

# TENNESSEE A-LIST

## *Project Highlight*



*“I felt like I worked 20 years at the state to get the opportunity to work on a project like this.”*

*Linda Cone, Business Lead*

Five years ago, the Tennessee Department of Safety and Homeland Security (TDOSHS) was still working in their 30-year-old mainframe system with a building full of paper and a list of goals they wanted to achieve. February 2015 brought about a new driver services system, A-LIST, which has since helped the agency achieve all of their original goals and more as they continue improving their customers' experience.



Front Row: Rachel Greer, Terra Beach, Suzanne Shelton, Melanie Hall, Brittany Robinson; Middle Row: Xin Chen, Ryan Hall, Cheryl Patterson, Linda Cone, Alex Marshall, Chris Smith, Shenping Wang; Back Row: Rory Steen, Craig Weir, Nathan Scafe, David Thomas, Alan Walnoha, Joe Reed, Ben Lorenzo

From August 2013 to February 2015, the Tennessee Department of Safety and Homeland Security (TDOSHS) worked with Fast Enterprises to implement their new driver services system, A-LIST. This system replaced the agency's 30-year-old mainframe system with Fast Enterprises' driver services software.

*“People were excited about it. They were optimistic that it was going to do the things they wanted it to do. They thought that it was revolutionary.”*

*Susan Lowe, Director for the Financial Responsibility Division*



## The A-Team

The A-LIST project was only the second driver services implementation for FAST. Despite that fact, the Tennessee Department of Safety put their faith in the project team from the beginning. Ryan Hall, FAST Project Manager (PM) during the project said, “We took steps forward as if we were one team, right from the start, through thick and thin.”

When FAST arrived on-site, the agency was ready to get started and had already assigned business leads to the project. “The leadership of the Department of Safety was able to give us their best driver services experts,”

said David Thomas, who was the A-LIST PM during the project. “Without these dedicated subject-matter experts, we would not have been successful,” Thomas said. However, it wasn't easy to dedicate the resources to the project since



Michael Hogan

the agency was already stretched thin. Michael Hogan, Director of Drivers Services said, “We knew it was going to hurt, but we wanted the best staff on the project. We wanted them to look forward to the future.”

So, when the project needed more resources for testing, the TDOSHS stretched even further to bring in the necessary support.





## Communication

Open communication made the project successful. Terra Beach, current A-LIST PM, stressed the importance of the agency's collaboration with the project team: "You needed to make yourself available to the developers to make this work." The business leads' contributions played a vital role in the development process. "Our business leads were all very knowledgeable about their areas. They were happy to answer all of our questions," explained Treyce Fenske, FAST Implementation Consultant.

The communication paths that the TDOSHS set up with the project stakeholders proved crucial to the project's success. Michael Hogan, Director of Drivers Services, said,

*"I think when you set a playing field where people are allowed to do it right, you can be successful."*

