

Achieving New Heights  
**FY 2019 ANNUAL REPORT**  
July 1, 2018 – June 30, 2019



***DDS***  
***GEORGIA DEPARTMENT  
OF DRIVER SERVICES***



Georgia was recognized as a leader in implementing REAL ID by enrolling 96.2% of over eight million cardholders in this Homeland Security initiative. Governor Brian Kemp renewed his REAL ID in November 2019.



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## 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

#AchievingNewHeightsin2019

## EXECUTIVE LEADERSHIP



**Brian Kemp**  
Governor



**Geoff Duncan**  
Lt. Governor



**David Ralston**  
Speaker of the House

## BOARD OF DIRECTORS

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



**David Connell**  
Chairman  
Cobb County Chamber  
of Commerce



**Jeff Markey**  
Vice Chairperson  
Coca-Cola Company



**Jeff Wigington**  
Secretary  
Retired



**Rachel Little**  
Merial, Inc.



**Hubert B. Parker**  
University of Georgia  
Retired



**Jim Cole**  
Mercer University



**Bob Pierce**  
Cobb County  
Superior Court



**Wallace Coopwood**  
Wallace Coopwood &  
Associates



**Britt Fleck**  
Georgia Power  
Company

## FROM THE COMMISSIONER

Dear Friends,

Welcome to the Fiscal 2019 (FY19) Annual Report for the Department of Driver Services (DDS) covering July 1, 2018 through June 30, 2019. Thanks to the talents and tireless efforts of our entire team, this year includes some notable achievements. In fact, this may have been the most triumphant year in the history of DDS.

I am very proud that Georgia was recognized as a leader in implementing REAL ID by enrolling 96.2% of over eight million cardholders in this Homeland Security initiative. Our customers are in good shape for the implementation on October 1, 2020 when clearing TSA, and other Federal entities, will be restricted to those with a REAL ID.

Of course, designing and launching new Card Production Services (CPS) is one of the largest and most critical projects that our Team ever undertakes. I am extremely proud that the new licensing system was launched statewide on time and within the allotted funding – an accomplishment of grand scale for us all.

With the completion of CPS, we moved directly into Phase II of a shared project with the Department of Revenue (DOR) DRIVES. Again, this expansive project will integrate and modernize Georgia's motor vehicle functions.

I want to thank my DDS team members, our customers and business partners for an outstanding year. I look forward to bringing you news next year of many more achievements.

I appreciate the assistance and encouragement from Governor Brian Kemp and members of the Georgia General Assembly. The DDS Board of Directors provides valuable guidance and support.

Sincerely,

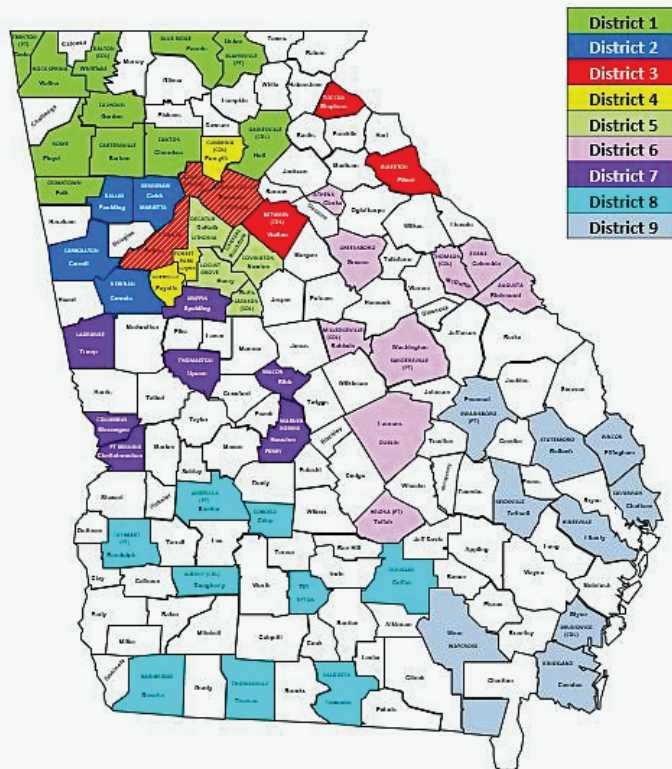


Spencer R. Moore  
Commissioner



**“I am extremely proud that the new licensing system was launched statewide on time and within the allotted funding – an accomplishment of grand scale for us all.”**

## Department of Driver Services Customer Service Centers



## Department of Driver Services Volume

10,545,138	State Population (est. 2018)
8,129,596	Valid Drivers
7,796,320	REAL-ID enrolled (95.9%)
353,846	Valid CDL's
992,113	ID Cards
3,589,487	Customers Served (FY2019)
17,000 to 22,000	Transactions on peak days (Tuesdays & Fridays)

## Department of Driver Services Resources



**1,000<sup>+</sup>**  
Team Members

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



**\$72M**

Annual Operating Budget  
(FY 2019)



**\$100M**

Collections/Transferred to Treasury  
(FY 2019)



**67**

Total DDS Locations

- 12 Owned by DDS
- 15 Shared with DPS
- 32 Owned by Local Governments or Military Bases
- 8 Private Leases
- 8 Part-Time locations
- 10 CDL Test sites
- 39 Motorcycle Test locations

[Data as of 6/30/19 unless noted otherwise.]

# FY 2019

**DDS**  
ANNUAL  
REPORT  
2019

3,589,487  
CUSTOMERS SERVED



## ACHIEVEMENTS

### Card Production Services (CPS)

The Agency is very proud that the transition to a new digitized licensing system was completed on time and within the allotted budget. Team Members worked with the contract awardee Gemalto, a global leader in credentialing, to produce a new digital licensing system with a smoother capture and enrollment process along with a secure polycarbonate driver's license for enhanced identity protection.

Years of planning and testing led to a Pilot Period beginning May 2019 that included three locations. The staggered roll-out began shortly after Pilot. By July, all 67 customer service centers plus DDS online services had been converted. Team Members embraced the changes, and there were no major customer concerns due to extensive research (focus groups), public communications and outreach.

For the credential itself, DDS choose Gemalto's premium polycarbonate licenses to reduce document forgery and protect against identity fraud.

Polycarbonate's durability increases the longevity of the driver's license and enables the high security engraving of a black-and-white photo. Georgia has also chosen to add Multiple Laser Images (MLIs), a level one security feature (visible to the naked eye) where different images such as a portrait, logo, symbol or numbers can be seen depending on the viewing angle, making the license extremely difficult to replicate. Traditionally, the symbolic Georgia peach is integrated into the design of the card.

As with the previous licensing process, a temporary license with photograph and barcode is issued to all customers. The temporary license is printed on 8.5 x 11, white, paper and is a synopsis of each customer's service. It serves as proof of driving privileges until the permanent card arrives in approximately thirty days. Customers in for a renewal or transfer from another state will receive their original card back to keep along with the temporary.

