

The Colorado AI Story

Government Technology & Policy

This comprehensive investigative report examines the rapid adoption of artificial intelligence across U.S. state and local governments from January 2024 through March 2026, with special focus on Colorado's pioneering—and controversial—AI implementation. The report documents quantifiable cost savings, efficiency gains, and workforce impacts while exposing significant governance gaps, implementation challenges, and unresolved questions about algorithmic bias and accountability. Readers will discover how governments are using AI to combat fraud, streamline services, and address staffing shortages, while grappling with budget constraints and regulatory uncertainty. The report provides detailed analysis of all 50 states' AI initiatives, deep-dive coverage of Colorado's comprehensive AI Act and municipal deployments in Denver and other cities, documented examples of measurable savings (including the Treasury Department's \$4 billion in fraud prevention), and critical examination of failures like discriminatory algorithms and the NYC chatbot debacle. This matters because AI is fundamentally transforming how public services are delivered to millions of Americans, with Colorado serving as both an innovation leader and a cautionary tale about the complexities of regulating rapidly evolving technology in the public interest.

THE TAKEAWAY

- #1** Federal AI use cases grew 204% from 2023 to 2024, while all 50 states introduced AI legislation in 2025, with 38 states enacting approximately 100 measures—marking unprecedented acceleration in government AI adoption.
- #2** The U.S. Treasury prevented or recovered \$4 billion in fraud using AI in fiscal 2024, a six-fold increase from the prior year, demonstrating quantifiable cost savings from AI implementation in specific applications.
- #3** Colorado's AI Act (SB 24-205) represents the nation's first state-level regulation of algorithmic discrimination, but implementation has been delayed twice amid controversy, with the state's three largest city mayors warning it 'risks slowing innovation and imposing millions of dollars in implementation costs.'
- #4** Denver's 'Sunny' chatbot handled 400,000 resident interactions annually in 53 languages, but the city's aggressive AI adoption coincides with a \$250 million budget shortfall and 169 employee layoffs, raising questions about AI's role in workforce reduction versus augmentation.
- #5** Only 24% of state CIOs report having data governance in place for generative AI, representing a critical gap actively holding back broader adoption despite widespread pilot programs running in 90% of states.
- #6** Government AI implementations follow a 70-20-10 rule: 70% of effort lies in people and process management, 20% in technology infrastructure, and only 10% in algorithms—challenging assumptions that AI adoption is primarily a technical challenge.
- #7** AI systems in criminal justice, public benefits, and housing have demonstrated significant algorithmic bias, with documented cases including Thomson Reuters' fraud detection system achieving only 46% accuracy while flagging 600,000 eligible claimants as fraudulent.
- #8** Massachusetts deployed the first enterprise-wide AI assistant across its entire executive branch in February 2026, providing ChatGPT-

powered tools to 40,000 employees with strict data governance preventing inputs from training public AI models.

#9

President Trump's December 2025 executive order threatens to withhold federal broadband funding from states that enforce AI laws, creating federal-state regulatory conflict with Colorado Attorney General pledging to challenge the order in court.

#10

Fewer than 10% of state economic leaders report having well-defined strategies for AI despite 88% viewing it as crucial to competitiveness, revealing a massive execution gap between recognition and action that defines the current challenge facing government AI adoption.



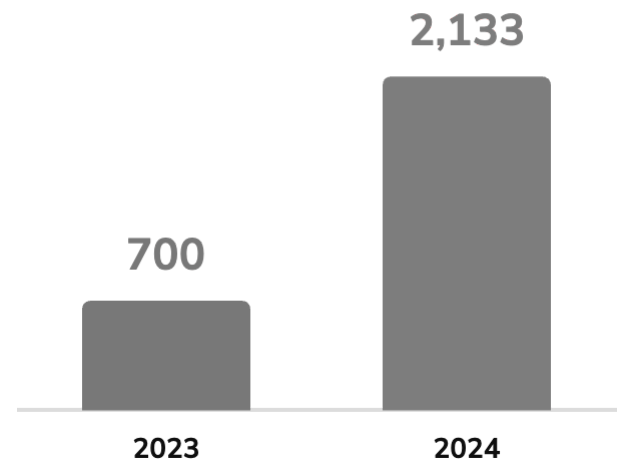
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Across the United States, state and local governments are deploying artificial intelligence at an unprecedented pace, fundamentally transforming how public services are delivered while grappling with severe budget constraints and persistent workforce shortages. From January 2024 through March 2026, AI adoption in government operations has accelerated dramatically—the federal Office of Management and Budget's AI inventory grew from approximately 700 use cases in 2023 to 2,133 in 2024, representing a 204% increase in documented implementations.^[33] This explosive growth extends to state and local levels, where all 50 states plus territories introduced AI-related legislation in 2025, with 38 states enacting approximately 100 measures.^[32]

The transformation is driven by converging pressures: rising citizen expectations for digital services, budget deficits, administrative backlogs, and persistent job vacancies with consistent

workforce attrition.^[10] Yet the narrative emerging from government implementations reveals a complex reality far removed from the hype surrounding AI. While some deployments demonstrate measurable cost savings and efficiency gains, others expose significant governance gaps, implementation challenges, and unresolved questions about accountability, bias, and the appropriate role of automated decision-making in public services.



Federal AI Use Cases Tracked by OMB (2023 vs. 2024)

Colorado has emerged as a focal point in this transformation, positioning itself as both an AI innovation leader and a cautionary tale about the challenges of regulating rapidly evolving technology. The state's comprehensive AI Act (SB 24-205), signed in May 2024, represents the nation's first state-level attempt to regulate algorithmic discrimination in high-risk AI systems affecting education, employment, housing, healthcare, and government services.^[41] Yet implementation has proven contentious—the effective date has been delayed twice, from February 2026 to June 2026, amid "extensive negotiations" and "strongly debated changes for more than a year."^[44] Even the state's three largest city mayors—representing Denver, Colorado Springs, and Aurora—have publicly urged lawmakers to revise the law, warning it "risks slowing innovation and investment, driving jobs out of Colorado, and imposing millions of dollars in implementation costs at a time of serious budget constraints."^[25]

This tension between AI's promise and its practical implementation challenges defines the current state of government AI adoption nationwide. While quantifiable successes exist—the U.S. Treasury Department prevented or recovered \$4 billion in fraud using AI in fiscal 2024, a six-fold increase from the prior year^[2]—the path from pilot programs to scaled deployment remains fraught with obstacles including inadequate data governance, insufficient workforce training, unclear accountability frameworks, and the persistent risk of algorithmic bias replicating historical discrimination patterns.

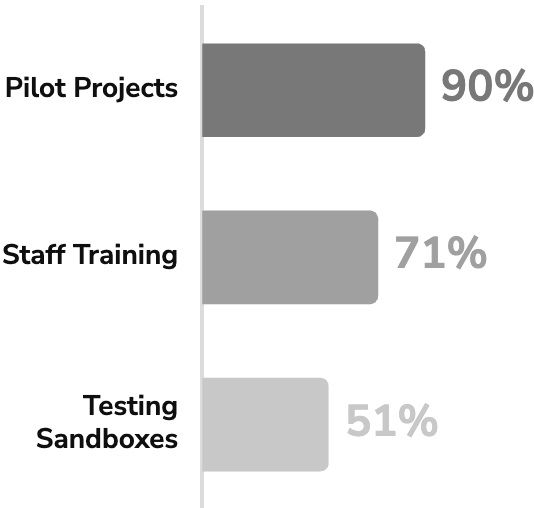
National Landscape: AI Adoption Across States (2024-2026)

KEY POINTS

State governments are moving rapidly from AI experimentation to deployment, with adoption patterns revealing both widespread enthusiasm and significant implementation gaps. While nearly all states have initiated AI pilots, fewer than 10% report having well-defined strategies to respond to AI's economic and operational impact, creating a critical execution gap between recognition and action.

The Acceleration of State-Level AI Initiatives

The period from 2024 through early 2026 marks a decisive shift in state government AI adoption. According to the National Association of State Chief Information Officers (NASCIO), artificial intelligence achieved unprecedented priority status, reaching the #1 position for the first time in the 20-year history of NASCIO's annual survey, overtaking cybersecurity which held the top position for 12 consecutive years.^[13] This ascension was described as decisive—"it wasn't even close"—suggesting broad consensus among state IT leadership rather than marginal preference.^[16]



U.S. State AI Readiness Indicators (Early 2026, % of States)

The numbers support this dramatic shift. NASCIO's 2024 State CIO survey found that more than half of state CIOs reported employees were using generative AI tools in their daily work,^[11] while over 90% of state CIOs were running pilot projects and generative AI proofs of concept, with many requesting separate dedicated funding streams for AI initiatives.^[14] By early 2026, states were in an advanced readiness phase: 90% had pilot projects running, 71% had begun staff training, and 51% had created testing sandboxes for safely experimenting with AI systems.^[16]

However, a critical paradox emerged from Boston Consulting Group's research: while 88% of state economic and workforce-development leaders view AI as crucial to competitiveness, fewer than 10% report their state has a well-defined strategy in place for responding to AI's economic impact.^[1] This massive execution gap between recognition and action represents the central challenge facing state governments in 2026.

Legislative Activity and Regulatory Frameworks

State legislative activity around AI has exploded. According to the National Conference of State Legislatures, all 50 states, Puerto Rico, the Virgin Islands, and Washington, D.C., introduced AI-related legislation in 2025, with 38 states adopting or enacting approximately 100 measures.^[32] This represents a doubling of legislative activity from 2024, when states considered more than 150 AI-related bills.^[2]

The focus of state AI legislation shifted dramatically between 2024 and 2025. In 2024, lawmakers focused heavily on the use of AI in government operations, particularly its effectiveness. By 2025, that focus shifted externally to what NASCIO described as "regulatory oversight of AI in the marketplace," with concerns about deepfakes, child safety, and algorithmic discrimination driving legislative action.^[14]

At least 15 states enacted criminal penalties for AI-generated child sexual abuse material, representing near-universal legislative concern across states.^[32] Multiple states addressed algorithmic pricing in residential housing markets, with at least 8-10 states (California, Colorado, Connecticut, Hawaii, Massachusetts, New Hampshire, New York, Virginia, Wisconsin) enacting restrictions on algorithmic device services used to set or recommend rental prices.^[32] Health insurance prior authorization and AI-assisted claim denial restrictions appeared in multiple states including Arizona, Connecticut, Florida, Nevada, Texas, and Washington, suggesting healthcare is a priority sector for AI governance.^[32]

Governance Challenges and Implementation Gaps

Despite widespread AI adoption, significant governance gaps persist. According to a NASCIO report released in November 2024, only 24% of state CIOs say their state has data governance in place for generative AI—a critical shortcoming actively holding states back from broader adoption.^[2] A National Association of State Technology Directors survey found that

while 52% of state central IT authorities established clear AI definitions for governance purposes, only 67% were cataloging inventories of AI applications, showing significant variation in AI governance maturity across states.^[3]

Internal barriers within government emerged as the primary obstacle to AI adoption. According to BCG's research, 39% of respondents cited lack of cohesive economic strategy around AI as the biggest barrier, while 21% reported limited understanding within agencies about AI's potential—suggesting the problem is not external but within government itself.^[1]

24%

State CIOs with GenAI
Data Governance in
Place (%)

The workforce expertise gap is particularly severe. Only 17% of government leaders report high or very high levels of gen AI expertise in their organization compared to 40% across other industries, indicating a significant expertise gap in the public sector.^[11] Government agencies face a severe shortage of AI-specific talent, with AI-related job postings representing less than 0.3% of public-sector positions compared to under 2% overall.^[20]

Leading States and Innovation Hubs

Several states have emerged as AI adoption leaders through significant public-private investments and comprehensive strategic frameworks. Massachusetts and New York are particularly notable for their ambitious initiatives.

Massachusetts passed the Mass Leads Act in 2024, allocating \$100 million for the MA AI Hub, which brings together government, industry, startups, and academia to fuel research and deploy AI for real-world applications.^[1] In February 2026, Massachusetts became the first state to deploy an enterprise-wide AI assistant across its entire executive branch, providing ChatGPT-powered tools to nearly 40,000 employees following a competitive procurement process with OpenAI.^[37] The deployment includes strict data governance—inputs will not be used to train public AI models—and mandatory training programs on best practices.^[38]

New York's EmpireAI consortium launched in 2024 with over \$500 million in public and private investment, including up to \$340 million in state capital grants, focused on AI for public good.^[1] The initiative provides computing power and expertise to AI research at a mix

of private and state universities, including Columbia, Cornell, and the City University of New York. Within months of launch, Empire AI received 100 proposals, and Governor Hochul announced an additional commitment of \$90 million.^[3] The project prioritizes AI R&D for health care and sustainability use cases, with budgeting linked to legislation mandating ethical AI.^[1]

Mississippi launched the Mississippi AI Talent Accelerator Program (MAI-TAP) in June 2025, a public-private partnership with the Mississippi Development Authority, AccelerateMS, and Amazon Web Services that advances AI-related technical capacities across higher learning institutions through \$9.1 million in grants.^[3] The state also signed a memorandum of understanding with NVIDIA focusing on elevating AI education and spurring economic growth through AI.^[3] This targeted approach addresses AI training needs for automotive manufacturing-dependent regions, demonstrating regional adaptation to sector-specific economic challenges.^[1]

California has taken a comprehensive approach to AI governance. Governor Newsom signed Executive Order No. 12 in September 2023 on implementing GenAI across a wide range of policy contexts.^[3] The state has been assessing generative AI in state government since 2023, identifying five promising use cases—related to translation, call center productivity, traffic analysis, road safety, and health care facility inspections—that have the potential to scale across government.^[2] California's approach to AI procurement notably excluded traditional technical specifications, instead focusing on identifying promising use cases and requesting innovative ideas from vendors, representing a shift in government procurement methodology.^[2]

Workforce Transformation and Training Initiatives

The scale of workforce transformation required for AI adoption is enormous. According to BCG research, some 40% of all work hours are expected to be impacted by generative AI, with 60% of talent needing upskilling over the next two to five years.^[1] Yet AI-dependent jobs pay up to 28% more according to Lightcast, creating both disruption and opportunity.^[1]

States are responding with targeted training initiatives. **Connecticut** is implementing a multi-tiered AI education strategy including AI Certificates, Teen AI Academy, and Small Business AI Academy, indicating state-level commitment to workforce development rather than just government operations AI.^[12] **San Jose** launched a 10-week AI skill-building curriculum

specifically designed for city employees in partnership with San Jose State University, with more than 100 employees completing the voluntary program.^[12] Their budget team uses a custom-built AI tool to quickly analyze complex documents, saving valuable hours, while the transportation department used AI to streamline grant applications and secure funding for electric vehicle chargers.^[12]

The SME Adoption Gap

Small and medium-size enterprises lag far behind larger peers, with AI adoption rates two to four times lower due to systemic barriers such as lack of infrastructure and prohibitive costs.^[1] SMEs make up roughly 40% of US GDP according to the U.S. Small Business Administration, making their AI adoption critical for broader economic competitiveness.^[1]

Louisiana is addressing this gap through its LA.IO (Louisiana Innovation Office) initiative, focusing on the energy, advanced manufacturing, and logistics sectors. LA.IO offers technical support and AI readiness assessments to help firms safely use AI tools and digital systems.^[1] This SME-focused adoption strategy represents a direct response to the documented adoption gap, recognizing that states cannot achieve comprehensive AI benefits if small businesses are left behind.

Colorado: A Deep Dive into State-Level AI Implementation

KEY POINTS

Colorado has positioned itself as both an AI innovation leader and a regulatory pioneer, yet implementation challenges reveal the complexity of balancing technological advancement with consumer protection, workforce concerns, and fiscal constraints. The state's experience offers critical lessons for other jurisdictions navigating AI governance.

Colorado's AI Governance Framework

Colorado's approach to AI governance centers on Senate Bill 24-205, the Colorado Artificial Intelligence Act (CAIA), signed into law by Governor Jared Polis on May 17, 2024.^[41] This legislation makes Colorado the second U.S. state to enact a major artificial intelligence consumer protection law and represents the first state-level attempt to establish a duty of reasonable care for AI developers.^[41]

The CAIA's goal is to protect individuals from algorithmic discrimination by AI systems that make or substantially help to make "consequential decisions" regarding humans in eight critical domains: education, employment, lending, government services, health care, housing, insurance, and legal services.^[41] The law defines "algorithmic discrimination" as "any condition" producing unlawful differential treatment or impact based on protected traits, deliberately sweeping in disparate-impact theories and imposing affirmative avoidance and mitigation duties.^[41]

However, implementation has proven contentious. Governor Polis signed the bill with explicit reservations, stating he hoped the CAIA would be revised during the two years prior to its implementation or that it would help jumpstart an "overdue" national conversation on regulation and lead to preemptive federal action creating an "even playing field" across states.^[42] The implementation date has been delayed twice—from February 1, 2026, to June 30, 2026—as a result of "extensive negotiations" during the state's special legislative session, with stakeholders having "strongly debated changes for more than a year."^[44]

The law's enforcement structure relies exclusively on the Colorado Attorney General, with no private right of action.^[41] Violations are deemed deceptive trade practices under state law, carrying penalties of up to \$20,000 per violation.^[41] The CAIA provides a rebuttable presumption of reasonable care for developers and deployers who comply with documentation, disclosure, risk management, and other specified requirements,^[41] though civil liberties advocates argue this provision may inadvertently weaken civil rights enforcement by creating an evidentiary advantage for companies.^[43]

State-Level AI Implementation: Office of Information Technology

Colorado's Office of Information Technology (OIT) has established a formal, three-pillar strategic framework for GenAI adoption: Governance, Innovation, and Education.^[5] The state requires all GenAI initiatives—including those by third-party vendors—to undergo OIT risk

assessment, suggesting centralized governance.^[5] Colorado explicitly prohibits free ChatGPT use by state employees and contractors, indicating security and data protection concerns.^[5]

The state has developed a dedicated GenAI Risk Index and published specific risk considerations documentation, addressing bias, accuracy, and completeness concerns proactively.^[5] An "AI Community of Practice" exists to build internal capacity and knowledge-sharing mechanisms for AI adoption across agencies.^[5] OIT maintains a public performance dashboard tracking progress toward strategic goals, indicating transparency and public accountability for technology initiatives.^[8]

Colorado's Data Office is specifically dedicated to "harnessing the power of data to improve the lives of Coloradans," with explicit focus on "Artificial Intelligence (AI) and legislative directives."^[29] The state serves 28,000 state employees across 18 agencies with over 1,000 employees managing approximately 1,300 applications and 300 IT strategic demands/projects simultaneously, demonstrating significant scale of AI and digital transformation initiatives.^[29]

Google Gemini Pilot Program

Colorado's most significant AI deployment to date is the Google Gemini pilot program, which has expanded to 18 state agencies with approximately 2,000 users out of 31,000 eligible employees, with anticipated adoption potentially reaching 50% of the workforce.^[7] The pilot was deliberately designed to include employees with disabilities, which proved to be "one of the most valuable decisions" according to CIO David Edinger.^[7]

I discovered something that allowed me to use my unique way of thinking and processing in a way I had not experienced before. Further, it elevated the same traits and skills that have traditionally isolated me, caused misunderstandings, and sometimes reputational/professional harm.

The results have been significant. More than one-third of users in the Gemini pilot program reported saving at least six hours each week.^{[2][3]} State employees use AI tools for diverse applications including chatbots, document summarization, policy drafting, accessibility

improvements, meeting transcription, and spreadsheet automation—indicating no standardized use case but rather organic adoption across varied workflows.^[7]

However, cost-benefit analysis remains uncertain. Utah's CIO noted that the state pays more than twice as much per user for the AI component of Gemini as for the entire Google productivity suite, creating a "gym membership" problem where value depends entirely on consistent usage.^[2] This cost structure raises questions about long-term sustainability and ROI that Colorado and other states must address.

Municipal AI Implementation: Denver

Denver has emerged as Colorado's most aggressive municipal AI adopter, establishing a dedicated Chief AI and Information Officer position (Suma Nallapati) and positioning itself as a thought leader through the annual DenAI Summit.^[22] The city has quantified automation impact with specific metrics: 291 processes automated, 52,000+ hours of work reclaimed, and \$2.3 million in cost savings.^[22]

Denver's "Sunny Chatbot" serves as a multilingual citizen engagement tool supporting 53 languages with 100,000+ interactions annually.^[22] The platform handled approximately 400,000 resident interactions in the past year with strong net promoter scores, demonstrating significant capacity to augment rather than replace human staff during budget constraints.^[24] Sunny operates 24/7, addressing a critical gap in government services accessibility that was previously limited by human agent availability and business hours.^[24]

AI is being strategically deployed to handle sensitive social services inquiries where residents may feel stigma calling a human agent. As Nallapati explained: "If you're hungry and you're just a paycheck away from a homeless situation, we are finding people are interacting with Sunny because it's very embarrassing for a human to call another human and say, 'I'm in this situation.' So what we are seeing is 'I'm homeless, I need help,' are some of the interactions that Sunny is actually leading with a lot of empathy, a lot of non-judgment, and a lot of consideration."^[24]

However, Denver's AI strategy has faced significant scrutiny. The timing of aggressive AI adoption coincides directly with a \$250 million budget shortfall and 169 employee layoffs in August 2025.^[23] The city's "Sunny" chatbot enables operational cost reduction by allowing

the 311 call center to close two hours earlier daily, with the bot handling after-hours inquiries—a direct connection between AI implementation and staffing reduction.^[23]

Internal government skepticism exists, with city employees expressing concerns that AI could "hollow out" government institutions and that efficiency gains may not align with public value creation.^[23] Chris Callanan, a community engagement specialist with the Denver Department of Public Transportation and Infrastructure, questioned: "Is efficiency what the public is looking for? Or are they looking for public value?"^[23]

Denver lacks transparency infrastructure compared to peer cities like Seattle and San Jose, which have dedicated webpages explaining their AI policies—a significant gap in public accountability.^[23] Mayor Johnston has explicitly drawn ethical boundaries around AI use (criminal sentencing, parole decisions) while leaving most other government functions open to AI implementation, indicating selective rather than comprehensive ethical frameworks.^[23]

Denver's Permitting Process Automation

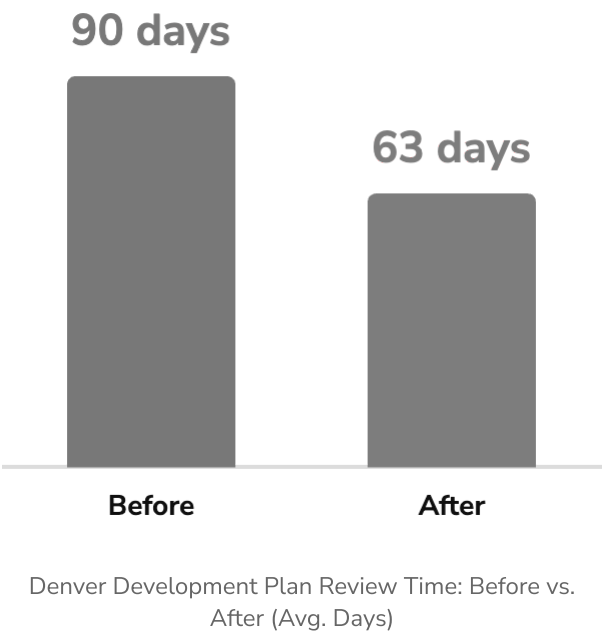
Denver City Council is considering a \$4.6 million contract with ComplyAI to use its CivCheck tool to speed up development plan reviews.^[21] The investment comes after the planning department was hit hard by city layoffs, losing 19 workers and 40 open positions (approximately 20% of headcount).^[21] The CivCheck implementation represents a direct response to workforce reduction, making automation strategically necessary rather than optional.

The city has already demonstrated measurable progress before implementing AI, shortening the plan review process from an average of 90 to 63 days.^[21] Yet stumbling blocks persist: developers turn in incomplete applications and submit items multiple times, and it's impossible to predict when there will be a surge in demand for new permits.^[21]

CivCheck would help customers check whether their applications are complete, offer immediate feedback, shorten the overall plan review time by increasing accuracy on earlier drafts, and reduce the number of review cycles.^[21] Seattle, Honolulu, and New York City all use similar programs, with the planning office reporting these programs have led to up to 70% cost and time savings and that the AI is nearly always accurate.^[21]

The contract includes explicit safeguards against data misuse: the company will not be allowed to use data collected for training, human oversight is required for any final product,

and data will be deleted according to data retention policies.^[21] A mayoral spokesperson explicitly stated the implementation would not lead to further layoffs, indicating political sensitivity around automation and workforce concerns.^[21]



Other Colorado Municipalities

Colorado Springs, Aurora, and other Colorado municipalities are engaging with AI governance at the state legislative level. The mayors of Colorado's three largest cities—representing a combined population of about 1.5 million—have collaborated to share their legislative priorities, including urging reforms to the Colorado AI Act.^[28] They argue the law "risks slowing innovation and investment, driving jobs out of Colorado, and imposing millions of dollars in implementation costs at a time of serious budget constraints."^[25]

The mayors support "a collaborative legislative solution in the 2026 session that protects consumers while promoting innovation, clearly defines state and local responsibilities, reduces uncertainty for employers and investors, avoids unfunded mandates, establishes clear and reasonable liability standards, and aligns Colorado with emerging national trends."^[25] This coordinated advocacy effort represents the third such letter from these mayors, indicating sustained engagement with AI governance issues.^[28]

Colorado's Process Improvement Innovation

Colorado's Department of Local Affairs is using AI to streamline process improvement in innovative ways. Traditionally, the laborious first step of improving government processes

involves gathering information from all stakeholders and mapping processes, often by huddling in conference rooms for hours with Post-it notes and whiteboards. But the state's recent efforts to streamline administration of housing voucher programs sidestepped this entirely.^[2]

Instead, a "computerized consultant" named Coco, trained on videos of a process improvement expert, conducted one-on-one interviews with dozens of stakeholders and created detailed process maps. "Staff were pleasantly surprised by how natural the conversation with Coco was and how effective Coco was in asking follow-up questions," said Maulid Miskell, the department's deputy executive director.^[2] This represents a novel application of AI that replaces labor-intensive stakeholder mapping and process documentation with automated conversational AI.

Regulatory Challenges and Federal-State Tensions

Colorado's AI Act has become a focal point in federal-state tensions over AI regulation. President Donald Trump's December 2025 executive order "Eliminating State Law Obstruction of National Artificial Intelligence Policy" specifically called out Colorado's law, stating that the law "banning 'algorithmic discrimination' may even force AI models to produce false results in order to avoid a 'differential treatment or impact' on protected groups."^[36]

The executive order directs the U.S. attorney general to sue states to overturn laws that do not support the "United States' global A.I. dominance" and threatens to withhold broadband funding (BEAD program) from states that continue to enforce their AI laws.^[36] Colorado Attorney General Phil Weiser said the state will challenge the order in court.^[27]

This federal-state conflict creates significant uncertainty for Colorado's AI governance efforts. State legislators have rejected federal preemption efforts twice through Congress (in July 2025 and in the 2026 Defense Authorization Act), indicating strong bipartisan state-level opposition that the executive order is designed to circumvent.^[36] Multiple advocacy groups including the ACLU, Future of Life Institute, and Center for Democracy and Technology have signaled they will pursue legal challenges, suggesting the constitutionality of the order's funding withholding mechanism is highly questionable.^[36]

Quantifiable Cost Savings and Efficiency Gains

KEY POINTS

While government AI implementations demonstrate measurable cost savings and efficiency improvements in specific applications—particularly fraud detection and document processing—the evidence base remains limited, with many deployments lacking rigorous ROI documentation and long-term sustainability assessments.

Federal Fraud Detection: The Treasury Department Model

The most compelling evidence of AI-driven cost savings comes from federal fraud detection efforts. The U.S. Treasury Department prevented or recovered \$4 billion in fraud using AI in fiscal 2024, representing a six-fold increase from the prior year.^[2] Machine learning AI helped the Treasury recover \$1 billion worth of check fraud in fiscal 2024 alone, nearly triple what the Treasury recovered in the prior fiscal year.^[45]

\$4B
U.S. Treasury: AI-Assisted
Fraud Prevented or
Recovered, FY2024 (\$B)

The Treasury's Do Not Pay system, which consolidates data on entities ineligible to receive government payments, reported that in its first year of temporary access to the Social Security Administration's full death data, it resulted in cost savings of \$109 million, with projected benefits of at least \$330 million over the program's lifespan. The system uses machine learning for data matching and consolidation across agencies, demonstrating practical application of machine learning in government operations beyond simple automation.

The Centers for Medicare & Medicaid Services (CMS) has deployed a machine learning recommendation algorithm modeled after Netflix's collaborative filtering system to identify high-risk providers before they can bill Medicare/Medicaid programs. The Netflix-type algorithm achieved a 90% removal rate of potentially fraudulent providers within the first year, with 60% removed in the first six months and an additional 30% caught attempting fraud.

CMS's real-time claims analysis "war room" using AI has generated \$2 billion in documented savings since March 2025 alone. The agency's in-house AI tool CLAW (Contracts Analysis

Wizard) has already saved "several hundred million dollars" in its first few months of use by analyzing historical contract data to inform pricing and contract vehicle decisions.

