



AI for Government Efficiency

Transforming Services & Operations

Artificial intelligence (AI) is transforming how governments operate and deliver services for their citizens. Agencies are deploying AI, cloud computing, and enterprise software to streamline operations, improve responsiveness, and strengthen public trust. Increasingly, governments are also adopting multi-cloud strategies—leveraging multiple cloud providers—to improve flexibility, resilience, and cost-effectiveness.

“AI offers tremendous potential in its use by governments,” the Organisation for Economic Co-operation and Development (OECD) wrote in a recent report.¹ “It helps governments automate and tailor public services, improve decision-making, detect fraud, and enrich civil servants’ work and learning.”

AI is already saving US taxpayers serious money. In 2024, the US Department of the Treasury said that applying new tech, including AI,² enabled the prevention and recovery of more than \$4 billion in fraud and improper payments, compared to just \$652.7 million in the previous year.

Two years ago, the Digital Transformation Network explored government use of AI³ and found hundreds of uses. Since then, enterprise software companies have innovated game-changing ways for governments to deploy AI, from shortening wait times at the Department of Motor Vehicles to detecting earthquakes in National Parks.⁴

This report explores how AI is improving government experience, efficiency, and performance across three key areas:

SECTION 1

Streamlining Solutions:

How AI reduces manual workloads and accelerates bureaucratic processes.

SECTION 2

Supporting Citizens:

How AI simplifies and speeds up the delivery of government services.

SECTION 3

Strengthening Systems:

How AI enhances performance, strengthens resilience, and promotes cost efficiency.

This report highlights how AI is improving government experience, efficiency, and performance across three key areas. Firstly, **streamlining solutions**: how AI slashed administrative and repetitive tasks, empowering public sector workers to solve more challenging problems. Next, **supporting citizens** shows how AI simplifies and speeds up the delivery of government services. Finally, **strengthening systems** explains how AI improves resilience for government services and multi-cloud solutions allow agencies to select and combine the best technologies available.

SECTION 1

Streamlining Solutions

AI enables taxpayer dollars to flow to front-line service delivery rather than be mired in slow, bureaucratic, paper-based processes.

Governments worldwide manage vast volumes of administrative, transactional, and compliance processes. AI-enabled automation helps governments and their agencies modernize procedures by reducing manual workloads, accelerating processing, and improving accuracy.

Enterprise resource planning (ERP) solutions that use AI offer a multitude of benefits. Automated workflows can streamline application reviews, cutting approval timelines for businesses and infrastructure projects. And cloud-based ERP systems standardize budgeting, payroll, and reporting processes across departments. AI and software are enabling a more capable, adaptable public sector workforce—supporting not just efficiency, but also training, retention, and evolving roles. All this matters when running vast government organizations. As Microsoft wrote in their white paper on AI for governments,⁵ “The U.S. federal government operates one of the most complex supply chains in the world, supporting diverse functions such as defense, disaster response, healthcare, and infrastructure....AI-powered analytics enable federal agencies to anticipate supply chain disruptions, identify bottlenecks, and optimize resource allocation.”

These real-life examples show how AI powered by BSA members is already helping government agencies remain more responsive.

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San Miguel County Strikes Gold With AI

Once a booming gold and silver mining hub, San Miguel County, Colorado, is working hard to serve its citizens. As Deputy Clerk to the San Miguel County Board Carmen Warfield says, “It’s a battle to meet people’s needs while keeping our sanity.” To meet growing demands, San Miguel County turned to **DocuSign’s [Intelligent Agreement Management \(IAM\) platform](#)**.⁶ Powered by AI, DocuSign helps governments work faster, smarter, and together by transforming agreements into actionable data and aligning workflows.

With DocuSign IAM and Navigator, the county has automated agreement workflows, centralized documents into a single searchable repository, and cut document retrieval time by 99 percent—to just two or three seconds. Files are no longer siloed, and automated reminders ensure contracts never miss a renewal date. It now takes 96 percent less time to finalize nonprofit agreements in the county: a gold medal improvement, thanks to AI.

