



FY 2024

July 1, 2023 – June 30, 2024



Annual Report 2024

Reflecting on **Growth**.
Forward Thinking **Technology**.
A Culture of **Service**.

Annual Report **2024**



Transforming Ideas into **Success**

DDS continues to grow and thrive because of all the dedicated people who work here and care about helping DDS provide 5-star customer service.

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01.

Message From The Commissioner



Spencer R. Moore

Commissioner

Welcome to the Fiscal 2024 (FY24) Annual Report for the Georgia Department of Driver Services (DDS). I believe this review offers valuable information and data on the Department's achievements and challenges during July 1, 2023 through June 30, 2024.

This year DDS celebrates several enhancements in customer service and technology including:



New Heights

I encourage you to take a moment to review the section on the American Association of Motor Vehicle Administrators (AAMVA). I was honored to have been selected by my peers from around the world to serve as the International Board Chair for AAMVA over the past year. For the first time in AAMVA's 91-year history, a Georgian served as the Chair and Georgia hosted approximately 1,200 attendees from licensing, motor vehicle, and law enforcement agencies from around the globe.

- The addition of customer self-service licensing kiosks to select grocery stores and our own customer service centers (CSCs).
- Expanding the uses of Georgia's Mobile Driver's License and ID Program to include Samsung and the option to use a mobile DL at our centers for express service
- Joining the Georgia Department of Revenue (DOR) at their existing vehicle registration kiosks at select grocery stores statewide
- Our commercial driver program has obtained a same day (no-wait) for a road test reservation.
- Transitioning to a modernized commercial vehicle road test - ___%

DDS continues to grow and thrive because of all the dedicated people who work here and care about helping DDS provide 5-star customer service. I would like to thank all of the DDS team members for their hard work and dedication to realizing the goals and values set forth in our mission.

I would like to thank Governor Kemp, members of the Georgia General Assembly, and the DDS Board of Directors for their guidance.

Without your support, DDS could not continue to thrive!

Spencer R. Moore

Georgia Department of Driver Services



Our Mission

To provide secure driver and identity credentials to our customers, with excellence and respect.



Our 2024 Vision

5-Star Customer Service Is Our Culture



**Growth.
Technology.
Service.**

Our Core Values

T

**Trusted
Service**

E

**Ethical
Actions**

A

**Accountable
To All**

M

**Motivated
To Excellence**

02.

Our Leadership



Brian Kemp
Governor



Burt Jones
Lt. Governor



Jon Burns
Speaker of the House

A 5-STAR CULTURE OF SERVICE

Team Members

1,000+

Customers Served

3,013,509

Customer Service Rank

4.66 OUT OF **5.0**

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.



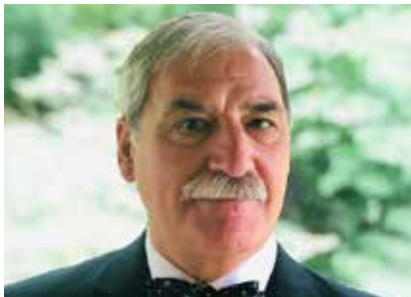
David Connell
Board Chairman
Georgia Power (Retired)