State-Level Productivity Gains

95 min

**Pennsylvania GenAI Pilot:
Average Daily Time Saved
per Employee (Minutes)**

Pennsylvania's GenAI pilot demonstrated quantifiable productivity gains with participants saving an average of 95 minutes daily.^[3] Employees piloting ChatGPT initially experienced steep learning curves but now rack up time savings—more than an hour a day on average according to the governor's office.^[2] Pennsylvania's governor claimed that bringing ChatGPT to staff was saving them an average of eight hours of work each week,^[16] though this figure represents one of the few quantified

productivity metrics available and should be viewed as a best-case scenario rather than typical performance.

New Jersey's plain language email tool achieved a 35% faster response rate from residents, demonstrating that AI can improve citizen engagement metrics beyond internal efficiency.^[3]^[11] The New Jersey Office of Innovation is leveraging gen AI to rewrite emails sent to customers in plain language, resulting in this measurable improvement in citizen responsiveness.^[11]

Indiana's "Captain Record" tool made 20 million pages of historical records searchable, representing a novel application of AI for records management and public access to government information.^[3] Staff can quickly search millions of documents spanning a century using plain-language queries, improving transparency and efficiency in archival access.^[11]

Nevada processed 200,000 COVID-19 pandemic unemployment insurance claims more quickly using AI, demonstrating AI's capacity to handle massive backlogs in crisis situations.^[3]

Municipal-Level Efficiency Improvements

San Jose reported that city staff have cleared backlogs and seen their productivity increase up to 20% since the city implemented an AI training program.^[18] Their budget team uses a custom-built AI tool to quickly analyze complex documents, saving valuable hours, while the

transportation department used AI to streamline grant applications and secure funding for electric vehicle chargers.^[12] Others in the government are using AI to help categorize 311 calls and route them to the correct city agency, saving hundreds of hours of staff time.^[12]

Utah County's assessor's office is using AI to identify anomalies in property value assessments and double-check outliers, helping to ensure accuracy.^[4] Counties like Ventura and Riverside in California and Stark County, Ohio, are using AI for property appraisal. In Ventura County, the AI system helped realize a 42%-point improvement in accuracy and reduced data sanitization time from four days to just one hour.^[4]

Wake County, North Carolina has started using AI for transcription, pointing to transparency initiatives transcribing works such as the Enslaved Persons Project and the Restrictive Racial Covenant Project as real-world examples.^[4]

Transportation and Infrastructure Optimization

Carnegie Mellon University's AI-controlled traffic light systems in Pittsburgh achieved up to 25% travel time reductions, showing quantifiable efficiency gains from AI municipal applications.^[18] Cities in California including Los Angeles, San Diego, and Irvine have been testing similar systems.^[18]

Atlanta has put AI technology to work detecting leaks in its water infrastructure, aiming to address water system issues more efficiently and ensure better resource management and service delivery.^[4] **Philadelphia** has implemented AI-enabled cameras on school buses and public transit to detect traffic violations, such as drivers failing to stop for school buses with extended stop arms, with the goal of improving public safety and reducing congestion-related delays and cutting down on related operational costs.^[4]

Document Processing and Permit Review

A European wind turbine permit review process was reduced from 8+ hours per document to under 20 minutes using AI, while improving consistency, transparency, and regulatory compliance.^[10] A federal agency in one EU country used AI technology to process unstructured data and multimodal information to streamline permit review, helping reduce the

time spent on compliance checks while ensuring consistent application of laws, adaptation to regulatory change, more reliability and transparency, and support in decision making.^[10]

Criminal injury compensation case processing can be reduced by 80 days average processing time through GenAI copilots that help case workers navigate complex policy frameworks.^[10]

The BCG team worked with policy, legal, and operational experts to create a GenAI copilot that helped case workers navigate hundreds of pages of guidance and policy faster and more accurately, leading to an expected 80-day reduction in the average time to process a case.^[10]

The Cost-Benefit Uncertainty

Despite these documented successes, significant uncertainty remains about the true cost-benefit analysis of AI adoption. Traditional cost optimization yields 10%–15% savings, while applying new AI technologies to specific areas such as case processing can save up to 35% of budget costs in impacted areas over the next ten years according to BCG.^[10] However, these projections are based on optimal implementations and may not reflect typical government deployments.

The long-term costs of AI remain unpredictable because major industry players are currently operating at losses during rapid development, requiring eventual cost recovery that could significantly impact government budgets.^[2] As one expert noted: "We have this mistaken premise that AI systems are end-to-end systems that can be procured off the shelf and just dropped into a setting. The reality is way more complicated than that."^[2]

Addressing Workforce Shortages Through AI Augmentation

KEY POINTS

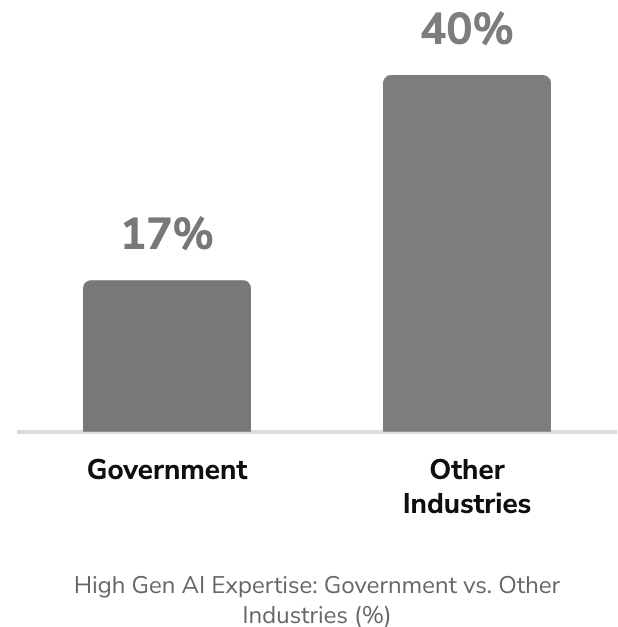
Government agencies face a convergence of pressures—rising citizen expectations, budget deficits, administrative backlogs, and persistent job vacancies—that AI is being deployed to address.

However, the evidence suggests AI is augmenting rather than replacing workers in most

implementations, with success heavily dependent on change management and workforce training rather than technology alone.

The Scale of the Workforce Challenge

Government agencies face a convergence of pressures: rising citizen expectations for digital services, budget deficits, administrative backlogs, and persistent job vacancies with consistent workforce attrition.^[10] The U.S. public sector has historically struggled to recruit and retain technical talent. In a 2023 report, the Government Accountability Office warned of a "severe shortage of digital expertise, including in the field of AI," and has listed strategic human capital management as a high-risk area for government since 2001.^[20]



The staffing challenges are exacerbated by consistent workforce attrition.^[10] State employees are already unofficially introducing free AI tools into their workflows independently, forcing governments to engage with AI adoption rather than having the option to avoid the technology's impact.^[2] This grassroots adoption creates both risks (security, compliance) and opportunities (employee-driven innovation).

AI as Workforce Augmentation, Not Replacement

The overwhelming narrative from government AI implementations emphasizes augmentation rather than replacement. As one industry analysis stated: "AI is no longer a buzzword. It's here, and AI is reshaping the way cities operate — everything from using AI in resident-facing systems to back-end automation can improve response times without losing the human touch. AI isn't about replacing employees, but it is saving them time — and getting residents more specific information, faster."^[4]

A health and human services state agency in the US used AI mapping to make hiring more efficient, with AI quickly mapping key answers into a one-page view for human reviewers, saving time and letting staff focus on assessing the candidate's fit for the job.^[10] A department of motor vehicles in a US southeastern state used AI-powered call center and digital engagement solutions to reduce unanswered public calls by 6% within just two months.^[10]

Workers at health and human services agencies cited that AI-drafted communications included more detailed information on historical precedents, improving accuracy and consistency of decisions while substantiating government records.^[10] Well-deployed AI solutions improve the citizen experience, reduce administration burden for government workers leading to higher job satisfaction and reduced workforce attrition and vacancies.^[10]

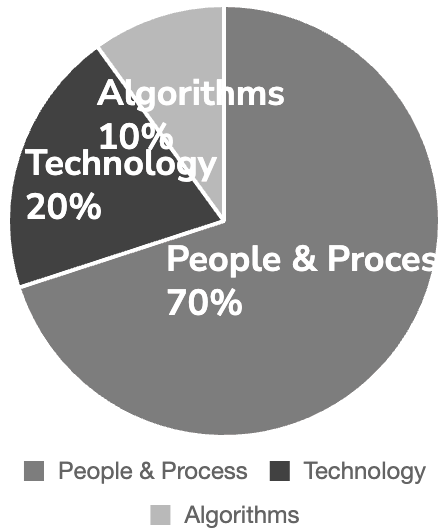
The Human Impact: Accessibility and Inclusion

The experience was especially meaningful to employees with disabilities or neurodivergence, who said AI helped create transformational changes in their workflows that better align with their skills and the way their minds work. One Colorado state employee wrote in response to a survey assessing the Gemini pilot's impact: "I discovered something that allowed me to use my unique way of thinking and processing in a way I had not experienced before. Further, it elevated the same traits and skills that have traditionally isolated me, caused misunderstandings, and sometimes reputational/professional harm."^[2]

AI tools showed transformational impact for employees with disabilities or neurodivergence, allowing them to work in ways that align with their cognitive styles and elevating skills that previously caused professional isolation.^[2] This represents a critical but often overlooked benefit of AI implementation—improving workplace accessibility and inclusion for employees with diverse cognitive and physical abilities.

The Critical Role of Change Management

BCG has observed that 70% of AI implementation efforts are focused on people and process improvements, with only 10% focused on algorithms and 20% on technology infrastructure.^[10] By prioritizing change management, public



Where AI Implementation Effort Actually Goes (BCG Research, %)

sector agencies around the world are finding greater ROI and productivity gains—saving hours or even days of processing time per application.^[10]

The implementation success formula for government AI is heavily weighted toward people and process, indicating that change management is the critical success factor rather than technology selection alone.^[10] Listen closely to government workers to map current processes and pain points. They are the ones who can pinpoint the right capabilities—human or AI—to solve the backlog.^[10]

Managerial support creates a 28-point gap in frequent AI use within public-sector organizations (65% with high support vs. 37% with low support), indicating that leadership commitment is more critical than technology access for driving sustained AI adoption in government.^[20] Within public-sector organizations that have adopted AI, 65% of employees in high-support environments use AI frequently, compared with 37% in low-support environments—a 28-point gap.^[20]

Training and Workforce Development

States are investing heavily in employee training and readiness for AI tools, recognizing human capability development as critical to successful implementation.^[14] Almost 90% of states have created some kind of AI task force, and states are "cranking up staff and employee training because employee readiness is a big target."^[14]

San Jose launched a 10-week AI skill-building curriculum specifically designed for city employees in partnership with San Jose State University, with more than 100 employees completing the voluntary program.^[12] **Connecticut** is implementing a multi-tiered AI education strategy including AI Certificates, Teen AI Academy, and Small Business AI Academy.^[12]

Denver's Peak Academy (continuous improvement program) has partnered closely with the AI office to create data literacy training for non-technical city employees, bridging the gap

between process improvement and AI adoption.^[24] The city created "a day of literacy for the non-technical people within the city and county of Denver," with the vendor ecosystem presenting different possibilities while OIT facilitated rather than led the conversation.^[24]

The Gym Membership Problem

However, significant challenges remain in ensuring workforce adoption translates to value. Alan Fuller, Utah's CIO, said the state pays more than twice as much per user for the AI component of Gemini as it does for the entire Google productivity suite—a significant cost that only pays off if the workforce embraces and consistently uses the tools. "It's sort of like a gym membership," he said. "If you use it, you're probably getting value out of it, right? But if you're not using it, why are we paying for it?"^[2]

The gap between AI access and AI use remains significant: many employees with access to AI tools don't use them because they don't perceive how the tools apply to their work, indicating that technology deployment alone is insufficient without clear communication about practical applications.^[20] Closing this gap requires more than expanding access to technology. Organizations must explain why AI is useful, where it fits in day-to-day work and how employees should use it responsibly.^[20]

Governance, Ethics, and Implementation Challenges

KEY POINTS

Government AI adoption faces significant governance challenges including algorithmic bias, lack of transparency, inadequate oversight mechanisms, and the risk of automating historical discrimination patterns. These challenges are exacerbated by rushed implementation timelines, insufficient stakeholder engagement, and the tension between innovation and accountability.

Algorithmic Discrimination and Civil Rights Concerns

In the criminal justice system, the deployment of AI and other algorithmic decision-making tools tends to exacerbate discriminatory policing patterns that already disadvantage minorities.^[33] AI systems trained on historic policing data recognize patterns of which races have been targeted most by police, charged with the most serious crimes, and sentenced to the longest terms and will replicate and perpetuate those patterns unless AI developers explicitly address the context and weights of this data.^[33]

In 2023, EPIC urged the Department of Justice to investigate the discriminatory effects of automated, acoustic gunshot detection systems. Extensive research—including one 2021 study by the Inspector General of Chicago—has shown that these systems, which cities have procured and placed disproportionately in majority-minority neighborhoods, produce tens of thousands of false positives that increase police activity and lead to false arrests.^[33]

The Department of Justice found in 2021 that the algorithm it uses to assess who to grant early release from federal prison overpredicted that Black, Asian and Hispanic people would re-offend, making them less likely to qualify for early release.^[27] Customs and Border Protection's facial recognition app relies on a feature that has proven to be less accurate at identifying people with darker skin tones, disproportionately blocking Black asylum seekers from applying for asylum.^[27]

The Workday Discrimination Lawsuit

The Workday v. Mobley class-action lawsuit demonstrates real-world algorithmic discrimination in hiring, with allegations the HR software was automatically rejecting candidates it believed were over 40 years old based on age, race, and disability status.^[27] Among the claims is that the tool was automatically rejecting candidates that it thought were over 40 years old.^[27]

The judge overseeing the case sided with parts of Workday's argument, but advanced the lawsuit, saying the software is "participating in the decision-making process by recommending some candidates to move forward and rejecting others."^[27] Denver uses Workday for hiring and personnel operations, making it directly subject to the algorithmic discrimination concerns that Colorado's SB 205 is designed to address, yet the city lacks resources to ensure compliance.^[27]

Public Benefits and Tenant Screening Failures

Thomson Reuters' fraud detection system for public benefits had only 46% accuracy while incorrectly flagging 600,000 eligible claimants as fraudulent, demonstrating that government AI systems can cause catastrophic harm at massive scale without adequate safeguards.^[33] EPIC filed an FTC complaint against this system, which purported to help identify and reject fraudulent public benefits claims but was only 46% accurate.^[33]

AI screening tools used by landlords and housing authorities to help make decisions about whether to accept a tenant's rent application are frequently biased or riddled with errors.^[33] Companies who offer tenant screening tools collect, store, and select records for housing providers to use in evaluating tenants. These tenant screening reports often contain errors and misleading information, and there is little oversight of the companies' record collection or matching practices.^[33]

Medicaid home care algorithms used by more than two dozen states have caused documented harms including arbitrary benefit cuts, with thousands of beneficiaries inappropriately denied care, forced to skip medical appointments, and experience other serious deprivations.^[35] More than two dozen states are using algorithms that have been linked to arbitrary and unfair cuts in home care hours, with thousands of beneficiaries inappropriately denied care and some forced to skip medical appointments, forgo meals and sit in urine-soaked clothing.^[35]

Governance Loopholes and Opt-Out Mechanisms

The White House OMB memo on federal AI governance contains significant loopholes that allow agencies to opt out of key safeguards, undermining the effectiveness of otherwise robust minimum risk mitigation practices.^[35] One loophole permits agencies to waive the minimum practices if they—and they alone—deem that compliance would "increase risks to safety or rights overall," or "create an unacceptable impediment to critical agency operations." Such vague criteria are prone to abuse; moreover, it's difficult to see how practices to mitigate risks could increase them.^[35]

Agencies are also given leeway to opt out if they decide the AI is not a "principal basis" of a given decision or action. A similar loophole under New York City's law to counter AI bias in hiring has undermined its effectiveness.^[35] The law requires employers to audit their use of AI-powered hiring tools for racial and gender bias and to post the results, but only if these tools

"substantially assist or replace" human decision-making. Few employers have posted audits as a result.^[35]

Chief AI Officers designated to oversee agency compliance have final discretion on opt-outs with no appeal mechanism, and their decisions are not subject to external review despite being made by individuals within agencies with documented histories of weak internal oversight.^[35] Longstanding weaknesses in how agencies police themselves could undermine the chief AI officers' critical oversight role. To cite one example, the Department of Homeland Security's privacy and civil rights watchdogs are chronically understaffed and isolated from operational decision-making.^[35]

The New York City Chatbot Debacle

In October 2023, when New York City launched an AI-powered chatbot intended to assist small business owners, instead of offering reliable guidance, the chatbot delivered bizarre responses, misrepresented city policies, and even advised employers to break the law.^[17] For instance, the chatbot falsely claimed it was legal to fire an employee for reporting sexual harassment, failing to disclose a pregnancy, or refusing to cut their dreadlocks. In another troubling exchange, it responded to a question about whether a restaurant could serve cheese that had been nibbled on by a rodent by stating, "Yes, you can still serve the cheese to customers if it has rat bites."^[17]

This incident illustrates local government incompetence with AI deployment and the dangers of deploying AI systems without adequate testing, oversight, and human review mechanisms.^[17]

Procurement as Regulatory Mechanism

Procurement is a particularly effective avenue for regulating government AI systems because companies bidding for government contracts must (1) disclose information they may be unwilling to disclose publicly and (2) agree to contractual terms that can include strong oversight requirements.^[33] For example, after Michigan scrapped a faulty unemployment insurance fraud detection system, it required the replacement vendor to agree to a "source code escrow" provision, wherein an independent auditor could monitor whether the new system was accurate.^[33]

In 2024, the federal Office of Management and Budget released Memo M-24-18, outlining federal government-wide policies for procuring AI systems, and California released its own state procurement guidelines for generative AI systems.^[33] California's approach to AI procurement notably excluded traditional technical specifications, instead focusing on identifying promising use cases and requesting innovative ideas from vendors, representing a shift in government procurement methodology.^[2]

Transparency and Accountability Gaps

State and local governments are experimenting with AI tools that outsource important government decisions to private companies, all without public input or oversight.^[33] In D.C., for example, 20 different agencies use AI and automated decision-making for decisions like who should receive public benefits or access public housing.^[33]

Denver lacks transparency infrastructure compared to peer cities like Seattle and San Jose, which have dedicated webpages explaining their AI policies—a significant gap in public accountability and citizen understanding.^[23] Some cities, like Seattle and San Jose, have webpages dedicated to explaining their AI policies. Denver doesn't yet have a site like that.^[23]

Without proper safeguards and oversight, AI systems can produce outputs that are flawed, biased, or overly simplistic. The accuracy, reliability, and effectiveness of an AI system depends entirely on the data used to train and operate the system, the analytic technique used to produce system outputs, and the system's programmed risk tolerance.^[33]

Best Practices and Lessons Learned

KEY POINTS

Successful government AI implementations share common characteristics: strong governance frameworks, human-centered design, comprehensive workforce training, transparent procurement processes, and realistic expectations about AI capabilities and limitations. Failures typically result

from rushed deployment, inadequate data quality, insufficient stakeholder engagement, and overreliance on vendor promises.

The 70-20-10 Rule for AI Implementation

Through work with governments around the world, BCG has learned that for many organizations engaging AI, 10% of the effort lies in algorithms, 20% in enabling technology and infrastructure, and 70% in the most important area, people and processes.^[10] This distribution fundamentally challenges the common assumption that AI implementation is primarily a technical challenge.

The implementation success formula for government AI is heavily weighted toward people and process (70% of effort), with only 10% focused on algorithms and 20% on technology infrastructure, indicating that change management is the critical success factor.^[10] By prioritizing change management, public sector agencies around the world are finding greater ROI and productivity gains—saving hours or even days of processing time per application.^[10]

Starting with the Right Use Cases

Aim to identify burdensome, frustrating work and use AI to handle or ease these tasks. Look for the busiest area of work, which often makes for a clear value case for AI, especially when any productivity gains can be scaled. Look for areas where there is already some degree of social license, acceptance, tolerance, or event adoption of technology, and ensure risks around legal and ethical use of technology are managed.^[10]

The ideal starting point for government AI implementation requires identifying processes that are widely acknowledged trouble spots, high-volume activities, lower-risk areas, and independently owned (not requiring cross-agency collaboration).^[10] To generate ideas, engage with department leaders and start with pain points. Where do they struggle most with efficiency? Which services generate the most resident complaints? Where do they spend the most on emergency fixes and overtime?^[39]

Process Improvement Before Automation

Denver's approach prioritizes process improvement and design thinking before implementing AI solutions, recognizing that some workflow inefficiencies require business process changes rather than technological solutions.^[24] "Let's start with the process right now, design thinking. Let's start with the whole workflow and see where the friction points are in your workflow. What step in the process is taking the longest? Is this taking 37 minutes and the next step is like four days and then the next one is 15 days? Get with that foundation and then apply automation."^[24]

Sometimes it's a business process change and it has nothing to do with AI. Look at all of that to create that cohesive holistic lens of where the friction points are within your workflow, and then AI can come at the top and expedite some of that with machine learning and all of those data that it's going through.^[24]

Data Governance as Foundation

Only 24% of state CIOs report having data governance in place for generative AI, representing a critical shortcoming that is actively holding back broader state adoption despite the technology's potential.^[2] Data governance is identified as a critical but often-overlooked budget requirement—municipalities generate enormous amounts of unused data, and AI analytics require clean, well-governed data to produce accurate rather than biased results.^[39]

The GAO emphasizes that effective AI fraud detection requires skilled human expertise in the loop, not autonomous systems—analysts need deep knowledge of both fraud patterns and AI behavior to validate results and prevent false accusations. Data quality is identified as a critical success factor for government AI systems; the GAO report cautions that agencies need "solid, reliable data to avoid false positives."

Human Oversight and the "Human in the Loop"

Treasury emphasized that "a human is always in the loop" and federal agencies make final fraud determinations, addressing governance and accountability concerns.^[45] Miskell stressed that while AI systems will flag suspicious transactions, a "human is always in the loop" and federal agencies make the final determination of whether something constitutes fraud.^[45]

The responsibility for comprehensive AI protections ultimately rests with Congress, as executive branch memo-based policies lack the permanence and independent oversight mechanisms needed to prevent regulatory capture and abuse.^[35] Ultimately, however, the responsibility to enact comprehensive protections rests with Congress, which can codify these safeguards and establish independent oversight of how they are enforced. The stakes are too high, and the harms too great, to leave broad loopholes in place.^[35]

Tiered Risk-Based Governance

California has outlined its oversight considerations for gen AI applications, categorizing them into three risk levels: low-risk use cases merit "standard monitoring and lightweight evaluations;" moderate use cases "warrant more involved oversight;" and high-risk systems "require intensive evaluations, qualitative assessments, and risk mitigation measures."^[11] This tiered governance approach provides a replicable model for other states.^[11]

Colorado has implemented a structured AI intake process using NIST AI Risk Management Framework, classifying proposals into three risk categories (medium, high, prohibited) with 159 total intake requests processed.^[7] Out of 159 intake requests, most fall into the medium category and are approved. For high-risk projects—there have been 29—we do a thorough evaluation. We've approved 27 of those, often after some adjustments. Only two have been rejected outright because the risks outweighed the benefits, usually around how data would be shared with vendors.^[7]

Vendor Management and Procurement

The competitive procurement process for vendor selection based on security and privacy compliance, usability and accessibility, training and support plans, licensing flexibility and a commitment to both long-term partnerships and responsible AI practices represents best practice.^[38] During the vendor selection process, proposals were evaluated based on security and privacy compliance, usability and accessibility, training and support plans, licensing flexibility and a commitment to both long-term partnerships and responsible AI practices.^[38]

Expert analysis suggests AI systems cannot be procured off-the-shelf and simply deployed, contradicting common government procurement assumptions and indicating need for substantial customization and integration work.^[2] "We have this mistaken premise that AI

systems are end-to-end systems that can be procured off the shelf and just dropped into a setting," said Daniel Ho, senior fellow at the Stanford Institute for Human-Centered Artificial Intelligence and a professor at Stanford University. "The reality is way more complicated than that."^[2]

Realistic Expectations and Continuous Monitoring

Colorado's AI adoption shows no single "breakthrough moment" but rather steady incremental improvements across operations, suggesting measured, sustainable implementation approach.^[7] "We haven't had a single breakthrough moment where AI completely transformed operations, but we've seen steady progress through incremental improvements. From an operational standpoint, that kind of continuous improvement is powerful."^[7]

AI transportation technology "probably won't be headline-grabbing," said Andrew Rogers, a managing partner at Boundary Stone Partners and executive director of the Modern Analytics for Roadway Safety coalition. "It's not going to be like the Jetsons; it's more likely that AI will quietly change how cities and states make transportation decisions."^[9] AI's role in municipal operations in 2026 is characterized by quiet, incremental efficiency gains rather than headline-grabbing transformation, with impacts measured in decision-making speed and precision rather than dramatic service redesigns.^[9]

Future Outlook and Emerging Challenges

KEY POINTS

The trajectory of government AI adoption through 2026 and beyond will be shaped by unresolved tensions between federal preemption and state innovation, workforce protection versus efficiency gains, transparency requirements versus proprietary technology, and the fundamental question of whether AI augments or undermines democratic governance.

Federal-State Regulatory Conflicts

The Trump administration's December 2025 executive order banning states from enforcing their laws regulating artificial intelligence has created significant uncertainty for state-level AI governance efforts.^[36] The order, titled "Eliminating State Law Obstruction of National Artificial Intelligence Policy," closely follows a draft that circulated several weeks ago, with minor modifications. It aims to accomplish goals Trump laid out at the beginning of the week on Truth Social when he announced his intent to revive the measure after a number of legislative failures.^[36]

Trump's order calls out "onerous" laws like those in Colorado, which was the first to regulate high-risk AI systems in areas like hiring, lending, housing, insurance and government services.^[36] The order specifically cited Colorado, stating that the law "banning 'algorithmic discrimination' may even force AI models to produce false results in order to avoid a 'differential treatment or impact' on protected groups."^[36]

The president's order also puts into limbo some funds states and territories were set to receive through the Broadband Equity, Access and Deployment program. The order directs the Commerce Department to withhold "nondeployment funds" states were set to receive under the program, should they continue to enforce their "onerous AI laws."^[36]

Multiple advocacy groups have signaled they will pursue legal challenges. Cody Venzke, senior policy counsel with the American Civil Liberties Union, called it "dangerous." "Moreover, the executive order is not just dangerous, it's unconstitutional. The Supreme Court has made clear that the president may not unilaterally and retroactively change the conditions on federal grants to states after the fact."^[36]

The Scaling Challenge

A large majority of organizations have deployed less than one-third of experimental gen AI pilots into production, with even fewer reaching the scale necessary to meet mission objectives.^[11] There is a significant gap between pilot and at-scale capabilities, and organizations accustomed to AI only in pilot form can find it difficult to gain the capabilities needed to scale. While pilot-level capabilities might suffice for initial experimentation, scaling AI solutions requires a more comprehensive and integrated approach across all dimensions.^[11]

The major challenge for 2026 is transitioning AI pilots into production at scale, not just continuing experimental projects.^[14] Legislators are concerned about a number of things around AI safety and on the executive branch side, they are focused on building capacity. What are they going to do about governance? What are they going to do about moving these pilots into production? I suspect that's going to be the major thrust in 2026.^[14]

Workforce Protection and Labor Relations

Labor unions are actively blocking AI implementations in municipal government through legislative action, with California's Labor Federation sponsoring bills to prevent automation of government worker roles regardless of potential public benefits.^[18] Last year, Gov. Gavin Newsom vetoed Senate Bill 1220, which was a California Labor Federation-sponsored bill aimed at preventing call centers for state and local agencies from "using or contracting for the use of AI or ADS [automated decision systems] that eliminate or automate the core job function of any worker."^[18]

Washington state is actively legislating AI governance in the public sector, with House Bill 1622 representing a significant attempt to codify worker protections before AI implementation rather than after.^[40] House Bill 1622 looks to require government employers to bargain with unions over the use of the technology if it affects wages or worker performance evaluations.^[40]

A Pew Research Center survey conducted late last year reported over half of workers are worried about the future impact of AI on the workplace and about one-third think it will lead to fewer jobs. About one-in-six workers said AI was already doing some of their work.^[40]

Agentic AI and the Next Frontier

The emergence of agentic AI—that is, more autonomous, goal-directed AI-based tools that can coordinate other automation tools—is opening new areas of advanced automation.^[11] AI agents are like conductors of orchestras being able to coordinate the action of other automation tools like gen AI, robotic process automation, and even human workers to create more efficient workflows.^[11]

By 2027, 65% of cities worldwide will deploy AI agents across systems and data to orchestrate workflows and reduce workloads, according to IDC's 2026 FutureScape report.^[9] This year, half of all state and local governments will feed data from decades of "protected records and siloed systems" into the large language models that serve as those agents' core brains, according to the report.^[9]

These AI agents will be "drawing on fine-tuned LLMs to provide decisions informed by a city's own history and conditions," the report states. But they could also amplify outdated policies, biases and past inequities—and make sensitive data vulnerable to cyberattacks—if they're not actively governed, experts say.^[9]

Climate and Infrastructure Challenges

AI data center expansion poses a significant infrastructure challenge for municipal climate and sustainability goals, with hyperscale facilities consuming electricity equivalent to 100,000 households and 16-33 billion gallons of water annually by 2028.^[9] An October 2025 Pew Research Center report noted that a third of the more than 4,000 U.S. data centers are concentrated in only three states: Virginia, Texas and California. Many of these data centers are warehouse-sized buildings that house at least 5,000 servers. Pew reports these "hyperscale" AI facilities use as much electricity per year as 100,000 households, which can significantly strain power grids.^[9]

In addition, "hyperscale data centers alone are expected to consume between 16 billion and 33 billion gallons of water annually by 2028," according to the Pew report.^[9] This creates a fundamental tension between AI adoption and climate goals that municipalities must navigate.