In addition to the ID cards themselves, new all-in-one terminals at DDS customer service centers will help handle capturing applicants' signatures and accepting payment. Those improvements should shave hours off the entire delivery process from start to finish. An advanced enrollment system includes photo and signature capture as well as new payment terminals. The all-in-one point of sale and payment terminals



**Residential Address**  
SUSAN MARY TEST  
123 Test St SE  
Covington, GA 30013  
Residence Date: 01/10/2019  
DL No: 012345678  
DOB: 01/01/1991  
Sex: F  
Eye Color: BRO  
Height: 5'11" Weight: 140 lb  
Organ Donor: Yes Veterans: Yes

**Mailing Address**  
SUSAN MARY TEST  
PO BOX 123  
Covington, GA 30013  
Residence Date:

**MOTOR VOTER:** You indicated that you would like to register to vote or update your registration information. As a result, DDS will forward your information to the Office of the Secretary of State for voter registration or information updating purposes. See O.C.G.A. Section 21-2-23. You may confirm your voter registration status through the Secretary of State's website at: [registeronline.sos.ga.gov](http://registeronline.sos.ga.gov). If you do not receive a pre-sent card by mail within two to four weeks, please contact your county registrar's office.

**CARD: CDL INSTRUCTIONAL PERMIT**  
CLASS: CP (CDL) - 26,000 lbs. GVWR & Trailer & 15,000 lbs. & 16 passengers including driver. Must be accompanied by valid Georgia Driver's License and CDL Class A, B or C driver.

**ENDORSEMENTS:**  
**RESTRICTIONS:**  
**MEDICAL INFORMATION:** Blood Type: A Positive  
**BOATING:** Completed Georgia Boating Education Course

**UNDER 21**

**Signature: Susan Mary Test**  
Governor: Brian Kemp Commissioner: Spencer R. Moore

You are required to operate a vehicle subject to the class, endorsements and restrictions applied on this receipt. This receipt meets the requirement to have a license in the driver's immediate possession while operating a motor vehicle. This receipt is verification that can be confirmed by either the Georgia Department of Driver Services (DDS) or the Georgia Crime Information Center (GCIC) as found in O.C.G.A. § 40-5-29.

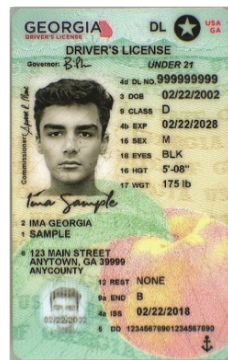
This temporary DL/ID may only be valid for up to 30 days based upon submission of all required documents.

Provide this receipt with your expired DL/ID when visiting the tag office or conducting transactions with any other business.

Please visit our website at [www.dds.ga.gov](http://www.dds.ga.gov) or download our mobile app to check the status of your license.

The DDS 2 GO mobile app is available in the App Store or Google Play

Temporary



Under 21



Over 21

enable a combination of a signature pad and payment receipt, speeding up transactions and simplifying the process for a smoother and faster customer experience. As part of the comprehensive contract, central issuance of the credentials will take place at a newly expanded Gemalto facility in Georgia, strategically located to take advantage of faster delivery times and to bolster the economy through the creation of local jobs.

An award-winning marketing campaign, “Don’t Renew Until It’s Due” publicized the new process but also discouraged customers from coming in too early for a replacement.

### **DRIVES - Partnership with Department of Revenue (DOR) for Technology Efficiency (DRIVES)**

DDS and DOR received funding from the Georgia General Assembly to create a customer centric Enterprise Solution to support each agency’s motor vehicle functions. After a competitive bidding process, the contract was awarded to Fast Enterprises, LLC, an industry leader with a proven track record of on-time and on-budget delivery completing projects both in the State of Georgia and across the nation. The DRIVES (Driver Record and Integrated Vehicle Enterprise System) project was initiated to modernize the current DOR Tag & Title system and the DDS Driver’s License system. Phase One took place at DOR and went live in May 2019. This replaced DOR’s Georgia Registration and Titling Information System (GRATIS).

Phase Two began at DDS Headquarters in Conyers with a major buildout to accommodate the FAST Team. Fast moved in August 2019, and DDS Subject Matter Experts (SMEs) were added as well. The DDS DRIVES portion will replace the system used to process licenses called ‘Go Main’ or the ‘Mainframe’. The official project kickoff date was October 21. The scheduled go live date is January 18, 2021.

### **Debt Collection Services**

DDS proactively began debt collection procedures to help the State recover unpaid Super Speeder Fines. To date, the service has collected more than one million dollars in owed state revenue.



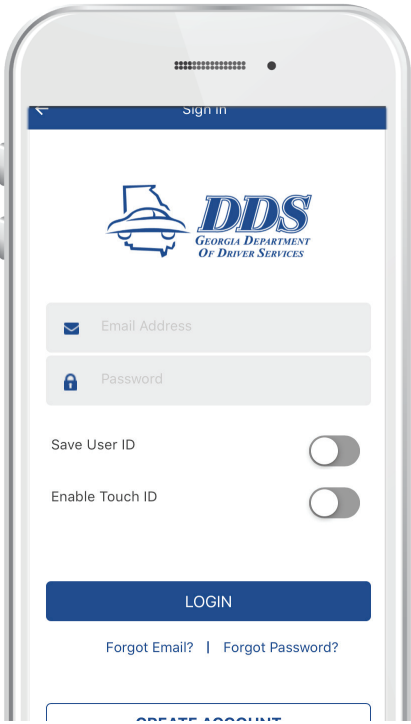


DDS 2 GO

### Mobile Services App

DDS 2 GO increased in popularity as the year progressed. Customers are becoming familiar with having a DDS customer service center in their pocket! Hundreds of thousands of DDS customers were able to avoid an in- person trip. More importantly, they received push notifications to help them stay abreast of any changes to their driving record.

	Total Downloads (Android & iOS)		Logins		Push Notifications Sent		Transactions	
	2018	2019	2018	2019	2018	2019	2018	2019
JAN		8,956		55,741		14,019		3,137
FEB		11,702		59,388		21,043		4,139
MAR		6,358		71,943		13,768		4,397
APR		7,413		67,234		18,827		3,912
MAY		7,422		67,905		21,606		4,035
JUN		8,512		76,033		23,522		4,955
JUL		8,399		89,893		23,124		5,600
AUG	14,780	13,263	2,564	102,392	459	26,039	197	6,711
SEP	11,801		30,347		5,912		1,813	
OCT	8,114		38,684		9,163		2,333	
NOV	6,972		38,233		10,132		1,891	
DEC	3,824		38,688		7,373		2,015	
TOTAL	45,491	72,025	148,516	590,529	33,039	161,948	8,249	36,886
2018 & 2019 TOTAL	117,516		739,045		194,987		45,135	



117,516  
Total Downloads

739,045  
Logins

194,987  
Push Notifications Sent

45,135  
Transactions

## Online Roadtest Reservations

DDS launched an online reservation system for customers to schedule, cancel and/or change road test appointments. Customers now manage their road test appointments from a computer or mobile device eliminating the need for calls to the Contact Center. After launching in September 2018, customers made 224,843 reservations online during Fiscal 2019.