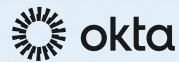
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An AI-Powered Clerk for Clark County

Clark County, Nevada, is one of the most dynamic regions in the United States, with more than 2.4 million residents and nearly 40 million annual visitors to attractions including Las Vegas, Red Rock Canyon, and the Hoover Dam. “Residents couldn’t find what they needed. Our website was outdated, fractured, and inconsistent,” says Bob Leek, chief information officer for Clark County. “We needed a complete transformation.”

Together with Adobe,⁷ they created a solution that provided Clark County with a fast, flexible, and centralized platform that unifies content, streamlines workflows, improves accessibility, and delivers a more intuitive experience for residents and visitors. In just nine months, the Clark County team migrated 3,500 pages and 28,000 digital assets into the new platform. When the new site launched, it handled more than 900,000 visitors in the first 15 days without any delays—a surge that would have strained the old infrastructure.

Working with Adobe, Clark County is exploring AI-powered form creation to accelerate delivery of citizenready digital services. Built using simple natural language prompts, it was dramatically faster than manually building the forms. “The work we’re doing sets us up for the next decade of digital government,” Leek says. “Adobe is helping us build an experience that truly serves our residents—today and long into the future.”



AI Prevents an Identity Crisis in Memphis

The Federal government faces a sophisticated cyber threat landscape. In its latest report on the Federal Information Security Modernization Act, the US Government Accountability Office (GAO) identified “[improper usage](#)” by an authorized user⁸ as the second most prevalent incident type among civilian agencies, revealing a critical internal risk.

Identity Governance and Administration (IGA) is therefore an essential element of cybersecurity, and [Okta Identity Governance](#)⁹ delivers a comprehensive IGA solution to the every level of government. Okta recently reached significant compliance milestones with Okta Identity Governance earning FedRAMP High authorization and Okta for Government earning FedRAMP Moderate authorization, marking a new era for federal cybersecurity.

This approach was put into action in Memphis, Tennessee. With 8,200 employees working across 17 distinct divisions, the [City of Memphis manages employees from fire departments to finance teams](#).¹⁰ “We needed a way to centralize control over how identities were managed or how people accessed solutions in our environment,” says Augustine Boateng, deputy chief information officer of the city of Memphis. “Passwords were being written down, shared, and reused across multiple systems, creating security vulnerabilities like frequent email compromises.”

By integrating more than 100 applications and counting, Okta has centralized Identity Governance and streamlined processes for end users. Okta revamped onboarding and offboarding, reduced login friction via single sign-on and multi-factor authentication, and enhanced security to meet a range of compliance standards. The administrative experience has also been vastly improved. By automating app provisioning and enforcing tighter access controls through geo-fencing and adaptive policies, the city has seen a 95 percent reduction in account compromises and help desk calls for password resets.

SECTION 2

Supporting Citizens

Citizens want government services to be intuitive, accessible, and responsive by default. AI and digital platforms are enabling governments to live up to people’s expectations by delivering seamless, user-centered experiences.

Digital tools such as chatbots, virtual assistants, and integrated service portals help agencies provide faster, more accessible services while improving consistency across channels. AI systems can triage incoming requests to ensure urgent needs or public safety issues are prioritized and protect their data from external threats.

McKinsey pointed out the difference AI made in one of their consultancy projects, with a [European national pension agency](#).¹¹ One million program participants annually are more likely to be matched with providers offering shorter wait times and higher quality, thanks to newly designed selection mechanisms, and a separate AI-based support system was designed and piloted to address the anticipated employee gap by 2030 in a critical business area.

These real-world examples show how AI is helping people access retirement benefits, report traffic issues or illegal dumping, and keep their data safe when using government services.

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The Full Monty for Maryland Residents

Located just outside Washington, DC, Montgomery County is the most populous county in Maryland, with more than one million constituents who want information on everything from transport links to trash collection. To make it easier for residents to get informed, the authorities decided to upgrade their AI chatbot, Monty.

