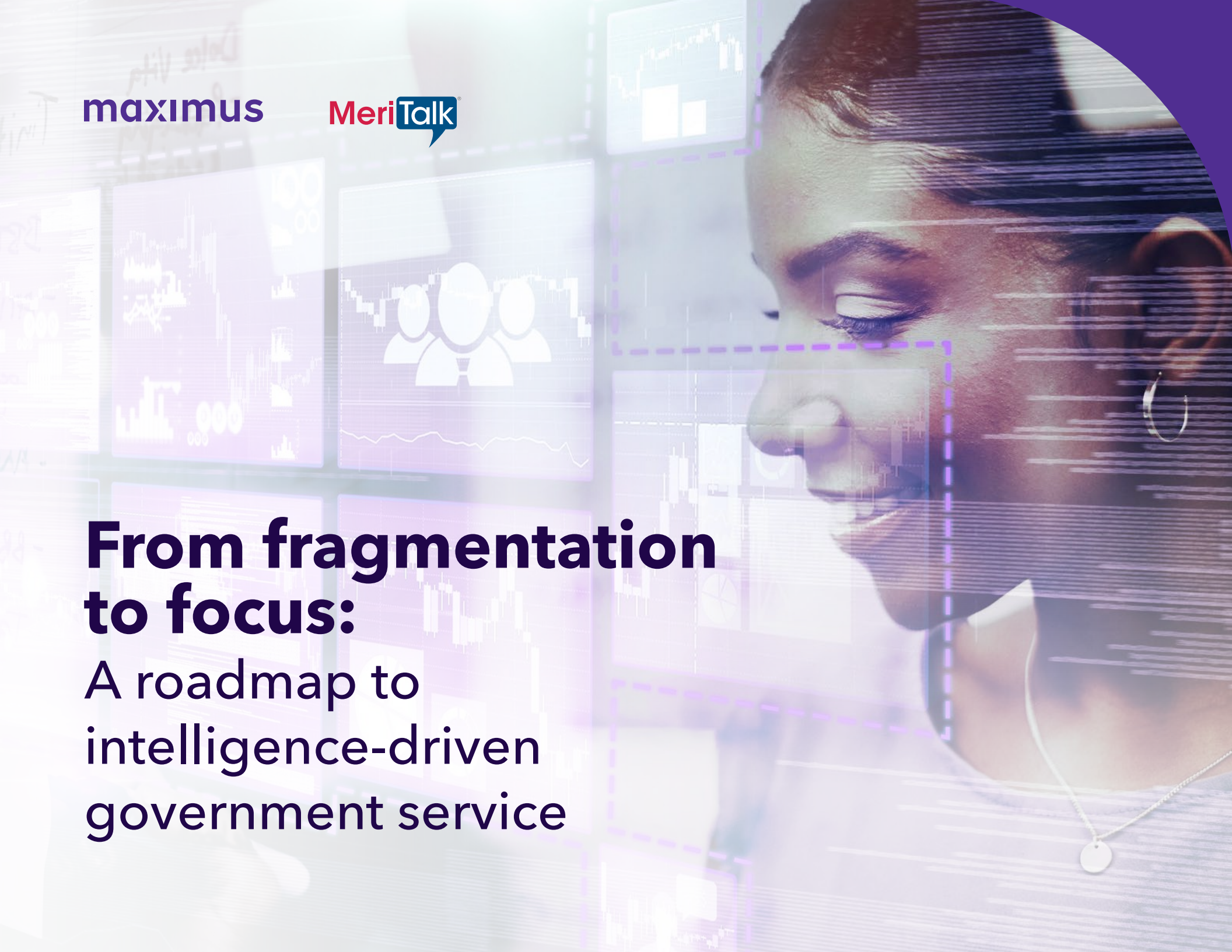


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MeriTalk

# From fragmentation to focus:

A roadmap to  
intelligence-driven  
government service



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# Introduction

From answering veterans' benefit questions to guiding taxpayers through complex filings, contact centers play a critical role in the way the public interacts with government. Hundreds of federal contact centers operate across various programs, but many of these centers function in silos, with fragmented data and without standardized technologies or processes. The result: duplicated costs, poor, inconsistent experiences, and limited data to improve services. For federal leaders focused on trust and mission impact, rethinking this model is essential.