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



Al Barber
Barber's Driving School



Bob Pierce
Cobb County Police



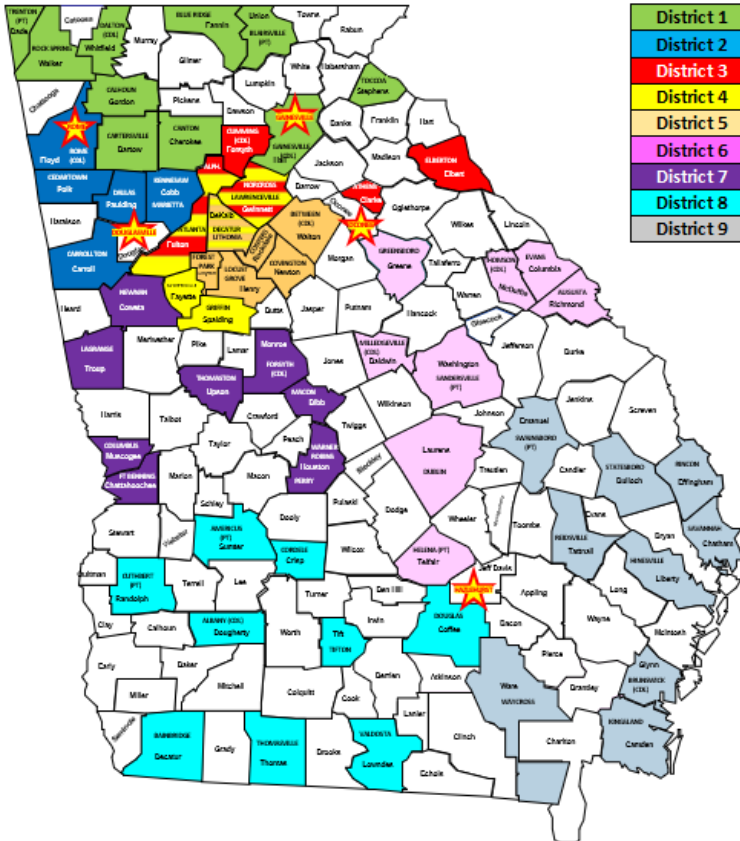
Sheriff Frank Reynolds
Cherokee County



Kat Satterfield
Consultant

2024 Overview

DDS Customer Service Centers



DDS Resources



1,000+

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



824

Programs Regulated
by Agency

DDS Facilities



67

Total DDS Locations

- 13 Owned by DDS
- 14 Shared with DPS
- 33 Owned by Local Governments
- 1 Military Base
- 6 Private Leases
- 8 Part-Time Locations
- 10 CDL Test Sites
- 35 Motorcycle Test Locations

DDS Volume

9,269,743	REAL-ID Enrolled Customers (99.908%)
8,768,360	Valid Drivers
2,391,047	Customers Served Face-to-Face (FY24)
617,598	Customers Served Online & DDS2GO (FY24)
4,864	Customers Served Self-Service Kiosk
3,013,509	Customers Served Total (FY24)
12,583	Average # of Transactions on Peak Days (Tues)

Technology & Innovation



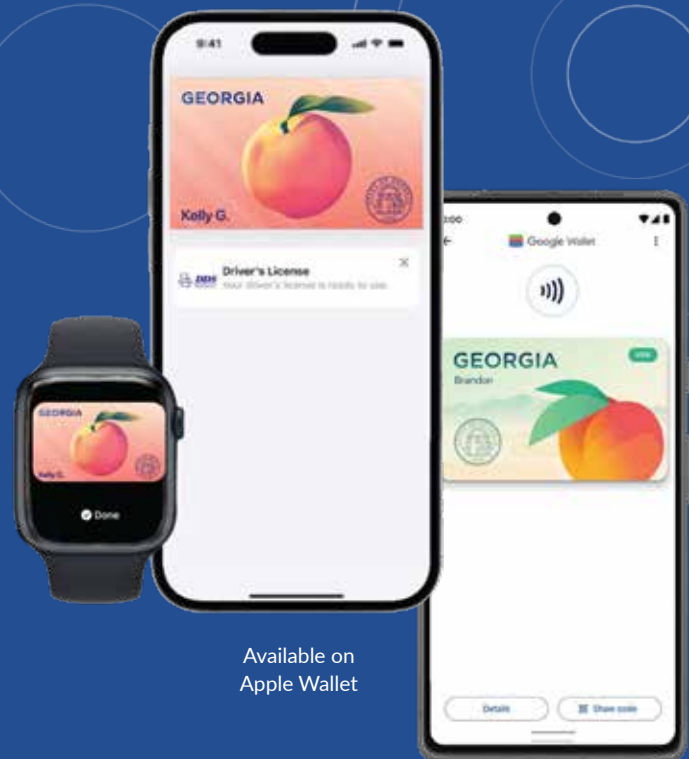
Mobile Digital Driver's License and ID is currently only valid at select TSA PreCheck security checkpoints, including those within Hartsfield Jackson Atlanta International Airport.

DDS uses mobile DLS/IDs for customers to access a Fast Pass for service when visiting in person. Merchant participation is expected to expand over time.

Samsung Added to Georgia Digital Driver's License and ID Program

DDS announced the expansion of our Digital Driver's License and ID Program to include Samsung Wallet. This enhancement provides Georgia residents who have a Samsung Galaxy with a secure, convenient and innovative way to manage their identification documents.

The addition of Samsung means all cellular phone customers can take advantage of this forward thinking technology.