[Montgomery County worked with Microsoft and Zammo.ai](#).¹² Over 10 months, they developed Monty 2.0, which is capable of multi-turn conversations on 3,000 topics in 140 languages. Monty 2.0 has facilitated 20,000 constituent conversations. The team listened to public feedback and has constantly improved the product, having overcome some initial issues.

“As a government organization, we need to be very careful about what information we’re putting out to the public,” says Michael Zanfardino, Change Management Specialist at Montgomery County. Thanks to the process of feedback and revisions, “I knew we had gold—a good product that would really help our constituents.”

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Rock Solid Data Security Through AI in British Columbia

Northern Rockies Regional Municipality in British Columbia, Canada, wanted to upgrade its systems but had concerns about how to deploy AI securely. They needed a solution that would address their challenges, but with the control and flexibility to take a measured approach. They turned to [Box, which offers AI capabilities embedded across Intelligent Content Management](#).¹³ “We became comfortable knowing that Box is not going to be training on our data,” Robert Blain, Technological Services Manager, explains. “And Box exceeds most countries’ strict security policies.”

This means they can trust AI to do the legwork on Freedom of Information Act (FOIA) requests. Managers no longer need to comb through legions of email to find information related to constituents’ requests. Box AI finds relevant information quickly and reliably.

By starting small, building trust in secure platforms, and keeping humans firmly in control, the agency is unlocking the true potential of intelligent automation. As Blain puts it, “if it’s embraced thoughtfully,” AI has the potential to become “a new superpower” that advances what an agency can do by orders of magnitude.

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AI Declares Its Genius for Customs Processing

As global trade expands, the Customs Committee of Uzbekistan has more work to do than ever before, including analyzing complex text descriptions of goods. This requires lengthy interpretation and increases the risk of human error. They joined forces with [specialized teams from IBM Expert Labs and IBM Client Engineering](#)¹⁴ to analyze AI use cases.

Using the IBM watsonx.ai AI studio, the teams jointly developed an initial basic product with advanced generative AI and machine learning technologies. The solution is built on a powerful API that can extract structured data from text fields and classify products. This capability helps automate manual operations, ensuring faster, more accurate, and consistent processing of declarations.

The new AI-powered customs clearance system has fully automated declaration processing, reducing the previous 2–3 hours of processing time to just a few seconds. In 2024 alone, more than 80,000 declarations worth US\$5 billion were completed without the participation of employees, enabling them to focus on more complex tasks. This pilot project has laid the foundation for further AI integration and cloud data processing.

→ Say Aloha to Better Citizen Services via AI

The City of Honolulu’s app, Honolulu 311, is making the Hawaiian capital cleaner, safer, and more pleasant. They turned to Rock Solid’s [OneView citizen engagement platform](#),¹⁵ which uses proprietary **Microsoft** Dynamics-based Customer Relationship Management. Citizens can use their smartphones to report abandoned vehicles, broken streetlights, illegal dumping, and other issues. AI can sift through these channels of engagement, enabling agencies to address these critical and complex challenges—quickly.

The Honolulu 311 app has novel features with the potential to transform citizen engagement for the community. “The combination of using GPS data, a picture, and overlaying that on a map makes it a lot easier for staff to get the necessary information needed on what is being reported,” said Forest Frizzell, Deputy Director at the City and County of Honolulu. “We’ll be able to cut out redundant steps that intensive manual paperwork creates.”

SECTION 3

Strengthening Systems

Modern government operations increasingly use AI to protect data, prevent site outages, and keep vital systems running. They also use services from multiple cloud providers to support their diverse missions and improve outcomes for citizens. This approach enhances performance, strengthens resilience, and promotes cost efficiency.

Leveraging multiple providers’ computing, AI, and software capabilities can maximize value and innovation for governments worldwide. Critical systems are distributed across multiple environments, ensuring services remain available during outages or disruptions. And agencies maintain flexibility to adopt emerging technologies without vendor lock-in.

The British government wrote in its [recent guidance on multi-region cloud](#)¹⁶ and software-as-a-service that governments shouldn’t hold back from using multiple solutions. “We recommend that organizations adopt a multi-region approach, in which they make controlled, considered use of regions in a way which is compatible with UK law,” it wrote. “There is no universal requirement for government data classified as OFFICIAL to be physically located in the UK.”