**Road Test Reservations Made Online**

Month	2018	2019
JAN		21,677
FEB		20,936
MAR		25,007
APR		24,169
MAY		24,032
JUN		24,255
JUL		
AUG		
SEP	23,869	
OCT	22,400	
NOV	19,744	
DEC	18,754	
<b>TOTAL</b>		<b>224,843</b>

## REAL ID

Georgia was recognized as a leader in implementing REAL ID by enrolling 96.2% of over eight million cardholders. It is expected that less than 20,000 of those on Georgia's driver history data base could be without a Real ID on October 1, 2020. At that time, individuals will not be allowed to clear TSA or enter a Federal building using a non-compliant state-issued driver's license/ID Card. Real ID cards show that the holder has presented the required Homeland Security information during their issuance process and have a card marked with a gold or black star in the righthand corner.

## Recertification of DDS Office of Investigative Services (OIS)



After an extensive review, The Georgia Association of Chiefs of Police recertified the OIS as a state certified law enforcement agency. DDS OIS is one of only two Georgia State Agencies to achieve this honor, with the Georgia Bureau of Investigation being the other one. OIS will undergo another recertification in December 2021 and will be responsible for at least four additional standards.

## Commercial Driver's License Information System (CDLIS)

DDS Information Technology and Help Desks received another perfect audit of CDLIS. CDLIS is a nationwide computer system that enables state driver licensing agencies to ensure that each commercial driver has only one driver's license and one complete driver record by transmitting out-of-state convictions and withdrawals; transferring the driver record when a commercial driver's license holder moves to another state and responding to requests for driver status and history. There were no findings for 404,046 records. Georgia is the only state to accomplish zero errors for five consecutive years

## Organizational Change Management

The Agency began incorporating change management into project planning by partnering with Columbus Tech to train all Team Members. DDS further committed to change management by adding a Certified Change Management Professional (CCMP) to the Project Management Office (OPM).

## ACHIEVEMENTS



**1,407,923** Total Calls



**1,206,118** Total Calls Answered



**69.45%** % Calls Answered within 180 seconds



**14.39%** % Calls Abandoned



**17.41** Agent Average Calls/Hour

## Contact Center Customer Service Improvements

Strategies to improve wait time for customers calling the DDS Contact Center included adjusting service hours to add over 4 hours of availability, increasing training and utilizing part-time employees. As predicted, launching an Online Road Test Reservation Service helped to reduce the number of calls to the Contact Center significantly. Service levels improved to 85.52% in May 2019 and 88.26% in June.

**85.5%**

Service Level - May, 2019

**88.2%**

Service Level - June, 2019

## Customer Service Surveys

DDS distributes email surveys to customers who visited a customer service center and provided their email address. Customers are asked three questions regarding their entire customer service experience, and the majority of customers are very happy with the service they are receiving.

## Field Performance Measures

Driver Examiners continued to serve more customers in a timely and competent manner.

### FY2019 CUSTOMER SERVICE AVERAGE WAIT TIME

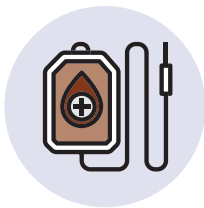
Month/Year	Average Wait Time (HH:MM:SS)	% of Customers Served Within 30 Minutes
July 2018	0:13:13	(Transitioning to new queuing system)
August 2018	0:13:48	88.64%
September 2018	0:12:07	91.46%
October 2018	0:08:45	96.83%
November 2018	0:07:39	98.51%
December 2018	0:06:31	99.16%
January 2019	0:07:26	98.35%
February 2019	0:08:44	99.02%
March 2019	0:08:46	98.38%
April 2019	0:08:12	98.07%
May 2019	0:07:46	98.62%
June 2019	0:13:57	90.22%
<b>TOTAL</b>	<b>0:09:44</b>	<b>88.11%</b>

### FY2019 CENTER TRANSACTIONS

Month	Amount
July 2018	312,996
August 2018	339,040
September 2018	285,226
October 2018	294,698
November 2018	273,094
December 2018	245,121
January 2019	316,442
February 2019	295,972
March 2019	313,007
April 2019	296,710
May 2018	319,179
June 2019	298,002
<b>TOTAL</b>	<b>3,589,487</b>

## DDS CARES

While DDS is committed to improving customer service to the motoring public, we also believe in the power of contributing to the community. Below is a small sample of the types of philanthropy in which DDS team members participate:



### Blood Drive

DDS has a partnership with Red Cross Blood Drives enabling DDS team members to contribute to the national shortage of blood donations.



### State Charitable Contribution Program (SCCP) October 2018

DDS team members proved once again that they give back to the community. Employees donated via electronic payroll deduction, a onetime payment donation and/or by participating in many agency events such as bake sales, and many sponsored team-building activities. Over \$20,000 was donated statewide.



### Conservation

DDS continues to support our state's fuel conservation and clean air initiatives by offering alternative scheduling for team members. This includes Telework, Alternate Work Schedule, Compressed Work Schedule and Flex Schedules.



### Emergency Response

Whether it was a state emergency like Hurricanes Florence and Michael or a local situation such as a personal tragedy for a Team Member, DDS responds. Once the emergency is evaluated DDS may utilize the Emergency Mobile Licensing Program to employ temporary licensing services where needed.

## AWARDS + RECOGNITION

DDS is proud to have our customers and business partners acknowledge our hard work.

### **American Association of Motor Vehicle Administrators (AAMVA)**

DDS received several honors from the motor vehicle industry association, American Association of Motor Vehicle Administrators (AAMVA), a national authority for driver and vehicle administration, licensing and related motor vehicle enforcement.

#### **Regional Awards**

##### **Digital Graphics for the DDS 2 Go Web Ad**

To promote the new agency mobile services app, DDS 2 GO, the Government Affairs & Communication Team planned a media campaign largely focused on social media and web-based advertising focusing on the centennial and millennial markets.

##### **Radio Commercial for the DDS 2 GO Radio Spot**

Radio ads were created to promote the DDS 2 GO mobile app. "It's like having a driver's services center in your pocket," was adopted as the tag line for radio ads and became popular with on-air radio hosts and DDS team members alike.

##### **Improvement through Efficiencies Award for the Online Road Test Reservations System**

DDS launched an online reservation system for customers to schedule, cancel and/or change road test appointments. Customers now manage their road test appointments from a computer or mobile device eliminating the need for calls to the Contact Center.

