Citizens are demanding a modern government that delivers services in the same manner they are accustomed to in their day-to-day lives – on demand, tailored to their needs, and in the palms of their hands.

The transformation to Digital Government is extremely disruptive for state and local government agencies and higher education institutions who have historically provided services via disparate departments and program areas with limited ability to share data about those citizens.

**The Journey to Digital Government Involves:**

**TRANSFORMATION** to a new citizen-centric operating model.

Optimized **DATA** capabilities delivering security, transparency, efficiency, and digital scalability.

New **DIGITAL** capabilities providing omni channel services and engagement.

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**“Going-Digital” Lessons Learned from the Private Sector**

As digital technology continues to transform the way businesses interact with customers, many large companies find themselves asking "**Who are my customers?**" Consider the retail store that historically has known very little about who is buying their products, other than perhaps some basic info captured in the point of sale system. Several years ago, they launched a website – a golden opportunity to gather more information about their customers during the payment process. Then they added a loyalty program, and now they’ve rolled out a mobile app.

**The good news is that all of these platforms are capturing information about their customers:** demographic data, purchasing patterns, and loyalty, among others.

**The bad news is that the company can’t tie together the information from these disparate data sets to inform better decision-making.**

- Is John Doe in the point of sale system the same as John H. Doe in the mobile app?
- What about J. Doe in the loyalty program?

**KEY LESSON:**

**Data Drives Digital Transformation.**

Quality is as Important as Quantity.
Now imagine that instead of a retailer with a single line of business, you’re a state government providing hundreds of services to citizens across your state: Medicaid, CHIP, family programs, protective services, workforce programs, education, public safety, and criminal justice, just to name a few. In each of these service areas, citizens are interacting with you via multiple channels (online, in person, over the phone) and their data is being stored in literally hundreds of operational systems.

A comprehensive, single view of each citizen is critical to effectively tracking and managing outcomes of the constituents you are serving.

Measuring Outcomes, Not Outputs

The public sector’s big challenge is moving beyond collecting data on outputs to managing data tracking systems that can show outcomes on citizen’s lives.

The majority of governments are working with data to show how well a program is doing what it is supposed to be doing, providing services to citizens. But tracking outcomes requires agencies to think on a bigger scale - potentially partnering with other agencies or organizations in data-exchanges.

Improving Experience of the Citizen

Delivering more transparent, more responsive services across omni channel digital platforms requires one source of truth.

Increasing Trust and Transparency

Increasing data security and citizen privacy requirements are becoming more difficult to manage across siloed data domains and systems.

Leveraging Big Data and Analytics to Improve Decision-support

The deluge of data is only valuable if it can be accurately integrated into a cohesive model supporting better insight-driven decisions.

Transformation of the Government Operating Model

Untangling that web of data and creating an enterprise-wide view of every citizen not only provides more meaningful analytics (fraud identification, as an example), but also enables a unified and effective digital government. A solid data foundation technically supports the Digital Government journey towards digital engagement, technology modernization, and citizen-centric service delivery.
SOLVING PUBLIC SECTOR’S DATA CHALLENGE

Assess: Define, Identify, Profile

Leveraging a Citizen 360 framework, extend the model based upon targeted outcomes. Identify source systems through an inventory and gap analysis effort. Profile data for quality and completeness.

Implement

Identity records are pulled from relevant source systems and matched across those systems using a probabilistic matching strategy. Survivorship rules are then applied to determine which source values make up the attributes for the final Citizen 360 model. This ensures that multiple and potentially inconsistent versions of the same master data elements are not used across the enterprise.

Results

Instead of viewing every citizen and every interaction from the perspective of the program (e.g. Medicaid tracking all recipients, CPS tracking all cases), the Citizen 360 model provides a single view of the world from the citizen’s perspective.

