



The Public Sector Identity Crisis:

Building Trust Through Unified
Constituent Data



Executive Summary

From managing benefits distribution to responding to crises like pandemics and natural disasters, public sector organizations are under more pressure than ever to deliver fast, secure, and equitable services, often with outdated infrastructure and rising constituent expectations.

There is also mounting urgency to modernize service delivery so it matches the ease, security, and personalization people have come to expect elsewhere. But a foundational issue stands in the way: the inability to confidently and consistently answer a critical question: **Am I seeing the whole person—including all relevant historic and demographic data?**

While nearly all public sector leaders surveyed in a recent research study commissioned by Verato and conducted by an independent research firm recognize the strategic importance of improving constituent experiences, only 38% feel confident in their ability to deliver. Fragmented identity data, disconnected systems, and a lack of unified views impede efforts to modernize, serve equitably, and foster trust.

This report explores the research results, revealing how identity intelligence is essential to digital government initiatives. It examines the barriers organizations face and offers a strategic path forward grounded in modern Master Data Management (MDM).

Identity intelligence enables government agencies to unify, enrich, and govern constituent identity data across all systems—creating trusted, complete profiles that power faster, more equitable service delivery.

The Constituent Experience Gap:

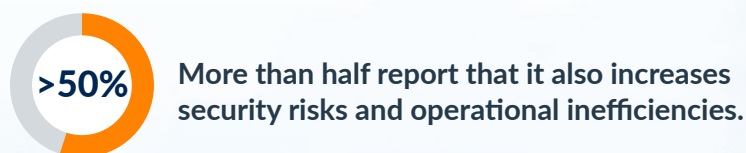
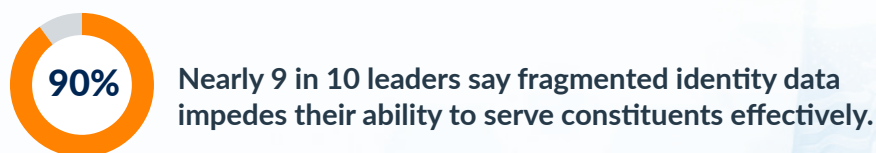
Identity as a Limiting Factor

According to the research, 97% of leaders agree that constituents expect seamless, personalized interactions at every touchpoint. However, only 38% are confident in their ability to meet these expectations, and nearly half report actual constituent defection due to poor digital experiences.

As the McKinsey Center for Government notes, citizens who are satisfied with a government service are nine times more likely to trust the organization delivering it. At the same time, government employees want to work in agencies where they can deliver on agency missions and where customers are satisfied. In agencies with satisfied customers, there is a 40% increase in employee satisfaction over two years, underscoring the bidirectional value of positive customer experience for government employees and customers alike.

Fragmented data spread across various systems, including eligibility and benefits administration, housing assistance, motor vehicle services, criminal justice records, public health databases, tax systems, and employment programs, creates significant friction. These systems are often decades old, built on different architectures, and managed by separate departments with limited interoperability standards.

The lack of common identifiers, data models, and governance policies across these systems makes it challenging to match records for the same person across departments. As a result, organizations rely on manual processes, batch file transfers, or inconsistent integrations to share data—if they can do so at all. As Medicaid eligibility requirements are changing and verification processes expand, public agencies must retrieve, analyze, and share more data than ever before. Agencies struggling to keep up risk errors, duplication, fraud, and compliance violations.



Without the ability to unify these data streams, public sector organizations remain unable to deliver the responsive, trusted, and personalized services constituents expect.