The Path Forward

Moving from conversations to commitment requires new approaches to leadership and coordination. The public sector leaders who act now—by upskilling workforces, boosting AI adoption across industries, building innovation clusters, and mobilizing resources for research and development—will not only strengthen their economies. They'll also help ensure that AI becomes a driver of prosperity for their states and for the constituents they serve.^[1]

Colorado should sharpen CAIA's scope to explicitly cover high-risk use cases while avoiding broad rules that sweep in low-risk business tools and hinder innovation.^[31] The state must also distinguish between Enterprise AI—secure, specialized systems used in business—and Consumer AI, which is open-ended and widely accessible.^[31]

By better incorporating actors in the grey area between developers and deployers, Colorado can ensure that accountability extends across the full AI value chain, clarifying obligations for all players and preventing key actors from falling through the cracks.^[31] Smart regulation can fuel economic growth by signaling that Colorado is serious about safe, scalable AI. Aligning CAIA with emerging global, national, and state standards will prevent a patchwork of conflicting rules that burden companies operating across jurisdictions.^[31]

The stakes are clear: AI can help public agencies do more with less—saving taxpayer dollars while improving services. And we must do it the right way: with transparency, guardrails, a commitment to equity, and a relentless focus on serving people better.^[12] Elected officials must know that 20th-century solutions do not work in a 21st-century world. We cannot afford to be stagnant, lest our constituents get left behind.^[12] ■

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Sources

Think Tank / Management Consulting Firm

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"Economic and workforce-development leaders throughout the US are in broad agreement on the importance of AI: 88% of them see the technology as crucial to the competitiveness of their economies. But fewer than 10% say their state has a well-defined strategy in place for responding to AI's economic impact."

BOSTON CONSULTING GROUP

Are US States Ready for the AI Economy?

BCG analysis examining how US states are preparing for AI adoption, including specific state programs like Mississippi's AI Talent Accelerator Program and broader state-level AI readiness metrics.

NOVEMBER 12, 2025

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[1]

"That's the stark paradox revealed in BCG's latest study of AI in the public sector. Building on last year's global AI Maturity Matrix report, our current research focuses on AI readiness in the US."

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NOVEMBER 12, 2025

"Our research offers public sector stakeholders a four-part playbook for transformative action on AI: Workforce. Equip residents and workers with education and training that's aligned with employer needs where possible. Industry Adoption. Fast-track AI adoption across sectors by supporting small- and medium-size businesses as they implement AI solutions. Innovation Clusters. Foster AI ecosystems by funding startup hubs, expanding access to computing infrastructure, and urging collaboration among universities, investors, and industry. Research and Development. Strengthen research through public-private partnerships that develop AI for both economic impact and social good."

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"Several states have commissioned task forces and/or named leaders to address AI's impact, but most have not gone further: 55% of states have named a task force or official to address AI's impact on the economy. 36% have named a task force or official to address AI's impact on the workforce. A much smaller share says their state is moving forward with coordinated plans to act on AI's economic (6%) and workforce (18%) impacts."

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"As a state reliant on more highly AI-exposed sectors like automotive manufacturing, Mississippi has recently begun forming AI training initiatives. The Mississippi AI Collaborative (MSAIC) runs a program to boost teacher familiarity with AI and offer workshops to residents, while the Mississippi Artificial Intelligence Network works to align curricula and offer free courses through partner colleges and K–12 schools. In 2025, the state launched the Mississippi AI Talent Accelerator Program, awarding \$9.1 million in grants to universities to expand AI programs and align education with practical AI applications."

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NOVEMBER 12, 2025

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"Internal barriers within government are preventing the public sector from driving economic change with AI: 39% of respondents say the biggest barrier to driving change is a lack of cohesive economic strategy around the technology. 21% say that understanding is limited within their agencies around what AI could mean for their state."

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NOVEMBER 12, 2025

Think Tank / Management Consulting Firm [1]

"The scale of workforce transformation is immense. Some 40% of all work hours are expected to be impacted by GenAI, according to BCG research; repetitive, digital tasks are likely to be phased out. Remaining roles will be transformed into AI-enabled positions, with 60% of talent needing upskilling over the next two to five years. Yet in change lies opportunity: according to Lightcast, jobs dependent on AI skills pay up to 28% more."

Think Tank / Management Consulting Firm [1]

"Louisiana is pushing AI adoption among SMEs through its LA.IO (Louisiana Innovation Office) initiative, focusing on the energy, advanced manufacturing, and logistics sectors. LA.IO offers technical support and AI readiness assessments to help firms safely use AI tools and digital systems."

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NOVEMBER 12, 2025

Think Tank / Management Consulting Firm [1]

"SMEs lag far behind their larger peers, with AI adoption rates two to four times lower due to systemic barriers such as a lack of infrastructure and prohibitive costs. SMEs make up roughly 40% of US GDP, according to the US Small Business Administration. It's important to help these businesses move forward with AI."

Think Tank / Management Consulting Firm [1]

"Over 70% of all AI-related North American venture funding goes to companies in the Bay Area, according to Crunchbase. So how do policymakers in other states position their communities as ideal for relevant startups and compelling for investors?"

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NOVEMBER 12, 2025

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"In 2024, New York's EmpireAI consortium launched to provide computing power and expertise to AI research at a mix of private and state universities, including Columbia, Cornell, and the City University of New York. The initiative is currently funded by over \$500 million in public and private investment, including up to \$340 million in state capital grants. The project will also receive more than \$200 million from various contributors and philanthropic backers. The project's priority is to boost AI R&D for the public good. Current projects are linked to health care and sustainability use cases; budgeting for the program is also linked to legislation that mandates ethical AI."

BOSTON CONSULTING GROUP

Are US States Ready for the AI Economy?

BCG analysis examining how US states are preparing for AI adoption, including specific state programs like Mississippi's AI Talent Accelerator Program and broader state-level AI readiness metrics.

NOVEMBER 12, 2025

Think Tank / Management Consulting Firm [1]

"Massachusetts has fostered a strong innovation sector by mobilizing both private and public resources to the effort. In 2024, the legislature passed the Mass Leads Act, which lays out several sectors of economic importance, including AI and robotics, as targets of new infrastructure and grant programs. The Act also allocated \$100 million to create the MA AI Hub. This strategy brings together government, industry, startups, and academia to fuel research and deploy AI for real-world applications."

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"R&D has long been a strength of high-income economies, but even capital-rich states will find traditional research models too slow and unfocused to match the tempo of AI's evolution. Focused R&D moves much faster, as the US private sector's massive contribution to AI research shows."

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"Drawn by lucrative pay and cutting-edge projects, roughly 70% of AI PhDs join industry, including tech firms, versus 20% two decades ago. What's more, over 90% of leading AI progress indicators are found in industrial sectors, meaning that much of the progress with AI falls outside of academia and government, along with the talent building the next big AI model."

Think Tank / Management Consulting Firm [1]

"Think creatively about how to access computing resources. For example, when courting hyperscalers that are looking for sites to build data centers, negotiate with them to set aside a percentage of the power generated (say, 1% to 10% of total output) for public use."

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"R&D cannot move forward without computing power, the scale of which is too expensive for research institutions to provide on their own. (Data center requirements will range to upwards of 200 megawatts, with related increases in costs.) To respond, build partnerships across leading institutions to fund shared infrastructure; back up these alliances with memoranda of understanding and financing arrangements with private sector actors."

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"To assess the AI readiness of each US state, we collected data from a mix of public and private sources aligned to the ASPIRE framework used in the global assessment. Specific state-level factors include: Ambition. The presence of a public-facing AI strategy or government AI leader (whether a person or agency) for economic development. Skills. Science and engineering degrees awarded by in-state institutions; employment of workers in AI-related occupations; guidance for AI use in K-12 education. Policy and Regulations. The number of bills enacted (or pending) in 2024 intended to regulate AI or address its impact. Investment. The share of state gross domestic product generated by the information and tech sector; overall venture funding activity; venture funding directed toward AI companies. Research and Innovation. Startup, publishing, and patenting activity specifically related to AI; federal funding for AI-related research and development. Ecosystem. Use of AI by small- and medium-size businesses; accessibility and quality of electricity and telecommunications infrastructure."

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"Prove how AI delivers ROI and shared prosperity. Highlight the returns on AI deployments to industry stakeholders; for example, companies that are engaging fully with AI are seeing more than twice the ROI than slower adopters. Frame AI adoption as an advantage for everyone, including SMEs, not just global tech firms."

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[1]

"Help SMEs gain confidence with AI. For every hundred companies that have the right resources, there are thousands of smaller businesses that need access and support. Help boost their capacity to adopt AI by providing awareness programs and applied learning. States can deploy digital resources like agents and chatbots to give these smaller players quick knowledge support."

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[1]

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[2]

"Developing AI responsibly can go a long way toward building the public's trust in the technology. It's no surprise that New York scores high in ambition, policy, and research in our AI Maturity Matrix."

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Are US States Ready for the AI Economy?

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"As states move from studying generative artificial intelligence to actively deploying it, the benefits and risks of integrating this rapidly evolving technology into government operations are starting to become clearer—with the potential for wide-ranging fiscal implications on both sides of the budget ledger."

THE PEW CHARITABLE TRUSTS

States Governments Seek to Leverage AI's Promise While Mitigating Its Hazards

Pew Research analysis of how state governments are focusing on operational efficiency and governance frameworks while implementing AI, with attention to both benefits and risks.

JANUARY 15, 2025

Think Tank / Management Consulting Firm

[1]

"Moving from conversations to commitment requires new approaches to leadership and coordination. The public sector leaders who act now—by upskilling workforces, boosting AI adoption across industries, building innovation clusters, and mobilizing resources for research and development—will not only strengthen their economies. They'll also help ensure that AI becomes a driver of prosperity for their states and for the constituents they serve."

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[2]

"Amanda Crawford, president of the National Association of State Chief Information Officers (NASCIO), compares this part of the process with the reality-sinking-in stage of a classic romantic comedy. The initial excitement has settled down—and the plot is thickening. 'Now we have to decide: How are we going to make this relationship work?' said Crawford, who also serves as the chief information officer (CIO) of Texas. 'Have we set up the appropriate boundaries and guardrails? And we also realize that maybe we need to work on ourselves a little bit—cleaning up our own practices, whether it's our data, or our governance, or guardrails.'"

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"According to the National Conference of State Legislatures, states considered more than 150 bills related to government use of AI last year, and at least 30 states have put guidance in place for state agency use, sometimes including requirements for inventories and impact assessments."

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"According to a NASCIO report released in November, only 24% of state CIOs say their state has data governance in place for generative AI—a shortcoming that is holding states back."

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Think Tank

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Think Tank

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"Despite these complex challenges, many states are moving forward with a growing urgency that reflects the evolving expectations of their workers and constituents. As AI becomes increasingly woven into commerce and daily life, state workers are sometimes unofficially introducing their own free AI tools into their workflows—a risky reality that leaves states without the option of sidestepping the technology's impact altogether."

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"Colorado's Department of Local Affairs is using AI to streamline its approach to process improvement. Traditionally, the laborious first step of improving government processes involves gathering information from all of the players who touch a particular process and mapping that out, often by huddling in conference rooms for hours on end with Post-it notes, whiteboards, and sometimes strong emotions. But the state's recent efforts to streamline administration of its housing voucher programs sidestepped all of that. Instead, a 'computerized consultant' named Coco, trained on videos of a process improvement expert, conducted one-on-one interviews with dozens of stakeholders and created detailed process maps."

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JANUARY 15, 2025

Think Tank	[2]	Think Tank	[2]
<i>"Staff were pleasantly surprised by how natural the conversation with Coco was and how effective Coco was in asking follow-up questions," said Maulid Miskell, the department's deputy executive director."</i>		<i>"In Pennsylvania, employees piloting ChatGPT initially experienced steep learning curves but now they're racking up time savings—more than an hour a day on average, according to the governor's office. Meanwhile, Colorado is rolling out Gemini statewide after a promising pilot program that reported nearly universal increases in worker productivity, ranging from basic research to spreadsheet analysis. More than one-third of users said they saved at least six hours each week."</i>	
THE PEW CHARITABLE TRUSTS States Governments Seek to Leverage AI's Promise While Mitigating Its Hazards Pew Research analysis of how state governments are focusing on operational efficiency and governance frameworks while implementing AI, with attention to both benefits and risks. JANUARY 15, 2025		THE PEW CHARITABLE TRUSTS States Governments Seek to Leverage AI's Promise While Mitigating Its Hazards Pew Research analysis of how state governments are focusing on operational efficiency and governance frameworks while implementing AI, with attention to both benefits and risks. JANUARY 15, 2025	
Think Tank	[2]		
<i>"Pennsylvania, Colorado, and Utah have deployed AI tools like Gemini for Google Workspace and ChatGPT Enterprise to a cross section of employees through carefully controlled pilot projects. By equipping employees across the far-flung reaches of state government with these tools, governments hope to identify opportunities and pathways to making them more widely available."</i>			
THE PEW CHARITABLE TRUSTS States Governments Seek to Leverage AI's Promise While Mitigating Its Hazards Pew Research analysis of how state governments are focusing on operational efficiency and governance frameworks while implementing AI, with attention to both benefits and risks. JANUARY 15, 2025			

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[2]

"But most striking to David Edinger, the state's CIO, was the human impact. The experience was especially meaningful to employees with disabilities or neurodivergence, who said AI helped create transformational changes in their workflows that better align with their skills and the way their minds work. 'I discovered something that allowed me to use my unique way of thinking and processing in a way I had not experienced before,' one respondent wrote in response to a state survey aimed at assessing the pilot's impact. 'Further, it elevated the same traits and skills that have traditionally isolated me, caused misunderstandings, and sometimes reputational/professional harm.'"

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"Alan Fuller, Utah's CIO, said the state pays more than twice as much per user for the AI component of Gemini as it does for the entire Google productivity suite—a significant cost that only pays off if the workforce embraces and consistently uses the tools. 'It's sort of like a gym membership,' he said. 'If you use it, you're probably getting value out of it, right? But if you're not using it, why are we paying for it?'"

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"The technical specifications that are usually central to IT procurement were notably absent from these requests. 'We really wanted to focus more on what's out there, especially for a technology like this, where we're not entirely sure of what the best solutions could be,' said Jonathan Porat, California's chief technology officer."

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"For example, customer service agents from the California Department of Tax and Fee Administration handled more than 800,000 calls, emails, and chat inquiries during the 2023 fiscal year—more than they have the capacity to manage effectively during the height of tax season. 'Inaccurate information or delays in assistance adversely impact our taxpayers trying to comply voluntarily with their tax and fee obligations and can delay or diminish revenue for the state,' the agency's problem statement said."

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"The long-term costs of AI are unpredictable because of rapidly evolving business models in the industry—many of the major players are taking losses during this period of explosive development but will need to recoup those costs at some point."

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Think Tank [2]

"We have this mistaken premise that AI systems are end-to-end systems that can be procured off the shelf and just dropped into a setting," said Daniel Ho, senior fellow at the Stanford Institute for Human-Centered Artificial Intelligence and a professor at Stanford University. "The reality is way more complicated than that."

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Think Tank [2]

"Among early AI explorers, California stands out for its careful but ambitious approach. The state has been assessing generative AI in state government since 2023, following Democratic Governor Gavin Newsom's executive order that established a comprehensive framework for its study, testing, training, and evaluation. Through these efforts, the state identified five promising use cases—related to translation, call center productivity, traffic analysis, road safety, and health care facility inspections—that have the potential to scale across government."

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Think Tank [2]

"Rhode Island's Office of Management and Budget has begun using AI tools as a sort of well-rounded graduate student intern, said Director Brian Daniels. The agency has used the technology to conduct background research, improve the readability of documents, and even to help draft a request for proposal (RFP) by relying on examples as inputs. 'That was very exciting because writing an RFP is one of the most annoying things you can do in government,' Daniels said."

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Think Tank [2]

"States vary wildly in their progress with AI adoption—some are moving quickly, while others are proceeding with great caution. And 8% of state CIOs report that their states aren't using generative AI tools at all, according to NASCIO. Among the adopters, the most common current uses are virtual meeting assistant transcription, cybersecurity, document generation and management, and software code generation."

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"Many states are focusing on improving operational efficiency and cleaning up their systems, data, and governance to pave the way for more complex and higher-risk uses in the future—such as AI tools that interact directly with residents."

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Think Tank, Government Research Organization [3]

"GenAI, as well as other types of AI, can be used to make state government administration more efficient. AI not only saves time for state workers but also increases their productivity. Governor Shapiro implemented a GenAI Pilot in Pennsylvania, with the results showing that participants saved an average of 95 minutes daily. Governor Murphy unveiled a GenAI tool for New Jersey state employees to rewrite emails in plain language, which has led to residents responding 35% faster."

COUNCIL OF STATE GOVERNMENTS (CSG)
AI Research Report Section 3 - The Council of State Governments
Council of State Governments report examining how AI and generative AI applications are being used across U.S. state governments to improve administrative efficiency and save time for state workers.
2025

Think Tank, Government Research Organization [3]

"Indiana has a state repository 20 million pages long and developed a tool called "Captain Record" that makes tens of millions of records searchable. Since 2020, Ohio Lt. Governor Jon Husted has been enlisting analytic AI to update duplicate language. In Nevada, AI has helped the state process 200,000 unemployment insurance claims from the COVID-19 pandemic more quickly."

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Think Tank, Government Research Organization [3]

"A 2024 report from the National Association of State Procurement Officials (NASCIO) and National Association of State Chief Information Officers highlights potential gains from utilizing AI in state-level procurement, automating the processing of procurement documents, providing predictive analytics for spending, and managing contract standards."

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Think Tank, Government Research Organization [3]

"A chatbot on Texas.gov is designed to help with answering frequently asked questions and assist with tasks such as creating new appointments, renewing drivers' licenses, and helping Texans update vehicle registrations. Georgia Department of Labor's website has a chatbot designed to help with unemployment insurance benefits, job searches, and locating tax forms. Mississippi, Illinois, Massachusetts, and Kansas have also utilized AI chatbots."

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Think Tank, Government Research Organization [3]

"In a National Association of State Technology Directors 2024 survey to 50 state central IT authorities, 52% of respondents said that they established a clear definition of AI for governance purposes, and 67% of respondents indicated they are cataloging an inventory of AI applications."

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Think Tank, Government Research Organization [3]

"Analytical AI is also being utilized by states to navigate issues related to government budgeting and spending. Georgia's IT modernization efforts emphasize the role of AI in bringing better oversight for state-level government spending. California announced it will use GenAI to help the state's Department of Finance analyze bills faster and more accurately to better understand the impact of bills' costs on the state budget."

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Think Tank, Government Research Organization [3]

"Indiana S.B. 0005 (2025) allows a state agency to use AI to make projections on the state budget and streamline federal funding requests. In Arizona, a form of GenAI was introduced to assist the state with cyber security and fraud prevention. Arkansas launched a working group to review a set of pilot AI projects targeting unemployment insurance fraud."

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Think Tank, Government Research Organization [3]

"Oklahoma, in a partnership with Celonis, identified \$8.48 billion of statutory exempt purchases by state agencies and reviewed \$29.4 billion worth of purchase order lines. Through AI, states and territories are positioning themselves to gain substantial fiscal cost savings."

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Think Tank, Government Research Organization [3]

"For example, if a state government wants to give 200 public IT workers access to GenAI software, as it did in Pennsylvania pilot, it would be important for the state to consider that even with an annual license plan, the cost per employee can be expensive. This is important to consider as other states continue to conduct their own pilots, such as Colorado where more than one-third of users in a Gemini pilot program said they saved at least six hours each week."

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2025

Think Tank, Government Research Organization [3]

"Analysis based on Texas H.B. 2818 (2025) estimates the total technology cost of establishing an AI division within the Department of Information Resources would be \$1.5 million in fiscal year 2026 and \$3 million in subsequent fiscal years. These figures include costs for AI data analysis, assessments, prompt engineering, model testing, and cloud services."

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2025

Think Tank, Government Research Organization [3]

"In June 2025, Governor Shapiro announced Amazon's plans to invest \$20 billion in Pennsylvania for AI infrastructure. This was not only the largest capital investment in the Commonwealth to date but also was expected to bring 1,250 jobs. The July 2025 Inaugural Energy and Innovation Summit at Carnegie Mellon University led to an announcement of \$90 billion in investments from private companies for developing AI infrastructure, including data centers and power plants for energy."

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2025

Think Tank, Government Research Organization [3]

"In January 2024, Governor Hochul committed \$400 million in investments for the Empire AI initiative, which brings together public and private universities to establish an AI computing center at SUNY Buffalo. This initiative focuses on advancing AI applications in areas ranging from medical imaging and assisting children with speech challenges. After a few months, Empire AI received 100 proposals, and Governor Hochul announced an additional commitment of \$90 million to Empire AI."

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Think Tank, Government Research Organization [3]

"In September 2023, Governor Newsom signed Executive Order No. 12 on implementing GenAI in a wide range of policy contexts. California has utilized AI in the contexts of running a digital democracy platform to assist with Los Angeles' wildfire recovery, enabling the Department of Tax and Fee Administration to search 16,000+ documents, operating a State Digital Assistance AI tool, and training an AI workforce in partnership with NVIDIA."

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2025

Think Tank, Government Research Organization [3]

"In June 2025, Governor Reeves launched the Mississippi AI Talent Accelerator Program (MAI-TAP), a PPP with the Mississippi Development Authority, AccelerateMS, and Amazon Web Services (AWS) that advances AI-related technical capacities across higher learning institutions in the state through \$9.1 million in grants. A memorandum of understanding (MOU) with NVIDIA was signed, which focuses on elevating AI education and spurring economic growth through AI."

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2025

Think Tank, Government Research Organization [3]

"In April 2025, Governor Kotek announced a \$10 million investment (available through the Oregon CHIPS Act) to the Oregon Semiconductor Talent Sustaining Fund as part of an effort to support the development of an AI sector workforce. This was accompanied by an MOU between Oregon and NVIDIA, which forms the basis of efforts to help Oregon's state agencies find ways to improve government services through AI and expand AI-related workforce training."

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2025

Industry Blog/Government Technology Vendor [4]

"State and local governments are increasingly leveraging artificial intelligence (AI) to enhance public services, improve efficiency, and ensure safety. Unsurprisingly, for 2025, NASCIO members vaulted AI to the number 2 spot for strategies and number 1 for priority applications, reflecting the technology's potential to address numerous challenges that state and local governments face."

PAYIT
How is AI being used in state and local governments right now?
PayIt explores current AI use cases in state and local governments in 2025, covering improvements to resident services and internal operations with practical examples.
APRIL 24, 2025

Industry Blog/Government Technology Vendor [4]

"AI is no longer a buzzword. It's here, and AI is reshaping the way cities operate — everything from using AI in resident-facing systems to back-end automation can improve response times without losing the human touch. AI isn't about replacing employees, but it is saving them time — and getting residents more specific information, faster."

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APRIL 24, 2025

Industry Blog/Government Technology Vendor [4]

"In our 2025 survey of government leaders, we asked respondents about the status of AI in their agency. The majority reported that they're already using AI or plan to soon: 59% of respondents said they're currently using AI tools for back-office processes, 58% are already using AI tools for resident-facing processes, and about 40% said they're still in the evaluation and implementation stage for either back-office, resident-facing, or both types of processes."

PAYIT

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APRIL 24, 2025

Industry Blog/Government Technology Vendor [4]

"The 2024 Digital Cities Survey from the Center for Digital Government found that almost half (44%) of responding cities have chatbots today, and another 44% say they're coming soon. A recent poll of state leaders by the National Association of State IT Directors (NASTD) reported that nearly half of responding states are using AI for chatbots, and resident portals were cited second as a future use case; over half had already implemented AI for administrative processes and cybersecurity."

PAYIT

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APRIL 24, 2025

Industry Blog/Government Technology Vendor [4]

"Looking back at our 2024 report, we found that most government leaders were optimistic about AI — with 89% of respondents expressing that AI has the potential to improve operations in state and local government over the next 5 years."

PAYIT

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APRIL 24, 2025

Industry Blog/Government Technology Vendor [4]

"Amelia Powers Gardner, County Commissioner of Utah County, Utah, said that in her county, the assessor's office is using AI to identify anomalies in property value assessments and double-check outliers, helping to ensure accuracy. And counties like Ventura and Riverside in California and Stark County, Ohio, are using AI for property appraisal. Using AI in models has significantly improved appraisal accuracy and efficiency. For instance, in Ventura County, the AI system helped realize a 42%-point improvement in accuracy and reduced data sanitization time from four days to just one hour."

PAYIT

How is AI being used in state and local governments right now?

PayIt explores current AI use cases in state and local governments in 2025, covering improvements to resident services and internal operations with practical examples.

APRIL 24, 2025

Industry Blog/Government Technology Vendor [4]

"State and local agencies are adopting AI-powered document processing tools to automate document processing, classification, and data extraction. The ability to understand document contents in mere seconds is helping staff improve their workflow and decision-making processes. AI tools can transcribe historical handwritten documents, making them accessible to researchers and the public."

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APRIL 24, 2025

Industry Blog/Government Technology Vendor [4]

"Jonathan Feldman, CIO of Wake County, North Carolina, has started using AI for transcription. He pointed to a transparency initiative in his area that is transcribing works such as the Enslaved Persons Project and the Restrictive Racial Covenant Project as real-world examples."

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APRIL 24, 2025

Industry Blog/Government Technology Vendor [4]

"For state and local governments, chatbots are one of the most popular ways to use AI. Chatbots can guide users through payment plans, registrations, and appointment scheduling, improving customer service and reducing staff workload. And as Amelia Powers Gardner pointed out, AI-powered chatbots allow more residents to communicate with the government during emergencies."

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APRIL 24, 2025

Industry Blog/Government Technology Vendor [4]

"Recently, with the hopes of increasing resident engagement and transparency in local government finances, researchers developed GRASP (Generation with Retrieval and Action System for Prompts), an AI chatbot framework designed to assist residents in understanding municipal budgets. The chatbot gives accurate responses to budget-related questions to help the public better understand their town's budget."

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APRIL 24, 2025

Industry Blog/Government Technology Vendor [4]

"Atlanta has put AI technology to work, detecting leaks in its water infrastructure. By implementing AI solutions (guided by a dedicated committee), the city aims to address water system issues more efficiently, ensuring better resource management and service delivery. Similarly, Philadelphia has implemented AI-enabled cameras on school buses and public transit to detect traffic violations, such as drivers failing to stop for school buses with extended stop arms. The goal is to improve public safety and reduce congestion-related delays — and cut down on related operational costs."

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APRIL 24, 2025

Industry Blog/Government Technology Vendor [4]

"These examples highlight the diverse applications of AI in government operations, enhancing administrative efficiency, supporting internal processes, and creating more open dialogue with residents. AI tools are helping transform state and local governments into more agile, more accessible agencies in tune with the needs of their communities."

PAYIT

How is AI being used in state and local governments right now?

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APRIL 24, 2025

Government Agency [5]

"At the State of Colorado, we are dedicated to leveraging artificial intelligence (AI) to improve public services, foster innovation and ensure the ethical, equitable and responsible deployment of emerging technologies."

COLORADO OFFICE OF INFORMATION TECHNOLOGY (OIT)

Guide to Artificial Intelligence | Office of Information Technology

Official Colorado OIT page dedicated to AI resources for state employees, contractors, agencies and vendors, covering how Colorado is leveraging AI to improve public services.

Government Agency

[5]

"With the growing popularity of Generative Artificial Intelligence (GenAI), we see its potential to transform how we work at the state, driving efficiency, innovation and new capabilities to serve the public interest and contribute to the overall well-being of Coloradans. At the same time, we understand GenAI raises new risks requiring human judgment and oversight to review for accuracy, bias and completeness."

COLORADO OFFICE OF INFORMATION TECHNOLOGY (OIT)

Guide to Artificial Intelligence | Office of Information Technology

Official Colorado OIT page dedicated to AI resources for state employees, contractors, agencies and vendors, covering how Colorado is leveraging AI to improve public services.