Available on Apple Wallet

Available in Google Wallet

Technology & Innovation

Security Enhancement for Address Change and Online Accounts



The Department of Driver Services (DDS) partnered with Incode Technologies to deliver an integrated solution for customers to validate their identity using Incode's Biometric Identity Verification Service (Incode Omni) when requesting address changes and password resets. The solution enables DDS to better meet the needs of our citizens and improve the productivity of our Contact Center and Customer Service Centers (CSCs) by allowing customers to perform identity verification online and freeing up those resources to service customers who must conduct their business in-person.

The Problem

DDS, like many DMVs, was seeing enough rampant fraud occur where customer accounts were hacked utilizing personal data from the web and dark web such that we temporarily turned off online Change of Address (COA).

The hackers were using data to accurately yet fraudulently answer security questions for resetting passwords and requesting new credentials. When we turned off online COA, we still needed to offer a remote solution for legitimate customers. Initially, we utilized our call center. However, our agents were already handling approximately 800 daily calls, and the calls to verify identity for address changes added significantly not only to the volume, but also to the average call time.

24.99%

Correctly Rejected

0.00%

Incorrectly Accepted

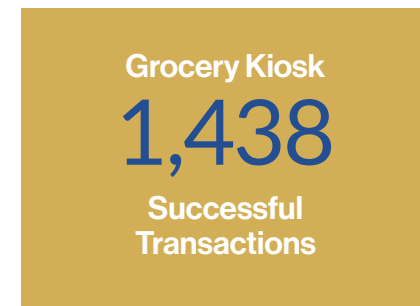
Most recent week of fraud analytics showing no fraudsters passed identity verification with 25% of total applicants correctly rejected as fraudulent attempts.



Customer Endorsements

" Just wanted to let you know that the online system is amazing! It literally took me all of three minutes to log in and change my address. I was amazed! Thank you for making the process quick and easy for me and I will be sure to tell everyone I know how easy it is and you don't even have to get out of your pj's.—Stacey W.

Technology & Innovation



Kiosks at DDS Customer Service Centers

To improve efficiency at DDS CSCs, self-service kiosks have been added to the lobbies of 29 of the highest volume locations. This allows customers to skip the Tech Deck application process and lobby management system. Completing a transaction via kiosk takes minutes including capturing a new photo and printing a temporary document legal for driving and/or ID purposes.

Kiosks at Groceries

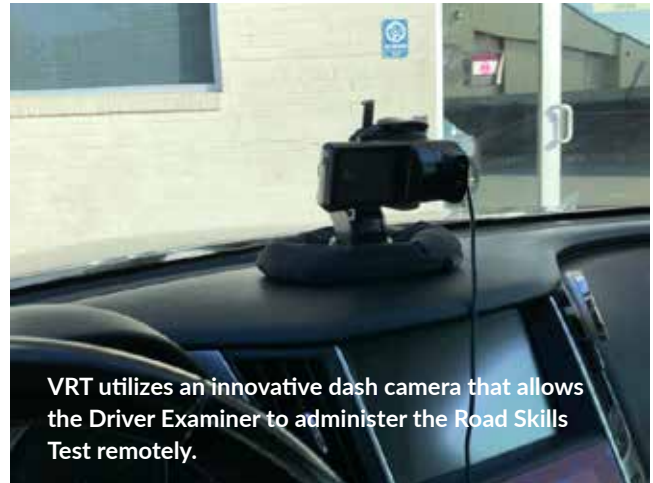
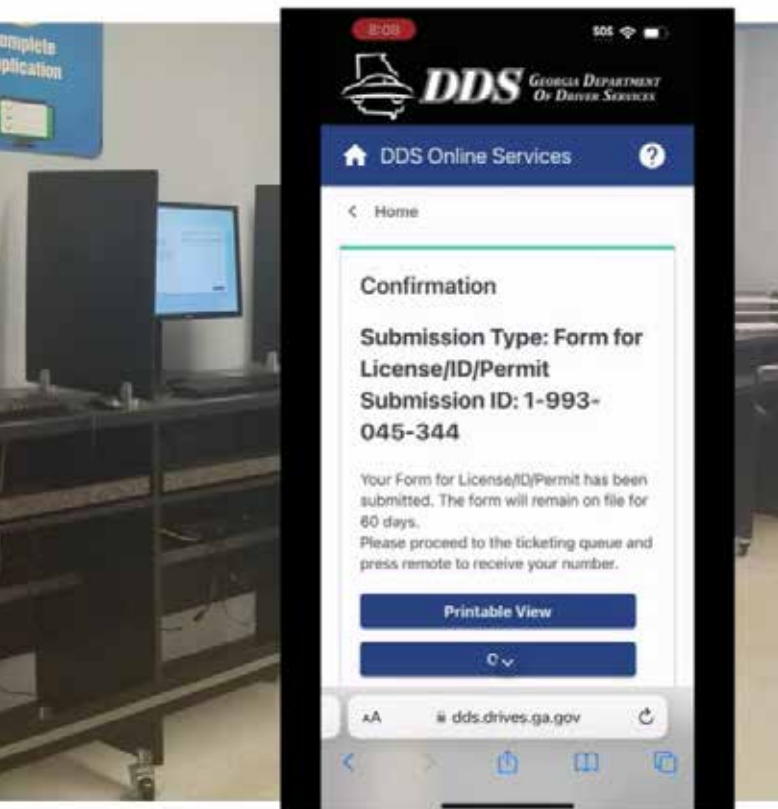
Customers can now add driver services to their grocery lists! DDS partnered with the Georgia Department of Revenue to join their existing tag and title kiosks located at Kroger and Publix stores statewide. There are 24 locations offering this service.



