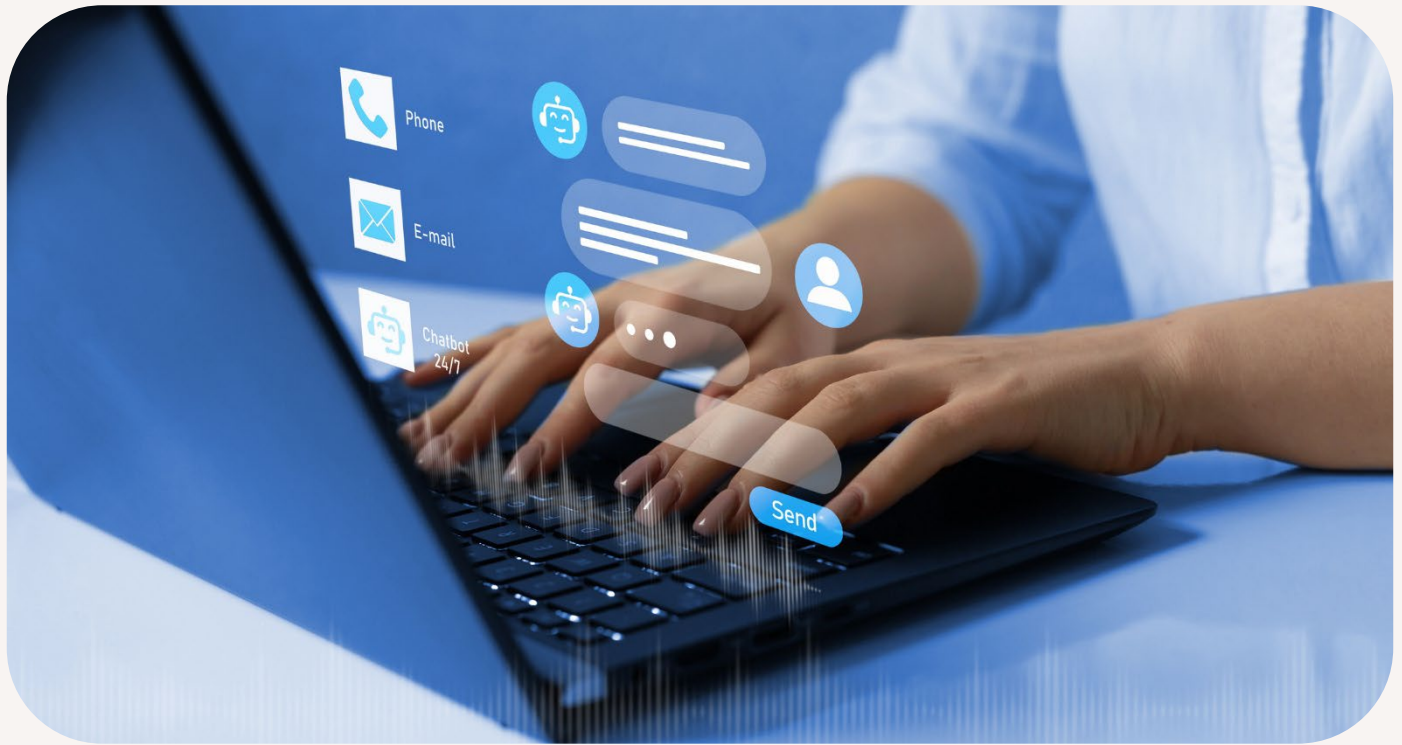




Contact Center Modernization

State: Commonwealth of Pennsylvania
Agency: Office of Administration
Award Category: Enterprise Technology Management
Project Dates: November 2024 to July 2025
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Commonwealth of Pennsylvania

Executive Summary

In 2024, the Commonwealth of Pennsylvania replaced its aging contact center platform. Because this technology supports mission-critical programs, including SNAP, unemployment compensation, child welfare services, healthcare, and statewide benefit call centers, the transition to a modern platform was essential to improving reliability, strengthening security, and ensuring uninterrupted support for residents.

