

Information Technology Capital Investment Program
Project Status Report

To: Information Technology Strategy and Investment Committee
John Vittner, Office of Policy and Management

From: Barbara Jencks

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Agency: Department of Motor Vehicles

Project: Unified Communications - Transforming The Customer Experience

Project Manager: Barbara Jencks

Reporting Period: Project Inception through 06/30/2018

Total Funds Requested: \$1,810,696

Total Funds Allotted to Agency: \$1,810,696

Accumulative Total Capital Fund Expenditures to Date: \$869,313

Brief Project Description/Summary:

This project converts the existing Aspect Call Center technology (implemented in 1993) to the State's Enterprise Avaya Call Center Elite. This technology provides additional options for customers to contact DMV – through phone, fax, IVR, e-mail, web, SMS/text, chat and virtual hold. Through its business improved technology, the system will provide to customers increased functions to conduct at home self-service DMV transactions. System enhancements will increase customer service while providing shorter customer wait times.

Since the current phone system is at 'End of Life' and has experienced several system failures – the new system will bring stability and expanded services and ultimately a higher level of customer service and satisfaction.

In addition, DMV will now have a quality disaster recovery plan while co-opting with BEST on an off-site system back up.

This project goes beyond technology solutions and encompasses organization structure, business processes and related HR components. DMV will be implementing a centralized "Contact Center" which will consolidate four independent call centers into one step level center with state of the art technology.

Phase 2 will provide for the implementation and integration of a Customer relationship Management (CRM) component which is designed to manage and maintain customer relationships.

In addition, Phase 2 includes analyzing options to implement kiosks across the state, as well as evaluate the top usability issues with the DMV website. These analyses will position us to more quickly pursue solutions that will strengthen DMV's self-service options.

Summary of Progress Achieved to Date:

The build and implementation phase of the project was broken out into multiple rollouts.

Rollout 1 was successfully completed on May 24, 2018. This rollout included the move to the enterprise telephony system, a new contact center application, call recording, and Virtual Hold (also known as customer callback). Command Center for rollout 1 closed on June 8. Callback function is being widely used and reducing our customer wait times. We have transitioned 5 agents from a separate work unit (VBR) to the Contact Center.

Development of rollout 2 functionality is underway. Rollout 2 consists of the IVR self service and agent screen pops and is expected for release in September 2018. This rollout will allow customers to complete transactions without speaking to an agent. It will also reduce the call time by providing agents access to customer data as soon as the call is answered.

Planning for rollout 3 - Multi Channel and CRM to begin. One key decision pending is the Multi Channel product we will be using. The product we were planning to use - Avaya Elite Multi Channel - is not going to be enhanced as Avaya is moving in another direction with a product called Oceana. We cannot move to Oceana as there are critical version dependencies which would delay our timeline and up the project cost. We are reviewing another product called CT Suite. A solution option chart is being prepared with BEST, Altura, and DMV IT and will be presented to the Executive Committee when complete for final decision.

Issues and Risks:

ISSUE: It was announced that Avaya's multi channel product (EMC) will no longer be enhanced. We have the option to use this product (as we intended to do) or select a competing option. Project can move ahead while we analyze another viable option from a Dev partner of Avaya's. Decision on product is pending but placeholder cost has already been estimated and included in the Altura SOW. Multi channel implementation will likely follow the voice implementation to lessen the change to the end user.

Next Steps & Project Milestones:

Create integrated project plan for IVR rollout in September.

Continue Build and Configuration for IVR functions.

Confirm selection of product for multi media (email, chat, SMS) and for CRM.