Contact center consolidation, anchored in strong governance and a holistic people-process-technology approach, enables agencies to unify data, standardize service delivery, increase efficiency, and significantly reduce costs. Furthermore, consolidation lays the foundation for transforming citizen interactions into actionable insights that fuel mission intelligence. This deeper understanding enables agencies to anticipate public needs and proactively deliver services that strengthen public trust and advance mission outcomes.

This e-book offers a practical roadmap to consolidate strategically and modernize confidently, ensuring every citizen touchpoint contributes to a stronger, more responsive government.



# Why consolidation matters now: the cost of fragmentation

When contact centers operate disparately, the effects ripple across citizens, employees, and ultimately agency budgets. Citizens face delays and inconsistent services. Employees struggle with fragmented systems that slow resolution. Agency leaders are left with rising expenses and little improvement in service quality.

For citizens, the impact causes frustration: Questions unresolved at first contact and inconsistent answers across channels force repeat contacts and escalation, driving costs up and trust down. About 30% of federal contact center calls fail to achieve first-contact resolution<sup>1</sup>, a figure that underestimates this challenge because most metrics exclude unresolved chat and email interactions.

For leaders, duplicative IT investments and fragmented contracts create complexity, consuming budget dollars that could be directed toward modernization or the workforce.

Meanwhile, multi-channel interaction is now the norm, with 74% of customers using more than one channel during a service interaction<sup>2</sup>, yet repeated identity checks, disconnected knowledge bases, and siloed systems add friction to the overall experience.

By consolidating contact centers onto a unified platform, agencies can integrate channels, data, and knowledge management into a single ecosystem, establishing the foundation for true omnichannel service delivery. Consolidation not only streamlines governance and simplifies oversight, but also enables consistent, context-aware interactions across voice, chat, email, and other digital channels. This reduces duplicative spending, improves data accuracy, and gives agencies enterprise-wide visibility into service performance and customer experience outcomes.

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<sup>1</sup> Maximus, Exposing the Hidden Costs of Contact Centers.

<sup>2</sup> Gartner, 2024 State of the Customer Survey.

# What consolidation enables: a holistic, phased approach

Contact center consolidation isn't just about efficiency; it's about building a unified, intelligence-driven ecosystem that delivers consistent, citizen-centered services. By aligning people, process, and technology under shared governance, consolidation creates the foundation for sustainable and continuous improvements. Standard service definitions and metrics, shared data, and a consistent experience layer ensure every interaction is seamless, personalized and consistent. Consolidation ensures employees work from the same playbook, leaders gain real-time visibility across programs, and citizens receive reliable answers no matter how they engage.

Within that ecosystem, [Total Experience Management \(TXM\)](#) plays the unifying role across three interdependent domains: customer experience, employee experience, and omnichannel journey management. By integrating human-centered agent desktops that are easy to navigate, simulation-based training, and artificial intelligence (AI)-assisted workflows, TXM delivers real, measurable outcomes, including faster resolutions, fewer repeat contacts, and reduced escalations. For users, this means more seamless interactions, faster answers, and improved satisfaction. For employees, it translates into greater confidence, less friction, and more time spent on high-value tasks that ultimately drive better service and strengthen trust.

Next, we'll walk through a systematic three-stage approach: Standardize, Optimize, and Maximize. Maximus employs this proven framework to create early contact center consolidation wins and turn them into durable mission impact for federal agencies and the citizens they serve.

## Maximus experience, by the numbers

Maximus helps agencies accelerate contact center consolidation with proven scale and resilience:



**4B+** public interactions annually



**120+** U.S. locations



**10,000+** agents recruited and deployed



Emergency contact centers stood up in **<48 hours**

Maximus has achieved **86.5%** average customer satisfaction and **9/10** average agency satisfaction.

## Standardize: build the foundation

The first stage of contact center consolidation, **Standardize**, establishes a mission-centered foundation for consistent, trustworthy citizen service. It establishes the common rails that unify people, process and technology, ensuring every interaction reflects the agency's mission and values.

Agencies begin by establishing strong governance through cross-program committees, common service standards, and standardized key performance indicators, providing leaders with a single source of truth.