In nine months, the Commonwealth **migrated 63 contact centers and over 4,000 agents, outperforming earlier multi-year estimates with zero unplanned service disruptions and saving over \$9 million.** Disciplined program management, strong cross-agency coordination, closely aligned vendor partnership, and a structured approach ensured rapid deployment while maintaining system stability at scale.

This modernization provides an omnichannel contact center solution that improves how residents access essential services. By unifying voice, chat, text, callbacks, and self-service into a single platform, agencies can respond more efficiently and maintain context across interactions. The new gives staff better tools, expanded visibility into demand, and supports more informed decisions. This means faster, more effective assistance for the residents who rely on state programs every day.

Idea

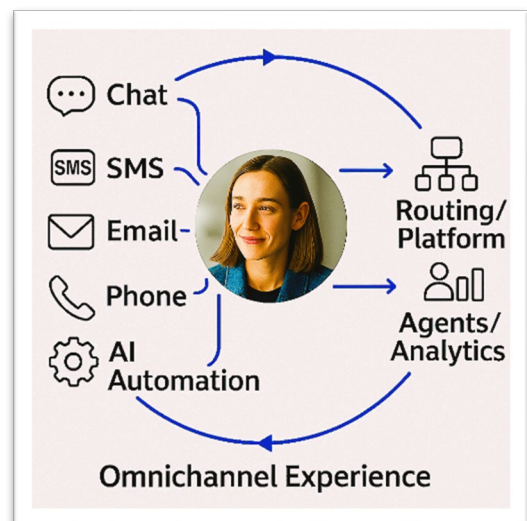
This project addresses issues facing every state IT organization: replacing aging technology, securing critical resident-facing systems, improving digital access to government services, and doing it all under fiscal constraints. This project offers a model that is relevant and replicable for states nationwide.

Pennsylvania's contact centers serve as a vital front door to government by connecting residents to programs and services that impact health, safety, and economic stability. Contact center operations must be reliable, responsive, and secure to support high volumes of inquiries and time-sensitive requests that often affect a resident's immediate well-being.

The legacy platform had reached end-of-life status, creating increasing risks related to reliability, security, and long-term support. By moving to a modern cloud platform, the Commonwealth reduced these risks, improved cost predictability, and avoided further investment in aging infrastructure.

The project modernized contact center capabilities in ways that directly improved resident access, agency operations, and enterprise security.

Just as importantly, the new platform environment creates a foundation for ongoing innovation through AI-enabled tools, real-time analytics, and scalable



service delivery that will continue to improve outcomes for both residents and agencies, including:

- Introducing AI in practical ways to improve routing, highlight common service needs, and support staff with real-time and post-interaction guidance.
- Providing real-time insights to help agencies quickly identify trends, adjust to emerging needs, and improve service consistency.
- Enabling scalable and efficient service delivery through flexible routing, automation, and expanded self-service options.
- Establishing a modern, secure foundation that evolves continuously with new capabilities while maintaining strong compliance and reliability.

Implementation

This project followed a structured, end-to-end implementation framework designed to ensure alignment, quality, and operational readiness. Each phase was intentionally sequenced to support a smooth, controlled transition while minimizing disruptions and positioning agencies for continued innovation. Responsive support and real-time communication helped agencies navigate issues quickly and confidently.

1. The effort began with **coordinated agency engagement**, which established early alignment, clarified requirements, and ensured all stakeholders shared a unified vision and understanding of objectives.
2. Next, **design sessions** translated business needs into a detailed solution approach. These collaborative sessions refined workflows, confirmed technical requirements, and laid the foundation for downstream testing and deployment activities.
3. Following design, **development environment testing** validated initial configurations and confirmed system stability before broader testing began.
4. With a baseline established, the team created detailed **test plans and rollback procedures** to ensure thorough validation and effective risk mitigation.
5. The project then moved into **User Acceptance Testing (UAT)** by agencies to validate functionality, confirm readiness, and ensure the solution met operational needs prior to cutover.
6. With successful UAT completed, the team advanced into **transition planning** to coordinate resources, communications, and operational readiness activities.
7. This planning informed the **cutovers**, during which the system was activated, monitored, and validated in real time.
8. After cutover, a structured **weekly burn-in period** allowed for continuous monitoring, rapid issue resolution, and performance validation under live operating conditions.
9. The implementation concluded with the **final port**, where the agency's phone number was transferred to the new platform, followed by final validation activities to confirm functionality and complete the transition.