##### **Fraud Prevention and Detection for a Law**

Enforcement Individual Award for Karen Brooks, Criminal Investigator II with the Office of Investigations. Investigator Brooks investigated and substantiated a case of internal fraud after

extensive research of transactions processed by a DDS employee weren't issued in a manner not consistent with the procedures established by the department.

### **Community Service Recognition for Georgia DDS Hosts Blood Drive**

At the Commissioner's direction, DDS regularly supports the state's Charitable Contribution Program as well as various individual philanthropic efforts. This year, Commissioner Moore asked that DDS partner with the American Red Cross to sponsor a blood drive

### **State Driver Examiner of the Year (2019)**

Debra Tharpe was named Georgia's 2019 Driver Examiner of the Year by AAMVA. She is a team member supporting the Dublin, Laurens County, Customer Service Center and serves thousands of customers annually. Debra was selected for her excellence in adhering to the principles and recommended practices of driver examining and for a high level of conduct in her profession.

### **Team Holds 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.

- **Angelique McClendon** - Driver Standing Committee
- **Kyle Cain** - Driver Standing Committee
- **Kecia Bivins** - Vehicle Standing Committee
- **Brett Young** - Autonomous Vehicle
- **Jeff Smith** - Managing Data Privacy and External Access Work Group

### **Georgia Technology Authority (GTA) Technology Awards**

DDS received a state technology award for the Online Road Test Reservation System for customer service. This award was for creating a better way for citizens to interact with a State Agency.

### **DDS Fastest Typist Contest (2018)**

For the third year, DDS Field Operations Division engaged all CSCs in a Fastest Typist Contest to showcase our amazing talent statewide. Each District selected their fastest typist after each CSC conducted a timed typing contest. The nine District Winners competed in a State Contest. After several hours of competition which was done while providing all issuance services to customers at the Atlanta CSC, the winners were:

- **First Place: Lynette Robinson** (Decatur CSC )
- **Second Place: Keyierq Ezell** (Perry CSC)
- **Third Place: Gianna Liady** (Fayetteville CSC)

### **Commissioner's Customer Service Awards**

The Commissioner recognizes outstanding achievements and performance with quarterly awards. Winners are selected from team member nominations agency-wide. Recipients are nominated by their peers and judged on individual service efforts including leadership.



## LOOKING AHEAD



### DRIVES

The Agency will continue to work on advancing our major project DRIVES to be launched January 2021.



### Electronic Driver's Licenses (E-ID)

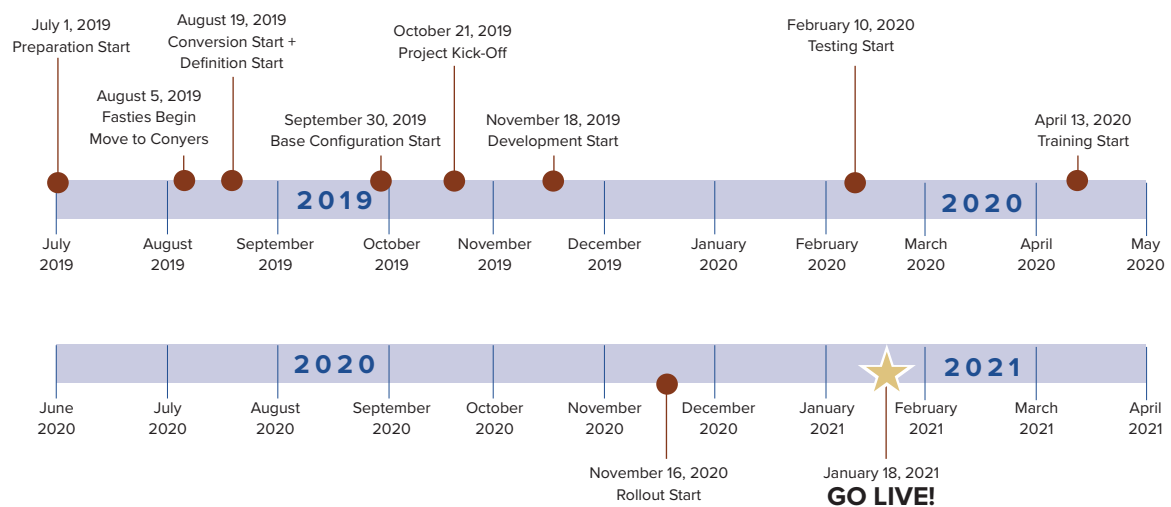
DDS will continue to prepare for emerging technology including the use and acceptance of electronic driver's licenses and identification cards. Legislation will be introduced to establish definitions and to offer parameters of use for those to monitor.



### Third Party Testing Expansion

Legislation has paved the way for DDS to expand third party road testing by certified driver training programs. After a successful Pilot Program in FY2019, there were 104 third party examiners who administered 9,448 third party tests for teens in Georgia.