Technology & Innovation

Special Technology for mDL Use

DDS utilizes products by Apple and Credence to allow customers visiting in person to utilize their GA Digital DL/ID by scanning a barcode to access a prepopulated application for service—the **DDS Fast Pass**.



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

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.

184,851

VRTs Conducted

92%

Pass Rate

86%

Of All Roadtests
Conducted Virtually

Commercial Driver Licensing Enhancements

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

CDL Enhancements

- **CDL Advisory Panel** - Created to assist with bridging the gap between the state and the public sector.
- **Reducing Wait Time:** Customers can now schedule and complete their commercial vehicle tests the same day— a substantial reduction from the previous 6-week wait.
- **Increasing Testing Capacity:** Additional testing slots and resources have been allocated to accommodate the increased demand for commercial vehicle tests with even more CDL testing sites scheduled to open in 2025 in Hazelhurst and Oconee County. In 2022, DDS offered 16,896 CDL roadtests. For 2024 (as of September 2024), DDS has offered 19,584 – an increase of over 3,000 testing slots.
- **Implementing Modernized Road Testing:** DDS is transitioning to a new, Federally approved Modernized Testing process that reduces the testing footprint and ensures that applicants are skilled in maneuvers most common to the industry. The new striping of the CDL pads is 80% complete as is examiner training. All sites will be fully modernized by July 1, 2025.
- **Expanding Third-Party Testers:** DDS continues to recruit new business partners into the certified Third-Party Tester Program which now includes 23 commercial driving training and trade schools.



2022
16,896
CDL Roadtests

2024
19,584
CDL Roadtests

Achievements 2024

5-Star Customer Service

State Average Wait Times

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
July 23	204,969	0:08:17	97.02%	95.52%	100.00%	0:27:04
August 23	231,027	0:08:20	96.51%	92.54%	100.00%	0:22:51
September 23	200,416	0:05:43	99.04%	97.01%	100.00%	0:16:21
October 23	193,976	0:04:48	99.31%	98.51%	100.00%	0:11:59
November 23	181,168	0:07:02	97.18%	92.54%	100.00%	0:19:52
December 23	186,961	0:04:46	99.39%	98.51%	100.00%	0:16:32
January 24	216,663	0:04:53	99.02%	100.00%	100.00%	0:08:51
February 24	221,752	0:05:13	99.39%	100.00%	100.00%	0:13:06
March 24	219,970	0:05:44	98.93%	98.51%	100.00%	0:13:05
April 24	234,979	0:06:20	98.08%	91.04%	100.00%	0:13:00
May 24	255,059	0:05:35	99.12%	97.01%	100.00%	0:14:53
June 24	248,963	0:08:00	97.85%	94.03%	100.00%	0:18:36
Total FY24	2,595,903	0:06:04	98.45%	96.47%	100.00%	0:16:09