Government Agency

[5]

"OIT is committed to upholding the highest standards of data protection and privacy, ensuring transparency, and maintaining public trust as we integrate AI into state operations. This Guide to Artificial Intelligence will be continually updated and serve as a resource for state employees, contractors, agencies and vendors as we oversee GenAI governance, drive innovation and provide educational opportunities."

COLORADO OFFICE OF INFORMATION TECHNOLOGY (OIT)

Guide to Artificial Intelligence | Office of Information Technology

Official Colorado OIT page dedicated to AI resources for state employees, contractors, agencies and vendors, covering how Colorado is leveraging AI to improve public services.

Government Agency	[5]	Government Agency	[5]
<i>"As part of Colorado's ongoing commitment to be a leader in government technology, we crafted a strategic approach to GenAI that is anchored by three pillars or guiding principles: 1. Governance Enhancing current policy and processes to support and guide GenAI initiatives at the state. 2. Innovation Providing a framework for ideation and guidance to support early use cases and build long-term capabilities. 3. Education Preparing our state employees with appropriate resources to guide the usage and implementation of GenAI solutions."</i>		<i>"To ensure the State of Colorado remains at the forefront of GenAI, a Statewide GenAI Policy was developed to ensure security and compliance while streamlining our ability to support GenAI initiatives. All GenAI efforts and use cases, including those conducted by a third-party vendor, must go through OIT to conduct a risk assessment."</i>	

COLORADO OFFICE OF INFORMATION TECHNOLOGY (OIT)

Guide to Artificial Intelligence | Office of Information Technology

Official Colorado OIT page dedicated to AI resources for state employees, contractors, agencies and vendors, covering how Colorado is leveraging AI to improve public services.

COLORADO OFFICE OF INFORMATION TECHNOLOGY (OIT)

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Government Agency	[5]
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"AI applies advanced analysis and logic-based techniques, such as machine learning, deep learning, regression analysis and prescriptive analytics to identify and predict patterns, self-learn and make/execute decisions."

COLORADO OFFICE OF INFORMATION TECHNOLOGY (OIT)

Guide to Artificial Intelligence | Office of Information Technology

Official Colorado OIT page dedicated to AI resources for state employees, contractors, agencies and vendors, covering how Colorado is leveraging AI to improve public services.

Government Agency [5] <i>"GenAI techniques decipher, predict and sequence patterns from representations of data and model artifacts to generate new artifacts, including speech, text, images, video, music, code and models of real-world objects."</i> COLORADO OFFICE OF INFORMATION TECHNOLOGY (OIT) Guide to Artificial Intelligence Office of Information Technology Official Colorado OIT page dedicated to AI resources for state employees, contractors, agencies and vendors, covering how Colorado is leveraging AI to improve public services.	Government Agency [6] <i>"With the growing popularity of Generative Artificial Intelligence (GenAI), we see its potential to transform how we work at the state, driving efficiency, innovation, and new capabilities to serve the public interest and contribute to the overall well-being of Coloradans. At the same time, we understand GenAI raises new risks requiring human judgment and oversight to review for accuracy, bias and completeness."</i> COLORADO OFFICE OF INFORMATION TECHNOLOGY (OIT) Programs & Initiatives Office of Information Technology Official Colorado OIT page outlining state programs and initiatives including artificial intelligence efforts to improve public services and foster innovation.
Government Agency [6] <i>"In the State of Colorado, we are dedicated to leveraging artificial intelligence (AI) to improve public services, foster innovation, and ensure the ethical, equitable and responsible deployment of emerging technologies."</i> COLORADO OFFICE OF INFORMATION TECHNOLOGY (OIT) Programs & Initiatives Office of Information Technology Official Colorado OIT page outlining state programs and initiatives including artificial intelligence efforts to improve public services and foster innovation.	Government Agency [6] <i>"By sharing best practices across agencies and working to support the Digital Government Strategic Plan, we are creating a collaborative culture around data that helps the state operate efficiently for the benefit of Coloradans."</i> COLORADO OFFICE OF INFORMATION TECHNOLOGY (OIT) Programs & Initiatives Office of Information Technology Official Colorado OIT page outlining state programs and initiatives including artificial intelligence efforts to improve public services and foster innovation.

Government Agency	[6]	Government Agency	[6]
<i>"In an effort to continue reimagining state government services by making them more responsive to Coloradans' needs and building best-in-class digital products, Colorado is evolving the Digital Government Strategic Plan into Governor Polis's Operational Agenda, a blueprint to modernize state services."</i>		<i>"In 2020, the State of Colorado and OIT launched the IT Transformation (ITT) Program to modernize government technology and improve service delivery. The ITT Final Report highlights the program's latest achievements and provides a comprehensive review of the milestones reached since its inception four years ago. With contributions from more than 450 agency and county partners, ITT successfully completed 40 projects that increased efficiency, transparency and customer satisfaction across state IT operations."</i>	
COLORADO OFFICE OF INFORMATION TECHNOLOGY (OIT) Programs & Initiatives Office of Information Technology Official Colorado OIT page outlining state programs and initiatives including artificial intelligence efforts to improve public services and foster innovation.		COLORADO OFFICE OF INFORMATION TECHNOLOGY (OIT) Programs & Initiatives Office of Information Technology Official Colorado OIT page outlining state programs and initiatives including artificial intelligence efforts to improve public services and foster innovation.	

Government Agency	[6]	Trade Publication/Industry News	[7]
<i>"The Statewide Longitudinal Data System (SLDS) was created in HB24-1364 and is designed to bring together data from residents' educational and professional experiences. These data will help us better understand how to prepare students for success and to meet the state's workforce needs."</i>		<i>"I'd highlight a few areas. First, our work around artificial intelligence. We've been focused on enabling innovation while maintaining responsible oversight — what Gov. Polis calls being 'bullish with guardrails.' We're experimenting with AI in ways that allow us to learn and adapt without putting data privacy or security at risk."</i>	
COLORADO OFFICE OF INFORMATION TECHNOLOGY (OIT)		STATETECH MAGAZINE (CDW)	
Programs & Initiatives Office of Information Technology		NASCIO 2025: Q&A: Colorado CIO David Edinger Strives for Right Mix of Solutions	
Official Colorado OIT page outlining state programs and initiatives including artificial intelligence efforts to improve public services and foster innovation.		Interview with Colorado CIO David Edinger discussing AI implementation including a successful Google Gemini pilot that boosts state government productivity.	
		OCTOBER 2025	

Government Agency	[6]	Trade Publication/Industry News	[7]
<i>"myColorado provides secure and convenient access to state services anytime, anywhere. The mobile app includes access to Division of Motor Vehicles services, Colorado Parks and Wildlife's resident fishing licenses, and State of Colorado job openings. The app's contactless Colorado Digital ID™ allows you to create a secure electronic version of your driver license or state identification card for proof of identification, age and address within the state."</i>		<i>"We haven't had a single breakthrough moment where AI completely transformed operations, but we've seen steady progress through incremental improvements. From an operational standpoint, that kind of continuous improvement is powerful."</i>	
COLORADO OFFICE OF INFORMATION TECHNOLOGY (OIT)		STATETECH MAGAZINE (CDW)	
Programs & Initiatives Office of Information Technology		NASCIO 2025: Q&A: Colorado CIO David Edinger Strives for Right Mix of Solutions	
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		OCTOBER 2025	

Trade Publication/Industry News

[7]

Trade Publication/Industry News

[7]

"We've built a structured intake process for AI projects, guided by the National Institute for Standards and Technology AI Risk Management framework. We classify proposals into three categories: medium, high or prohibited risk. Out of 159 intake requests so far, most fall into the medium category and are approved. For high-risk projects — there have been 29 — we do a thorough evaluation. We've approved 27 of those, often after some adjustments. Only two have been rejected outright because the risks outweighed the benefits, usually around how data would be shared with vendors."

STATETECH MAGAZINE (CDW)
NASCIO 2025: Q&A: Colorado CIO David Edinger Strives for Right Mix of Solutions
Interview with Colorado CIO David Edinger discussing AI implementation including a successful Google Gemini pilot that boosts state government productivity.
OCTOBER 2025

"The Gemini pilot is something I'm really proud of. Our approach has been to move quickly and foster innovation, but always with guardrails in place to protect sensitive data. We piloted Gemini with over 150 users from across different agencies. Because of our emphasis on accessibility, we made sure to include employees with disabilities, and that proved to be one of the most valuable decisions we made."

STATETECH MAGAZINE (CDW)
NASCIO 2025: Q&A: Colorado CIO David Edinger Strives for Right Mix of Solutions
Interview with Colorado CIO David Edinger discussing AI implementation including a successful Google Gemini pilot that boosts state government productivity.
OCTOBER 2025

Trade Publication/Industry News

[7]

"One participant with vision impairment shared how Gemini transformed her work life. She talked about how hard it is to follow a meeting where people are chatting, showing slides and speaking all at once. With Gemini, she could make sense of that information in real time — something she'd never been able to do before."

STATETECH MAGAZINE (CDW)
NASCIO 2025: Q&A: Colorado CIO David Edinger Strives for Right Mix of Solutions
Interview with Colorado CIO David Edinger discussing AI implementation including a successful Google Gemini pilot that boosts state government productivity.
OCTOBER 2025

Trade Publication/Industry News [7]

"After the pilot, we expanded Gemini access across 18 state agencies. We now have about 2,000 users out of roughly 31,000 eligible employees. Adoption is growing steadily, but we've been deliberate about how we roll it out. Employees request access, managers approve it, and users complete responsible AI use training before they get started."

Trade Publication/Industry News [7]

"As for how people use it, that's all over the map. We've seen uses for chatbots, summarizing documents, drafting policies, improving accessibility, transcribing meetings and automating tasks in spreadsheets. The feedback shows there's no one-size-fits-all AI use case, and that's exciting."

STATETECH MAGAZINE (CDW)

NASCIO 2025: Q&A: Colorado CIO David Edinger Strives for Right Mix of Solutions

Interview with Colorado CIO David Edinger discussing AI implementation including a successful Google Gemini pilot that boosts state government productivity.

OCTOBER 2025

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OCTOBER 2025

Trade Publication/Industry News [7]

"We don't expect every state employee will use Gemini; it depends on their role. For example, many of our developers want different AI tools, so they don't request Gemini. But we anticipate adoption could eventually reach about 50% of our workforce."

Trade Publication/Industry News [7]

"We've hit 1.7 million users, which is really good in a state of about 6 million people. The app offers state digital IDs, hunting and fishing licenses, vaccine records and more. One recent breakthrough was integrating a mobile driver's license reader directly into the app. We realized small businesses wouldn't invest in expensive stand-alone readers, so now anyone with a smartphone can scan and verify a mobile license."

STATETECH MAGAZINE (CDW)

NASCIO 2025: Q&A: Colorado CIO David Edinger Strives for Right Mix of Solutions

Interview with Colorado CIO David Edinger discussing AI implementation including a successful Google Gemini pilot that boosts state government productivity.

OCTOBER 2025

STATETECH MAGAZINE (CDW)

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Interview with Colorado CIO David Edinger discussing AI implementation including a successful Google Gemini pilot that boosts state government productivity.

OCTOBER 2025

Trade Publication/Industry News [7] "Two of Gov. Polis's five key operational priorities are directly related to improving digital government services. We're focused on delivering a high-quality customer experience, and by doing so, reducing the burden on call centers and in-person services." STATETECH MAGAZINE (CDW) NASCIO 2025: Q&A: Colorado CIO David Edinger Strives for Right Mix of Solutions Interview with Colorado CIO David Edinger discussing AI implementation including a successful Google Gemini pilot that boosts state government productivity. OCTOBER 2025	Trade Publication/Industry News [7] "The Colorado Governor's Office of Information Technology has an annual budget of \$373 million." STATETECH MAGAZINE (CDW) NASCIO 2025: Q&A: Colorado CIO David Edinger Strives for Right Mix of Solutions Interview with Colorado CIO David Edinger discussing AI implementation including a successful Google Gemini pilot that boosts state government productivity. OCTOBER 2025
Trade Publication/Industry News [7] "Our approach is grounded in product management, user-centered design and analytics. We involve Colorado Digital Service experts in helping agencies create better user experiences. It's a strategy we used successfully in Denver. When people can renew licenses online, you see shorter lines, happier customers and better service delivery." STATETECH MAGAZINE (CDW) NASCIO 2025: Q&A: Colorado CIO David Edinger Strives for Right Mix of Solutions Interview with Colorado CIO David Edinger discussing AI implementation including a successful Google Gemini pilot that boosts state government productivity. OCTOBER 2025	Government Agency Official Website [8] "Every year OIT updates our strategic plan to capture the long-term goals. Having adopted the 4DX methodology, we call these our Wildly Important Goals (WIGs). The plan also includes the lead measures which are indicators used to track progress towards the WIG." COLORADO OFFICE OF INFORMATION TECHNOLOGY Strategy Office of Information Technology Colorado OIT's official strategic plan page outlining long-term goals and Wildly Important Goals (WIGs), providing context for technology and AI direction at the state level. CURRENT/ONGOING (LAST UPDATED UNKNOWN)

Government Agency Official Website	[8]	Government Agency Official Website	[8]
<i>"These goals align with Governor Polis' vision for the state and while they do not reflect all of the work of the agency, they highlight how OIT is working on our priorities."</i>		<i>"The daily work of all staff members is critical to OIT meeting the agency's mission. Our WIGs guide us in how we deliver for our customers and Coloradans."</i>	
COLORADO OFFICE OF INFORMATION TECHNOLOGY Strategy Office of Information Technology Colorado OIT's official strategic plan page outlining long-term goals and Wildly Important Goals (WIGs), providing context for technology and AI direction at the state level. CURRENT/ONGOING (LAST UPDATED UNKNOWN)		COLORADO OFFICE OF INFORMATION TECHNOLOGY Strategy Office of Information Technology Colorado OIT's official strategic plan page outlining long-term goals and Wildly Important Goals (WIGs), providing context for technology and AI direction at the state level. CURRENT/ONGOING (LAST UPDATED UNKNOWN)	

Government Agency Official Website	[8]	Industry Trade Publication	[9]
<i>"At this thrilling moment in our history, we know we need to think differently about our service offerings and the customer experience. Together, we can deliver better services more effectively to everyone in Colorado."</i>		<i>"State and local governments are implementing AI-based processes to transform everything from traffic management and law enforcement to procurement and permitting."</i>	
COLORADO OFFICE OF INFORMATION TECHNOLOGY Strategy Office of Information Technology Colorado OIT's official strategic plan page outlining long-term goals and Wildly Important Goals (WIGs), providing context for technology and AI direction at the state level. CURRENT/ONGOING (LAST UPDATED UNKNOWN)		SMART CITIES DIVE How cities are using AI in 2026 State and local governments are implementing AI-based processes to improve services, with coverage of government tax revenues, housing affordability and costs, and other municipal AI applications in 2026. JANUARY 29, 2026	

Industry Trade Publication [9]

""AI is affecting all of our cities," Sunnyvale, California, Mayor Larry Klein — whose city sits in the heart of Silicon Valley — said during a press conference opening the U.S. Conference of Mayors Winter Meeting in Washington, D.C., on Jan. 28. And, he added, "we're all in learning mode" and "looking at it with a wary eye.""

SMART CITIES DIVE

How cities are using AI in 2026

State and local governments are implementing AI-based processes to improve services, with coverage of government tax revenues, housing affordability and costs, and other municipal AI applications in 2026.

JANUARY 29, 2026

Industry Trade Publication [9]

"In the coming year, "the challenge won't be whether governments use AI," said Ryon Saenz, deputy chief information officer for Alexandria, Virginia, in a prediction for 2026, "but whether they put the right governance, identity controls and human oversight in place to ensure these systems improve services without eroding accountability, resilience or public trust.""

SMART CITIES DIVE

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JANUARY 29, 2026

Industry Trade Publication [9]

"Local government agencies like the Los Angeles City Planning department are experimenting with AI programs that can read developers' plans, check them against zoning and building codes and automatically flag issues. This can reduce administrative review time for routine housing applications, freeing up staff to focus on more complex cases."

SMART CITIES DIVE

How cities are using AI in 2026

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JANUARY 29, 2026

Industry Trade Publication [9]

""Given the inherent delays in permitting and entitlement, even incremental improvements in the process can make a difference," Workman said. "Slow, complex and inconsistent building approval processes hinder development, which in turn delays government tax revenues, impacts housing affordability and costs developers and homebuyers money.""

SMART CITIES DIVE

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JANUARY 29, 2026

Industry Trade Publication [9]

"AI tools are also being developed to track zoning and land use requirements across multiple municipalities, Workman said. This can help local governments identify housing laws or policies that are unusual or burdensome compared to their peers and potentially streamline processes to remove roadblocks."

SMART CITIES DIVE

How cities are using AI in 2026

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JANUARY 29, 2026

Industry Trade Publication [9]

"AI transportation technology "probably won't be headline-grabbing," said Andrew Rogers, a managing partner at Boundary Stone Partners and executive director of the Modern Analytics for Roadway Safety coalition. "It's not going to be like the Jetsons; it's more likely that AI will quietly change how cities and states make transportation decisions.""

SMART CITIES DIVE

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JANUARY 29, 2026

Industry Trade Publication [9]

"Traditionally, cities rely on lagging indicators like crash reports, traffic monitors and congestion data to help implement their transportation strategies, Rogers said. "But AI is flipping that model on its head. Traffic signals, cameras, maintenance records and other powerful data can be put through machine learning to identify the riskiest areas, the most congested [areas] and prevent crashes or costly failures before they happen.""

SMART CITIES DIVE

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JANUARY 29, 2026

Industry Trade Publication [9]

"The result is that municipal transportation planners will be able to spend "less time reacting and more time prioritizing," Rogers said. "They can be more precise with what they're doing. This is incredible from both a safety standpoint and an economic standpoint.""

SMART CITIES DIVE

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JANUARY 29, 2026

Industry Trade Publication [9]

"Predictive tools can flag risk-analytics data like hard braking, speeding and harsh cornering in near-real time and "see if the change you made is right," he said. "You don't have to wait six months or a year or later for data — you can immediately course-correct. It's a real game-changer.""

SMART CITIES DIVE

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JANUARY 29, 2026

Industry Trade Publication [9]

"Rogers believes municipalities increasingly will use AI tools to evaluate the condition of their transportation assets, like roads. Engineers could attach lidar cameras to cars and drive down a highway, mapping the entire stretch, including conditions under the pavement. This allows them to target infrastructure that could fail, helping guide future priorities and funding requests."

SMART CITIES DIVE

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JANUARY 29, 2026

Industry Trade Publication [9]

"AI may also increasingly be used across municipalities, Rogers said. "Let's say Anchorage, Alaska, identifies a safety issue and redesigns its infrastructure. If the same problem is in Albuquerque, [New Mexico,] AI can say, 'Hey, this has already been done somewhere else, and here's how.'"

SMART CITIES DIVE

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Industry Trade Publication [9]

"It won't be a pure replacement for the way we've been doing things, but it will make us more efficient, make us smarter and save lives, time and money," he said."

SMART CITIES DIVE

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Industry Trade Publication [9]

"Looking at beneficial uses of AI for climate adaptation, "the technology is there, but the question is whether the users are there," said Shruti Gopinathan, a Palo Alto, California-based climate technologist."

SMART CITIES DIVE

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Industry Trade Publication [9]

""There's no ChatGPT for climate," she said. "Decisions on tackling the climate crisis at the regional and local level will vary. It will be very domain-specific and require a lot of human judgement." Right now AI tools are more likely to be used by consultants working with local government managers, she said."

SMART CITIES DIVE

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Industry Trade Publication [9]

""I don't think in the next year anything is going to change in terms of climate data and reporting [for municipalities] that's going to be super drastic. They could be using AI for some level of analysis, but it's not going to move the needle on climate action targets. It's going to highlight some of the risks, some of the options, but it's not going to cause any significant climate actions.""

SMART CITIES DIVE

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JANUARY 29, 2026

Industry Trade Publication

[9]

"An October 2025 Pew Research Center report noted that a third of the more than 4,000 U.S. data centers are concentrated in only three states: Virginia, Texas and California. Many of these data centers are warehouse-sized buildings that house at least 5,000 servers. Pew reports these "hyperscale" AI facilities use as much electricity per year as 100,000 households, which can significantly strain power grids."

Industry Trade Publication

[9]

"By 2027, 65% of cities worldwide will deploy AI agents across systems and data to orchestrate workflows and reduce workloads, according to IDC's 2026 FutureScape report. This year, half of all state and local governments will feed data from decades of "protected records and siloed systems" into the large language models that serve as those agents' core brains, according to the report."

SMART CITIES DIVE

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JANUARY 29, 2026

Industry Trade Publication

[9]

"In addition, "hyperscale data centers alone are expected to consume between 16 billion and 33 billion gallons of water annually by 2028," according to the Pew report."

Industry Trade Publication

[9]

"These AI agents will be "drawing on fine-tuned LLMs to provide decisions informed by a city's own history and conditions," the report states. But they could also amplify outdated policies, biases and past inequities — and make sensitive data vulnerable to cyberattacks — if they're not actively governed, experts say."

SMART CITIES DIVE

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JANUARY 29, 2026

Industry Trade Publication [9]

Industry Trade Publication [9]

"Cesar Hernandez, founder of the consulting firm Omni Public, said cities "need to start looking at interoperability and how AI agents can be safeguarded" because the opportunities for bad actors to take advantage of agentic AI are endless."

"Hernandez predicted that cities' most damaging cybersecurity failures this year will stem from "the loss of operational control over emergency response, transportation, utilities and permitting systems." To remain resilient, he said, "municipal governments will need systems that can detect threats early and coordinate responses across departments in real time.""

SMART CITIES DIVE

How cities are using AI in 2026

State and local governments are implementing AI-based processes to improve services, with coverage of government tax revenues, housing affordability and costs, and other municipal AI applications in 2026.

JANUARY 29, 2026

Industry Trade Publication [9]

"He envisions a scenario, for example, in which someone could easily pull publicly available voter information, including phone numbers, to target voters of a particular party with deepfake robocalls. Such calls could imitate public officials' voices and provide false information about the location, time or requirements for voting, for example. "We need to start thinking about AI from a civic perspective. What should we be allowing people to do with it? What are the guardrails?" he said."

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JANUARY 29, 2026

Management Consulting Firm / Think Tank [10]

"By using AI in areas like case processing, agencies can save up to 35% of budget costs over the next ten years."

BOSTON CONSULTING GROUP (BCG)

How AI Can Cut Through Bureaucracy, Boost Efficiency, and Build Trust in Government

BCG analysis showing AI can save up to 35% of budget costs over ten years in areas like case processing, with detailed examination of efficiency gains and employee impacts in government settings.

MAY 8, 2025

Management Consulting Firm / Think Tank

[10]

"AI is also helping employees—the most vital assets in an agency's adoption of AI—work through administrative backlog with document routing and citizen communication capabilities."

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MAY 8, 2025

Management Consulting Firm / Think Tank

[10]

"Traditional cost optimization yields 10%–15% savings; by applying new AI technologies to specific areas such as case processing, governments can save up to 35% of budget costs in impacted areas over the next ten years."

BOSTON CONSULTING GROUP (BCG)

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MAY 8, 2025

Management Consulting Firm / Think Tank

[10]

"BCG has observed that 70% of the efforts are focused on people and process improvements. By prioritizing change management, public sector agencies around the world are finding greater ROI and productivity gains—saving hours or even days of processing time per application."

BOSTON CONSULTING GROUP (BCG)

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MAY 8, 2025

Management Consulting Firm / Think Tank

[10]

"Governments are under mounting pressure to deliver on rising citizen expectations while managing budgets during an era of constant regulatory change. The strain is harming an essential aspect of governments' relationship with the public: trust."

BOSTON CONSULTING GROUP (BCG)

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BCG analysis showing AI can save up to 35% of budget costs over ten years in areas like case processing, with detailed examination of efficiency gains and employee impacts in government settings.

MAY 8, 2025

Management Consulting Firm / Think Tank [10] <i>"The staffing challenges are exacerbated by consistent workforce attrition."</i> BOSTON CONSULTING GROUP (BCG) How AI Can Cut Through Bureaucracy, Boost Efficiency, and Build Trust in Government BCG analysis showing AI can save up to 35% of budget costs over ten years in areas like case processing, with detailed examination of efficiency gains and employee impacts in government settings. MAY 8, 2025	Management Consulting Firm / Think Tank [10] <i>"A health and human services state agency in the US used AI mapping to make hiring more efficient, with AI quickly mapping key answers into a one-page view for the human reviewers, saving time and letting staff focus on assessing the candidate's fit for the job."</i> BOSTON CONSULTING GROUP (BCG) How AI Can Cut Through Bureaucracy, Boost Efficiency, and Build Trust in Government BCG analysis showing AI can save up to 35% of budget costs over ten years in areas like case processing, with detailed examination of efficiency gains and employee impacts in government settings. MAY 8, 2025
Management Consulting Firm / Think Tank [10] <i>"A department of motor vehicles in a US southeastern state used such a solution to reduce unanswered public calls by 6% within just two months."</i> BOSTON CONSULTING GROUP (BCG) How AI Can Cut Through Bureaucracy, Boost Efficiency, and Build Trust in Government BCG analysis showing AI can save up to 35% of budget costs over ten years in areas like case processing, with detailed examination of efficiency gains and employee impacts in government settings. MAY 8, 2025	

Management Consulting Firm / Think Tank [10]

"A federal agency in one EU country used AI technology to process unstructured data and multimodal information to streamline permit review for wind turbines. This helped reduce the time spent on compliance checks from 8+ hours per document to under 20 minutes while ensuring consistent application of laws, adaptation to regulatory change, more reliability and transparency, and support in decision making."

BOSTON CONSULTING GROUP (BCG)

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MAY 8, 2025

Management Consulting Firm / Think Tank [10]

"The agency's leaders set a goal of faster, more accurate decision making. The BCG team worked with their policy, legal, and operational experts to create a GenAI copilot that helped case workers navigate hundreds of pages of guidance and policy faster and more accurately. As a result, case officers can find the right information more efficiently, which is expected to lead to an 80-day reduction in the average time to process a case."

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MAY 8, 2025

Management Consulting Firm / Think Tank [10]

"Workers at the aforementioned health and human services agency cited that AI-drafted communications included more detailed information on historical precedents; this depth further substantiated government records and improved accuracy and consistency of decisions."

BOSTON CONSULTING GROUP (BCG)

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MAY 8, 2025

Management Consulting Firm / Think Tank [10]

"Aim to identify burdensome, frustrating work and use AI to handle or ease these tasks. Look for the busiest area of work, which often makes for a clear value case for AI, especially when any productivity gains can be scaled. Look for areas where there is already some degree of social license, acceptance, tolerance, or event adoption of technology, and ensure risks around legal and ethical use of technology are managed."

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MAY 8, 2025

Management Consulting Firm / Think Tank

[10]

"Through our work with governments around the world, we've learned that for many organizations engaging AI, 10% of the effort lies in algorithms, 20% in enabling technology and infrastructure, and 70% in the most important area, people and processes."

BOSTON CONSULTING GROUP (BCG)

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MAY 8, 2025

Management Consulting Firm / Think Tank

[10]

"Listen closely to government workers to map current processes and pain points. They are the ones who can pinpoint the right capabilities—human or AI—to solve the backlog."

BOSTON CONSULTING GROUP (BCG)

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MAY 8, 2025

Management Consulting Firm / Think Tank

[10]

"Well-deployed AI solutions improve the citizen experience, reduce administration burden for government workers leading to higher job satisfaction and reduced workforce attrition and vacancies."

BOSTON CONSULTING GROUP (BCG)

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MAY 8, 2025

Management Consulting Firm / Think Tank

[10]

"This isn't a distant vision. The value for government agencies is genuine, significant, and can be realized in weeks and months, not years."

BOSTON CONSULTING GROUP (BCG)

How AI Can Cut Through Bureaucracy, Boost Efficiency, and Build Trust in Government

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MAY 8, 2025

Management Consulting Firm / Think Tank [11]

"In its 2024 State CIO survey, the National Association of State Chief Information Officers asked state CIOs if employees in their organization were using generative AI tools in their daily work—and more than half answered 'Yes.'"

Management Consulting Firm / Think Tank [11]

"The New Jersey Office of Innovation is leveraging gen AI to rewrite emails sent to customers in plain language. As a result of this change, the office has observed a 35% faster response rate from customers."

DELOITTE CENTER FOR GOVERNMENT INSIGHTS

Scaling gen AI in US state and local governments: Opportunities, challenges, and the path to achieving large-scale value

Deloitte research on how state and local governments can scale generative AI by enhancing technological infrastructure, engaging the workforce, and building effective governance structures.

MAY 16, 2025

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MAY 16, 2025

Management Consulting Firm / Think Tank [11]

"Indiana is leveraging gen AI to streamline access to state archives. Staff can quickly search millions of documents spanning a century, from historic business records to recent financial filings. The AI understands plain-language queries, making searches fast and intuitive. This technology helps Indiana improve transparency and efficiency, turning vast historical data into accessible, useful information."

Management Consulting Firm / Think Tank [11]

"New York City, for example, launched one of the first public-facing gen AI-powered chatbots in October 2023, built on top of MyCity Business and NYC.gov. Citizens can ask straightforward questions such as 'How can I apply for a driver's license?' or 'What services do I qualify for?'"