*David Thomas, A-LIST PM during the project*



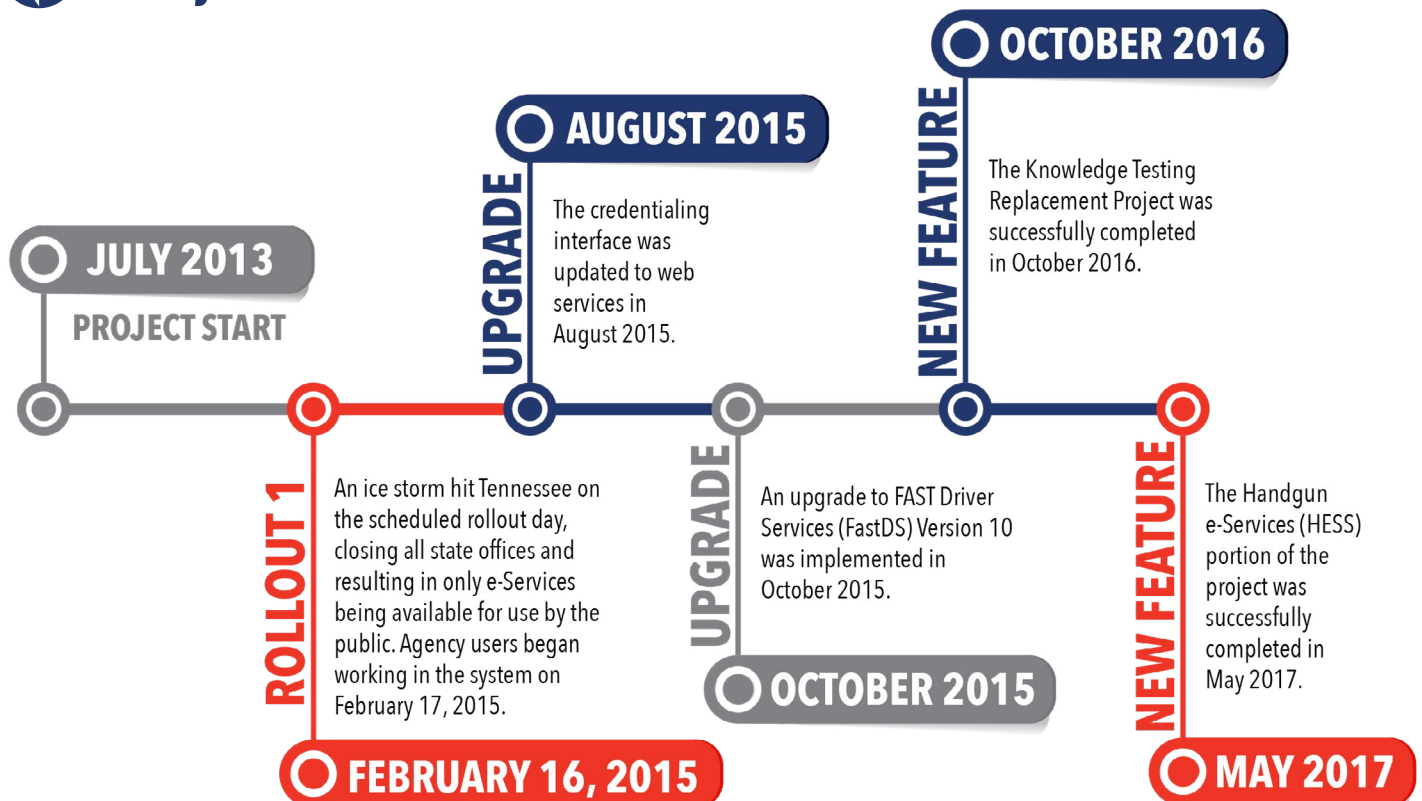
David Thomas

"We made sure we had a standardized message that we got out to the employees to let them know what the goals of the project were." FAST Training Manager Zane Dickens said this effort had a positive impact on the users: "Managers did a good job of letting people know they were getting a new system and that it was going to help with their jobs."

The TDOSHS also established lines of communication with external stakeholders. As part of the implementation, nearly 50 interfaces were created with other agencies to pass information between systems, helping all agencies run more efficiently.



## Project Timeline





# Benefits of the New System

**Transactions  
Can Be  
Completed in  
Less Time**

“The efficiency from start to finish has improved. The process is quicker,” said Terra Beach, current A-LIST PM.

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**Training Staff Is  
Easier and  
More Effective**

“When we train our staff now, we have a system that’s easier for them to understand,” said Michael Hogan, Director of Drivers Services.

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**e-Services  
Functionality Is  
New and  
Improved**

“I’ve even had friends say that the online portal was easy to use,” said David Thomas, A-LIST PM during the project.

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**Staff Efficiency  
and  
Accountability  
Is Increased**

“It has expanded our employees’ abilities to do work. Some of them are even asking, ‘What else can I do?’” said Susan Lowe, Director of Financial Responsibility.

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**Reporting  
Capabilities Are  
Increased**

“I can make decisions that I couldn’t make before because it gives me information I couldn’t retrieve before,” said Michael Hogan, Director of Drivers Services.

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**Documents and  
Correspondence  
Are Available in  
the System**

“We’re able to pull up actual documents. In the past, we would have needed to put customers on hold to call Records to send over the document,” said Lisa Knight, Director of the Handgun Unit.

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**Everything Is  
Integrated and  
Accessible**

“If a customer takes a test on the computer, you have a copy of that test that’s tied directly to the account,” said Trey Nelson, Tester on the A-LIST project.

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## Advantages and Added Features

### *Combatting Fraud*

The A-LIST project helped ensure that credentials were being issued correctly and in accordance with the policies of the agency.