## DRIVES TIMELINE



## Facility Improvements

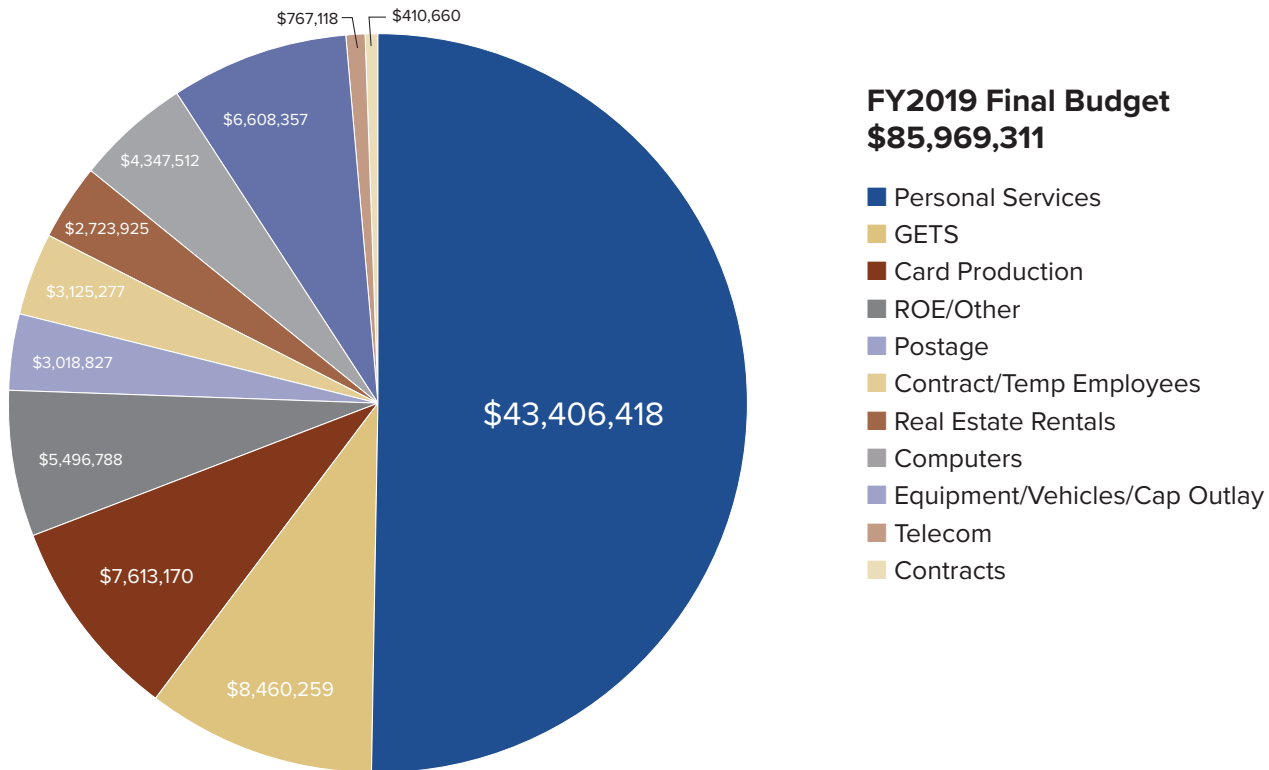


DDS continues to improve the environment for our team members and customers. Projects targeted for FY2020 include:

**Gainesville, Hall County, CSC** will be replaced with a new state-of-the-art 12,000 square foot modern facility behind the existing center. Estimated completion of the project is November 2019. Plans include the addition of one CDL testing pad and a separate entrance and testing area for commercial vehicles.

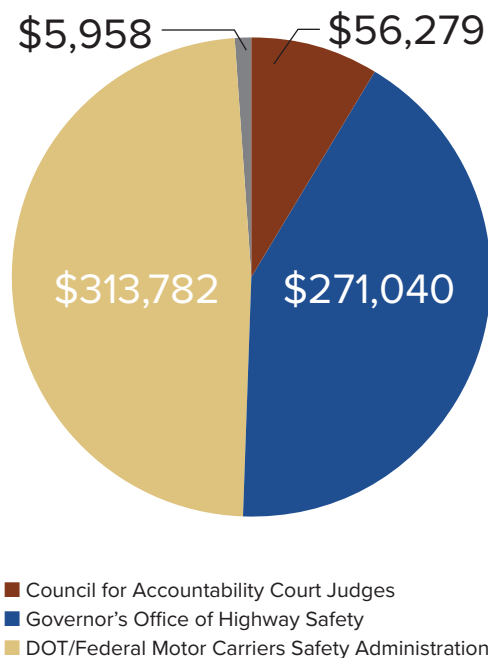
**The Atlanta CSC** will finalize additional parking adding 26 additional spaces.

## FINANCIALS



### Federal Grant Reimbursements

FY 2018 \$647,059



### FY2019 Budgeted Positions

Division	Total Positions	Total Vacancies
Commissioner's Office	7	0
Customer Service Center	564	79
Contact Center/Help Desk	60	2
Information Technology	33	3
Finance	31	7
Records Management	29	4
Investigative Services	22	3
HQ/Central Issuance	11	0
Human Resources	11	0
Fleet/Facilities	7	1
Regulatory Compliance	18	3
General Counsel	7	1
Program Management Office	10	0
Medical Revocation	3	1
CDL Compliance	6	0
<b>TOTAL</b>	<b>819</b>	<b>104</b>