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MAY 16, 2025

Management Consulting Firm / Think Tank [11]

"In 2024, the US Department of Treasury started using AI tools to detect fraud in government payments, preventing or recovering \$4 billion in improper payments—an improvement of over \$3.3 billion from the previous year."

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MAY 16, 2025

Management Consulting Firm / Think Tank [11]

"The emergence of agentic AI—that is, more autonomous, goal-directed AI-based tools that can coordinate other automation tools—is opening new areas of advanced automation. AI agents are like conductors of orchestras being able to coordinate the action of other automation tools like gen AI, robotic process automation, and even human workers to create more efficient workflows."

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MAY 16, 2025

Management Consulting Firm / Think Tank [11]

"A survey of local government practitioners in the United States revealed that despite the growing relevance of AI across various sectors, fewer than 6% of respondents 'have prioritized AI as a significant focus in their service delivery strategies.' Nor are local governments getting the capabilities that would put them on the path to scale. Only 10% of the communities surveyed have an individual in charge of overseeing AI efforts, and just 9% have organization-wide policies that govern AI usage."

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MAY 16, 2025

Management Consulting Firm / Think Tank [11]

"Government employees and tech professionals are more eager than their private sector counterparts to experiment with gen AI. However, this enthusiasm is not as prevalent among surveyed public sector leaders."

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MAY 16, 2025

Management Consulting Firm / Think Tank [11]

"One strategy for enabling wide access to gen AI among government workers is the creation of an AI marketplace—a controlled technology environment that allows users to create and deploy solutions to their problems. If the solutions work, the marketplace has governance mechanisms in place to scale them across the organization."

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MAY 16, 2025

Management Consulting Firm / Think Tank [11]

"Government and public service providers, unlike their private sector counterparts, believe that maximizing access to gen AI for the workforce is more likely to drive the most value from these initiatives. This suggests that the path to scaling gen AI in government likely lies in providing wider access to gen AI tools across the workforce."

DELOITTE CENTER FOR GOVERNMENT INSIGHTS

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MAY 16, 2025

Management Consulting Firm / Think Tank [11]

"The marketplace provides a platform with multiple building blocks, enabling users to quickly build their own gen AI use cases. Depending on the sensitivity of the data, it can offer options to choose between multiple open-source large language models (LLMs) and on-premise LLMs. On-premise LLMs, hosted on the organization's cloud infrastructure, protect data from being sent to open-source LLMs."

Management Consulting Firm / Think Tank [11]

"There is a significant gap between pilot and at-scale capabilities, and organizations accustomed to AI only in pilot form can find it difficult to gain the capabilities needed to scale. While pilot-level capabilities might suffice for initial experimentation, scaling AI solutions requires a more comprehensive and integrated approach across all dimensions."

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MAY 16, 2025

Management Consulting Firm / Think Tank [11]

"The Department of Defense Chief Digital and Artificial Intelligence Office has already implemented an AI marketplace, and the Department of State may soon follow suit."

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MAY 16, 2025

Management Consulting Firm / Think Tank [11]

"With sensitive data and the public trust at stake, some government leaders are wary of the risks associated with gen AI. However, failure to adopt poses risks as well. The challenge lies in finding ways to reap the benefits of gen AI while minimizing any undue risk."

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MAY 16, 2025

Management Consulting Firm / Think Tank

[11]

"California has outlined its oversight considerations for gen AI applications, categorizing them into three risk levels: low-risk use cases merit 'standard monitoring and lightweight evaluations;' moderate use cases 'warrant more involved oversight;' and high-risk systems 'require intensive evaluations, qualitative assessments, and risk mitigation measures.'"

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MAY 16, 2025

Management Consulting Firm / Think Tank

[11]

"Only 17% of respondents reporting high or very high levels of gen AI expertise in their organization, compared with an average of 40% across other industries. So, how can state and local leaders quickly gain the expertise they need?"

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MAY 16, 2025

Management Consulting Firm / Think Tank

[11]

"Only 1% of government respondents in a recent survey said that 60% of their workforce had access to gen AI tools, the lowest rate of access of any industry. Providing the workforce wider access—with effective guardrails—will help build AI fluency across the organization."

DELOITTE CENTER FOR GOVERNMENT INSIGHTS

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MAY 16, 2025

Management Consulting Firm / Think Tank

[11]

"Building AI solutions in a modular manner can help solutions adapt as new technologies emerge and avoid vendor lock-in. With a modular architecture, organizations can swap out different LLMs, change hosting venues, or even add new tools as conditions warrant."

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MAY 16, 2025

Management Consulting Firm / Think Tank [11]

"Currently, many states have strategy plans but may not have the tools to make that strategy a reality. If you get the tech platforms right, it helps bake strategic values into the very processes and infrastructure that employees will use to make new AI tools."

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MAY 16, 2025

Government Technology News/Trade Publication [12]

"From Connecticut to California, local leaders are seizing on the promise of AI to empower public workers. I came away from the conversation with three key ideas that elected leaders must embrace when it comes to incorporating AI technology: Targeted implementation, smart mitigation and a curious mindset."

ROUTE FIFTY
State and local leaders can harness AI to deliver results
Covers specific examples of state and local government AI implementations including budget analysis tools saving staff hours and transportation department applications, with real-world efficiency outcomes.
OCTOBER 15, 2025

Management Consulting Firm / Think Tank [11]

"Employees will find high-impact use cases with gen AI only if they are actively engaged. Lack of engagement can hinder successful implementation. Organizations should empower workers to build tools and foster a strong culture so that guardrails and proper outcomes are internalized at every step of the process."

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MAY 16, 2025

Government Technology News/Trade Publication [12]

"In my home state of Connecticut, we want everyone to benefit from the promise of AI. We've partnered with Google to offer an AI Certificate across the state, making tech credentials more accessible to people looking to build a new career or sharpen their skills. We're creating a Teen AI Academy to train the next generation of thinkers and problem solvers. And we are hoping to launch a Small Business AI Academy to help local entrepreneurs thrive in this new era."

ROUTE FIFTY

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OCTOBER 15, 2025

Government Technology News/Trade Publication [12]

"In partnership with San Jose State University, the city launched a 10-week AI skill-building curriculum specifically designed for city employees. More than 100 employees have already completed the voluntary program, and the results speak for themselves. Their budget team is using a custom-built AI tool to quickly analyze complex documents, saving valuable hours. The transportation department used AI to streamline grant applications and secure funding for electric vehicle chargers. Others in the government are using AI to help categorize 311 calls and route them to the correct city agency, saving hundreds of hours of staff time."

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OCTOBER 15, 2025

Government Technology News/Trade Publication [12]

"Studies show that many of the jobs most at risk, like customer service, administrative and other gateway roles, are disproportionately held by women and people of color. That's why Connecticut and other states are focused on outreach for upskilling programs to communities that need it most, including equity-focused partnerships, to ensure no one is left behind."

ROUTE FIFTY

State and local leaders can harness AI to deliver results

Covers specific examples of state and local government AI implementations including budget analysis tools saving staff hours and transportation department applications, with real-world efficiency outcomes.

OCTOBER 15, 2025

Government Technology News/Trade Publication [12]

"Assemblymember Alex Bores of New York shared how his state passed legislation to ensure no public employees are laid off because of AI adoption. The law increased enthusiasm among workers to engage with the technology. His team is even using AI to analyze and streamline New York's entire legal code, identifying outdated or redundant regulations to help modernize the policies across the state."

ROUTE FIFTY

State and local leaders can harness AI to deliver results

Covers specific examples of state and local government AI implementations including budget analysis tools saving staff hours and transportation department applications, with real-world efficiency outcomes.

OCTOBER 15, 2025

Government Technology News/Trade Publication [12]

"Mayor Mahan acknowledged the challenges while noting that newer technologies can reduce water usage at data centers by up to 90 percent. Many cities and states have aggressive sustainability goals, and it is incumbent on elected officials to ensure that new data centers are embracing the newest technologies."

ROUTE FIFTY

State and local leaders can harness AI to deliver results

Covers specific examples of state and local government AI implementations including budget analysis tools saving staff hours and transportation department applications, with real-world efficiency outcomes.

OCTOBER 15, 2025

Government Technology News/Trade Publication [12]

"Representatives from industry shared with us that many public-sector employees are still using publicly-available AI, like ChatGPT, despite more secure options that cities and states can embrace that have enhanced data protection capabilities."

ROUTE FIFTY

State and local leaders can harness AI to deliver results

Covers specific examples of state and local government AI implementations including budget analysis tools saving staff hours and transportation department applications, with real-world efficiency outcomes.

OCTOBER 15, 2025

Government Technology News/Trade Publication [12]

"AI can help public agencies do more with less — saving taxpayer dollars while improving services. And we must do it the right way: with transparency, guardrails, a commitment to equity, and a relentless focus on serving people better."

ROUTE FIFTY

State and local leaders can harness AI to deliver results

Covers specific examples of state and local government AI implementations including budget analysis tools saving staff hours and transportation department applications, with real-world efficiency outcomes.

OCTOBER 15, 2025

Government Technology News/Trade Publication [12]

"Elected officials must know that 20th-century solutions do not work in a 21st-century world. We cannot afford to be stagnant, lest our constituents get left behind."

ROUTE FIFTY

State and local leaders can harness AI to deliver results

Covers specific examples of state and local government AI implementations including budget analysis tools saving staff hours and transportation department applications, with real-world efficiency outcomes.

OCTOBER 15, 2025

Professional Association Survey/Report [13]

"This is the 20th year of the State CIO Top 10 published by NASCIO and includes responses from 51 state and territory CIOs."

NASCIO (NATIONAL ASSOCIATION OF STATE CHIEF INFORMATION OFFICERS)

State CIO Top Ten Policy and Technology Priorities for 2026

Official NASCIO survey of state and territory CIOs identifying their top ten policy and technology priorities for 2026, with artificial intelligence ranking as the #1 priority for the first time in the survey's 20-year history.

DECEMBER 2025

Professional Association Survey/Report [13]

"This year's headline: artificial intelligence takes the number one spot for the first time, overtaking cybersecurity, which held the top position for 12 straight years."

NASCIO (NATIONAL ASSOCIATION OF STATE CHIEF INFORMATION OFFICERS)

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DECEMBER 2025

Professional Association Survey/Report [13]

"Other notable shifts include significant upward movement for accessibility and budget and cost control; the return of consolidation to the list; and declines for digital government and data management."

NASCIO (NATIONAL ASSOCIATION OF STATE CHIEF INFORMATION OFFICERS)

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DECEMBER 2025

Professional Association Survey/Report [13]

"NASCIO uses the Top 10 to shape strategic priorities, guide new workgroups and issue forums, and inform conference programming and publications for the year ahead."

NASCIO (NATIONAL ASSOCIATION OF STATE CHIEF INFORMATION OFFICERS)

State CIO Top Ten Policy and Technology Priorities for 2026

Official NASCIO survey of state and territory CIOs identifying their top ten policy and technology priorities for 2026, with artificial intelligence ranking as the #1 priority for the first time in the survey's 20-year history.

DECEMBER 2025

News[14]

"For the first time in 12 years, cybersecurity is not the top priority for state chief information officers. The National Association of State CIOs found in their annual survey that, no surprise, artificial intelligence has vaulted to the lead spot."

FEDERAL NEWS NETWORK

State CIOs have a new top priority in 2026

Doug Robinson, the executive director of NASCIO, said state legislators introduced more than 1,000 bills focused on artificial intelligence in 2025. Federal News Network coverage providing independent analysis of the NASCIO findings.

MARCH 6, 2026

News[14]

"Doug Robinson, the executive director of NASCIO, said while AI's ascension is related to the hype around the capabilities, to some degree, it's also a recognition that these technologies, whether generative, agentic or basic, is part of broad strategic agenda."

FEDERAL NEWS NETWORK

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Doug Robinson, the executive director of NASCIO, said state legislators introduced more than 1,000 bills focused on artificial intelligence in 2025. Federal News Network coverage providing independent analysis of the NASCIO findings.

MARCH 6, 2026

News[14]

"When we look go back to our 2025 CIO survey, which has a deeper kind of set of data around this, we saw that happening where we had over 90% of the state CIOs reported that they running pilot projects and Gen AI proofs of concept. Many of them had requested a separate funding streams to work on Gen AI pilots. They creating governance models and centers of excellence."

FEDERAL NEWS NETWORK

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Doug Robinson, the executive director of NASCIO, said state legislators introduced more than 1,000 bills focused on artificial intelligence in 2025. Federal News Network coverage providing independent analysis of the NASCIO findings.

MARCH 6, 2026

News[14]

"Robinson said state lawmakers have introduced more than 1,000 different bills in 2025 alone. That is up from over 500 in 2024."

FEDERAL NEWS NETWORK

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MARCH 6, 2026

News[14]

News[14]

"AI's ascension into number one is really kind of unprecedented from the top 10 these topics, and many of them have been in the top 10 for 10 or 15 years. AI just rocketed right out from being not on it, all the way up to number three, number two and now number one and in consecutive years."

"In 2024, lawmakers focused heavily on the use of AI in government, especially its effectiveness. In 2025, that focus shifted externally to what Robinson described as 'regulatory oversight of AI in the marketplace,' citing concerns about deepfakes and child safety as primary examples."

FEDERAL NEWS NETWORK

FEDERAL NEWS NETWORK

State CIOs have a new top priority in 2026

Doug Robinson, the executive director of NASCIO, said state legislators introduced more than 1,000 bills focused on artificial intelligence in 2025. Federal News Network coverage providing independent analysis of the NASCIO findings.

MARCH 6, 2026

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MARCH 6, 2026

News[14]

News[14]

"Legislators are concerned about a number of things around AI safety and on the executive branch side, they are focused on building capacity. What are they going to do about governance? What are they going to do about moving these pilots into production? I suspect that's going to be the major thrust in 2026."

"Legislators are introducing legislation that essentially prohibiting the use of Gen AI for things like Medicaid eligibility determination or healthcare review or insurance eligibility. They're basically blocking all those saying you cannot use Gen AI for them and there must be humans that are making these decisions, not some automated machine learning algorithm with the large language model sitting behind it."

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MARCH 6, 2026

News[14]

"Between 80% and 90% of state CIOs have implemented frameworks that include responsible use guidelines and other enterprise policies. Additionally, NASCIO has found that a large majority of the states have documented their use cases."

News[14]

"Predominantly already out there utilization are chat bots and virtual assistants for citizen services. We have states that have essentially transformed their state portals to one where they're using ChatGPT and other type AI supported search services."

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MARCH 6, 2026

News[14]

"Almost 90% have created some kind of [AI] task force. You look at that as the overarching governance and policy work, and then when you look at what are they actually doing, they're cranking up staff and employee training because employee readiness is a big target."

News[14]

"Robinson said other common uses cases included chatbots, document generation, policy analysis, summarization, drafting of memos, doing research and generating and reviewing code."

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MARCH 6, 2026

News[14]

News[14]

"One surprise in this year's survey was the return of budget and cost control, which Robinson said had dropped off the list. He said with the end of funding from the COVID pandemic, states are projecting lower budgets and more fiscal belt tightening."

"One of the newest priorities for 2026 is accessibility. Robinson said this is because states are under an April 2026 deadline to remediate their websites and mobile services to meet accessibility requirements based on the Justice Department's 2024 rule."

FEDERAL NEWS NETWORK

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MARCH 6, 2026

MARCH 6, 2026

News[14]

News[14]

"States still have a lot of a lot of technical debt. Many of these other topics have been on the on the list consistently for years. Cloud services, I think, has been on the list for 16 years."

"As of October, only one state reported to us that they are fully implemented changes to comply with the 2026 deadline. That gives you a sense of what the challenges are. Most are still in progress and they're going to have to work with a lot of third-party vendors that are under state contracts, and they have to build that into their contracts to make sure the changes happen."

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MARCH 6, 2026

MARCH 6, 2026

News

[14]

"About half the states haven't dedicated funding to support the accessibility services and to support these modernization initiatives. Essentially, half of the states reported that they're in progress, but a third of them said that they have a plan, but they haven't begun to implement the plan."

FEDERAL NEWS NETWORK

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MARCH 6, 2026

Professional Association Survey/Research Report [15]

"The 16th iteration of the NASCIO state CIO survey includes responses from 51 state CIOs on eight topics."

NASCIO (NATIONAL ASSOCIATION OF STATE CHIEF INFORMATION OFFICERS)

The 2025 State CIO Survey: Leading Change Through Uncertain Times

Official NASCIO 2025 State CIO Survey resource page covering major themes including data on digital accessibility, AI adoption rates, service delivery and others. Reports 82% of state CIOs say employees are using generative AI in daily work.

SEPTEMBER 2025

Professional Association Survey/Research Report [15]

"The 2025 State CIO Survey: Leading Change Through Uncertain Times major themes include data on digital accessibility, AI, service delivery and others."

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SEPTEMBER 2025

Government Technology News Publication [16]

"In a development that will surprise few who've been tracking government, technology or world events more broadly, artificial intelligence has, on average, overtaken all other concerns in state technology offices across the nation."

STATESCOOP

AI tops cybersecurity in survey of state IT priorities - StateScoop

StateScoop's independent coverage of NASCIO's 2026 state government technology top 10, noting that generative AI tools represent a means of offsetting workforce shortages that have been slow to repopulate after COVID-19.

2026 (EXACT DATE NOT SPECIFIED, BUT REFERENCED AS 'TUESDAY' PUBLICATION OF NASCIO'S ANNUAL LIST)

Government Technology News Publication [16]

"The National Association of State Chief Information Officers, a group that represents state governments' top IT officials, on Tuesday published its annual list of priorities, which is based on a survey of its membership. In last year's list, AI was barely edged out for the top slot by cybersecurity, a technical and political concern that has made the list all 20 years since its first edition. But this year, said Doug Robinson, NASCIO's executive director, AI won and 'it wasn't even close. It's been a very swift ascension to No. 1.'"

STATESCOOP

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2026 (EXACT DATE NOT SPECIFIED, BUT REFERENCED AS 'TUESDAY' PUBLICATION OF NASCIO'S ANNUAL LIST)

Government Technology News Publication [16]

"For state CIOs, generative AI tools represent a means of offsetting workforce shortages that have been slow to repopulate after the COVID-19 pandemic, chatbots to provide residents more personalized experiences when they visit government websites, or a scalpel to shave a few extra hours of work off processing applications for safety-net benefits that will receive less support under the second Donald Trump presidency."

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Government Technology News Publication [16]

"In an annual membership survey published last October, NASCIO found that states were nearly ready to begin scaling up their AI projects. Ninety percent reported they were running AI pilot projects, 71% had begun training staff and 51% had created 'sandboxes' for safely testing their creations. Only 25% reported having dedicated funding for AI, though outside organizations are offering at least some help there."

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Government Technology News Publication [16]

"The nonprofit Center for Civic Futures in November announced its AI Readiness Project, a \$500,000 initiative designed to help states 'move from curiosity to capability.' Last week, the center announced a separate \$8.5 million round of funding designed to prove out a handful of government AI projects over the next two years."

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Government Technology News Publication [16]

"Generative AI has absorbed persistent limelight since OpenAI unveiled ChatGPT to an astounded public in late 2022, but it took states a couple years of readying their task forces and crafting policy frameworks before they began nudging forward their first low-risk pilots or exploring uses beyond chatbots. Now, Robinson said, 'it's embedded in almost every tool now that states are bringing in.'"

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2026 (EXACT DATE NOT SPECIFIED, BUT REFERENCED AS 'TUESDAY' PUBLICATION OF NASCIO'S ANNUAL LIST)

Government Technology News Publication [16]

"In 2023, NASCIO published a guide with 12 tips for states looking to do AI right. Robinson said the advice hasn't changed: experiment, but also create strong governance — 'Governance is probably top of the list along with data quality and remediating data and workforce readiness.'"

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2026 (EXACT DATE NOT SPECIFIED, BUT REFERENCED AS 'TUESDAY' PUBLICATION OF NASCIO'S ANNUAL LIST)

Government Technology News Publication [16]

"If AI topping NASCIO's list was an obvious development, 'budget and cost control' jumping up to the No. 3 spot might be an ominous one. Robinson called it 'a realistic sign' of where states are headed. Recent research by the National Association of State Budget Officers shows that state revenues are flattening out after enjoying unexpected growth during the pandemic."

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Government Technology News Publication [16]

"In states facing budget deficits or revenue declines — and 23 states are projecting general fund spending to decline, according to NASBO — CIOs can feel the pain twice: once when the agency customers they bill have their funding reduced and again when their own funding is reduced. 'They get hit from both ends,' Robinson said."

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Government Technology News Publication [16]

"AI could prove useful to states hoping to maintain current levels of service without receiving funding to hire additional staff, but such technological developments take time. More widespread adoption of AI-powered productivity tools across state workforces are proving modestly efficient, and Pennsylvania's governor has even claimed that bringing ChatGPT to staff was saving them an average of eight hours of work each week."

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Government Technology News Publication [16]

"States (and large cities) have until April until a Department of Justice deadline requires accessibility compliance on their websites and other digital properties. Some states are making rapid progress, but many are not expected to make the deadline. On NASCIO's list, accessibility jumped to the No. 6 slot, up from No. 10 last year."

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Government Technology News Publication [16]

"NASCIO's most recent annual survey found that two-thirds of states have hired a technology accessibility coordinator, but only 46% have funding for accessibility improvements. Only one state had fully implemented its plan. Some states are turning to specialized software, sometimes powered by AI and other automation technologies, to better inventory their web assets, though the work of updating websites and the tens of thousands of PDFs they host remains, by many accounts, at least partially a tediously manual process."

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Government Technology News Publication [16]

"The bottom of the list contains items that are still important for many states — cloud infrastructure (No. 10), consolidation and optimization (No. 9) and enterprise architecture (not on the list, but at No. 11, according to Robinson). But a decade ago or less, these concerns rivaled cybersecurity in importance. Robinson said their decline is a mark of maturity in state governments — 'It's become part of the standard operating model.'"

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2026 (EXACT DATE NOT SPECIFIED, BUT REFERENCED AS 'TUESDAY' PUBLICATION OF NASCIO'S ANNUAL LIST)

Academic Journal [17]

"For instance, on the same day he signed the Colorado AI Act into law, the governor wrote to the Colorado General Assembly stating that he had 'reservations' about the law. He urged the legislature to 'fine tune' certain provisions. Shortly thereafter, the governor, state attorney general, and state senate majority leader authored an open letter to the business community to 'provide additional clarity' while promising to 'engage in a process to revise the new law' and 'minimize unintended consequences associated with its implementation.' Thus, the structure and key provisions of the Colorado AI Act will likely be amended before the effective date."

HARVARD LAW JOURNAL

The Sound and Fury of Regulating AI in the Workplace

Harvard Law Journal analysis of AI workplace regulation risks including bias, discrimination, and labor law challenges in government and private sector contexts.

DECEMBER 6, 2025

Academic Journal

[17]

"Since it became effective in July 2023, the law has been widely panned as 'a toothless flop,' a 'bust,' and completely 'ineffective.' The New York City Department of Consumer and Worker Protection, which enforces the AI law, lacks the authority to initiate investigations. Further, the Department has stated that the agency has not received a single complaint since it began enforcing the law in July of 2023, a predictable development given the lack of evidence that employers were using AI tools in hiring and promotions. A Cornell University study published in early 2024 concluded that most employers in New York City have simply opted out of complying with the new law."

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DECEMBER 6, 2025

Academic Journal

[17]

"Despite their benefits, certain applications of MOUs—especially the more partisan varieties—may raise several concerns. Connecting the investigatory powers Congress afforded (or withheld from) separate agencies may be used to end-run statutory limitations. Such information sharing may raise confidentiality concerns. Oftentimes, when data is shared or complaints are referred between agencies, the receiving agency lacks the same level of familiarity with the applicable confidentiality protections."

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DECEMBER 6, 2025

Academic Journal

[17]

"Much of the guidance issued during the Biden era came in non-binding formats, especially technical assistance documents, none of which were subject to public notice and comment. However, given AI's rapid evolution and expansion, participation and input from those closest to the development, evolution, and growth of that technology would aid the utility and efficacy of regulations. In doing so, agencies turned aside the very information and expertise that might have strengthened both their guidance and position to regulate AI."

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DECEMBER 6, 2025

Academic Journal

[17]

"Notably, the EEOC has not held any public hearings on workplace AI technologies since January 2023, and the sole hearing conducted—non-technical in nature—did not feature a single AI vendor actively involved in developing such tools. The work product produced by these agencies during the Biden administration lends support to criticisms that agencies lack not only technical expertise in AI, but also interest in developing it."

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DECEMBER 6, 2025

Academic Journal

[17]

"In a March 2024 training entitled 'Artificial Intelligence in the Workplace: Real Life Examples of the Risks to Employers,' the EEOC instructed that 'if your company uses software, computer systems, etc., created by someone else that discriminates, you will be on the hook, not the vendor.' A separate slide titled 'Lessons Learned' reinforced the point, stating that while a 'vendor may not be liable' for discriminatory software, employers 'will be!' This stark contrast highlights an unresolved and confusing inconsistency: while the EEOC tells courts that vendors may face liability, it tells employers in training sessions that vendors will not."

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DECEMBER 6, 2025

Academic Journal

[17]

"By disregarding the vendor-employer dynamic, the 2024 guidance overlooked practical implementation concerns, highlighting the need for robust stakeholder input before issuing such directives. This disconnect was mirrored in other agency actions. For example, the NLRB General Counsel's October 2022 Memorandum introduced a skeletal AI regulatory framework with no meaningful analysis of how such tools are actually used in employment settings."

HARVARD LAW JOURNAL

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DECEMBER 6, 2025

Academic Journal

[17]

"The former NLRB General Counsel's memorandum establishing an AI framework relied on just three brief sentences from a short 2018 symposium journal article. The article offers no substantive explanation of how the proposed framework would function in practice, and the relevant statements are entirely unsupported. Notably, the article's author acknowledges in a footnote that '[t]he proposal is laid out here only briefly, to be elaborated in future work,'—a follow-up work that was never published."

HARVARD LAW JOURNAL

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DECEMBER 6, 2025

Academic Journal

[17]

"Throughout the Biden administration, all AI-related guidance was issued solely by the Chair without a vote by the Commission. This unilateral approach lacked transparency and suggested a partisan orientation in what had previously been a nonpartisan space. Rather than reflecting balanced, deliberative policymaking, the agency's actions appeared crafted to promote one view of the regulatory debate while sidelining opposing ones. This perceived lack of neutrality is well illustrated by the EEOC's entanglement with the Center for Democracy & Technology ('CDT'), a progressive nonprofit that has long advocated for more aggressive AI regulation."

HARVARD LAW JOURNAL

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DECEMBER 6, 2025

Academic Journal

[17]

"During her tenure, the EEOC's then–Legal Counsel—who was directly responsible for drafting agency policy and guidance—simultaneously served on the advisory committee for CDT's 'Project on Disability Rights & Algorithmic Fairness.' CDT's website prominently listed both the EEOC and her official title while the organization actively lobbied the agency on AI policy. This overlap raises serious conflict-of-interest concerns and casts doubt on the impartiality of AI-related guidance documents issued under her leadership."

HARVARD LAW JOURNAL

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DECEMBER 6, 2025

Academic Journal

[17]

"Media reports indicated that DOL may have entered into a 'common interest agreement' with a private plaintiffs' law firm, Cohen Milstein Sellers & Toll PLLC. If true, this arrangement 'suggests a new link between federal benefits enforcement action and private-sector litigation brought by plaintiffs' firms.' Even more troubling, a federal magistrate judge warned that such a pact would allow regulators to 'litigate in the shadows'—a deeply unsettling prospect given the potential funneling of confidential regulatory information into private litigation."

HARVARD LAW JOURNAL

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DECEMBER 6, 2025

Academic Journal

[17]

"The Illinois Artificial Intelligence Video Interview Act stands as one of the earliest state-level attempts. The law requires employers to provide applicants with advance notice if AI-driven video interview technologies will be used, including an explanation of how the AI functions and what general traits or characteristics it will assess. However, the statute fails to include essential definitional clarity—it does not define key terms such as 'artificial intelligence,' 'AI analysis,' or other operative language central to its regulatory scope."

HARVARD LAW JOURNAL

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DECEMBER 6, 2025

Academic Journal

[17]

"Most notably, the statute fails to include essential definitional clarity—it does not define key terms such as 'artificial intelligence,' 'AI analysis,' or other operative language central to its regulatory scope. This omission introduces significant legal ambiguity and undermines the law's enforceability, particularly given the wide range of technologies that might or might not fall within its purview. Moreover, the statute's notice requirements are vague, providing only a general outline of what the notice must include without specifying the level of detail required."

HARVARD LAW JOURNAL

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DECEMBER 6, 2025

Academic Journal [17]

"In 2024, the Civil Rights Council, a branch of California's Civil Rights Division, issued proposed regulations for employers' use of AI and automated decision-making systems. First, the proposed regulations were based on studies, reports, and feedback from 2021. In the years since then, the AI landscape has undergone significant transformation, particularly with the rapid advancement of generative AI technologies. Remarkably, the proposed regulations failed to even mention generative AI, despite its growing prevalence in hiring, performance evaluation, and workplace management systems."

