Information Technology Capital Investment Program
Project Status Report

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

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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 06/30/2019

Total Funds Requested: $1,810,696

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

Accumulative Total Capital Fund Expenditures to Date: $1,245,732

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.

Rollout 1B was implemented on October 31st. This rollout allows the customer to schedule a callback at a timeslot convenient to them- either current day or next day.

Rollout 2 went live on December 5th. Rollout 2 consists of the IVR self service transactions and agent screen pops. This rollout allows customers to complete transactions such as registration renewals, license suspension fee payments, or license status checks without speaking to an agent. This rollout should reduce the average call time by providing agents access to customer data as soon as the call is answered.

Rollout 3 - Multi Channel- Broken into 2 rollouts: Core and Email integration is underway. Decision was made to use Avaya Elite Multi Channel product for email, text and chat functionality. SOW complete, requirements and functional specification approved. Servers have been received and vendor (Waterfield) installation and configuration is underway. September rollout on target. Following the core and email integration, chat and text integration to follow.

Project Results to Date:

>Callback feature freed up line capacity; >18M minutes on hold saved

>Average wait time reduced from 26 minutes to 6 minutes

>Delivered 6 self service options to customers available 24 X 7 with average weekly >1000 transactions

>3 of 4 groups centralized and cross training complete . Integration of 4th group on hold.

Issues and Risks:
RISK: With continued and increased use, there is a possibility that we will need to purchase more speech recognition licenses from Lumenvox.   We are monitoring speech license use monthly.

Next Steps & Project Milestones:
Complete EMC server configuration and begin User Acceptance testing in August in preparation for September rollout.