audits were conducted.



LEGAL TEAM TRAININGS CONDUCTED

32

FY 2023

JUDGES ATTENDING

369

CLERKS ATTENDING

1085

FY2023 GECPS REPORTING

Month	Reported	Returned To Court	Acceptance Rate
July 2022	75,064	1,737	97.69%
August 2022	78,256	2,218	97.17%
September 2022	74,821	1,911	97.45%
October 2022	72,317	1,980	97.26%
November 2022	68,505	1,835	97.32%
December 2022	62,797	1,831	97.08%
January 2023	84,893	2,547	97.00%
February 2023	75,648	2,168	97.13%
March 2023	90,697	2,310	97.45%
April 2023	68,612	1,865	97.24%
May 2023	77,821	2,114	97.28%
June 2023	76,019	1,856	97.56%

COURT AUDITS CONDUCTED BY GECPS

99

FY 2023

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 2023 include the following:

- Legislative Change Efforts & CDL Federal Mandates State to State/SPEXS
- SOP Project (Creation and Review)
- Digital Driver's License Project with iOS. Google/Android ongoing.
- Self Servicing Kiosks at DDS locations & select groceries.
- CDL Skills Test Workgroup
- DocuSign
- CSC Construction and Renovation OCM (Operation Change Management)
- DRIVES Service Pack Installation
- Implementation of CDLIS 6.2 (Driver History Record)
- KRONOS/Dimensions Upgrade
- Digital DDS

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 FY2023, 137,698 teens under the age of 18 completed driver training courses (30 hours classroom, 30 hours online, 6 hours behind-the-wheel). Of this number, 47,982 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). Fifty-one (51) certified driver training programs hold a special certification from the DDS to offer third-party road skills testing to its

students. In FY2023 there were 151 non-commercial third-party examiners who administered 16,557 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 FY2023, there were 399,055 persons who held a valid, unexpired Georgia commercial driver's license (CDL). The agency operates ten (10) CDL testing sites and regulates 20 commercial

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driver training schools and 96 CDL Third-Party Testers. CDL Third-Party Testing sites employ 186 examiners to administer the CDL skills tests on behalf of the agency. In FY2023, there were 10,833 CDL third-party 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 FY2023, 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 FY2023, 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 FY2023, 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 FY2023, 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 FY2023, 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.



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DRIVER'S LICENSE INFORMATION: 678.413.8400

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