HARVARD LAW JOURNAL
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DECEMBER 6, 2025

Academic Journal [17]

"The U.S. Chamber of Commerce argued that 'the proposed regulations could impose significant, disproportionate costs on innovation and not survive legal challenges, leaving the business community without necessary certainty.' The U.S. Chamber of Commerce further stated, '[w]e believe until these matters are fully addressed, that [the Council] should stop any further movement of the proposed rules.'"

HARVARD LAW JOURNAL
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DECEMBER 6, 2025

Academic Journal

[17]

"In October 2023, when New York City launched an AI-powered chatbot intended to assist small business owners, instead of offering reliable guidance, the chatbot delivered bizarre responses, misrepresented city policies, and even advised employers to break the law. For instance, the chatbot falsely claimed it was legal to fire an employee for reporting sexual harassment, failing to disclose a pregnancy, or refusing to cut their dreadlocks. In another troubling exchange, it responded to a question about whether a restaurant could serve cheese that had been nibbled on by a rodent by stating, 'Yes, you can still serve the cheese to customers if it has rat bites.'"

HARVARD LAW JOURNAL

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DECEMBER 6, 2025

Academic Journal

[17]

"In the letter that the Colorado governor, the state's attorney general, and the senate majority leader sent to businesses to 'provide additional clarity,' the Colorado political leaders strongly criticized the state-by-state patchwork of regulation and advocated for federal preemption. A state-by-state patchwork of regulation poses significant challenges to the cultivation of a strong technology sector. This Colorado letter signals to federal policymakers the interest among state leaders in establishing a national regulatory framework for AI, rather than an intent to create one of 50 distinct regulatory frameworks."

HARVARD LAW JOURNAL

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DECEMBER 6, 2025

Academic Journal

[17]

"By pausing new legislation, Congress would provide 'breathing space' for algorithmic innovation, giving lawmakers, agencies, and researchers the opportunity to study emerging technologies and identify the areas that most warrant scrutiny and potential regulation. In doing so, this approach would allow for evidence-based regulations that are simultaneously more targeted and comprehensive and would close the real gaps in existing laws without hindering technological progress."

HARVARD LAW JOURNAL

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DECEMBER 6, 2025

Academic Journal

[17]

"Under a 'choice of law' framework, parties have the autonomy to select the legal regime that governs their relationship at the time of contracting. This approach not only sidesteps contentious debates about federal preemption of state AI regulations but also fosters a healthy, market-driven form of regulatory competition among states. Rather than imposing a one-size-fits-all federal mandate that risks stifling innovation or disregarding regional priorities, a choice-of-law framework empowers states to serve as regulatory laboratories, offering diverse models of AI governance."

HARVARD LAW JOURNAL

The Sound and Fury of Regulating AI in the Workplace

Harvard Law Journal analysis of AI workplace regulation risks including bias, discrimination, and labor law challenges in government and private sector contexts.

DECEMBER 6, 2025

Academic Journal

[17]

"In the absence of AI regulations, private initiatives have charted a restrained and reasonable course using AI technology in the workplace to foster responsible AI development and deployment. These private initiatives aim to harness the advantages of AI and minimize collateral negative outcomes that might incur liability. In recent years, many major companies have adopted and published their own AI principles as well as creating resources like templates and policies for responsible AI use."

HARVARD LAW JOURNAL

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Harvard Law Journal analysis of AI workplace regulation risks including bias, discrimination, and labor law challenges in government and private sector contexts.

DECEMBER 6, 2025

Academic Journal

[17]

"The federal government actively encourages employers to adopt responsible AI practices, recognizing that the effectiveness of several key federal laws depends on voluntary compliance from the private sector. U.S. antidiscrimination laws, such as Title VII, are prime examples. These laws rely heavily on employers' efforts to voluntarily comply, monitor, and self-correct in the absence of constant regulatory oversight."

HARVARD LAW JOURNAL

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Harvard Law Journal analysis of AI workplace regulation risks including bias, discrimination, and labor law challenges in government and private sector contexts.

DECEMBER 6, 2025

Academic Journal

[17]

"In response to the rapid integration of AI in employment and business practices, multiple federal agencies—including the Federal Trade Commission, EEOC, and DOL—have issued initial guidance that emphasizes self-governance as a foundational step. These agencies promote voluntary compliance not as a regulatory afterthought but as a critical mechanism for addressing the evolving risks and ethical challenges posed by AI."

HARVARD LAW JOURNAL

The Sound and Fury of Regulating AI in the Workplace

Harvard Law Journal analysis of AI workplace regulation risks including bias, discrimination, and labor law challenges in government and private sector contexts.

DECEMBER 6, 2025

Academic Journal

[17]

"All 50 states, along with Puerto Rico, the U.S. Virgin Islands, and Washington, DC, introduced AI-related legislation, with 38 states adopting or enacting approximately 100 measures. However, many are poorly drafted or were hurriedly enacted or promulgated. The rush to show action to constituents prevented thoughtful consideration of the subject matter, resulting in inconsistent and flawed regulatory frameworks."

HARVARD LAW JOURNAL

The Sound and Fury of Regulating AI in the Workplace

Harvard Law Journal analysis of AI workplace regulation risks including bias, discrimination, and labor law challenges in government and private sector contexts.

DECEMBER 6, 2025

Academic Journal

[17]

Conservative Think Tank

[18]

"Colorado state courts explicitly do not defer to agency interpretations. Most notably, in 2021, the Colorado Supreme Court expressly declined to defer to a state agency's interpretation of a statute in Nieto v. Clark's Market, Inc. The court further noted that it was 'unwilling to adopt a rigid approach to agency deference that would require courts to defer to a reasonable agency interpretation of an ambiguous statute even if a better interpretation is available.'"

HARVARD LAW JOURNAL

The Sound and Fury of Regulating AI in the Workplace

Harvard Law Journal analysis of AI workplace regulation risks including bias, discrimination, and labor law challenges in government and private sector contexts.

DECEMBER 6, 2025

"Researchers at Carnegie Mellon University have implemented AI-controlled traffic lights in cities including Pittsburgh, reportedly reducing travel times by up to 25% (within the areas of the pilot program) by having AI manage the flow of traffic. Cities in California including Los Angeles, San Diego and Irvine have been testing similar systems."

PACIFIC RESEARCH INSTITUTE

Who will win the battle between robots and public-employee unions?

Analysis of labor union opposition to AI implementations in municipal and government workforces, examining the tension between automation and public sector employment.

FEBRUARY 20, 2026

Conservative Think Tank

[18]

"Likewise, Hawthorne and Bakersfield have implemented their own chatbots to assist residents in accessing services while San Francisco has made Microsoft's Copilot available to city employees to assist in their work — chatbots replace human phone operators and AI assistance allows tasks to be performed by smaller workforces."

PACIFIC RESEARCH INSTITUTE

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FEBRUARY 20, 2026

Conservative Think Tank

[18]

Conservative Think Tank

[18]

"According to San Jose's mayor, Matt Mahan, city staff have cleared backlogs and seen their productivity increase up to 20% since the city implemented an AI training program."

PACIFIC RESEARCH INSTITUTE

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Analysis of labor union opposition to AI implementations in municipal and government workforces, examining the tension between automation and public sector employment.

FEBRUARY 20, 2026

"Last year, Gov. Gavin Newsom vetoed Senate Bill 1220, which was a California Labor Federation-sponsored bill aimed at preventing call centers for state and local agencies from 'using or contracting for the use of AI or ADS [automated decision systems] that eliminate or automate the core job function of any worker.'"

PACIFIC RESEARCH INSTITUTE

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FEBRUARY 20, 2026

Conservative Think Tank

[18]

"AI will increasingly be used to handle resident service requests, transportation administration, utility grid management, resource and benefits allocation, planning and permitting, and will continue to expand AI's general role in governance."

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FEBRUARY 20, 2026

Conservative Think Tank

[18]

Conservative Think Tank

[18]

"In October, Newsom vetoed Senate Bill 7 (also sponsored by the California Labor Federation), which, among other things, banned all employers, including state and local governments, from relying exclusively on ADS for 'employment-related decisions.' 'Employment-related decisions' and 'ADS' were defined so broadly that SB 7 would have required humans to oversee any AI-derived decisions that could impact an employee in any way — virtually crippling possible sources of productivity and efficiency gains."

PACIFIC RESEARCH INSTITUTE

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FEBRUARY 20, 2026

"Current generative LLMs are suited for language processing-based tasks such as text analysis and summary, pulling data from large sets of documents, generating content from prompts and research — all functions that will allow AI to decrease the demand for human labor."

PACIFIC RESEARCH INSTITUTE

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FEBRUARY 20, 2026

Conservative Think Tank

[18]

"We can expect that labor unions will continue to oppose future AI implementations that threaten the municipal workforce, even if such implementation promises to improve services for residents."

PACIFIC RESEARCH INSTITUTE

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FEBRUARY 20, 2026

Legal/Business Blog[19]

Legal/Business Blog[19]

"Illinois, Texas, and Colorado are each set to implement laws governing the use of artificial intelligence (AI) in the workforce in 2026, all while the federal government has signaled its intent to eliminate state-level regulations on AI."

"The third, and perhaps most significant, AI state law set to go into effect in 2026 is a Colorado measure aimed at shielding consumers from AI-based discrimination. The law, known as S.B. 24-205, directs companies that develop or use a 'high-risk artificial intelligence system' to take reasonable measures to avoid algorithmic discrimination, and requires disclosures regarding the use of an AI system."

FINANCIAL POISE / BARNES & THORNBURG LLP

Several State AI Laws Set to Go into Effect in 2026, Despite Federal Government's Push to Eliminate State-Level AI Regulations

Illinois, Texas, and Colorado are each set to implement laws governing the use of AI in the workforce in 2026, directly relevant to the Colorado focus of the research plan.

JANUARY 29, 2026

FINANCIAL POISE / BARNES & THORNBURG LLP

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Illinois, Texas, and Colorado are each set to implement laws governing the use of AI in the workforce in 2026, directly relevant to the Colorado focus of the research plan.

JANUARY 29, 2026

Legal/Business Blog[19]

"On Dec. 11, 2025, President Donald Trump signed an executive order, titled 'Ensuring a National Policy Framework for Artificial Intelligence,' which directed the federal government to review state laws that are deemed 'inconsistent' with its plans to implement a national policy framework for AI."

FINANCIAL POISE / BARNES & THORNBURG LLP

Several State AI Laws Set to Go into Effect in 2026, Despite Federal Government's Push to Eliminate State-Level AI Regulations

Illinois, Texas, and Colorado are each set to implement laws governing the use of AI in the workforce in 2026, directly relevant to the Colorado focus of the research plan.

JANUARY 29, 2026

Legal/Business Blog[19]

Legal/Business Blog[19]

"Colorado's law requires businesses and government agencies to run impact assessments, notify workers if an AI tool will be used to make an employment decision, give applicants or employees a chance to appeal an AI decision, and make a publicly available statement about the types of AI systems in use and how such systems manage the risk of discrimination."

FINANCIAL POISE / BARNES & THORNBURG LLP

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JANUARY 29, 2026

Legal/Business Blog[19]

"S.B. 24-205 is set to go into effect in June 2026. Like the Texas measure, Colorado's AI law does not create a private cause of action; instead, the state attorney general has the exclusive authority to enforce the law."

FINANCIAL POISE / BARNES & THORNBURG LLP

Several State AI Laws Set to Go into Effect in 2026, Despite Federal Government's Push to Eliminate State-Level AI Regulations

Illinois, Texas, and Colorado are each set to implement laws governing the use of AI in the workforce in 2026, directly relevant to the Colorado focus of the research plan.

JANUARY 29, 2026

Research Institute/Think Tank[20]

"In Q4 2025, 43% of public-sector employees report using AI at least a few times a year, including 21% who use it daily or multiple times per week. That figure is up from 17% in Q2 2023 and 28% in Q2 2024."

GALLUP

AI Adoption Rapidly Growing in Public Sector

Gallup research showing that 43% of public-sector employees report using AI at least a few times a year in Q4 2025, with data on workforce impact and adoption trends.

MARCH 11, 2026

Research Institute/Think Tank [20] "A similar rate of 41% of private-sector employees report using AI in Q4 2025. Private-sector use is more concentrated among frequent users: 25% use AI frequently and 16% use it occasionally. In the public sector, occasional use is more common at 22%." GALLUP AI Adoption Rapidly Growing in Public Sector Gallup research showing that 43% of public-sector employees report using AI at least a few times a year in Q4 2025, with data on workforce impact and adoption trends. MARCH 11, 2026	Research Institute/Think Tank [20] "Although these gains reflect a lower concentration of white-collar work in the private sector, they are nonetheless notable because federal AI use, until recently, faced stricter governance and risk controls." GALLUP AI Adoption Rapidly Growing in Public Sector Gallup research showing that 43% of public-sector employees report using AI at least a few times a year in Q4 2025, with data on workforce impact and adoption trends. MARCH 11, 2026
Research Institute/Think Tank [20] "In other words, the private sector still leads in frequent use by four percentage points (25% vs. 21%), while the public sector leads in occasional use by six points (22% vs. 16%), putting government slightly ahead on any AI use (43% vs. 41%)." GALLUP AI Adoption Rapidly Growing in Public Sector Gallup research showing that 43% of public-sector employees report using AI at least a few times a year in Q4 2025, with data on workforce impact and adoption trends. MARCH 11, 2026	Research Institute/Think Tank [20] "The U.S. public sector has historically struggled to recruit and retain technical talent. In a 2023 report, the Government Accountability Office warned of a 'severe shortage of digital expertise, including in the field of AI,' and it has listed strategic human capital management as a high-risk area for government since 2001." GALLUP AI Adoption Rapidly Growing in Public Sector Gallup research showing that 43% of public-sector employees report using AI at least a few times a year in Q4 2025, with data on workforce impact and adoption trends. MARCH 11, 2026

Research Institute/Think Tank

[20]

"However, new data on employees' AI use suggests a more optimistic trajectory for the public sector. Even though AI-specific jobs have remained rare in the public sector, AI in public-sector workplaces has tracked much closer to the private sector, especially in 2025."

GALLUP

AI Adoption Rapidly Growing in Public Sector

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MARCH 11, 2026

Research Institute/Think Tank

[20]

"One reason for this transformation in government could be the nature of today's AI tools. Unlike earlier waves of digital innovation, generative AI tools are inexpensive, widely accessible and require little specialized training to use. A federal analyst can use an AI chatbot to help draft a report, or a state administrator can use an AI assistant to automate emails, without extensive IT support."

GALLUP

AI Adoption Rapidly Growing in Public Sector

Gallup research showing that 43% of public-sector employees report using AI at least a few times a year in Q4 2025, with data on workforce impact and adoption trends.

MARCH 11, 2026

Research Institute/Think Tank

[20]

"The low barrier to entry means employees can experiment with AI on their own, driving up usage even in organizations that lack formal AI programs."

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AI Adoption Rapidly Growing in Public Sector

Gallup research showing that 43% of public-sector employees report using AI at least a few times a year in Q4 2025, with data on workforce impact and adoption trends.

MARCH 11, 2026

Research Institute/Think Tank

[20]

"However, another major factor influencing AI adoption is internal leadership and whether managers support the use of AI through experimentation. In particular, prior to Memorandum M-25-21, many federal AI initiatives approached the technology through a risk-management lens — prioritizing privacy, security, procurement compliance, and bias/fairness safeguards — sometimes at the expense of faster, organizationwide adoption and experimentation."

GALLUP

AI Adoption Rapidly Growing in Public Sector

Gallup research showing that 43% of public-sector employees report using AI at least a few times a year in Q4 2025, with data on workforce impact and adoption trends.

MARCH 11, 2026

Research Institute/Think Tank [20]

"Managerial support is strongly associated with whether AI use becomes routine rather than occasional. Within public-sector organizations that have adopted AI, 65% of employees in high-support environments use AI frequently, compared with 37% in low-support environments — a 28-point gap."

Research Institute/Think Tank [20]

"In Q4 2025, 37% in the public sector and 53% in the private sector say their organization has a clear AI strategy. Having an AI strategy alone is not enough for digital transformation: Leaders must incorporate clear AI strategies into daily management practices and organizational workflows if they want to shape employee behavior."

GALLUP

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MARCH 11, 2026

GALLUP

AI Adoption Rapidly Growing in Public Sector

Gallup research showing that 43% of public-sector employees report using AI at least a few times a year in Q4 2025, with data on workforce impact and adoption trends.

MARCH 11, 2026

Research Institute/Think Tank [20]

"The pattern is even more pronounced in the private sector. In AI-adopting organizations where managers actively support AI, 80% of employees are frequent users, versus 44% where support is low, a 36-point difference."

Research Institute/Think Tank [20]

"The absence of clear direction and manager support may help explain the historically lower AI adoption rates in the public sector. Recent findings also highlight one of the more proximate AI adoption challenges: Many employees who have access to AI still don't use it because they don't see how the tools apply to their work."

GALLUP

AI Adoption Rapidly Growing in Public Sector

Gallup research showing that 43% of public-sector employees report using AI at least a few times a year in Q4 2025, with data on workforce impact and adoption trends.

MARCH 11, 2026

GALLUP

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Gallup research showing that 43% of public-sector employees report using AI at least a few times a year in Q4 2025, with data on workforce impact and adoption trends.

MARCH 11, 2026

Research Institute/Think Tank [20] <i>"Closing this gap requires more than expanding access to technology. Organizations must explain why AI is useful, where it fits in day-to-day work and how employees should use it responsibly. Organizational leaders can accelerate adoption by communicating a clear AI adoption strategy, including guardrails and priorities that build trust and reduce uncertainty."</i> GALLUP AI Adoption Rapidly Growing in Public Sector Gallup research showing that 43% of public-sector employees report using AI at least a few times a year in Q4 2025, with data on workforce impact and adoption trends. MARCH 11, 2026	Research Institute/Think Tank [20] <i>"Challenges remain for AI in government. Public-sector adoption still lags behind leading private industries, and ongoing concerns about data privacy, security and ethics also remain prominent."</i> GALLUP AI Adoption Rapidly Growing in Public Sector Gallup research showing that 43% of public-sector employees report using AI at least a few times a year in Q4 2025, with data on workforce impact and adoption trends. MARCH 11, 2026
Research Institute/Think Tank [20] <i>"Managers often serve as the decisive link between strategy and behavior. When managers encourage and model AI use in familiar workflows, employees see how it applies to their work. Examples include drafting routine communications, summarizing lengthy documents or streamlining recurring administrative tasks."</i> GALLUP AI Adoption Rapidly Growing in Public Sector Gallup research showing that 43% of public-sector employees report using AI at least a few times a year in Q4 2025, with data on workforce impact and adoption trends. MARCH 11, 2026	Research Institute/Think Tank [20] <i>"Still, the upward trend in AI usage is clear. During the past two years, federal and state workers have rapidly incorporated AI tools into their daily work, closing what many had assumed was a wide technology gap. Government institutions are not standing still — they are learning, adapting and increasingly taking part in the technological future."</i> GALLUP AI Adoption Rapidly Growing in Public Sector Gallup research showing that 43% of public-sector employees report using AI at least a few times a year in Q4 2025, with data on workforce impact and adoption trends. MARCH 11, 2026

Local News	[21]	Local News	[21]
<i>"Denver City Council is considering a \$4.6 million contract with ComplyAI to use its CivCheck tool to speed up the city's development plan reviews."</i>		<i>"The city says it has shortened the plan review process from an average of 90 to 63 days. Yet there are stumbling blocks that slow reviews, according to a city presentation. Developers turn in incomplete applications and submit items multiple times. It's impossible to predict when there will be a surge in demand for new permits."</i>	
DENVERITE Denver hopes \$4.6M for artificial intelligence will speed up development Denver hopes \$4.6M for artificial intelligence will fix delays and complaints for developers, with the planning office reporting up to 70% cost and time savings from AI programs. FEBRUARY 20, 2026		DENVERITE Denver hopes \$4.6M for artificial intelligence will speed up development Denver hopes \$4.6M for artificial intelligence will fix delays and complaints for developers, with the planning office reporting up to 70% cost and time savings from AI programs. FEBRUARY 20, 2026	
Local News	[21]	Local News	[21]
<i>"For years, developers complained Denver's permitting process just kept getting slower. The complaints led to a damning 2024 audit and Mayor Mike Johnston's creation of a new permitting office."</i>		<i>"The investment comes after the planning department was hit hard by city layoffs. Community Planning and Development lost 19 workers and 40 open jobs were eliminated, representing almost 20 percent of its headcount. The layoffs included at least three plan review specialists who did the kind of work the city now is hoping to automate."</i>	
DENVERITE Denver hopes \$4.6M for artificial intelligence will speed up development Denver hopes \$4.6M for artificial intelligence will fix delays and complaints for developers, with the planning office reporting up to 70% cost and time savings from AI programs. FEBRUARY 20, 2026		DENVERITE Denver hopes \$4.6M for artificial intelligence will speed up development Denver hopes \$4.6M for artificial intelligence will fix delays and complaints for developers, with the planning office reporting up to 70% cost and time savings from AI programs. FEBRUARY 20, 2026	

Local News	[21]	Local News	[21]
"CivCheck would help customers check whether their applications are complete, offer immediate feedback, shorten the overall plan review time by increasing accuracy on earlier drafts, and reduce the number of review cycles, according to the plan."		"The implementation of the technology will not lead to further layoffs, said Jon Ewing, a spokesperson for the mayor's office."	
DENVERITE Denver hopes \$4.6M for artificial intelligence will speed up development Denver hopes \$4.6M for artificial intelligence will fix delays and complaints for developers, with the planning office reporting up to 70% cost and time savings from AI programs. FEBRUARY 20, 2026		DENVERITE Denver hopes \$4.6M for artificial intelligence will speed up development Denver hopes \$4.6M for artificial intelligence will fix delays and complaints for developers, with the planning office reporting up to 70% cost and time savings from AI programs. FEBRUARY 20, 2026	
Local News	[21]	Local News	[21]
"The company will not be allowed to use data collected for training, human oversight is required for any final product, and data will be deleted according to data retention policies."		"Seattle, Honolulu and New York City all use similar programs. The planning office says these programs have led to up to 70% cost and time savings and that the AI is nearly always accurate."	
DENVERITE Denver hopes \$4.6M for artificial intelligence will speed up development Denver hopes \$4.6M for artificial intelligence will fix delays and complaints for developers, with the planning office reporting up to 70% cost and time savings from AI programs. FEBRUARY 20, 2026		DENVERITE Denver hopes \$4.6M for artificial intelligence will speed up development Denver hopes \$4.6M for artificial intelligence will fix delays and complaints for developers, with the planning office reporting up to 70% cost and time savings from AI programs. FEBRUARY 20, 2026	

Local News	[21]	Government Press Release	[22]
<i>"The city started researching AI-assisted plan reviews in 2024 and eventually settled on CivCheck."</i>		<i>"In 2025, TS' Automation Program delivered tangible results, automating 291 processes and resulting in: Over \$2.3 million in cost savings and 52,000+ hours of work reclaimed for high-value tasks"</i>	
DENVERITE Denver hopes \$4.6M for artificial intelligence will speed up development Denver hopes \$4.6M for artificial intelligence will fix delays and complaints for developers, with the planning office reporting up to 70% cost and time savings from AI programs. FEBRUARY 20, 2026		CITY AND COUNTY OF DENVER 2025 Year in Review: Denver Technology Services Official City and County of Denver government review of transformative AI and technology initiatives undertaken by Denver Technology Services in 2025. JANUARY 14, 2026	

Government Press Release	[22]	Government Press Release	[22]
<i>"This year, Denver didn't just participate in the technological revolution, we led it. By hosting the second DenAI Summit and automating over 50k hours of manual work, we've proven that responsible AI isn't a future concept, it is a current tool for public good. Our focus is on innovating with purpose, ensuring every digital advancement translates into a more accessible, efficient, and equitable city for our residents."</i>		<i>"The second annual DenAI Summit solidified Denver's position as a leader in responsible technology. As the first major city-led AI convening, we welcomed over 500 attendees to discuss the ethical deployment of AI in the public sector."</i>	
CITY AND COUNTY OF DENVER 2025 Year in Review: Denver Technology Services Official City and County of Denver government review of transformative AI and technology initiatives undertaken by Denver Technology Services in 2025. JANUARY 14, 2026		CITY AND COUNTY OF DENVER 2025 Year in Review: Denver Technology Services Official City and County of Denver government review of transformative AI and technology initiatives undertaken by Denver Technology Services in 2025. JANUARY 14, 2026	

Government Press Release [22] <i>"Sunny Chatbot: 100,000+ interactions, engaging residents in 53 different languages"</i> CITY AND COUNTY OF DENVER 2025 Year in Review: Denver Technology Services Official City and County of Denver government review of transformative AI and technology initiatives undertaken by Denver Technology Services in 2025. JANUARY 14, 2026	Government Press Release [22] <i>"Permitting & Licensing Modernization: Launched eight new e-permit records and initiated an RFP for an AI-guided permitting tool to streamline the permitting process"</i> CITY AND COUNTY OF DENVER 2025 Year in Review: Denver Technology Services Official City and County of Denver government review of transformative AI and technology initiatives undertaken by Denver Technology Services in 2025. JANUARY 14, 2026
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Government Press Release [22] <i>"Smart IVR: Allows callers to tell the automated system exactly what they need help with (in their preferred language) and connect them to the right information or department"</i> CITY AND COUNTY OF DENVER 2025 Year in Review: Denver Technology Services Official City and County of Denver government review of transformative AI and technology initiatives undertaken by Denver Technology Services in 2025. JANUARY 14, 2026	Government Press Release [22] <i>"Infrastructure Modernization: Installed 46 new data center assets and decommissioned 33 aging systems as well as upgraded or decommissioned over 200 legacy virtual servers"</i> CITY AND COUNTY OF DENVER 2025 Year in Review: Denver Technology Services Official City and County of Denver government review of transformative AI and technology initiatives undertaken by Denver Technology Services in 2025. JANUARY 14, 2026
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Government Press Release

[22]

"The TS Service Desk team assisted 9,100 employees across 31,000 calls, keeping the city's workforce connected and productive"

CITY AND COUNTY OF DENVER

2025 Year in Review: Denver Technology Services

Official City and County of Denver government review of transformative AI and technology initiatives undertaken by Denver Technology Services in 2025.

JANUARY 14, 2026

Government Press Release

[22]

"TS continues to streamline how Denver does business. With 20 major project completions and 82 go-lives, TS continues to streamline how Denver does business."

CITY AND COUNTY OF DENVER

2025 Year in Review: Denver Technology Services

Official City and County of Denver government review of transformative AI and technology initiatives undertaken by Denver Technology Services in 2025.

JANUARY 14, 2026

Government Press Release

[22]

"311 Requests: ~300,000 calls received"

CITY AND COUNTY OF DENVER

2025 Year in Review: Denver Technology Services

Official City and County of Denver government review of transformative AI and technology initiatives undertaken by Denver Technology Services in 2025.

JANUARY 14, 2026

Government Press Release

[22]

"Data-Driven Decisions: Led efforts for the Bloomberg City Data Alliance and launched a citywide contact center dashboard for a unified customer experience"

CITY AND COUNTY OF DENVER

2025 Year in Review: Denver Technology Services

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JANUARY 14, 2026

Government Press Release

[22]

"Denvergov.org: 32 million page views"

CITY AND COUNTY OF DENVER

2025 Year in Review: Denver Technology Services

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JANUARY 14, 2026

Government Press Release

[22]

"In 2025, the city received multiple prestigious national awards for innovation in: Smart City Initiatives, Pioneering AI Adoption, Overall Digital Experience"

News

[23]

"For me, the hope is (that) doing this well would actually restore people's trust in government because we do it better — because we do it efficiently."

CITY AND COUNTY OF DENVER

2025 Year in Review: Denver Technology Services

Official City and County of Denver government review of transformative AI and technology initiatives undertaken by Denver Technology Services in 2025.

JANUARY 14, 2026

THE DENVER POST

Denver plans to integrate AI in more services to rebuild trust

Denver Mayor Mike Johnston wants Denver to use more artificial intelligence in city services and functions in an effort to restore trust in government, with details on specific initiatives.

OCTOBER 6, 2025

News

[23]

"Denver Mayor Mike Johnston wants city government to work more like DoorDash. Need to make a noise complaint? Get a construction permit? Fix a pothole? The city should be able to respond with the same effectiveness as the app-based food delivery service, Johnston says."

THE DENVER POST

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OCTOBER 6, 2025

News

[23]

"Johnston and his chief AI and information officer, Suma Nallapati — whose role was just expanded to include an AI focus — are planning to make artificial intelligence a major part of how Denver operates. They believe the technology can make government services faster and eliminate rote tasks that eat up their employees' time."

THE DENVER POST

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OCTOBER 6, 2025

News

[23]

"The city has already brought AI into some of its functions, including by creating 'Sunny,' an online AI chatbot, to answer residents' questions. It has used AI to speed up permitting times and improve internal tech operations. Johnston's administration has also installed more than 100 AI-powered cameras that can read license plates to help law enforcement solve crimes."