## AGENCY STRUCTURE



**Senior Management Team**



**Spencer R. Moore**  
Commissioner



**Ricky Rich**  
Deputy Commissioner



**Kecia Bivins**  
Director  
Field Operations



**Michele Granger**  
Director  
Budget



**Bob Griffin**  
Director  
Customer Service



**Angelique McClendon**  
Director  
Legal Services



**Shevondah Leslie**  
Director  
Governmental Affairs &  
Communications



**Mike Mitchell**  
Director  
Regulatory Compliance



**Deborah Moore**  
Director  
Human Resources



**Jeff Smith**  
Director  
Information Technology

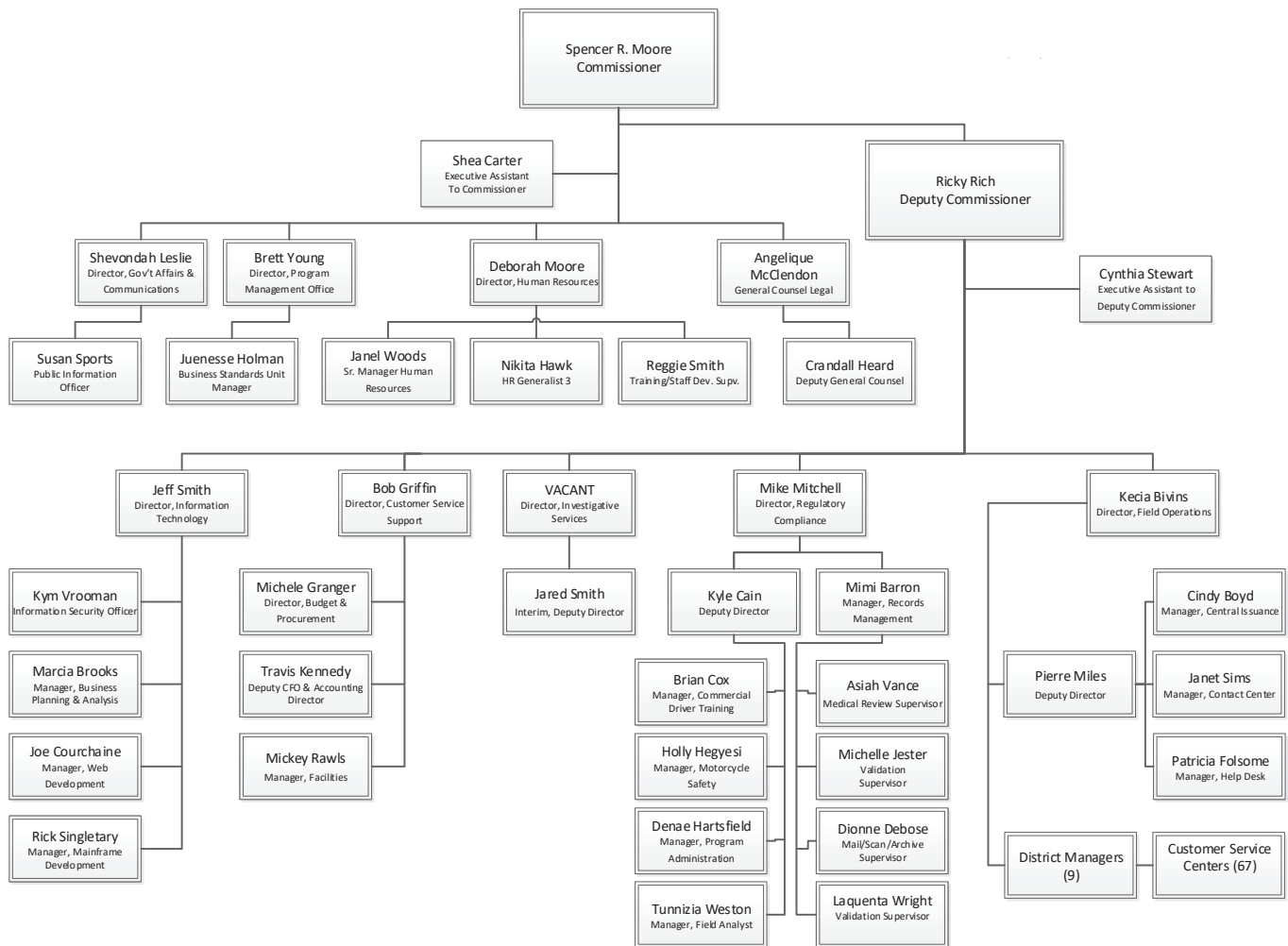


**Susan Sports**  
Officer  
Public Information



**Brett Young**  
Director  
Program Management

## Organization Chart



### Commissioner's Office

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

#### Commissioner

Spencer R. Moore R. Moore, a Georgia native and career public servant, was appointed Commissioner of the Georgia Department of Driver Services (DDS) on January 17, 2017. Commissioner Moore's 20-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, Ricky 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 examiner and training coordinator. At DDS, Rich 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 Agency's core values.



## AGENCY STRUCTURE

**DDS**  
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### Customer Service Support

This department is responsible for securing, managing and reporting the department's financial resources. Major units include Budget, Accounting & Payroll, General Ledger, Procurement, Asset Management, General Support Services, 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 10,178 vouchers for Fiscal Year 2019. Revenue balances all money collected at the CSCs. They balanced revenue totaling \$100,866,131. General Ledger is responsible for balancing all monthly bank statements and the daily automated renewal processes of mail-in and internet. DDS has 56 bank accounts. The Payroll Unit is responsible for processing pay checks/direct deposits for all employees for two pay periods each month. They also balance all time and leave through the Kronos system.

#### Budget

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.

#### Asset Management

Asset Management manages the department's property exceeding a unit price of \$5,000 with certain DDS defined exceptions. There are 68 physical locations statewide, most of which are leased.

#### General Support Services

The Mailroom handles thousands of pieces of mail daily. Fleet Services is also under the responsibility of this section, managing vehicles for agency use. Additionally, this unit oversees the operation and safety of headquarters and warehouse facilities.

**\$100,866,131**

Revenue Balanced in FY2019

**10,178**

Vouchers Entered in FY2019

**56**

DDS Bank Accounts

## 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. In FY19, DDS conducted over 3.5 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, Live Chat, and Interactive Voice Response (IVR). In FY19, Contact Center Agents handled over 1,407,923 calls.

The Help Desk responds to citizen inquiries and conducts problem resolution. The Help Desk facilitates customer transactions and provides support to CSC Examiners. In FY19, Help Desk Agents answered more than 140,000 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 by correct Examiner errors. Of the 3,124,296 driver and identity credentials mailed from the Card Production Facility, 96% were mailed within 14 days of submission. The Central Issuance Unit also interfaces with the Systematic Alien Verification for Entitlements (Homeland Security Database) to verify noncitizen/immigrant lawful status. In FY19, Central Issuance Agents reviewed over 15,000 S.A.V.E. cases. Additionally, Central Issuance offers special issuance services for out of state students and Military Personnel.

### HELP DESK PERFORMANCE STATISTICS

Total Calls Offered (Skill Set Only)	140,576
Total Calls Answered	139,145
% Calls Answered within 60 seconds	93.19%
% Calls Abandoned	1.16%
% Not Ready	23%
Average Calls per Agent (skill set + manual)	11,716

### CENTRAL ISSUANCE METRICS AMOUNT/%

Permanent Cards Issued	3,124,296
% CSC/Mail Perms Mailed within 14 days of interim	87.12%
% Internet Services Perms Mailed within 14 days of application	94.28%
Permanent Cards Returned	68,360
SAVE Cases Reviewed	15,767
Reissuance Due to Errors	1,935

### CSC INCIDENTS

Irate Customers	14
Road Test Crashes	26
Slip and Falls	10
Miscellaneous	21
<b>Total</b>	<b>71</b>

**3.5M**

Person Transactions Conducted  
in FY2019

**1,407,923**

Calls Handled by Contact Center  
Agents in FY2019

**140,000+**

Call Answered by Help Desk  
Agents in FY2019

## 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 monthly electronic Agency newsletter, The Scoop, highlighting team members and their accomplishments. In addition, the annual production of five Georgia training manuals and management of the statewide Motor Vehicle Network (MVN) information service are also responsibilities of this unit.

The **Public Information Officer (PIO)** manages, produces and disseminates information about DDS' activities and programs to statewide and local media as well as customers.

A **Marketing Specialist II** focuses on the Agency's social media presence including maintaining the Facebook, Instagram, Twitter and YouTube accounts.

This Division also utilizes a part-time **Graphic Designer** and college-level interns from the metro-Atlanta area.

Accomplishments this year include producing an award-winning campaign for DDS 2 GO, the production of original photographed and designed covers for all five Georgia Driver's Manuals and the expansion of DDS' Social Media presence by acquiring over 13,000 Facebook likes, 17,392 Twitter followers and 1,279 Instagram followers.

### FY 2019 DDS SOCIAL MEDIA FOLLOWERS

	Facebook	Twitter	Instagram	YouTube
JAN	12,252	17,570	1,214	803
FEB	55	-62	4	30
MAR	305	17	20	36
APR	64	-1	6	35
MAY	51	-151	11	36
JUN	112	-21	12	16
JUL	99	35	5	39
AUG	62	-7	7	23
SEP	48	12	0	32
OCT	22	-5	14	40
NOV	38	-482	6	30
DEC	33	-39	6	20
<b>TOTAL</b>	<b>13,141</b>	<b>16,866</b>	<b>1,305</b>	<b>1,140</b>

### FY 2019 CUSTOMERS SERVED VIA SOCIAL MEDIA

	Facebook	Twitter	Instagram	YouTube
JAN	87	0	0	0
FEB	59	0	0	0
MAR	59	1	0	0
APR	51	3	0	0
MAY	48	4	0	0
JUN	61	1	3	0
JUL	106	1	3	0
AUG	54	1	8	0
SEP	67	1	9	0
OCT	68	3	9	0
NOV	34	3	3	0
DEC	43	3	4	0
<b>TOTAL</b>	<b>737</b>	<b>21</b>	<b>39</b>	<b>0</b>