“The system will not allow you to do anything you’re not supposed to. It guides you through the steps based on policy,” said Terra Beach, current A-LIST PM. This has helped the agency to prevent fraudulent credentials from going out the door. “The ability of anyone to conduct fraud with the drivers licensing system has gone way, way down,” said David Thomas, who was the A-LIST PM during the project.



### *e-Services*

As part of A-LIST, the TDOSHS has a new e-Services system that allows customers to view the status of their licenses, schedule appointments, change addresses, and perform other actions in real-time. Previously, the agency’s online offerings were limited to only requesting duplicates or renewing licenses. Michael Hogan, Director of Drivers Services, said that allowing customers to perform these tasks online has helped reduce the amount of traffic in the agency’s offices.

### *Handgun Permitting*

A-LIST also manages Tennessee’s handgun permitting. Dian Oliver, Business Lead for the Handgun Unit, explained that her team used to work 7 days a week to issue handgun permits within the 90-day deadline. Now that this is part of A-LIST, the team is better able to keep up. “Now, we’re getting things wrapped up. We don’t have any boxes anywhere, and we are issuing permits usually within 5-10 days,” Oliver said. In 2017, a new portal was added to A-LIST to allow handgun safety schools and examiners to manage their information. “That’s a huge win for everybody because it reduces the number of people who are going into the driver license offices,” said Lisa Knight, Director of the Handgun Unit.



### **State Slogan**

*Tennessee—  
America at its Best*

### **Population**

*6.7 Million*

### **Project Name**

*Automated License  
Issuance System for  
Tennessee (A-LIST)*

### **Project Type**

*Driver Services*

### **Project Dates**

*August 2013 to  
February 2015*

### **Total Licenses Issued in the First Two Years**

*~6 Million*

### **Counties**

*95*

### **Active Users**

*975*

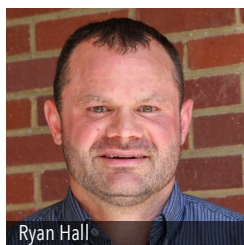
### **Interfaces**

*48*





Lori Bullard



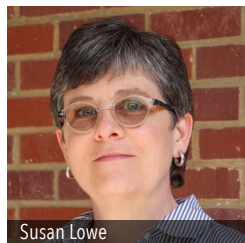
Ryan Hall



Linda Cone



Chris Smith



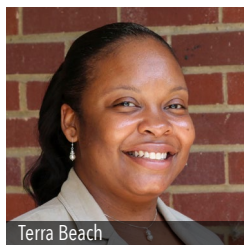
Susan Lowe



Craig Weir



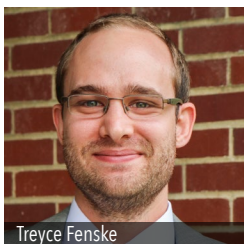
Dian Oliver



Terra Beach



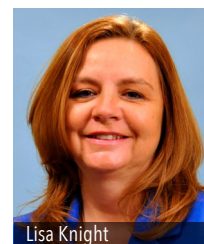
Trey Nelson



Treyce Fenske



Zane Dickens



Lisa Knight



## Overcoming Obstacles

As the project progressed, the partnership between the agency staff and FAST staff helped them navigate the challenges they faced. “When something came up, everybody collaborated and wanted to get the right solution out there,” said Zane Dickens, FAST Training Manager. Craig Weir, FAST Tech Team Member, described one such situation. As the project began technical testing of their Production environment, they realized that the system was not going to be fast enough to support the agency’s needs. In response, the agency worked quickly to procure new hardware. “That turnaround was so quick,” Weir said, describing how the agency procured a new external SAN within just a few short weeks.

*“I liked the fact that we were all together, we could all share ideas, we could converse throughout the day.”*

*Trey Nelson, Tester on the A-LIST project*



## What's Next?

Since A-LIST went live in 2015, the project team has continued to improve the system and add new features. This has included not only a new handgun online portal and various legislative changes, but also functionality that allowed the agency to join AAMVA’s state-to-state system, new functionality for CDLs, and additional customer services for the agency’s online portal. When asked about his wish list for the system, Michael Hogan, Director of Drivers Services, said, “I used to have a list of items, but we’ve added most of them now.”