Achievements 2024

Customer Service Survey Data Remains Positive

	Responses		Purpose of Visit Renewals/Lost License		Staff Courteous Excellent/ Satisfactory		Staff Knowledgeable Excellent/ Satisfactory		Facility Clean/ Adequate Excellent/ Satisfactory		How would you rank our service (1-5)?
Month	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2024
JAN	3,911	5,244	38.09	46.24	95.45	95.77	95.96	96.74	98.72	98.47	4.65
FEB	3,725	5,391	37.81	46.46	94.43	95.69	94.96	96.66	98.50	98.86	4.62
MAR	4,265	5,359	37.72	48.30	93.97	95.99	94.84	96.70	98.23	98.84	4.67
APR	3,755	5,020	38.54	51.73	94.89	96.03	95.62	96.79	98.15	98.91	4.67
MAY	3,703	6,103	39.12	56.72	93.48	95.91	95.32	96.91	98.37	98.95	4.69
JUN	4,103	6,305	39.28	58.18	95.68	96.06	96.62	96.97	98.94	98.77	4.66
JUL	4,428	6,196	39.76	58.56	94.60	95.74	95.37	96.74	98.35	98.55	4.65
AUG	4,783	7,290	44.45	58.58	95.05	95.59	96.17	96.55	97.99	98.64	4.64
SEP	4,447	5,749	45.62	59.00	95.55	95.45	96.76	96.66	98.56	98.67	4.65
OCT	4,171	6,295	44.89	60.15	95.64	95.05	96.41	96.49	98.82	98.68	4.64
NOV	4,274	4,960	46.49	59.76	95.37	96.36	96.12	97.15	98.42	98.66	4.71
DEC	4,607	0	46.95	0.00	95.06	0.00	96.43	0.00	98.62	0.00	0
TOTAL	50,172	63,912	41.56	54.88	94.93	95.79	95.88	96.76	98.47	98.73	4.66

Self-Service Options Remain Popular

906,274

Total Transactions

Jul-23	73,146
Aug-23	81,653
Sep-23	79,051
Oct-23	78,244
Nov-23	56,604
Dec-23	55,270
Jan-24	70,605
Feb-24	69,856
Mar-24	82,049
Apr-24	84,591
May-24	88,243
Jun-24	86,962
TOTAL	906,274



Achievements 2024

DDS Hosts International Trade Association Conference

For the first time in the American Association of Motor vehicle Administrators' (AAMVA) 91-Year History, Atlanta was the host of their Annual International Conference.



Georgia became the focal point of identity management and highway safety as Commissioner Spencer R. Moore and DDS hosted approximately 1,200 attendees from licensing, motor vehicle, and law enforcement agencies from around the globe.

Commissioner Moore has served as Chair of the AAMVA Board over the past year, a first for our state. Moore's chairmanship came with an opportunity for the State of Georgia to host the Annual International Conference (AIC) for the first time ever. AIC is AAMVA's premier event for jurisdictions, industry, and federal partners to come together to share experiences and learn new trends and emerging technology.

The attendees convened in Atlanta for three days of engaging sessions and interesting events to discuss major issues affecting driver services and highway safety as well as to formulate potential solutions.



1,172

Total Attendees



58

Jurisdictions in Attendance



\$24,276

Money Raised for Charity

Achievements 2024



Achievements 2024

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 Customer Service Award Mobile ID issuance (CSC in a suitcase) Issuance at Veterans Retirement Homes



Community Service Award Granted Pre-Teens dying wish to be issued a driver's license



Customer Service Award GA Digital DL/ID Provides Positive Impact on Georgians with Disabilities

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 Dawn Scott, Manager of the Albany CSC.



Team Members Hold AAMVA Positions

Commissioner Moore has been on the board of AAMVA International since September 2018. He also served on the Region 2 Board.

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 the Chair of the National Data Register Subcommittee. 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.

Achievements **2024**

Fastest Typist Internal Award

The DDS Annual Fastest Typist Award returned to the Atlanta CSC this year with First Place Winner Lateresa Gladden!