News

[23]

"In May, Johnston announced a projected \$250 million budget shortfall between this year and next as the city's costs have gone up and revenues have stagnated. In August, Johnston's administration laid off 169 employees and slashed hundreds of vacant positions."

THE DENVER POST

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OCTOBER 6, 2025

News

[23]

"The city's 'Sunny' chatbot will take over any resident questions after 5 p.m., for instance, allowing the city's 311 call center to close two hours earlier."

News

[23]

"Chris Callanan, a community engagement specialist with the Denver Department of Public Transportation and Infrastructure, said integrating private companies' AI services into government could have the exact opposite effect on resident trust from what Johnston hopes. 'Is efficiency what the public is looking for? Or are they looking for public value?' said Callanan, who emphasized that he was offering personal views."

THE DENVER POST

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THE DENVER POST

Denver plans to integrate AI in more services to rebuild trust

Denver Mayor Mike Johnston wants Denver to use more artificial intelligence in city services and functions in an effort to restore trust in government, with details on specific initiatives.

OCTOBER 6, 2025

News [23]

"I think that there is really strong potential for technology to be used in a way that hollows out our government institutions."

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OCTOBER 6, 2025

News [23]

"Nallapati, the city's chief AI officer, said she still wants employees to verify any information that an AI bot produces. 'AI will never replace human intelligence in my mind,' she said. 'Not in our lifetime.'"

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OCTOBER 6, 2025

News [23]

"When asked which types of government work might benefit from AI, Johnston didn't list specific services. He said that generally, any tasks that can be made quicker for employees or more convenient for residents are on the table. But he drew a line, too, when he said sentences for criminals and outcomes of parole hearings are examples of decisions that shouldn't be made using AI."

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OCTOBER 6, 2025

News [23]

"AI chatbots like ChatGPT frequently hallucinate information and struggle to course-correct. The technology has also generated content that's 'skewed or misleading,' according to the Massachusetts Institute of Technology."

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OCTOBER 6, 2025

News

[23]

"Nallapati said it's part of her duty to raise awareness about how any AI system's algorithm works so that any mistakes or bias can be detected early. 'It's important for us to increase the literacy and awareness of what AI is actually doing,' she said. 'Without that knowledge, we are literally letting some company take control of our lives.'"

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OCTOBER 6, 2025

News

[23]

"In 2024, the Partnership for Public Service and the IBM Center for the Business of Government organized a roundtable conversation on AI use in the federal government. The group concluded that the technology had the potential to 'make big tasks smaller and onerous ones simple,' but it found AI could also have harmful unintended consequences. The attendees emphasized that the government needs extensive resources and well-equipped employees to fully address the challenges of ethically implementing AI."

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News[23]

News[23]

""Government can't move fast and break things,' says a summary of the event produced by the Partnership for Public Service, referring to a popular motto in the tech world. 'It must instead hold itself and its partners accountable for the responsible implementation of AI that improves services and protects the public.'"

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OCTOBER 6, 2025

News[23]

"Some cities, like Seattle and San Jose, have webpages dedicated to explaining their AI policies. Denver doesn't yet have a site like that."

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OCTOBER 6, 2025

Think Tank / Academic Institution[24]

"I felt strongly that the role needs to combine both the traditional CIO functions as well as this innovation. When it happens in two different disparate groups, there's always this unhealthy friction on what comes first. So, when I talked with the Mayor, he was so enthusiastic about combining both to get the maximum efficiencies."

HARVARD KENNEDY SCHOOL - DATA-SMART CITY SOLUTIONS

Personalizing Government at Scale: Denver's AI Strategy

Harvard Kennedy School Data-Smart City Solutions interviews Denver's Chief AI and Information Officer Suma Nallapati on the city's AI strategy and scaling AI across city and county functions.

FEBRUARY 4, 2026

Think Tank / Academic Institution [24]

"Our team had to reduce quite a bit in terms of the budget reductions and the deficit that Denver was facing. However, Steve, we were not afraid of the reductions because we had Sunny as our buffer to augment our resources. Sunny is an AI platform that sits on top of our Denver gov website and that's integrated into our backend systems using very robust middle layer technology. It's available in 53 different languages, 24 by seven support."

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Think Tank / Academic Institution [24]

"One example that I always give is if you're hungry and you're just a paycheck away from a homeless situation, we are finding people are interacting with Sunny because it's very embarrassing for a human to call another human and say, 'I'm in this situation.' So what we are seeing is 'I'm homeless, I need help,' are some of the interactions that Sunny is actually leading with a lot of empathy, a lot of non-judgment, and a lot of consideration and giving the responses."

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FEBRUARY 4, 2026

Think Tank / Academic Institution [24]

"Last year, around 400,000 interactions between Sunny and our humans happened. That was the metrics with a great net promoter core."

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Think Tank / Academic Institution [24]

"Sunny is allowing agents to be very human with our residents. We have a lot of elderly that like to call in and talk to someone, and they're able to spend that value add time with our residents in a very humane and human way."

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"I would say multimodal, proactive, personalized, even autonomous is the way I think chatbots are going to go. I would say with the amount of resources that are constrained for us in 2025, FY26, it's going to be much more of the resource from Sunny versus human agents because there's only so many resources to go."

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Think Tank / Academic Institution [24]

"AI is a tool in our toolbox, just like any other technology. Yes, the recursions are happening so much faster with AI. Yes, there's so much unknown for us to explore still, but with the right foundation of tools and policy frameworks, ethical use, data explainability, transparency, all of those are considerations for the use of call it AI, call it automation, call it efficiencies."

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Think Tank / Academic Institution [24]

Think Tank / Academic Institution [24]

"The biggest thing for me is it's not just conversational, Sunny, but it's integrated to our backend systems, like Salesforce use cases, and then through a very robust MuleSoft integration layer. So it's not just answering the question, but being able to generate a case and get it to the right agency and being able to triage that by itself and sending it so much faster to the people that are actually able to solve the problem."

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Think Tank / Academic Institution [24]

"Sometimes it's a business process change and it has nothing to do with AI. Look at all of that to create that cohesive holistic lens of where the friction points are within your workflow, and then AI can come at the top and expedite some of that with machine learning and all of those data that it's going through."

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Think Tank / Academic Institution [24]

"There's so much that can be automated, document reviews, smart forms, guidance that people can maybe fill at home and don't need to come into an office. Look at the first four steps maybe that can be automated and then sent to human officers rather than start with humans, and then that takes a really long time."

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Think Tank / Academic Institution [24]

"We actually created a day of literacy for the non-technical people within the city and county of Denver. So Peak was right there along with us. And we had the vendor ecosystem come and present all these different possibilities. We were the facilitators, but we didn't lead the conversation because this is not about technology. This is about process outcomes, business outcomes, resident outcomes."

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Think Tank / Academic Institution [24]

"AI helps us with the transformational work given to humans and the transactional, mundane, repetitive tasks to bots. People join public sector for the value of the heart, right? The heart of public sector is want to help people. When they're sucked into the repetitive mundane tasks, it takes away from that heart of public sector."

Think Tank / Academic Institution [24]

"I want to start a cupcake business in Denver, say. Where do I start? That's the first question. And the websites can be extremely complex to navigate. So I would say this is where automation, this is where process improvements between the various agencies is very important. How do you streamline the process so that it's from a end user perspective rather than an agency perspective?"

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Think Tank / Academic Institution [24]

"Hopefully we give tools where the repetitive mundane tasks are taken out of the loop so that they can focus on the human touch, the heart of why they're in this job."

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FEBRUARY 4, 2026

News [25]

"The mayors of Colorado's three largest cities — representing a combined population of about 1.5 million — are urging state lawmakers to tackle some of their communities' most pressing challenges in the upcoming legislative session, notably in the areas of crime and regulation."

COLORADO POLITICS

Colorado Politics

Colorado Politics is a political news outlet covering Colorado state legislature, elections, and government policy

JANUARY 13, 2026

News[25]

"In a letter to Gov. Jared Polis and the Colorado General Assembly, Denver Mayor Mike Johnston, Aurora Mayor Mike Coffman, and Colorado Springs Mayor Yemi Mobolade laid out their priorities."

News[25]

"Without reform, the law risks slowing innovation and investment, driving jobs out of Colorado, and imposing millions of dollars in implementation costs at a time of serious budget constraints."

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News[25]

"The mayors also urged lawmakers to make substantial changes to a 2024 law regulating artificial intelligence systems and penalizing 'algorithmic discrimination.' During last summer's special session, the law's implementation date was delayed to June 30 of this year."

News[25]

"We support a collaborative legislative solution in the 2026 session that protects consumers while promoting innovation, clearly defines state and local responsibilities, reduces uncertainty for employers and investors, avoids unfunded mandates, establishes clear and reasonable liability standards, and aligns Colorado with emerging national trends."

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JANUARY 13, 2026

Independent News/Commentary Blog [26]

"Yemi Mobolade, mayor of Colorado Springs, along with Denver Mayor Mike Johnston and Aurora Mayor Mike Coffman are urging reforms to Senate Bill 24-205."

COMPLETE COLORADO

Mayors of Colorado's largest cities push against troubled AI law

Reports on how mayors of Colorado's three largest cities—Denver, Aurora, and Colorado Springs—are prioritizing AI legislation and pushing back against the state's AI law, with direct relevance to municipal AI implementation.

JANUARY 22, 2026

Independent News/Commentary Blog [26]

"Gov. Polis signed 'Consumer Protections For AI' into law despite his own grievances about the bill. The law, among other things, sets parameters for AI developers to avoid 'algorithmic discrimination' with regard to issues such as housing, banking, hiring, school enrollment, health, insurance, and legal matters."

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JANUARY 22, 2026

Independent News/Commentary Blog [26]

"Yet according to Polis, the new law will 'create a complex compliance regime for all developers and deployers of AI' through 'significant, affirmative reporting requirements.'"

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Independent News/Commentary Blog [26]

"Actual implementation was delayed to June 30, 2026, due to various business and policy leaders in Colorado urging lawmakers to pump the brakes."

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JANUARY 22, 2026

"The city leaders say the law as written will lead to uncertainty and the death of innovation: 'Without reform, the law risks slowing innovation and investment, driving jobs out of Colorado, and imposing millions of dollars in implementation costs at a time of serious budget constraints,' the letter read in part."

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JANUARY 22, 2026

"Vanessa Rutledge, director of emerging technologies at Independence Institute, a free market think tank says this bill has gotten pushback from numerous key actors throughout the state. 'The calls to fix SB24-205 aren't coming from the sidelines—they're coming from people who know what's at stake,' Rutledge told Complete Colorado. 'Mayors Coffman, Johnston and Mobalade have spoken out, and their concerns are echoed by Governor Polis, Attorney General Weiser, members of Colorado's congressional delegation, and even the bill's own sponsor, Senate Majority Leader Rodriguez.'"

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Independent News/Commentary Blog [26]

"Polis, Weiser, and Rodriguez signed an open letter requesting the bill be amended in June 2024. Additionally, US House Reps. Neguse and Pettersen, and Senator Michael Bennet asked the law be amended during the 2025 special legislative session."

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JANUARY 22, 2026

Independent News/Commentary Blog [26]

"Rutledge says compliance costs will continue to grow for state and local governments if this bill stays active as AI will only become more prominent in access to housing, healthcare, education, and other areas. 'When the people who helped pass the bill are now warning about its consequences, it's a clear sign something's gone wrong. Lawmakers need to take this seriously and commit to real reform this session,' Rutledge said."

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JANUARY 22, 2026

Independent News/Commentary Blog [26]

"The mayors' joint letter calls for a 'collaborative legislative solution' in the 2026 session."

COMPLETE COLORADO

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JANUARY 22, 2026

News

[27]

"Senate Bill 205 was the first state law in the nation regulating artificial intelligence in any 'consequential decision' making, defined as a decision that has material, legal or similarly significant effect on a consumer's education and employment, as well as access to loans, health care and insurance."

COLORADO SUN

Colorado is feeling the effects of AI as regulation deadlock persists

Colorado Sun article examining how AI is being felt across the state while legislative debate continues, covering both government use cases and the regulatory environment shaping AI adoption in Colorado municipalities.

DECEMBER 29, 2025

News

[27]

"In its current iteration, the law requires developers of high-risk AI systems to use 'reasonable care' to protect consumers from any known risks of algorithmic discrimination, including the potentially unfair assessment of people applying for things like jobs, loans, healthcare and housing based on the information available to the system. As a part of that care, companies would have to provide disclosures of AI use, conduct impact assessments and maintain risk management procedures."

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DECEMBER 29, 2025

News

[27]

"The unemployment rate for 'new entrants,' or those trying to break into the workforce, in the U.S., hit a nine-year high in 2025. A whopping 13.4% of them can't seem to find a job, the highest percentage in decades. Aside from recession fears and the slowing pace of entry-level job postings, artificial intelligence is widely blamed for the current grim state of job seeking."

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News

[27]

"Alleged examples of this kind of discrimination are in California Mobley v. Workday, Inc., a class-action lawsuit originally filed in 2023. The lawsuit alleges that Workday, an online human resources system, discriminated against jobseekers through its automated resume screening tool on the basis of race, age and disability status. Among the claims is that the tool was automatically rejecting candidates that it thought were over 40 years old."

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[27]

"The judge overseeing the case sided with parts of Workday's argument, but advanced the lawsuit, saying the software is 'participating in the decision-making process by recommending some candidates to move forward and rejecting others.'"

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News

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"Anaya Robinson, public policy director Colorado American Civil Liberties Union, has been closely involved with regulatory efforts and has many concerns about systems like Workday's being used in Colorado, particularly in government contexts. He's concerned AI could be used to make determinations about whether people in prison should get parole and whether they qualify for social safety net programs for health care and food."

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DECEMBER 29, 2025

News

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"With the city facing a \$200 million budget shortfall for 2026 and recently laying off nearly 200 employees, Suma Nallapati, Denver's first chief AI and information officer, says she just doesn't have the bodies to meet the measure's high compliance demands. 'With the budget constraints and reductions in our force, I'm just barely able to keep the lights on. I simply don't have time before February 2026 to get all of this in order as a CIO,' she said."

News

[27]

"Brittany Morris Saunders, president and CEO of the Colorado Technology Association, a trade group representing tech companies, believes that the bill would put an unfair strain on startups and stifle innovation. 'Those startup companies that need to have a lot of risk, they don't have a lot of money, they don't have compliance teams to do this type of work as they're developing systems,' she said."

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DECEMBER 29, 2025

News

[27]

"Denver uses the human resources software Workday for hiring and other personnel operations, which is one of the ways it could be affected by Senate Bill 205."

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DECEMBER 29, 2025

News

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"Saunders, who has been a key negotiator with lawmakers, described getting calls from businesses developing or using AI, including some of the biggest tech companies in the country, threatening to leave the state if the bill wasn't altered."

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DECEMBER 29, 2025

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"Mike Boucher, the founder of Dakota Scientific Software and Dakota Legal Software, two AI-run tools created in Colorado, stated that the bill's trade secret exemption will prevent companies from sharing the inner-workings and methodology of their platforms, as that information is critical to maintaining its competitive advantage. 'The things that people are hoping to get out of this, they will not,' he said."

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DECEMBER 29, 2025

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"Boucher says the level of transparency the bill requires is not possible, as most developers don't even truly understand all the choices their systems make. 'Even if I somehow magically figure out how to comply with this bill today, tomorrow I might fall out of compliance and not know it,' he said."

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News	[27]	News	[27]
<i>"The executive order signed by President Donald Trump on Dec. 11 banning states from regulating AI and granting the U.S. attorney general the authority to sue states to overturn laws that do not support the 'United State's global A.I. dominance.' Trump has also directed his administration to withhold funding for states that keep its AI laws in place."</i>		<i>"Colorado Attorney General Phil Weiser said the state will challenge the order in court."</i>	
COLORADO SUN		COLORADO SUN	
Colorado is feeling the effects of AI as regulation deadlock persists		Colorado is feeling the effects of AI as regulation deadlock persists	
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DECEMBER 29, 2025		DECEMBER 29, 2025	
News	[27]	News	[27]
<i>"The order specifically cited Colorado, stating that the law 'banning 'algorithmic discrimination' may even force AI models to produce false results in order to avoid a 'differential treatment or impact' on protected groups."</i>		<i>"State Rep. Brianna Titone, D-Arvada, was one of the lead sponsors of Senate Bill 205, and has seen the issue of regulating artificial intelligence devolve into controversy. 'Decisions are being made for you by a machine without any person involved,' she said. 'Getting a job, getting into college — these are all things that are being left to these algorithms and these systems to determine. And there's bias in these systems.'"</i>	
COLORADO SUN		COLORADO SUN	
Colorado is feeling the effects of AI as regulation deadlock persists		Colorado is feeling the effects of AI as regulation deadlock persists	
Colorado Sun article examining how AI is being felt across the state while legislative debate continues, covering both government use cases and the regulatory environment shaping AI adoption in Colorado municipalities.		Colorado Sun article examining how AI is being felt across the state while legislative debate continues, covering both government use cases and the regulatory environment shaping AI adoption in Colorado municipalities.	
DECEMBER 29, 2025		DECEMBER 29, 2025	

News [27]

"During the special session, she says large tech companies didn't want to compromise about any proposed liability. 'That's when everything broke down,' she said. 'The only option that we really had was to kick the can down the road again.'"

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DECEMBER 29, 2025

News [27]

"According to Saunders, the governor's AI policy working group is looking to move past Senate Bill 205 and start fresh to create a policy preventing algorithmic discrimination that protects consumers while not hindering innovation."

COLORADO SUN
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Colorado Sun article examining how AI is being felt across the state while legislative debate continues, covering both government use cases and the regulatory environment shaping AI adoption in Colorado municipalities.
DECEMBER 29, 2025

News [27]

"Robinson also is concerned about what the law would mean for deployers, who often use AI systems with little to no understanding of how they work. They would be solely liable for any bias under current antidiscrimination law. 'A lot of small businesses, school districts, things like that, that act as deployers wouldn't necessarily be able to afford to do these impact assessments, nor do they have the technical capabilities on staff to do them in-house,' he said."

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Colorado Sun article examining how AI is being felt across the state while legislative debate continues, covering both government use cases and the regulatory environment shaping AI adoption in Colorado municipalities.
DECEMBER 29, 2025

Local News Outlet [28]

"As the 2026 legislative session kicks off, the mayors of Colorado's three largest cities – Denver Mayor Mike Johnston, Colorado Springs Mayor Yemi Mobolade, and Aurora Mayor Mike Coffman – are sharing a joint letter addressed to state leaders outlining their legislative priorities for the year. In the letter, addressed to Gov. Jared Polis and the state's general assembly, the mayors urged a focus on competency law reform, changes to AI legislation, and harsher penalties for crimes impacting local businesses."

KRDO
Mayors of Colorado's largest cities address state leaders, urging a focus on competency reform, AI legislation
KRDO news coverage of Colorado city mayors addressing state leaders about AI legislation priorities, including perspectives from Colorado Springs and other major municipalities on AI governance and implementation.
JANUARY 14, 2026

Local News Outlet [28]

"Mobolade, Johnston, and Coffman also urged Colorado leaders to make changes to a 2024 law that regulates artificial intelligence systems, arguing that it could slow innovation and drive jobs out of the state. The law was created to protect consumers from 'algorithmic discrimination' by AI systems operating in the state; specifically, it aims to protect people from systems deemed 'high-risk' because they make or substantially help make 'consequential decisions' regarding the consumer."

KRDO
Mayors of Colorado's largest cities address state leaders, urging a focus on competency reform, AI legislation
KRDO news coverage of Colorado city mayors addressing state leaders about AI legislation priorities, including perspectives from Colorado Springs and other major municipalities on AI governance and implementation.
JANUARY 14, 2026

Local News Outlet	[28]	Local News Outlet	[28]
"During the 2025 special session, the law's implementation was delayed to June of this year, but the mayors now say this wasn't long enough – and argue that a durable solution still hasn't been created. The mayors also say the law would impose millions in implementation costs at a time when the state is facing serious budget constraints."		"We support a collaborative legislative solution in the 2026 session that protects consumers while promoting innovation, clearly defines state and local responsibilities, reduces uncertainty for employers and investors, avoids unfunded mandates, establishes clear and reasonable liability standards, and aligns Colorado with emerging national trends."	

KRDO

Mayors of Colorado's largest cities address state leaders, urging a focus on competency reform, AI legislation

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JANUARY 14, 2026

KRDO

Mayors of Colorado's largest cities address state leaders, urging a focus on competency reform, AI legislation

KRDO news coverage of Colorado city mayors addressing state leaders about AI legislation priorities, including perspectives from Colorado Springs and other major municipalities on AI governance and implementation.

JANUARY 14, 2026

Local News Outlet	[28]
"This is the third time the three mayors, who represent a combined population of about 1.5 million Coloradans, have collaborated to share their legislative priorities."	

KRDO

Mayors of Colorado's largest cities address state leaders, urging a focus on competency reform, AI legislation

KRDO news coverage of Colorado city mayors addressing state leaders about AI legislation priorities, including perspectives from Colorado Springs and other major municipalities on AI governance and implementation.

JANUARY 14, 2026

Government Report	[29]	Government Report	[29]
<i>"Our tagline, 'Serving People. Serving Colorado.' has profound meaning for the people of OIT. We provide the backbone that enables 28,000 state employees working across 18 state agencies the technology solutions used by people who live, work, and play in Colorado."</i> COLORADO GOVERNOR'S OFFICE OF INFORMATION TECHNOLOGY FY25 OIT Annual Performance Plan (SMART Act) Colorado Office of Information Technology's annual performance plan detailing strategies, goals, and initiatives including technology improvements across state agencies, broadband expansion, digital services, and accessibility improvements for FY2024-25. 2024		<i>"The Data Office is dedicated to harnessing the power of data to improve the lives of Coloradans. Our mission is to promote data-driven decision-making across state agencies by providing strategic leadership, advanced analytics and data management services. We work to ensure that data is accessible, secure and used ethically to drive innovation and efficiency in public services. We support and drive statewide data strategy, including Artificial Intelligence (AI) and legislative directives."</i> COLORADO GOVERNOR'S OFFICE OF INFORMATION TECHNOLOGY FY25 OIT Annual Performance Plan (SMART Act) Colorado Office of Information Technology's annual performance plan detailing strategies, goals, and initiatives including technology improvements across state agencies, broadband expansion, digital services, and accessibility improvements for FY2024-25. 2024	

Government Report

[29]

"More than 1,000 employees. Serve more than 28,000 state employees in 1,300 locations across Colorado. Support more than 1,300 applications. Manage approximately 300 IT strategic demands and projects in-flight at any given time. Resolve 133,000 Service Desk tickets annually. Provide self-help support for 48,000 password resets annually. Support 69,000 self-service and 8,000 chatbot resolutions annually."

COLORADO GOVERNOR'S OFFICE OF INFORMATION TECHNOLOGY

FY25 OIT Annual Performance Plan (SMART Act)

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2024

Government Report

[29]

"Formed in 2019, Colorado Digital Service (CDS) is a diverse, cross-functional team of senior engineers, human-centered design specialists, product managers, and procurement and contracting specialists within OIT. CDS' mission is to help mature state agencies' approaches to delivering high-quality products and services to all of Colorado by focusing on people, process, and technology. We practice modern software delivery practices, including human-centered design, agile iterative development, DevSecOps, and modular active procurement and contract management."

COLORADO GOVERNOR'S OFFICE OF INFORMATION TECHNOLOGY

FY25 OIT Annual Performance Plan (SMART Act)

Colorado Office of Information Technology's annual performance plan detailing strategies, goals, and initiatives including technology improvements across state agencies, broadband expansion, digital services, and accessibility improvements for FY2024-25.

2024

Government Report [29] <i>"The ServiceHub self-service portal, which enables customers to submit tickets when they need help or to purchase IT services. The portal includes a Knowledge Management module that allows customers to find information to solve common IT problems, learn how to use their IT hardware and software, ask questions and more."</i> COLORADO GOVERNOR'S OFFICE OF INFORMATION TECHNOLOGY FY25 OIT Annual Performance Plan (SMART Act) Colorado Office of Information Technology's annual performance plan detailing strategies, goals, and initiatives including technology improvements across state agencies, broadband expansion, digital services, and accessibility improvements for FY2024-25. 2024	Government Report [29] <i>"Demand and resource management, which helps create a more accurate view of the demand for IT services and top customer needs as well as the information necessary to generate Real-time Billing invoices."</i> COLORADO GOVERNOR'S OFFICE OF INFORMATION TECHNOLOGY FY25 OIT Annual Performance Plan (SMART Act) Colorado Office of Information Technology's annual performance plan detailing strategies, goals, and initiatives including technology improvements across state agencies, broadband expansion, digital services, and accessibility improvements for FY2024-25. 2024
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Government Report [29] <i>"The Configuration Management Database (CMDB), a data warehouse for components, which leads to cost management and meeting audit and compliance controls."</i> COLORADO GOVERNOR'S OFFICE OF INFORMATION TECHNOLOGY FY25 OIT Annual Performance Plan (SMART Act) Colorado Office of Information Technology's annual performance plan detailing strategies, goals, and initiatives including technology improvements across state agencies, broadband expansion, digital services, and accessibility improvements for FY2024-25. 2024

Government Report	[29]	Government Report	[29]
<i>"IT Asset Management to provide a single modern solution for OIT and agencies to track hardware on the state network. As a result of this collaborative project, nearly 68,000 hardware assets are being tracked, and with automated data collection, manual processes are being reduced, making it easier for agencies to see the physical and software assets currently in use."</i>		<i>"WIG #1: Improve the state's technology lifecycle maturity (based on the National Institute of Standards and Technology NCSR* Framework) from a score of 2.8 to 5 (out of 7) by June 30, 2027."</i>	
COLORADO GOVERNOR'S OFFICE OF INFORMATION TECHNOLOGY FY25 OIT Annual Performance Plan (SMART Act) Colorado Office of Information Technology's annual performance plan detailing strategies, goals, and initiatives including technology improvements across state agencies, broadband expansion, digital services, and accessibility improvements for FY2024-25. 2024		COLORADO GOVERNOR'S OFFICE OF INFORMATION TECHNOLOGY FY25 OIT Annual Performance Plan (SMART Act) Colorado Office of Information Technology's annual performance plan detailing strategies, goals, and initiatives including technology improvements across state agencies, broadband expansion, digital services, and accessibility improvements for FY2024-25. 2024	

Government Report

[29]

Government Report

[29]

"As the State's central technology provider, OIT needs to provide transparent, well-configured, secure and effective products and services that meet customer needs. To do this, it is vital to address our aging tech infrastructure and vulnerable systems that currently increase security threats and reduce the reliability of our technology systems."

COLORADO GOVERNOR'S OFFICE OF INFORMATION TECHNOLOGY

FY25 OIT Annual Performance Plan (SMART Act)

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2024

"WIG #2: Improve service delivery and strengthen partnerships in order to increase agency directors' overall satisfaction with OIT services from 31% to 67% by June 30, 2027."

COLORADO GOVERNOR'S OFFICE OF INFORMATION TECHNOLOGY

FY25 OIT Annual Performance Plan (SMART Act)

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2024

Government Report

[29]

"State governments increasingly depend on technology to deliver high-quality services to their constituents, and Colorado is no different. As the enterprise technology provider for nearly all executive branch agencies, OIT is at the heart of those services."

COLORADO GOVERNOR'S OFFICE OF INFORMATION TECHNOLOGY

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2024

Government Report [29]

"WIG #3: Increase the percentage of Colorado households with access to reliable broadband internet (minimum 100/20 Mbps) from 93.3% to 99% by December 31, 2027."

COLORADO GOVERNOR'S OFFICE OF INFORMATION TECHNOLOGY

FY25 OIT Annual Performance Plan (SMART Act)

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2024

Government Report [29]

"Fast, reliable and affordable broadband service is critical for participation in our modern economy. Equitable online access enables more opportunities for work, education and connection to jobs and people; breaking down barriers for many low-income and marginalized people in rural communities is required if we are to achieve a Colorado for all."

COLORADO GOVERNOR'S OFFICE OF INFORMATION TECHNOLOGY

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2024

Government Report

[29]

"Colorado has received more than \$1 billion from state and federal funding sources, including from the American Rescue Plan Act (ARPA) and Infrastructure Investment and Jobs Act (IIJA). We are leveraging this critical investment to ensure all Coloradans have access to robust and scalable broadband infrastructure."

Government Report

[29]

"Coloradans provided feedback as part of a nationwide survey to understand what residents need most from their government. We learned our constituents expect all state services to be modern, innovative, accessible, responsive and fully digital."

COLORADO GOVERNOR'S OFFICE OF INFORMATION TECHNOLOGY

FY25 OIT Annual Performance Plan (SMART Act)

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2024

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2024

Government Report

[29]

"WIG #4: Increase the percent of Coloradans who report in surveys that they are 'satisfied' with state digital services from an average of 74% to 77% by June 30, 2025."

Government Report

[29]

"Gov. Polis partnered with the Office of Information Technology (OIT) in September 2022 to announce the multiyear Colorado Digital Government Strategic Plan that has served as a blueprint for modernizing online state services to create a Colorado for all."