With this structure in place, agencies can build a data foundation that supports shared dashboards and real-time insights. Systems are unified, and knowledge bases are combined, ensuring answers are consistent across every channel and agent.

Next, agencies empower their workforce through standardized training, call-handling protocols, and AI-powered tools, improving service consistency and workforce satisfaction while reducing average handle time.

The outcome is a measurable, uniform contact center experience that allows agencies to detect and resolve issues quickly, benchmark performance across sites, and reinforce public trust.

Maximus's approach starts with a pilot set of centers to prove value quickly and then roll out standardized practices more broadly. Agencies will see early benefits, including improved service consistency and fewer call handoffs.



## Optimize: scale improvements and expand service intelligence

With a unified foundation in place, the **Optimize** stage turns consistency into intelligent performance. AI and automation amplify modernization across the enterprise, transforming every agency contact center into a mission-aligned service hub. The result is improved outcomes for true mission impact, rather than incremental improvements in isolated aspects of contact center operations.

Predictive AI-enabled routing ensures citizens receive the right service the first time. Intelligent workforce balancing dynamically aligns staffing to match demand. Agents gain real-time assistance from AI-driven knowledge tools that cut research time and speed resolution. Expanded self-service and omnichannel capabilities enable citizens to move seamlessly across voice, chat, web, and mobile.

Coaching and normalized metrics (FCR, CSAT, cost per interaction) make improvements visible and repeatable across every center. The result: optimized staffing, reduced manual work, lower call volumes, and measurable cost savings that scale across the mission.

### Real results at scale



The three-phase, people-process-technology approach to contact center consolidation works at federal scale:

The Maximus Intelligent Virtual Assistant (MIVA) combines AI and human understanding to enable citizens to complete a wide variety of transactions in their own voice. This FedRAMP-authorized solution is implemented in **six federal agencies** and has handled more than **120 million minutes** to date with up to **88% call containment** and a **20% increase in customer satisfaction (CSAT)**.

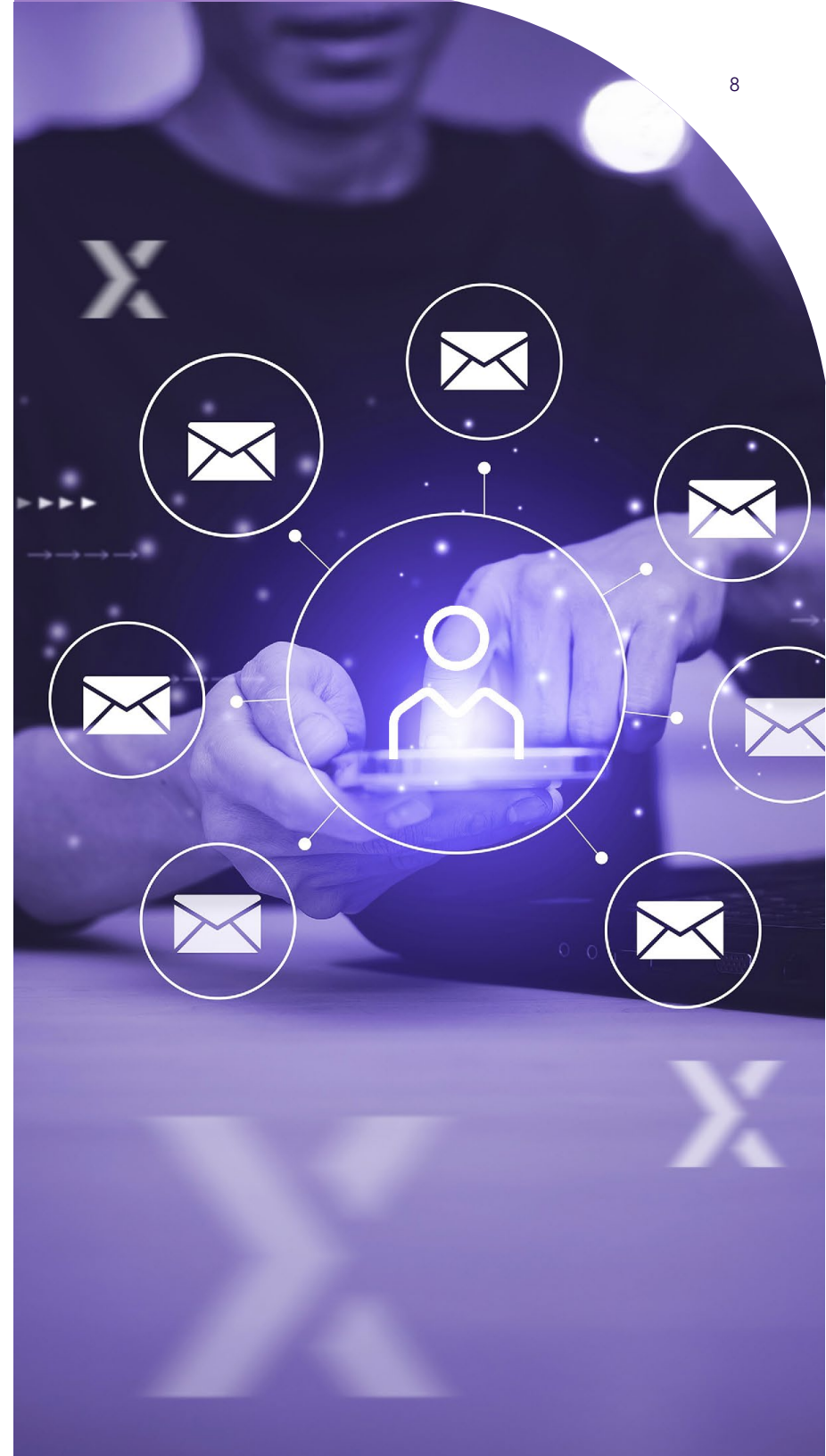
In a unified, standardized environment, these gains compound as automation handles the routine while agents focus on the nuanced cases, building trust.