**AWARD-WINNING  
CAMPAIGN FOR DDS 2 GO  
EXPANDED DDS' SOCIAL  
MEDIA PRESENCE:**

**13,000<sup>+</sup>**  
Facebook Likes

**17,392**  
Twitter Followers

**1,279**  
Instagram Followers

## Office of Human Resources

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

TURNOVER	FY2019
Total for Agency	34.77%
Field District Managers	0%
CSC Managers	15.25%
CSC Assistant Managers	28%
Driver Examiner 1	37.95%
Driver Examiner 2	18.85%
Part-Time DE	93.87%
Headquarters	16.21%



## DDS University

DDS University (DDSU) is an agency-wide career enrichment program designed to provide leadership development and professional development courses in order to promote and enhance the team member's career growth. Highlights of the past year include:

- Predictive Index Behavioral Workforce Assessment Tool was administered collectively to 14, 277 participants
- Conducted Annual December Managers Meeting
- Collaborated with Georgia State University on the development and delivery of an Employee Satisfaction Survey for the agency
- Launched and completed Change Management Training for 438 CSC Team Members
- Facilitated Executive Leadership Training session
- Coordinated Mandatory HRA Sexual Harassment for 926 agency Team Members
- Conducted "Train the Trainer" Card Production Services Training for 50 CSC Team Members
- Conducted onsite training verification at CSCs on the rollout of Card Production Services
- Developed and delivered an online Georgia Distracted Driver Law Training
- Coordinated and facilitated an agency Blood Drive
- Coordinated and facilitated an agency Flu Shot Drive

TRAINING MODULES	FY 2019
AAMVA	123
Active Shooter Training	519
AED+ Plus	462
Annual Managers Meeting	148
Behavioral Interviewing Step 1	52
Behavioral Interviewing Step 2	48
CCE	19
CCKE	154
CDL Certification	19
Change Management (Managers/Asst. Managers Only)	129
Communication: It's More Than Words Training	10
CPS Rollout Training	420
Customer Service Basics	200
DDS Title Program Policy Statement	395
Document Review	156
Executive Leadership Training	16
Forklift Training	3
Hands Only CPR	464
Introduction to Change (Team Members Only)	438
Introduction to Security Awareness	186
Issuance Classroom Instruction	70
LED Diversity Training Instructor Lead	41
Lobby Management/Tech	156
Managing Cumulative Stress	43
Mandatory HRA Sexual Harassment for Employees	926
Nemo Q	144
New Georgia Distracted Driver Law	442
Performance Management Process	4
Preventing Retaliation in the Workplace	1
Recognizing and Avoid Sexual Harassment-Classroom	11
Reinstatement Training	7
Rider Skills Testing	54
Road Test	154
SAVE	69
Teach-Back	99
Team Building	50
The 5 Values of Great Customer Service	471
Train-the-Trainer	65
Understanding and Abiding by Title 6	478
Worker's Compensation Training for Employees	430
Worker's Compensation Training for Supervisors	92
Total	7768



## Information Technology

This Division 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 IBM mainframe and acts as the internal service desk for all internal DDS IT issues. The IBM mainframe system provides the core programs used in the issuance and maintenance of secure identity credentials.

### Business Planning & Analysis

The Business Planning and Analysis Section provides Program Management, Business Analysis and testing for DDS' functions requiring IT engagement.

### Web Development & Support

The Web Development and Support Section provides development and support for web applications. These applications extend the secure identity credentials process to the Internet, provide secure application interfaces, and meet internal or external business needs.

### Information Security & Administration

The Information Security & Administration Section includes the Information Security Office, network support, 3rd party application support, and ID/Access administration.

## FY2019 SYSTEMS SUPPORTED

Driver's License and Identification Issuance System	State and Federal Government Interfaces including courts and public safety
DDS2GO Mobile App	American Association of Motor Vehicle Administrators (AAMVA) Interface
DDS Public Web Site	Systematic Alien Verification for Entitlements (SAVE) Interface
Public Online Services	Commercial Driver's License Information System (CDLIS)/PDPS
Investigative Services Apps	National Database Interface
Lobby Management System	Problem Driver Pointer System (PDPS) Interface
Document Management System	Driver's License Testing Application

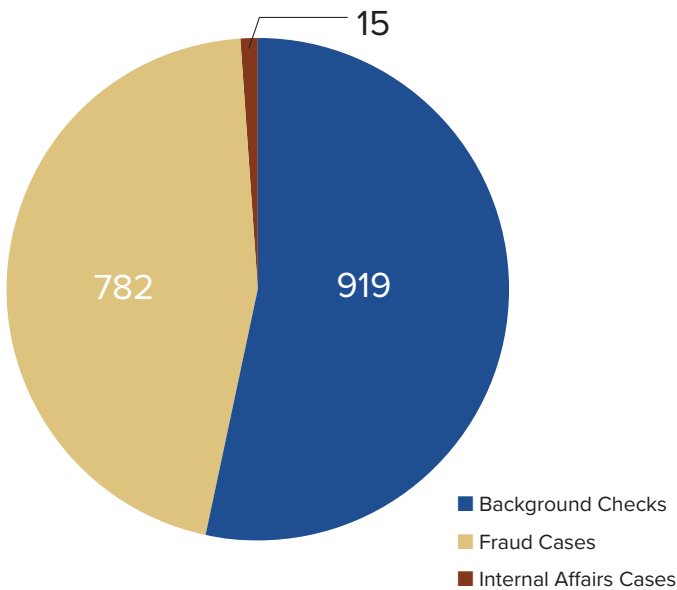
Office of Investigative Services (OIS)

The Office of Investigative Services (OIS) employs a staff of 16 P.O.S.T. certified law enforcement officers, an office manager, three investigative assistants, and three additional clerical personnel who focus on the investigation of allegations of driver’s license fraud and misconduct by the DDS’ employees. They also conduct background checks on applicants for employment and customers seeking credentials in some programs regulated by the DDS.

As depicted in the graph below, the DDS continues its fight to ensure the security and integrity of Georgia’s license issuance process. Our investigators collaborate with federal, state and local law enforcement agencies in the interdiction of crimes relating to identity theft, fraud, forgery, and other crimes. These efforts included over 7,800 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 coordinates emergency drills at HQ and locations throughout the state.



Investigation Types - FY 2019





## Legal Services

The DDS Legal Services Team is made up of the General Counsel, three additional attorneys (one who also acts as the Title VI Coordinator), a document specialist and three administrative assistants, including one part-time administrative assistant. The Legal Services Team also includes two Georgia Electronic Conviction Processing System (GECPS) program Coordinators. 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. The Legal Services team also manages and responds to document requests received in the context of litigation, non-party production requests, subpoenas, and the Open Records Act.

Legal Services 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. Further, Legal Services works with customers needing special assistance with the requirements of the Real ID Act, including waivers from the DDS

administrative rules. In FY 2019, 24 agency rules were finalized through the Administrative Procedures Act process. Furthermore, the Legal Services' document specialist aided a total of 451 individuals in the Secure ID process. Of the 451 cases, 399 cases (88%) were resolved without decision by the board. The remaining 52 cases were presented to the Board of Directors as Citizen Waiver Cases.

