

Information Technology Capital Investment Program  
Project Status Report

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

**From:** Gene Catania

**Email:** Gene.Catania@ct.gov

**Agency:** Department of Motor Vehicles

**Project:** Unified Communications - Transforming The Customer Experience

**Project Manager:** Gary Catania

**Reporting Period:** Project Inception through 06/30/2020

**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. DMV management is currently reviewing an enterprise CRM solution which, if sought, will impact the Unified Communications - Transforming the Customer Experience project's CRM analysis and deployment.

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 pursue, in a timelier manner, solutions that will strengthen DMV's self-service options.

**Summary of Progress Achieved to Date:**

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**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 telephone 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 5, 2018. Rollout 2 consists of the IVR self-service transactions and agent screen pops. This rollout allows customers to complete transactions such as registration renewals, check Registration Status, pay an Insurance Lapse fee, check license status, check license delivery and suspension fee payments, without speaking to an agent. This rollout also included an IVR that allows a customer to enter their information that produces a screen pop, this would 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 were received and vendor (Waterfield) installation and configuration was completed. Following the core/email integration, chat and text integration to follow.

Due to issues with DAS BEST reviews, Rollout 3 was delayed for approximately eight (8) weeks while its technical team reviewed security issues surrounding the email phase. Given this, the remaining deliverables for Rollout 3 are Multichannel (email) and Multichannel (text and chat). The anticipated completion of Rollout 3 was tentatively scheduled for March 2020. Due to COVID-19 all meetings were held off for approximately eight (8) weeks. New projected date:

Multichannel (email) Q3 2020  
Multichannel (text and chat). Q4 2020

**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
- >All 4 groups centralized, and cross training completed.

**Issues and Risks:**

ISSUES: Eight (8) week delay due to DAS BEST technical review of Rollout 3's security/technology. There was a server naming convention on the servers, it was too long per Avaya which was resolved. An additional 8 weeks due to COVID, however Waterfield was working on the server configuration. The current delay is the building of a custom database for EMC SSRS reporting,

RISK: With continued and increased use, there is a possibility that we will need to purchase more speech recognition licenses from LumenVox. It was agreed by LumenVox and Altura to allow us to gauge our usage and they would reach out if they saw usage up to 40% more of our 24 licenses. This is monitored by LumenVox and Altura and has been in place with the inception of IVR.

A Virtual Hold assessment recommended the purchase of 5 more licenses as DMV is only treating 50% of our calls with Virtual Hold technology. DMV is currently working with Virtual Hold to increase the punctuality of the Estimated Wait Times and is recommended by Virtual Hold to do another assessment after the Estimated Wait Time punctuality is fixed.

**Next Steps & Project Milestones:****Rollout 3**

Multichannel (email) Q3 2020

Multichannel (text and chat) Q4 2020

**Phase 2**

Kiosks/Web services analysis. Q2-2021

CRM tentative Q2-2021

Due to COVID-19 the DMV has been closed from March 13, 2020 to Present. Multichannel has taken priority with implementation.

Project Close out estimated at the end of Q3 2021