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 12/31/2017

Total Funds Requested: $1,810,696

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

Accumulative Total Capital Fund Expenditures to Date: $81,553

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:

Draw down of funds have been processed and approved. The Project Phase 1 has been broken down into two Parts - Part 1 and Part 2. The first part of the project is focused on planning and data collection that is manufacturer agnostic. This means the information gathered for the design of the database is pertinent to the business function and design of the contact center not the actual application. This allowed the project to move forward while Avaya continued to emerge from reorganization.

We have established several agency workgroups dealing with data collection for IVR informational design; a Technology Committee dealing with the review of the Altura submitted ‘Scope of Work and Design’; a Business Users Team and a Project Steering Committee for escalation and review of the Project status and attainment of goals.

Currently, we are at the end of Part 1 - reviewing all vendor provided design documentation and preparing for sign off. The installation of two Virtual Hold servers was also included in Part 1 and has been completed.

Part 2 - Build, Test, and Implementation SOW reviewed and signed by Commissioner and Altura. The PO for Part 2 is approved and Altura is confirming the resources needed for this next part of the project. We have also ordered another set of virtual servers from BEST. Detailed planning for this next part of the project is underway and we expect to begin by the first week in February. Our integrated detailed plan will confirm our implementation date and we will likely rebaseline our schedule and return to Green. Target date is still May 2018.

The Human Resources unit is assisting in reviewing multi-level job specifications in order to determine proper placement classification. We are currently utilizing an Erlang-C algorithm to assist us in determining future centralized contact center staffing needs.

A call transition committee was formed to analyze call data for a ‘pilot process’ to transfer calls from a current separate Contact Center to the main Contact Center. At this time, with the work done by this committee, we have transitioned 5 agents from a separate work unit (VBR) to the Contact Center. The Six Sigma team is now analyzing Driver Services call metrics and processes to prepare for transition to the Contact Center.

One key decision that is 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. Decision on product direction to be made by early February. The Multi Channel (email, chat, text) functions will not be rolled out on Day 1 so our project schedule is not affected by this decision. 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.

Information Technology Strategy and Investment Committee
**Issues and Risks:**

**RISK:** Since our current system is at ‘End of Life’ any additional project delays pose a risk. Internally we have taken steps to mitigate a total system failure by recommissioning an existing no frills ACD and have made the necessary programming changes.

**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:**

Signoff Phase 1 Altura Design documentation in preparation for start of Build.

Create integrated project plan for Phase 2.

Order virtual servers need to start Phase 2 Configuration and Build activities.

Begin Build and Configuration for Call Center design, IVR, and web services.

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