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

- District 1 Cassie McCain (Toccoa)
- District 2 Genesis Pyne (Carrollton)
- District 3 Janeth Trejo Valdes (Athens)
- District 4 Lateresa Gladden (Atlanta)
- District 5 Sherina Hemingway (Forest Park)
- District 6 Drexel Abrams (Evans)
- District 7 NyJahya Sharif (Forsyth)
- District 8 Brieana Hayes (Thomasville)
- District 9 Zykereionia Bass (Waycross)

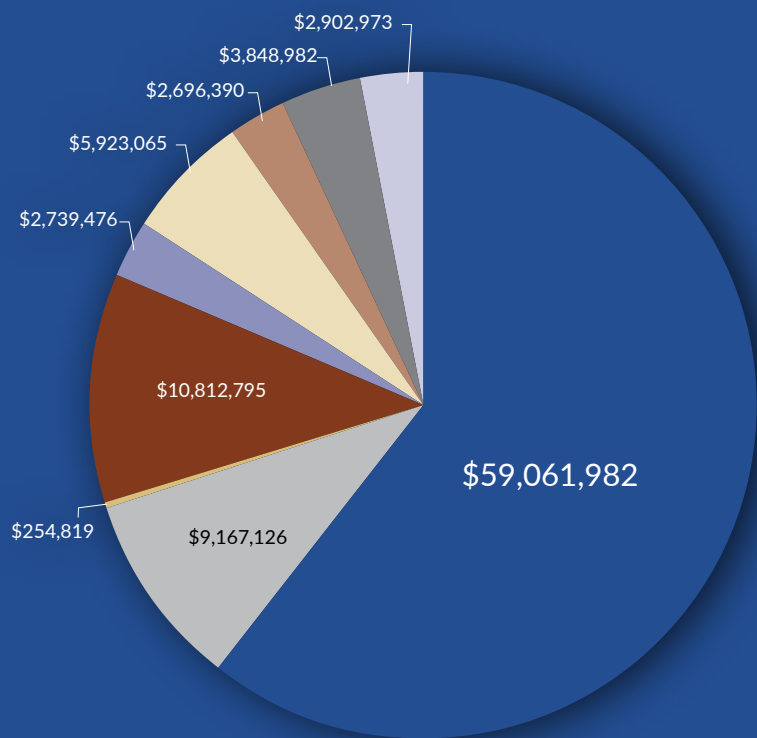
Winner Lateresa Gladden (District 4) Time 2:15

2nd Place Zykereionia Bass (District 9) Time: 3:04

3rd Place Genesis Pyne (District 2) Time: 3:16



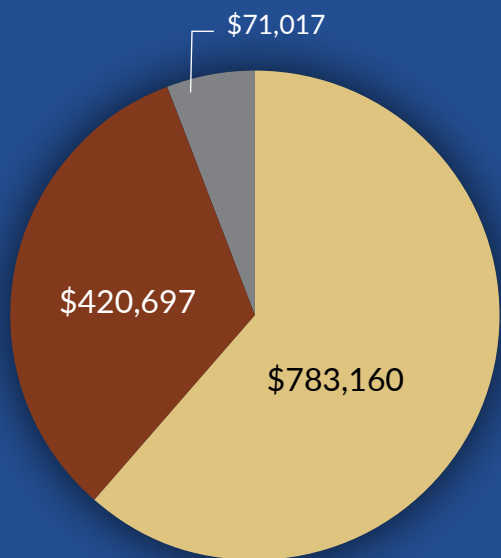
Financials FY 2024



FY2024 FINAL BUDGET \$ 97,407,607

Personal Services	\$59,061,982
ROE/Postage/Other	\$9,167,126
Vehicle/Equipment	\$254,819
Computer Supplies/Equip	\$10,812,795
Real Estate Rentals	\$2,739,476
Telecommunications	\$5,923,065
Capital Outlay	\$2,696,390
Contract Services	\$3,848,982
Card Production	\$2,902,973
TOTAL	97,407,607

FEDERAL GRANT REIMBURSEMENTS FY 2024 \$1,274,874



DOT/Federal Motor Carriers Safety Administration	\$783,160
Governor's Office of Highway Safety	\$420,697
Council of Accountability Court Judges	\$71,017
TOTAL	\$1,274,874

04.

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



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-eight (68) brick and mortar Customer Service Centers (CSCs) throughout the state. Eight (8) of these Centers are part time, eleven (11) offer CDL Road Skills

Testing, and thirty-nine (39) 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 FY2024, DDS conducted over 2.4 (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 FY2024, Contact Center Agents handled over 899,940 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

39	63	43
Irate Customers	Road Test Crashes	Slips and Falls

Agency Structure



2.3M

In-Person Transactions
Conducted in FY2024

98%

Driver and Identity Credentials
Mailed within 14 Days of
Submission

Information System (CDLIS), and Problem Driver Pointer System (PDPS) transactions. In FY2024, Help Desk Agents answered more than 129,283 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 2,316,946 driver and identity credentials mailed from the Card Production facility, 98.54% 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 FY2024, Central Issuance Agents reviewed over 17,447 S.A.V.E. cases. Additionally, Central Issuance offers special issuance services for out-of-state students and Military Personnel along with their dependents.