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FOUR KEY VALUE DRIVERS FOR THE CITIZEN 360 MODEL

#1. Citizen-centric approach to service delivery

In the digital age, citizens are:

• Demanding more and more interconnectivity and cohesion in their interactions with the state

• Expecting the state to tailor every interaction to the citizen

This citizen-centric approach represents a major opportunity for state agencies, as well as programs within agencies, to work hand in glove with each other to ensure seamless service delivery to every citizen across the state. In other words, if a citizen provides their updated address to the Department of Motor Vehicles, they expect other state agencies to have that information, too.

Seamlessly sharing key identity and demographic information across the state government is an important first step in delivering this unified, citizen-centric model. By implementing the Citizen 360 model, a state can take active ownership of the data they have about their citizens, build data “hooks” throughout its agencies to consume and use the mastered citizen data, and provide the foundation for a service delivery model that focuses on the citizen, not the individual agency.

When the puzzles pieces of citizen data have been related – via clear crosswalks between operational systems and master data – hundreds of citizen interactions can be tied together using the Citizen 360 model and obtain a holistic view of each citizen’s “journey.”

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FOUR KEY VALUE DRIVERS FOR THE CITIZEN 360 MODEL

#2. Process optimization & operational efficiencies

Without an effective master data management solution, most state governments have no choice but to leave citizen data management to individual agencies, and in many cases, dozens or hundreds of operational systems.

Implementing the Citizen 360 model allows agencies to focus on their specific business processes and transactional systems and to more effectively understand their unique interactions with citizens.

Beyond this just being a best practice, it also means IT agility and substantial cost savings. Essentially, the Citizen 360 model delivers a shared data asset. Agencies across state government are contributing to the quality and completeness of the records through the automated data pulls, not through manual or siloed data efforts. Maintenance costs for operational systems will be cut in half by eliminating requirement for every single system to accurately capture, store, and update citizen information. This leads to increased productivity, efficiency, and standardization.
#3. Holistic citizen analytics and robust decision-support

As business intelligence and advanced analytics solutions become increasingly commonplace in state governments across the country, state government leaders are realizing that it’s not only the quantifiable measurements that matter, but also the way data can be “sliced and diced” for analysis. In state government, **one of the most compelling and actionable slices of data will always be the citizen view.**

The data related to Medicaid member John Doe needs to be connected to the taxpayer John Doe and licensed driver John Doe. That requires you to have a well-defined, cross-agency Citizen dimension. In other words, it requires you to have a Citizen 360 record for every citizen!

By implementing a master data management solution to do the heavy lifting (identity resolution, attribution, matching, and merging), data analysts and reporting implementations can focus on the data they’re aggregating and visualizing instead of spending all their time trying to create a list of citizens.

#4. Identify fraud, waste, and compliance issues

Another key opportunity for state governments in the modern age is cutting costs by expertly detecting and preventing fraud and wasteful spending. Ultimately, this too is a business opportunity that can only be realized with a solid data foundation.

By every measure, research shows that the most successful fraud and waste detection programs utilize an enterprise approach. The tactical approach can take many forms: manual investigation, automated exception reporting and analytics, or even machine learning/pattern recognition. But, the common requirement for an effective program is to look at fraud and waste holistically. In state government, that means having a single fraud and waste detection program across all agencies.

The Citizen 360 model provides a consolidated view of the Citizen activities and transactions that should be tracked across programs.

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### WHY SHOULD STATE LEADERS CARE?

<table>
<thead>
<tr>
<th>DATA DRIVES DIGITAL GOVERNMENT.</th>
<th>CITIZEN 360 IS THE KEY NEEDED TO UNLOCK POWERFUL AND GAME-CHANGING CAPABILITIES.</th>
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<tbody>
<tr>
<td>A well-designed and effective MDM platform is a critical component of the Data foundation.</td>
<td>Investing in a master data management solution for your Citizen domain will pay dividends for decades to come by enabling a citizen-centric approach to digital service delivery, a holistic approach to analytics and fraud detection, major improvements in operational efficiency, increased collaboration, and improved decision-support.</td>
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Ultimately, investing in a well-designed master data management solution will ensure that state government is effectively leveraging data assets to serve every Citizen.