"We had huge support for UAT...resulting in less go-live issues and familiarity, comfort, and excitement for the new system."

Participant feedback reinforced the effectiveness of this approach: *“the Teams chat enabled quick responses and immediate troubleshooting,”* while *“minimal issues occurred after go-live, and those that did were resolved immediately.”*

Zero Unplanned Service Disruptions

98% First-Attempt Cutover Success

100% On Time Delivery Across All Agencies

A shared governance model helped ensure consistent standards, clear decision-making, and effective coordination across agencies throughout implementation.

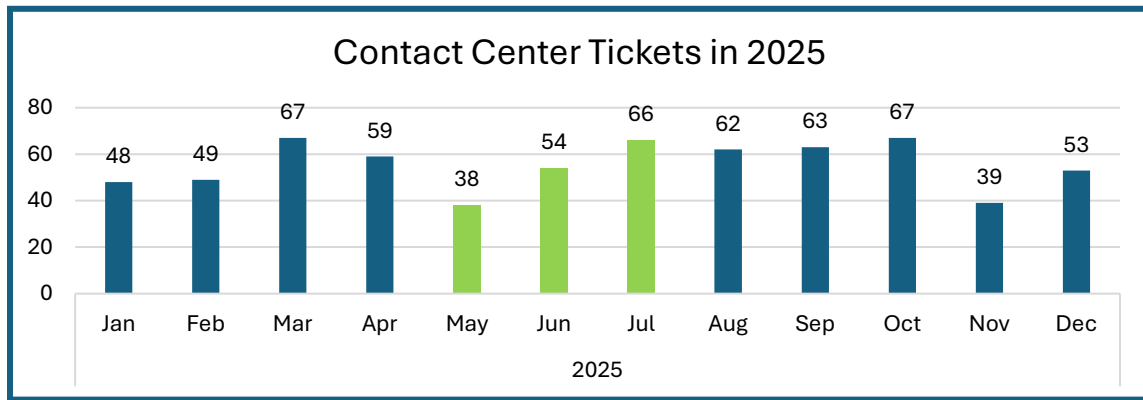
Key participants included:

- Commonwealth IT Leadership: Provided strategic direction, governance, and executive oversight.
- Agency Business and Operational Teams: Defined service requirements, validated workflows, and helped ensure the solution aligned with resident needs.
- Technical and Engineering Teams: Designed, configured, tested, and supported the platform throughout implementation.
- Security and Compliance Stakeholders: Helped ensure the solution aligned with Commonwealth and federal requirements.
- Vendor and Implementation Partners: Supported platform deployment, technical integration, migration activities, and operational transition.

This collaborative model ensured the project balanced enterprise consistency with the flexibility needed to support multiple agencies and service environments.

The Commonwealth executed a highly controlled, low-impact rollout of contact center services over three consecutive months. The first five contact centers transitioned in May 2025, allowing the team to validate processes and refine support models before scaling. Building on that foundation, 43 additional contact centers successfully migrated in June, followed by the remaining 15 contact centers in July.

Despite the rapid deployment and significant volume, the transition generated minimal support tickets and no service disruptions. Consistent performance across all three months underscores the stability of the model and the effectiveness of the coordinated cross-agency effort.



**Green bars (May-July) indicate the transition period, during which metrics remained low or steady, demonstrating minimal operational impact.*

Impact

The modernization of the contact center environment delivered meaningful improvements to how residents and agencies interact across the service landscape. The modern cloud platform established a more consistent, reliable, and responsive experience for residents seeking assistance with Commonwealth services. The enhanced environment supports multiple communication paths, including digital channels and callback options, to offer greater flexibility in how and when individuals connect with government programs.