The Strategic Opportunity: Unified Identity Data

Public sector organizations that unify constituent identity data across systems of record, insight, and engagement can establish a single source of truth. This is foundational to delivering secure, efficient, and personalized services; enhancing public trust and transparency; and ensuring equitable access to benefits and programs. According to the research:

- 95% of public sector leaders say improving constituent experience is critical to their 2025 goals
- 60% plan to invest in modern identity solutions
- 94% of leaders agree that connecting tools to accurate identity data is essential for delivering exceptional constituent experiences



Real-time identity
resolution and verification
to reduce fraud



Cross-organization
data integration
for holistic
constituent views



Data enrichment
to support outreach,
reporting, and equity
initiatives



Seamless alignment
across frontline systems
and channels

Identity Intelligence in Action: A Data Foundation for Trust and Efficiency

Contexture, the leading nonprofit regional Health Information Exchange (HIE) for Arizona and Colorado, has long prioritized identity management. Like most HIEs and public agencies, Contexture works with data from a large number of sources, some with consistently lower data quality than others. To create a 360-degree view of every person receiving services, Contexture had to implement an identity management platform.

By partnering with Verato, Contexture was able to match and link data from 1,500 unique data senders and identify \$7 million additional WIC funding by matching Colorado Medicaid recipients to WIC data sources. It's this kind of proactive work and personalized outreach that sustains trust in public services and ensures people stay in the system—all built on a foundation of identity.

Identity Intelligence in Action:

A Data Foundation for Trust and Efficiency

Leading public sector organizations are using identity intelligence to tackle pressing challenges across constituent services, program integrity, and digital access. For example:

- Social services departments are unifying case data to detect and prevent duplicate benefits across TANF, SNAP, and Medicaid programs.
- Public health systems are linking immunization, testing, and outbreak tracking data for faster, coordinated responses.
- Licensing and permitting offices are integrating constituent records across departments to streamline approvals and provide status transparency to the public.

By resolving identity across these domains, public sector organizations can eliminate duplication, reduce eligibility fraud, and provide faster access to benefits. The result? Seamless, secure experiences that foster public trust and satisfaction.

MDM: A Critical Enabler of Digital Government

Modern MDM platforms serve as the connective tissue for public sector identity data. They integrate disparate data sources, whether it's from justice systems, public housing, unemployment insurance, or child welfare into a consistent, trusted view of each individual. These platforms support:

- Secure, accurate interactions across digital and in-person channels
- Real-time updates that allow for rapid eligibility checks and benefit disbursement
- Data governance frameworks that align with federal mandates around equity, access, and privacy

By eliminating duplicate records, automating data stewardship, and creating a golden record for every constituent, MDM empowers caseworkers, call center agents, and program managers to act quickly and confidently. This enables smoother workflows, better compliance reporting, and improved service delivery outcomes across the board.

Strategic Takeaways:

Closing the Identity Gap

Public sector organizations stand at a pivotal moment. As constituent expectations evolve and service demands increase, the ability to unify identity data into a single source of truth has emerged as a core enabler of mission success.

Organizations that treat identity as a strategic asset will gain critical advantages:

- Seamless service delivery powered by accurate, integrated data
- Higher constituent trust through personalized, secure experiences
- Greater efficiency and insight across all departments and programs

Getting identity right is no longer optional—it is foundational to modern, equitable, and effective governance. The next wave of public sector innovation will be defined by those who close the identity gap and activate the full potential of their data to serve every individual with accuracy, empathy, and confidence.



Survey Methodology

The two-phase proprietary market research employed a mixed-mode approach, combining quantitative web-based surveys with qualitative in-depth telephone interviews conducted among hundreds of senior IT, data, and experience leaders who oversee or have insight into the data management strategies for their operations. The study was conducted in the spring of 2025 and focused on three key verticals: healthcare, financial services, and the public sector.



Verato®, the identity intelligence experts, powers exceptional experiences everywhere by solving the problem that drives everything else — knowing who is who. Verato MDM Cloud™, the next generation of master data management, delivers unprecedented identity intelligence and interoperability by combining the most accurate identity resolution and enrichment with advanced insights, identity verification, and data governance. Verato re-imagines master data management to be purpose-built and nimble to drive a complete and trusted 360-degree view of people, organizations, and networks across complex ecosystems with unmatched speed-to-value, enterprise grade performance, and customer success. More than 75% of the US population flows through Verato, powering a single source of truth for identity across the critical industries of healthcare, life sciences, financial services, public sector, and beyond. For more information, visit verato.com.