Since the agency implemented it's 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, 2024, CI has completed 14,388 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 9,816 vouchers for Fiscal Year 2024.

Revenue balances all money collected at the CSCs. They balanced revenue totaling \$85,493.050. 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 and retention. 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.

FY2024 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	12	10	1
General Counsel	7	6	1
Chief Information Office	4	4	0
Self Service Licensing	16	13	3
Records Management	35	28	7
Driver License Fraud- OIS	22	19	3
Information Technology	30	26	2
Fleet Services	3	3	0
Service Centers	678	584	94
Contact Center	51	48	3
Call Center	30	26	4
Project Management office	10	9	1
COLCompliance	8	5	3
Medical Revocation	4	3	1
GECPs	1	1	0
Regulatory Compliance	16	15	1
Motorcycle Safety	4	4	0
PT, Contractors, Temp	81	56	25
TOTAL	1051	897	152

New Hires	192
Re-Hires	17
NEO Classes	20
Promotions	115
Internal Transfers	25

Training Modules Completed

30,470
FY 2024

FY24, we have also seen an increase in former team members returning to the agency. In Fiscal Year 2024, 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 job fairs and social media.

#DDSCARES

HR manages the Agency's community service efforts like the annual Clark's Christmas Kids campaign and recent hurricane relief assistance for our affected Team Members.

For the recent State Charitable Contribution Program (SCCP), Team Members donated a total of \$27,577 to charitable organizations.

Agency Structure

Information Technology

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

Application Development & Support

The Application Development and Support Team is responsible for developing and maintaining the state's Issuance, citation and auxiliary 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 seven IT technical staff persons and an IT manager. Our responsibilities include, but are not limited to: cloud architecture, design, migration planning and support; project management and network management for CSC site moves and IT initiatives; vulnerable software remediation on agency managed systems; network, server, scanner, software, technical desk and testing station support. This functional group also manages the Nemo Q lobby management and (MVN) Motor vehicle network systems at 68 CSCs statewide, cellphones and MDM application, and virtual road test cameras.

Security & Administration

DDS and its dedicated security team adhere to the NIST

Cybersecurity Framework, implementing a multilayered approach to security across all systems and operations. This approach encompasses comprehensive security policies and plans, as well as collaboration with the Georgia Technology Authority (GTA) to establish a secure infrastructure supported by a rigorous Cybersecurity training program.

Multi-factor authentication (MFA) is required for all DDS team members, ensuring robust protection for user accounts. DDS conducts regular security audits and actively monitors network and application security to detect and respond to potential threats. DDS assets are protected by a combination of advanced antivirus solutions, data encryption, regular patching protocols, and data wiping practices to safeguard sensitive information.

Vendor management is a critical component of DDS's security posture. DDS evaluates and monitors vendors for compliance with security standards, ensuring that all third-party partnerships

align with DDS's cybersecurity goals. Security is meticulously reviewed and integrated into the design of all new applications to maintain consistent protection standards.

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. The IT Service Desk has assisted over 71K customers during the last 10 months. This team not only assists our customers with doing their business online, but they take valuable information and pass it on to other IT teams to enhance the online process. This team also responds to all Online related customer feedbacks and works to ensure that our websites, chatbot, and online service process is a more valuable experience for our customers. Over 813K online transactions from Jan 2024 – Oct 2024 with only 541 feedbacks representing 0.07%.

FY2024 Projects

- Thales CPS Upgrade
- Incode Address/Password Changes
- Fast Pass
- Exclusive Electronic Exchange Driver History (EEE)

Agency Structure

Office of Investigative Services (OIS)