At the enterprise level, the project significantly reduced the risks associated with aging infrastructure and strengthened the Commonwealth's overall security posture through modern controls, consistent monitoring, and stricter compliance alignment.

Before the Project	After the Project
- End-of-life and end-of-support legacy platform. - Limited routing flexibility and capacity constraints reduced the ability to manage service demand effectively during peak periods. - Hosted in a non-FedRAMP authorized environment. - Reporting processes were manual, time-consuming, and limited in scope. - Prior architecture required multiple handoffs across platforms and carriers, making troubleshooting more difficult.	- FedRAMP authorized environment with strengthened security and compliance. - Faster release cycles, streamlined configuration changes, and centralized governance created a more agile environment for innovation across agencies. - Full omnichannel capabilities are now enabled through a unified routing engine that preserves context across channels. - Automated, integrated reporting improved visibility and reduced administrative burden.

Resident Impact: Transforming Access to Licensing and Vehicle Services

For many Pennsylvanians, checking the status of a driver's license or vehicle service once meant long waits or repeated calls. Tens of thousands of residents contacted the Commonwealth for updates because real-time information was not readily available, creating high call volumes and making it harder for residents to get timely support.

By moving to a cloud-based contact center platform and enabling access to the real-time data from the Driver's Licensing Database, residents can now validate their driver's license directly through the contact center IVR. After entering their license ID, the system connects securely to the state's licensing database through a new API and returns real-time results by confirming the current license status. This removes the need to speak to an agent over the phone or visit an office for basic verification. The system now provides accurate information on first contact, eliminating many follow-up calls.

Residents can also schedule their driver's license exam through the contact center system. After verifying their license information and entering their ZIP code, the system provides nearby exam centers with available appointments. This creates a faster, more intuitive scheduling process without waiting for an agent.

This modernization also delivered significant operational value. In 2024, PennDOT was spending more than \$8 million annually on vendor-delivered services for the same function. Transitioning this work in-house cut these costs in half.

The project also applied lessons learned from earlier deployments. In prior configurations, the contact center relied on a more complex architecture with multiple handoffs across platforms and carriers, making troubleshooting difficult and extending the time required to identify root causes when issues occurred. In the modernized environment, the Commonwealth adopted a more fully integrated solution that simplified the architecture, accelerated troubleshooting, and reduced large-scale incidents. Built-in diagnostic tools also allow agents and support teams to quickly assess connection, station, stream, and call-quality performance through clear pass/fail results, improving issue identification and response.

These enhancements, combined with the automation and performance capabilities of the modernized contact center platform, delivered measurable improvements across key service metrics.

Contact Center Performance Metrics			
Comparison of Old Platform vs. New Platform			
Key Performance Indicators			
KPI	Old Platform	New Platform	% Change
Total Calls (Annual Volume)	4,489,224	3,040,699	↓ 32%
Abandon Call Rate	38%	21%	↓ 45%
Average Speed of Answer	10:53	5:16	↓ 52%

"% Change" reflects reduction or improvement from 2024 to the 2025–2026 post transition average. Total call volume is reported as an annual operational metric and is shown as a year-over-year change.

The modernized platform reduced unnecessary call volume, cut wait times by more than half, and made it easier for residents to get accurate, real-time support on their first contact. The new cloud-based, FedRAMP-authorized contact center platform positions the Commonwealth to expand automation and innovation across its service portfolio.



Compared with the legacy environment, the new platform supports a more flexible, data-driven, and continuously improving model for service delivery. With modern APIs, scalable architecture, and integrated AI capabilities, agencies are positioned to automate high volume inquiries, streamline workflows, and expand self-service options for residents. Planned enhancements include intelligent virtual assistants to handle routine inquiries without agent involvement, automated callback routing to further reduce wait times, and advanced knowledge tools that provide real-time guidance based on caller needs. The platform's unified data model also enables predictive insights to allow agencies to anticipate demand surges, optimize staffing, and proactively address issues before they impact residents. Together, these capabilities position the Commonwealth to continuously improve service delivery, achieve better resident outcomes, and sustain long-term modernization efforts.