The Legal Services 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 2019, a total of 160 hearings were scheduled before OSAH and 720 cases were processed administratively within the agency. The Legal Services Team also provides extensive training to court clerks, prosecutors, law enforcement, defense attorneys, and judges on conviction reporting, consequences of moving violations, limited driving permit eligibility, and license reinstatement requirements. In FY 2019, 30 trainings were conducted throughout the State of Georgia.

The Title VI Coordinator manages the Non-discrimination program for the agency. The Title VI Coordinator 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 the external customers.

Aside from providing advice regarding laws that impact driver's licenses, Legal Services also participates in agency-wide and inter-agency projects. Currently, DDS Legal Services is highly involved in the DRIVES Project, which is an inter-agency enterprise system modernization project. For such projects, Legal Services 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 Services 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. Legal Services also provides guidance in employment actions and responds to complaints filed with the Equal Employment Opportunity Commission (EEOC).

Legal Services also 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. Over 300,000 transmissions are submitted quarterly. 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.



#### FY2019 GECPS REPORTING

Month	Reported	Returned To Court	Acceptance Rate
Jul-18	101,296	3,179	96.86%
Aug-18	115,225	3,891	96.62%
Sep-18	95,962	3,377	96.48%
Oct-18	113,734	4,314	96.21%
Nov-18	100,496	3,876	96.14%
Dec-18	89,605	2,934	96.73%
Jan-19	100,981	3,608	96.43%
Feb-19	98,565	3,269	96.68%
Mar-19	110,349	3,241	97.06%
Apr-19	104,763	2,948	97.19%
May-19	107,918	3,051	97.17%
Jun-19	100,795	2,636	97.38%
<b>TOTAL:</b>	<b>1,239,689</b>	<b>23,816</b>	<b>96.75%</b>



## 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, Business Analysis 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. DDS further committed to change management by adding a Certified Change Management Professional (CCMP) to the PMO.

**The major projects completed for Fiscal Year 2019 include the following:**

- Legislative Change Efforts & CDL Federal Mandates
- Card Production Services
- Online Reservation Project
- DRIVES Project
- Mobile Application Project
- NEMO Q (Lobby Management) Procurement
- Power DMS
- AAMVA Autonomous Vehicle Workgroup
- Experian Pandora Project
- GDC Offender Issuance Phase 2 & 3
- REAL ID Recertification
- PCI Compliance Project
- Debit Collection Project
- Financial Controls Project

### **Business Analysis (BA)**

The Business Analysis team uses systematic methods and tools to identify, analyze and implement functional improvements for the agency's business processes through the following four areas:

#### **Strategic Performance Planning and Execution:**

Successful implementation of a cohesive, integrated strategic plan is an integral component of DDS' success. This team leads the agency through the development and documentation of a comprehensive, customer-centric strategic plan that aligns with the State of Georgia's vision and goals.

#### **Performance Measurement Reporting and Analysis – In-Depth Reporting:**

This team produces and analyzes data and statistical information to identify improvement areas. Additionally, each quarter this team facilitates the In-Depth meeting in which each division shares operational and strategic goal accomplishments and challenges.

#### **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.

### **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.



## 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 17 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 FY2019, 103,145 teens under the age of 17 completed 122,157 driver training courses (30 hours classroom, 30 hours online, 6 hours behind-the-wheel). Of this number, 33,856 completed the 40 hours 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 17 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). Thirty-eight (38) certified driver training programs hold a special certification from the DDS to offer third-party testing to its students. In FY2019, there were 104 third party examiners who administered 9,448 third party tests in Georgia.



### Commercial Vehicle Driver Training

At the end of FY2019, there were 353,846 persons who held a valid Georgia commercial driver's license (CDL). The agency operates 10 CDL testing sites and regulates 10 commercial driver training schools and 86 CDL Third Party Testers. Third-Party Testing sites employ 167 examiners to administer the CDL skills tests on behalf of the agency. In FY2019, there were 12,038 CDL third party skills tests administered, accounting for 47% of all CDL skills tests administered.



### Motorcycle Safety Training

The mission of the GMSP is to foster and promote safe motorcycle riding through quality rider education, a variety of training courses, and a comprehensive public awareness effort. GMSP offers low cost, professional training to assist riders in improving their skills. Successful completion of a Basic Rider Course earns a



graduate a 90-day waiver from the motorcycle knowledge exam and on-cycle skills test. In FY2019, 8,066 students were trained in one of the 1,049 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 the FY2019, there were 251 DUI and Drug Use Risk Reduction Schools and 218 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 end of FY2019, there were 49 ignition Interlock Providers and 1,421 ignition interlock devices in active use 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 FY2019, 129,346 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 FY2019, 150,000 ADAP student workbooks were shipped.

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 FY2019, 733 parents enrolled in the course, 255 completed the course, and 3 ordered their free MVR.



### For Hire Endorsement

To obtain a For Hire Endorsement, limousine chauffeurs, taxi drivers, and ride share drivers must possess a valid

Class C Georgia driver's license and not have any felony convictions on their criminal record for the seven-year period preceding date of application. The applicant must submit an online application and also upload an employment authorization letter from the transportation network company that intends to hire them. For U.S. Citizens, the C Endorsement expires when their driver's license expires. For Non-U.S. Citizens, it expires when their immigration documents expire. At the end of FY2019, there were 10,340 For Hire Drivers in Georgia.

### Medical Review Unit

This unit is responsible for reviewing medical information to determine whether drivers are physically or mentally fit safely operate a motor vehicle. The Medical Unit receives advice and recommendations from the Driver License Advisory Board. In FY2019, the unit processed approximately 1,800 cases. Nearly 1,500 of these cases resulted in license revocations.

### 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 (MVRs).

## FY2019 RECORDS MANAGEMENT PERFORMANCE STATISTICS

Document Type	Goal (Days)	Monthly Production	Achievement Rate For Goal (Days)
Citations	10	758	99.81%
Drug Convictions	10	22	100%
OOS Citations	10	6871	99.11%
OOS Citations E Form	10	6894	98.62%
Hearings Request	7	988	99.67%
ALS	7	1542	98.97%
Hearing Request (Payment Only)	7	58	95.65%
Hearing Results	7	810	100%
Medical Certificates	4	4059	95.9%
Motor Vehicle Report (MVR)	7	643	100%
FTA	14	1182	98.94%
Reinstatements (FTA DMS)	7	2181	99.92%
License Surrender	21	2650	100%
Suspension Updates	21	3191	100%
Non-DMS Reinstatements	7	909	100%

#### CONTACT US

Driver's License Information	678.413.8400
Driver's License Reservations	678.413.8500
Administrative Headquarters	678.413.8650
Office of Investigative Services	678.413.8766
Information Technology	678.413.8889
Legal Services	678.413.8765
Office of Human Resources	678.413.8738
Regulatory Compliance	678.413.8745

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