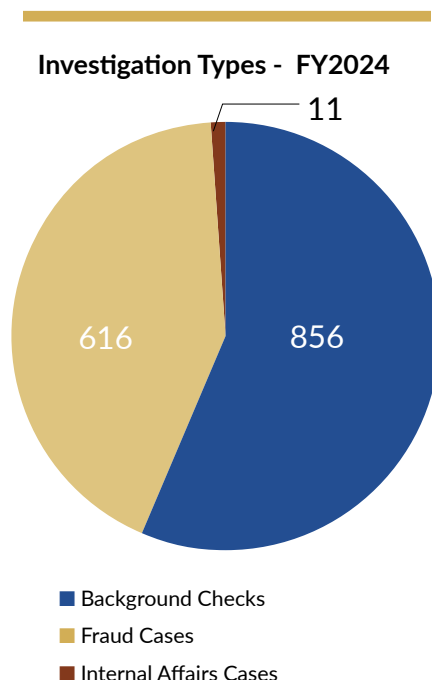
The Office of Investigative Services (OIS) employs a staff of 11 P.O.S.T. certified law enforcement officers, four Investigative Assistants and one Intelligence Analyst, who jointly focus on the investigation of allegations of driver's license fraud and misconduct by DDS' employees. They also conduct 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 844 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.

VR Training and POST Advanced Training Program

OIS is pleased to announce that our VR Training and POST Advanced Training Space is currently opened and in use. OIS has teamed up with several outside law enforcement agencies to provide active shooter and a host of POST advanced training courses. This training helps in bridging the gap between law enforcement peers and provides all participants with support in daily law enforcement activities responsibilities.

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 2024, 7,534 license issuance inquiries were received though email by the Legal Department. 794 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 2024, 603 Open Records requests were received and processed.



Agency Structure

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 specialist works with customers needing special assistance with the requirements of the Real ID Act, including waivers from the DDS administrative rules. In FY 2024, 15 agency rules were finalized through the Administrative Procedures Act process. Furthermore, the Secure ID specialist aided a total of 797 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 2024, a total of 61 hearings were scheduled before OSAH

and 300 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.

Legal Team conducts training and outreach to external partners both virtually and in person. In FY 2024, 43 trainings were conducted throughout the State of Georgia with 1,325 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



Agency Structure

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 2024, 124 audits were conducted.



FY2024 GECPS Reporting

Month	Reported	Returned To Court	Acceptance Rate
Jul 2023	50,194	1,375	97.26%
Aug 2023	57,641	1,533	97.34%
Sep 2023	55,961	1,573	97.19%
Oct 2023	51,572	1,356	97.37%
Nov 2023	49,284	1,336	97.29%
Dec 2023	49,539	1,313	97.35%
Jan 2024	66,374	1,653	97.51%
Feb 2024	54,690	1,602	97.07%
Mar 2024	58,785	1,693	97.12%
Apr 2024	59,790	1,722	97.12%
May 2024	56,900	1,622	97.15%
Jun 2024	49,950	1,643	96.71%



LEGAL TEAM TRAININGS
CONDUCTED

43

FY 2024

CLERKS
ATTENDING

1,325

COURT AUDITS
CONDUCTED BY GECPS

124

FY 2024

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 2024 include the following:

- DDS App Clip
- Thales Kiosks in select CSCs
- Expanded ITI kiosk Locations at select grocery stores
- mDL in iOS, Google and Samsung wallets
- mDL Digital Trust Service
- Biometric Verification for Remote Address Changes
- Biometric Verification for eServices Password Reset
- Exclusively Electronic Exchange (EEE)
- Drug & Alcohol Clearinghouse (DACH)
- Credence Tablet Pilot
- Thales Issuance Workstation Refresh/Replacement
- 2 FAST Service Pack updates

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 FY2024, 140,430 teens under the age of 18 completed driver training courses (30 hours classroom, 30 hours online, 6 hours behind-the-wheel). Of this number, 49,456 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-three (53) certified driver training programs

hold a special certification from the DDS to offer third-party road skills testing to its students. In FY2024 there were 158 non-commercial third-party examiners who administered 17,550 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 FY2024, there were 403,457 persons who held a valid, unexpired Georgia commercial driver's license (CDL). The agency operates ten (10) CDL testing sites and regulates 20 commercial driver training schools and 96 CDL Third-Party Testers. CDL Third-Party Testing sites employ 190 examiners to administer the CDL skills tests on behalf of the agency. In FY2024, there were 11,703 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 FY2024, 9,577 students were trained in one of the 1,245 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 198 DUI and Drug Use Risk Reduction Schools and 174 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 FY2024, there were 49 Interlock Providers and 1,348 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 FY2024, 127,419 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". 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 FY2024, 1,125 parents enrolled in the course and 362 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 2,100 cases to review during this period.





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