BSA members are already offering innovative, interoperative solutions to governments and agencies worldwide—here are some examples of the benefits they offer.

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PagerDuty

Disruption, Avoided: How PagerDuty Is Always on Call

AI is only as good as the data that powers it. **PagerDuty** AI is trained on billions of interactions gathered from millions of incidents and empowers [more than 200 entities across federal, state, and local governments](#)¹⁷ by knowing what is critical in the event of a disruption. PagerDuty AIOps cuts alert noise by 91 percent, eliminating distractions and accelerating incident responses for IT teams—wherever in the world they are.

The current US Administration is defined by “a desire to really improve the overall operating efficiency of the entire government,” PagerDuty CEO Jennifer Tejada said recently on GovExec TV, “The government’s laden with a lot of manual processes and that’s not because people aren’t smart and they’re not intending and trying to do the right things—it is because they don’t have the automation and the technology platforms that can support them.” By embracing AI, government employees will be free to concentrate on their most important work, she added.

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COHESITY

Efficiency Gains for Grains (and the Rest of Farming)

Within the US Department of Agriculture (USDA), five agencies are [simplifying data management with Cohesity](#)¹⁸ to enable them to improve backups and address other data management challenges such as target storage and object services for even greater gains.

USDA Digital Infrastructure Services Center (DISC)’s Storage Management Branch Chief George Strother wanted to find a better, more flexible approach to backup data in the cloud to avoid the alternative, buying more onsite capacity. But also one that aligns “with the government procurement cycle that could take six plus months,” Strother explained.

With Cohesity, the USDA is experiencing operational wins. DISC is enabling self-service capabilities for customers. The same number of staff can manage more storage because they’re not managing different interconnected data silos. The Cohesity platform has a single API and a single management console, simplifying tasks and redirecting 10 hours of three people’s time into customer service and architectural designs that drive future success.

“Cohesity gives us the flexibility to right-size our environment and contain costs,” says Strother. “No more emergency procurements or fights with the budget office about funds today to get the hardware needed yesterday.”

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AI at the Heart of Threat Takedown

Palo Alto Networks' Unit 42 brings together world-renowned threat researchers, incident responders, and security consultants to create an intelligence-driven, response-ready organization that uses AI and other tools to proactively manage cyber risk. They test security controls, build a strategy with a threat-informed approach, and enable customers to respond to incidents in record time.

Following a ransomware attack that significantly impacted governmental operations, [the client engaged Unit 42 for assistance](#).¹⁹ The team quickly mobilized to assess, investigate, secure, and recover the affected systems. Unit 42 assessed the scope of damage, investigated and identified the threat actor, and implemented a recovery plan to get government services back up and running. It took them three days to fully contain and eradicate the threat, and full government services were restored within a week.

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DATADOG

What's Up Dog? Your Website, Thanks to AI

The Materials Project, a research initiative at Berkeley Lab supported by the US Department of Energy, wanted to make its materials research more accessible to a continually growing number of users by updating its monolithic website.

They realized that end-to-end observability is a key enabler of IT modernization efforts and critical to making data-driven decisions at mission speed, and turned to [Datadog, a unified observability platform](#)²⁰ that collects, processes, and analyzes performance data from your entire IT environment.

"Datadog gives us confidence that there are no blind spots in our cloud architecture. It's our one-stop shop for observability," said Dr. Patrick Huck, Senior Computer Systems Engineer at Lawrence Berkeley National Laboratory.

Conclusion

AI, software, and cloud technologies are helping governments deliver more efficient, responsive, and citizen-centered services. By streamlining administrative processes, enhancing service delivery, empowering the workforce, and adopting flexible multi-cloud strategies, agencies can improve performance while making better use of limited resources.

Leveraging commercially available, interoperable technologies—combined with a multi-cloud approach—will be essential to sustaining modernization efforts and ensuring governments remain agile, secure, and responsive in the years ahead.

Endnotes

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