## Maximize: evolve contact centers into mission intelligence hubs

With common operational standards and a unified data infrastructure in place, the contact center evolves from a service desk into a mission asset. At the **Maximize** stage, actionable insights and adaptive AI combine to move contact center operations from reactive to proactive service: anticipatory outreach to citizens, context-aware support, and personalized guidance that lowers effort and accelerates mission outcomes.

AI-enabled data flows seamlessly between connected contact centers. Digital twin technology is deployed, enabling the simulation and testing of service improvement scenarios. These insights flow back to program and policy leaders, informing decisions that shape better services and smarter governance.

In the Maximize stage, agencies realize tangible returns: cost savings from reduced manual service interventions, AI-powered service improvements, and improved organizational adaptability to changing mission and citizen needs.



# What agencies gain and how to measure it

Agencies that **standardize, optimize, and maximize** see meaningful, measurable gains: projected ~40% savings across labor, contracts, administrative, and technology spend, and a ~25% CSAT lift when consolidation is executed within this mission-centric, three-stage approach. They measure what matters, including cost per interaction, workforce utilization, FCR (measured correctly across channels), and wait times, and tie these metrics to mission outcomes.

Equally important, consolidation enables omnichannel service for seamless navigation across channels. With secure-by-design, FedRAMP-authorized technologies, identity verification becomes streamlined and consistent, so citizens don't have to repeat lengthy histories at every handoff, and agents get the context to resolve issues the first time.

The operational dividends are clear: lower cost per interaction, reduced repeat contacts, faster agent proficiency, and streamlined operations unlocking a more agile, resilient, and mission-ready workforce.

Maximus makes government more efficient and effective through contact center consolidation. Our proven solution delivers:



### **Repeatable playbooks.**

Decades of government service delivery, tested modernization frameworks, and a phased cutover model with rollback options that de-risk transformation and accelerate time to value.



### **Modernization at scale.**

A nationwide footprint with surge capacity and consistent quality enables phased consolidation without service disruption.



### **Continuous innovation ecosystem.**

Beyond operations credibility, Maximus brings a forward-leaning partner network, from labs to accelerators and commercial innovators, so your contact centers keep improving over the life of the contract.



### **A TXM platform built for what's next.**

Maximus brings modular, FedRAMP-authorized capabilities that integrate securely across channels and CRMs, unify knowledge, and power real-time analytics. With Maximus, consolidation improvements are scalable, flexible and ready to meet evolving citizen and mission needs.

See how Maximus is creating the **contact center of the future.**  
**Connect** with our team to get started.

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