COLORADO GOVERNOR'S OFFICE OF INFORMATION TECHNOLOGY

FY25 OIT Annual Performance Plan (SMART Act)

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2024

COLORADO GOVERNOR'S OFFICE OF INFORMATION TECHNOLOGY

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2024

Government Report	[29]	Government Report	[29]
<i>"WIG #5: Increase the percent of IT Accessibility Adoption Plans implemented across the consolidated agencies to operationalize accessibility, from 85% to 100% by June 30, 2026."</i>		<i>"As 20% of Colorado's population lives with a disability, access to government services is a significant problem and one that has unfortunately existed for many years. HB21-1110 (codified in C.R.S. 24-85-103) set several requirements to address inaccessible digital products so that all Coloradans are afforded the opportunity to easily access state-provided services and information."</i>	
COLORADO GOVERNOR'S OFFICE OF INFORMATION TECHNOLOGY FY25 OIT Annual Performance Plan (SMART Act) Colorado Office of Information Technology's annual performance plan detailing strategies, goals, and initiatives including technology improvements across state agencies, broadband expansion, digital services, and accessibility improvements for FY2024-25. 2024		COLORADO GOVERNOR'S OFFICE OF INFORMATION TECHNOLOGY FY25 OIT Annual Performance Plan (SMART Act) Colorado Office of Information Technology's annual performance plan detailing strategies, goals, and initiatives including technology improvements across state agencies, broadband expansion, digital services, and accessibility improvements for FY2024-25. 2024	

Government Report [29] <i>"One requirement is that all state agencies create an IT Accessibility Adoption Plan to test and remediate websites and applications that do not meet WCAG 2.1 standards. OIT's Technology Accessibility Program (TAP) is tasked with supporting state agencies with implementing their plans and to provide guidance in core areas such as governance, procurement, skills and training, communications and support, accommodations, and evaluation so that accessibility becomes part of their standard operations."</i> COLORADO GOVERNOR'S OFFICE OF INFORMATION TECHNOLOGY FY25 OIT Annual Performance Plan (SMART Act) Colorado Office of Information Technology's annual performance plan detailing strategies, goals, and initiatives including technology improvements across state agencies, broadband expansion, digital services, and accessibility improvements for FY2024-25. 2024	Government Report [29] <i>"Increase the number of people using the myColorado application from 1,170,000 to 2,000,000 by June 30, 2024. Measures: Baseline = 1.17M, Q1 = 1.24M, Q2 = 1.30M, Q3 = 1.36M, Q4 = 1.45M."</i> COLORADO GOVERNOR'S OFFICE OF INFORMATION TECHNOLOGY FY25 OIT Annual Performance Plan (SMART Act) Colorado Office of Information Technology's annual performance plan detailing strategies, goals, and initiatives including technology improvements across state agencies, broadband expansion, digital services, and accessibility improvements for FY2024-25. 2024
Government Report [29] <i>"Increase broadband access (minimum 100/20) for rural households from 58.1% to 61.1% by June 30, 2024. Measures: Baseline = 58.1%, Q1 = 58.1%, Q2 through Q4 = 65.3%. Goal was achieved."</i> COLORADO GOVERNOR'S OFFICE OF INFORMATION TECHNOLOGY FY25 OIT Annual Performance Plan (SMART Act) Colorado Office of Information Technology's annual performance plan detailing strategies, goals, and initiatives including technology improvements across state agencies, broadband expansion, digital services, and accessibility improvements for FY2024-25. 2024	

Government Report [29]

"Increase investment into last mile infrastructure from \$0 to \$60,000,000 by June 30, 2024, on the way to \$162,214,090 by Dec. 31, 2024. Measures: Baseline through Q3 = \$0, Q4 = \$73.3M. Goal was achieved."

COLORADO GOVERNOR'S OFFICE OF INFORMATION TECHNOLOGY

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2024

Government Report [29]

"Decrease the number of servers that are out of date (2012 or older) from 779 to 629 by June 30, 2024. Measures: Baseline = 779, Q1 = 662, Q2 = 570, Q3 = 461, Q4 = 331. Goal was achieved. Details: The target was met in the second quarter and the number of out-of-date servers were reduced by over 50%."

COLORADO GOVERNOR'S OFFICE OF INFORMATION TECHNOLOGY

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2024

Government Report

[29]

"Decrease the number of computing racks located in eFORT Data Center from 83 to 40 racks (50% reduction) by June 30, 2024 by utilizing cloud smart initiatives and relocating physical systems. Measures: Baseline = 83, Q1 = 74, Q2 = 61, Q3 = 60, and Q4 = 54. Goal was not achieved. Details: The rack count was reduced significantly (to 54) due to successful migrations, and there are now only five agencies left to migrate."

COLORADO GOVERNOR'S OFFICE OF INFORMATION TECHNOLOGY

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2024

Government Report

[29]

"Increase the percentage of Application Programming Interfaces (APIs; a software interface that allows applications to communicate) that conform to governance standards from 35% to 59% by June 30, 2024. Measures: Baseline = 35%, Q1 = 60%, Q2 = 59%, Q3 = 61%, Q4 = 64%. Goal was achieved."

COLORADO GOVERNOR'S OFFICE OF INFORMATION TECHNOLOGY

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2024

Government Report [29] <i>"Increase the percent of IT Accessibility Adoption Plans completed across the consolidated agencies to operationalize accessibility, from 37% to 80% by June 30, 2024. Measures: Baseline = 37%, Q1 = 46%, Q2 = 56%, Q3 = 63.6%, Q4 = 85%. Goal was achieved."</i> COLORADO GOVERNOR'S OFFICE OF INFORMATION TECHNOLOGY FY25 OIT Annual Performance Plan (SMART Act) Colorado Office of Information Technology's annual performance plan detailing strategies, goals, and initiatives including technology improvements across state agencies, broadband expansion, digital services, and accessibility improvements for FY2024-25. 2024	Government Report [29] <i>"Pilot and roll out user journey maps by agency (business structure, mission, application mapping, user experience maps of agency services) by June 30, 2025."</i> COLORADO GOVERNOR'S OFFICE OF INFORMATION TECHNOLOGY FY25 OIT Annual Performance Plan (SMART Act) Colorado Office of Information Technology's annual performance plan detailing strategies, goals, and initiatives including technology improvements across state agencies, broadband expansion, digital services, and accessibility improvements for FY2024-25. 2024
Government Report [29] <i>"Formalize quarterly business reviews (QBRs) with agencies starting informally with top three priorities and top three problems; evolve into a more formalized structure and review by June 30, 2025."</i> COLORADO GOVERNOR'S OFFICE OF INFORMATION TECHNOLOGY FY25 OIT Annual Performance Plan (SMART Act) Colorado Office of Information Technology's annual performance plan detailing strategies, goals, and initiatives including technology improvements across state agencies, broadband expansion, digital services, and accessibility improvements for FY2024-25. 2024	Government Report [29] <i>"The Customer Office and Service Management Office will formulate, document, and implement the customer engagement model to understand agency customer business IT needs and ensure that the ways to request services to meet those needs is efficient and well-defined by June 30, 2025."</i> COLORADO GOVERNOR'S OFFICE OF INFORMATION TECHNOLOGY FY25 OIT Annual Performance Plan (SMART Act) Colorado Office of Information Technology's annual performance plan detailing strategies, goals, and initiatives including technology improvements across state agencies, broadband expansion, digital services, and accessibility improvements for FY2024-25. 2024

Government Report [29]

"The Service Management Office will design all Agency Catalogs by June 30, 2025. The Service Management Office will implement Agency Catalogs by June 30, 2026. The Service Management Office will create Service Level Agreements (SLAs) for all requestable services by June 30, 2027."

COLORADO GOVERNOR'S OFFICE OF INFORMATION TECHNOLOGY

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2024

Government Report [29]

"Create a presentation to explain what constituent digital identity is, how Colorado is doing in this area, and summarize options to move forward by Dec. 31, 2024. Initiate a project to complete discovery of the requirements needed to implement the Constituent Digital Identity Management Plan by March 31, 2025."

COLORADO GOVERNOR'S OFFICE OF INFORMATION TECHNOLOGY

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2024

Government Report [29]

"Work with the Governor's Office to create a plan to assess agency interest and buy-in for a unified digital resident experience by Dec. 31, 2024. Summarize feedback and interest and provide recommendations for next steps regarding a streamlined state digital experience by March 31, 2025."

COLORADO GOVERNOR'S OFFICE OF INFORMATION TECHNOLOGY

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2024

Government Report [29]

"Colorado Digital Service will work with an agency partner to test ideas focused on improving benefits by September 30, 2024. Create a dashboard that outlines the end-to-end benefits journey, with data that drills down to digital touchpoints and correlates time-to-benefit by county by Dec. 30, 2024."

COLORADO GOVERNOR'S OFFICE OF INFORMATION TECHNOLOGY

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2024

Government Report	[29]	Government Report	[29]
<i>"Create a set of service standards that enable state teams to deliver high-quality digital services to their users by June 30, 2025. Lead efforts to move product teams to unifying strategies that reduce data duplication and deliver a unified, comprehensive state experience, starting with one benefits product by June 30, 2025."</i>		<i>"Colorado Digital Service will define product management (including the standard terms and roles and responsibilities) by Oct. 31, 2024. Create a Product Management Community of Practice (CoP) that meets regularly in order to share best practices, solve problems, and support Product Managers in their role by Dec. 31, 2024."</i>	
COLORADO GOVERNOR'S OFFICE OF INFORMATION TECHNOLOGY FY25 OIT Annual Performance Plan (SMART Act) Colorado Office of Information Technology's annual performance plan detailing strategies, goals, and initiatives including technology improvements across state agencies, broadband expansion, digital services, and accessibility improvements for FY2024-25. 2024		COLORADO GOVERNOR'S OFFICE OF INFORMATION TECHNOLOGY FY25 OIT Annual Performance Plan (SMART Act) Colorado Office of Information Technology's annual performance plan detailing strategies, goals, and initiatives including technology improvements across state agencies, broadband expansion, digital services, and accessibility improvements for FY2024-25. 2024	

Government Report	[29]
<i>"Create Product Management training to support outcomes-led product teams within agencies by March 30, 2025. Assign the Product Management training to all product leads by June 30, 2025."</i>	
COLORADO GOVERNOR'S OFFICE OF INFORMATION TECHNOLOGY FY25 OIT Annual Performance Plan (SMART Act) Colorado Office of Information Technology's annual performance plan detailing strategies, goals, and initiatives including technology improvements across state agencies, broadband expansion, digital services, and accessibility improvements for FY2024-25. 2024	

Government Report

[29]

"Use OIT rulemaking to define Technology Lifecycle Management, roles and requirements, and associated requirements and terms by May 31, 2025. In partnership with the agencies, create a comprehensive IT asset inventory (including hardware and software assets, Application Portfolio Management, and Business Applications) by June 30, 2025."

COLORADO GOVERNOR'S OFFICE OF INFORMATION
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2024

Government Report

[29]

"Establish procurement paths and assign purchase and operating costs for every class of IT asset by June 30, 2025. Develop a statewide IT capital and operating plan for all existing IT asset classes by August 31, 2025."

COLORADO GOVERNOR'S OFFICE OF INFORMATION
TECHNOLOGY

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Colorado Office of Information Technology's annual performance plan detailing strategies, goals, and initiatives including technology improvements across state agencies, broadband expansion, digital services, and accessibility improvements for FY2024-25.

2024

Government Legislative Database

[30]

"SB25-011: Concerning the use of artificial-intelligence-enabled detection components to mitigate wildfires."

COLORADO CAPITOL WATCH

Colorado Capitol Watch - 2025 Senate Bills (AI Wildfire Prevention Focus)

Legislative tracking database showing Colorado Senate Bills from 2025 session, with detailed information on bill status, committee assignments, and legislative history. Includes SB25-011 and SB25-022 concerning AI applications for wildfire detection and mitigation.

2025 (ONGOING)

Government Legislative Database [30] "SB25-022: Concerning the application of artificial intelligence to predict, prevent, or assist in fighting wildfires, and, in connection therewith, making an appropriation." COLORADO CAPITOL WATCH Colorado Capitol Watch - 2025 Senate Bills (AI Wildfire Prevention Focus) Legislative tracking database showing Colorado Senate Bills from 2025 session, with detailed information on bill status, committee assignments, and legislative history. Includes SB25-011 and SB25-022 concerning AI applications for wildfire detection and mitigation. 2025 (ONGOING)	Government Legislative Database [30] "SB25-022 - Senate Committee on Transportation & Energy Postpone Indefinitely: 01/29/2025" COLORADO CAPITOL WATCH Colorado Capitol Watch - 2025 Senate Bills (AI Wildfire Prevention Focus) Legislative tracking database showing Colorado Senate Bills from 2025 session, with detailed information on bill status, committee assignments, and legislative history. Includes SB25-011 and SB25-022 concerning AI applications for wildfire detection and mitigation. 2025 (ONGOING)
Government Legislative Database [30] "SB25-011 - House Committee on Appropriations Lay Over Unamended - Amendment(s) Failed: 05/13/2025" COLORADO CAPITOL WATCH Colorado Capitol Watch - 2025 Senate Bills (AI Wildfire Prevention Focus) Legislative tracking database showing Colorado Senate Bills from 2025 session, with detailed information on bill status, committee assignments, and legislative history. Includes SB25-011 and SB25-022 concerning AI applications for wildfire detection and mitigation. 2025 (ONGOING)	Government Legislative Database [30] "SB25-011 underwent reviews by: Senate Appropriations Committee (04/22/2025), Senate Finance Committee (03/11/2025), Senate Transportation & Energy Committee (03/05/2025), House Finance Committee (04/29/2025)" COLORADO CAPITOL WATCH Colorado Capitol Watch - 2025 Senate Bills (AI Wildfire Prevention Focus) Legislative tracking database showing Colorado Senate Bills from 2025 session, with detailed information on bill status, committee assignments, and legislative history. Includes SB25-011 and SB25-022 concerning AI applications for wildfire detection and mitigation. 2025 (ONGOING)

Government Legislative Database [30] "SB25-022 underwent reviews by: Senate Transportation & Energy Committee (01/29/2025), with sponsors including A. Boesenecker (D) and R. Weinberg (R), indicating bipartisan interest" COLORADO CAPITOL WATCH Colorado Capitol Watch - 2025 Senate Bills (AI Wildfire Prevention Focus) Legislative tracking database showing Colorado Senate Bills from 2025 session, with detailed information on bill status, committee assignments, and legislative history. Includes SB25-011 and SB25-022 concerning AI applications for wildfire detection and mitigation. 2025 (ONGOING)	Industry Trade Publication/Blog [31] "Colorado is built for this moment. The state's tech sector has grown faster than any other in the nation, now representing 10 percent of all jobs. Global AI companies have a major footprint here, fueling a vibrant technology ecosystem." GOVERNMENT TECHNOLOGY INSIDER Colorado's Defining Moment: Building the National Model for Smart Safe AI Analysis of Colorado's AI Act and its implications for businesses, consumers, and government, providing context on Colorado's broader AI governance and implementation landscape. FEBRUARY 13, 2026
Industry Trade Publication/Blog [31] "Artificial intelligence is reshaping daily life at an unprecedented speed, creating enormous opportunities and real policy challenges. Colorado took a bold first step with the 2024 Colorado AI Act (CAIA), but it continues to have sticking points for businesses, consumers, and lawmakers." GOVERNMENT TECHNOLOGY INSIDER Colorado's Defining Moment: Building the National Model for Smart Safe AI Analysis of Colorado's AI Act and its implications for businesses, consumers, and government, providing context on Colorado's broader AI governance and implementation landscape. FEBRUARY 13, 2026	Industry Trade Publication/Blog [31] "To turn that momentum into lasting leadership, Colorado must double down on three essentials: risk-based regulation, clear accountability across the AI stack, and robust statewide adoption strategies." GOVERNMENT TECHNOLOGY INSIDER Colorado's Defining Moment: Building the National Model for Smart Safe AI Analysis of Colorado's AI Act and its implications for businesses, consumers, and government, providing context on Colorado's broader AI governance and implementation landscape. FEBRUARY 13, 2026

Industry Trade Publication/Blog [31] <i>"AI is a powerful tool—incredibly useful when handled correctly, but dangerous if misused. Effective AI governance must zero in on high-risk use cases — those that materially affect people's lives, such as critical infrastructure, financial services, hiring, and public benefits."</i> GOVERNMENT TECHNOLOGY INSIDER Colorado's Defining Moment: Building the National Model for Smart Safe AI Analysis of Colorado's AI Act and its implications for businesses, consumers, and government, providing context on Colorado's broader AI governance and implementation landscape. FEBRUARY 13, 2026	Industry Trade Publication/Blog [31] <i>"The state must also distinguish between Enterprise AI — secure, specialized systems used in business — and Consumer AI, which is open-ended and widely accessible."</i> GOVERNMENT TECHNOLOGY INSIDER Colorado's Defining Moment: Building the National Model for Smart Safe AI Analysis of Colorado's AI Act and its implications for businesses, consumers, and government, providing context on Colorado's broader AI governance and implementation landscape. FEBRUARY 13, 2026
Industry Trade Publication/Blog [31] <i>"Colorado should sharpen CAIA's scope to explicitly cover these sensitive areas while avoiding broad rules that sweep in low-risk business tools and hinder innovation."</i> GOVERNMENT TECHNOLOGY INSIDER Colorado's Defining Moment: Building the National Model for Smart Safe AI Analysis of Colorado's AI Act and its implications for businesses, consumers, and government, providing context on Colorado's broader AI governance and implementation landscape. FEBRUARY 13, 2026	Industry Trade Publication/Blog [31] <i>"The CAIA currently defines 'developers' (those who build models) and 'deployers' (those who use AI in decision-making). However, modern AI ecosystems include actors who assemble, integrate, or customize AI—companies that don't fit cleanly into either category."</i> GOVERNMENT TECHNOLOGY INSIDER Colorado's Defining Moment: Building the National Model for Smart Safe AI Analysis of Colorado's AI Act and its implications for businesses, consumers, and government, providing context on Colorado's broader AI governance and implementation landscape. FEBRUARY 13, 2026

Industry Trade Publication/Blog[31]

"By better incorporating actors in this grey area, Colorado can ensure that accountability extends across the full AI value chain, clarifying obligations for all players and preventing key actors from falling through the cracks."

Industry Trade Publication/Blog[31]

"Colorado should also accelerate responsible adoption through incentives, regulatory sandboxes, and sector playbooks that help small and medium-sized businesses deploy AI tools efficiently."

GOVERNMENT TECHNOLOGY INSIDER

Colorado's Defining Moment: Building the National Model for Smart Safe AI

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FEBRUARY 13, 2026

GOVERNMENT TECHNOLOGY INSIDER

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FEBRUARY 13, 2026

Industry Trade Publication/Blog[31]

"Smart regulation can fuel economic growth by signaling that Colorado is serious about safe, scalable AI. Aligning CAIA with emerging global, national, and state standards will prevent a patchwork of conflicting rules that burden companies operating across jurisdictions."

Industry Trade Publication/Blog[31]

"A skilled workforce is critical. Colorado should expand AI education at every level—training teachers, funding scholarships, modernizing Career Technical Education programs, and encouraging industry-university partnerships for research and internships."

GOVERNMENT TECHNOLOGY INSIDER

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FEBRUARY 13, 2026

GOVERNMENT TECHNOLOGY INSIDER

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FEBRUARY 13, 2026

Industry Trade Publication/Blog	[31]	Government Policy Research Organization	[32]
"Successful public-sector deployments demonstrate how AI can automate routine tasks and free up government employees to focus on mission-critical work that requires human expertise."		"State governments across the country are starting to use or examine how AI can be used to improve government services such as enhancing customer service; improving health care facility inspections; and improving roadway safety."	

GOVERNMENT TECHNOLOGY INSIDER

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FEBRUARY 13, 2026

NATIONAL CONFERENCE OF STATE LEGISLATURES (NCSL)

Summary of Artificial Intelligence 2025 Legislation

National Conference of State Legislatures overview of key AI legislation introduced during the 2025 session, providing comparative context for Colorado's AI implementation efforts and national trends in AI governance

JULY 10, 2025

Industry Trade Publication/Blog	[31]
"By leveraging AI agents to make interactions more transparent, efficient, and reliable, the government can both improve outcomes and build public confidence in the technology."	

GOVERNMENT TECHNOLOGY INSIDER

Colorado's Defining Moment: Building the National Model for Smart Safe AI

Analysis of Colorado's AI Act and its implications for businesses, consumers, and government, providing context on Colorado's broader AI governance and implementation landscape.

FEBRUARY 13, 2026

Government Policy Research Organization	[32]
"In the 2025 legislative session, all 50 states, Puerto Rico, the Virgin Islands, and Washington, D.C., have introduced legislation on this topic this year. Thirty-eight states adopted or enacted around 100 measures this year."	

NATIONAL CONFERENCE OF STATE LEGISLATURES (NCSL)

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JULY 10, 2025

Government Policy Research Organization [32]

"Arkansas enacted legislation that clarifies who the owner of AI generated content is, which includes the person who provides data or input to train a generative AI model or an employer, if the content is generated as a part of employment duties. The new law specifies that the generated content should not infringe on existing copyright or intellectual property rights."

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JULY 10, 2025

Government Policy Research Organization [32]

"Montana's new, 'Right to Compute,' law sets requirements for critical infrastructure that is controlled by an AI system, such as instructing the deployer to develop a risk management policy that considers guidance from a list of specified standards, such as the latest version of the AI risk management framework from the national institute of standards and technology."

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JULY 10, 2025

Government Policy Research Organization [32]

"New York enacted a new law that requires state agencies to publish detailed information about their automated decision-making tools on their public websites through an inventory created and maintained by the Office of Information Technology. The new law also amends the civil service law to strengthen worker protections, such as requiring when an AI system is used by the state government that it cannot affect the existing rights of employees pursuant to an existing collective bargaining agreement."

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JULY 10, 2025

Government Policy Research Organization [32]

"Alaska's requirement for the Office of Information Technology to present a prioritized plan to the co-chairs of the finance committees and to the Legislative Finance Division by Dec. 20, 2025 for the uses, costs, and expected benefits of projects using AI."

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JULY 10, 2025

Government Policy Research Organization [32]

"California enacted legislation requiring that generative AI projects in state departments, agencies, or other entities under the control of the governor be approved in the Budget Act or another statute."

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JULY 10, 2025

Government Policy Research Organization [32]

"Connecticut enacted legislation providing that each utilization review shall have a rebuttable presumption that each health care service under review is medically necessary if such health care service was ordered by a health care professional acting within such health care professional's scope of practice; provides that any utilization review company performing such review of a health care service shall have the burden of proving that such health care service is not medically necessary."

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JULY 10, 2025

Government Policy Research Organization [32]

"Texas enacted legislation relating to the regulation of the use of AI systems in the state; provides civil penalties. Relates to automated decision systems (ADS). Requires a deployer of a covered ADS to take certain actions, including providing certain disclosures to a subject of a consequential decision made or facilitated by the covered ADS."

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JULY 10, 2025

Government Policy Research Organization [32]

"Utah enacted legislation establishing protections for users of mental health chatbots that use AI technology; prohibits certain uses of personal information by a mental health chatbot; requires a mental health chatbot to make certain disclosures to users."

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Government Policy Research Organization [32]

"Virginia enacted legislation relating to criminal justice risk assessments; relates to human oversight; requires that the recommendations or predictions provided by any AI-based tool, defined in the bill, utilized for criminal justice purposes, including recommendations or predictions related to pretrial release, sentencing, probation, or parole, shall be reviewed and approved by a qualified human decision maker prior to using any such recommendations or predictions in making or informing a final decision."

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JULY 10, 2025

Government Policy Research Organization [32]

"Kentucky enacted legislation providing that a department, agency, or administrative body shall disclose to the public, through a clear and conspicuous disclaimer, when generative AI, AI systems, or other AI-related capabilities are used, among other things, to render any decision regarding individual citizens or businesses within the state."

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Government Policy Research Organization [32]

"Nevada enacted legislation relating to AI; defines AI in the context of emergency management; requires emergency management plans prepared by the governor and each plan adopted by a state or local governmental agency to include provisions ensuring that final decisions regarding emergency response planning and the allocation of resources in response to an emergency are not made by AI."

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JULY 10, 2025

Government Policy Research Organization

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"Multiple states enacted legislation prohibiting the sale of algorithmic device services or products for the purpose of setting or recommending the amount of rent to be charged to a tenant for the occupancy of a dwelling unit, addressing algorithmic pricing in residential housing markets."

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JULY 10, 2025

Government Policy Research Organization

[32]

"North Dakota enacted legislation relating to harassment and stalking with a robot; provides a penalty; relates to an artificial object or system that senses, processes, and acts using technology, including the associated elements, communication links, and AI."

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Government Policy Research Organization

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"Multiple states enacted legislation addressing AI-generated child sexual abuse material, with criminal penalties for creation, distribution, and possession of computer-generated images depicting minors in sexually explicit conduct."

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JULY 10, 2025

Think Tank / Advocacy Organization

[33]

"Government agency AI adoption is now widespread, covering a broad range of functions from surveillance monitoring to screening, scoring, transcription, and more. For example, the OMB's 2023 AI inventory reported roughly 700 AI use cases, while the 2024 inventory reported 2,133 use cases."

EPIC (ELECTRONIC PRIVACY INFORMATION CENTER)

Government Use of AI

EPIC's comprehensive overview of racial and gender bias trends in AI and automated decision-making tools used in pretrial dispositions, sentencing, prison management, and other government contexts, documenting recurring harms from government AI systems.

ONGOING (MOST RECENT UPDATES FROM OCTOBER 2025)

Think Tank / Advocacy Organization [33]

"Governments at all levels are using AI and automated decision-making systems to expand or replace law enforcement functions, make critical public benefit decisions, and intake public complaints and comments. The use of these systems is almost entirely unregulated and largely opaque."

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ONGOING (MOST RECENT UPDATES FROM OCTOBER 2025)

Think Tank / Advocacy Organization [33]

"In the criminal justice system, the deployment of AI and other algorithmic decision-making tools tends to exacerbate discriminatory policing patterns that already disadvantage minorities. AI systems trained on historic policing data recognize patterns of which races have been targeted most by police, charged with the most serious crimes, and sentenced to the longest terms and will replicate and perpetuate those pattern unless AI developers explicitly address the context and weights of this data."

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Think Tank / Advocacy Organization [33]

"In 2023, for example, EPIC urged the Department of Justice to investigate the discriminatory effects of automated, acoustic gunshot detection systems. Extensive research—including one 2021 study by the Inspector General of Chicago—has shown that these systems, which cities have procured and placed disproportionately in majority-minority neighborhoods, produce tens of thousands of false positives that increase police activity and lead to false arrests."

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ONGOING (MOST RECENT UPDATES FROM OCTOBER 2025)

Think Tank / Advocacy Organization [33]

"Across the country, state and local governments are experimenting with AI tools that outsource important government decisions to private companies, all without public input or oversight. In D.C., for example, 20 different agencies use AI and automated decision-making for decisions like who should receive public benefits or access public housing."

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ONGOING (MOST RECENT UPDATES FROM OCTOBER 2025)

Think Tank / Advocacy Organization [33]

"While some form of automation is nothing new to public benefits programs, the scope and sophistication of AI tools used in public benefits programs has steadily increased, in part due to increased demand for benefits during the COVID-19 pandemic. These tools are designed to automate, assist, or replace human decision-making for a variety of tasks, including eligibility determinations, fraud detection, and identity verification."

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ONGOING (MOST RECENT UPDATES FROM OCTOBER 2025)

Think Tank / Advocacy Organization [33]

"EPIC filed an FTC complaint against a Thomson Reuters-backed fraud detection system which purported to help identify and reject fraudulent public benefits claims. However, an audit of the system found that it incorrectly flagged 600,000 eligible claimants as fraudulent. The system was only 46% accurate."

EPIC (ELECTRONIC PRIVACY INFORMATION CENTER)

Government Use of AI

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ONGOING (MOST RECENT UPDATES FROM OCTOBER 2025)

Think Tank / Advocacy Organization [33]

"Without proper safeguards and oversight, AI systems can produce outputs that are flawed, biased, or overly simplistic. The accuracy, reliability, and effectiveness of an AI system depends entirely on the data used to train and operate the system, the analytic technique used to produce system outputs, and the system's programmed risk tolerance."

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Government Use of AI

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ONGOING (MOST RECENT UPDATES FROM OCTOBER 2025)

Think Tank / Advocacy Organization [33]

"AI screening tools used by landlords and housing authorities to help make decisions about whether to accept a tenant's rent application are frequently biased or riddled with errors. Companies who offer tenant screening tools collect, store, and select records for housing providers to use in evaluating tenants. These tenant screening reports often contain errors and misleading information, and there is little oversight of the companies' record collection or matching practices."

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Government Use of AI

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ONGOING (MOST RECENT UPDATES FROM OCTOBER 2025)

Think Tank / Advocacy Organization

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Think Tank / Advocacy Organization

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"Procurement is a particularly effective avenue for regulating government AI systems because companies bidding for government contracts must (1) disclose information they may be unwilling to disclose publicly and (2) agree to contractual terms that can include strong oversight requirements. For example, after Michigan scrapped a faulty unemployment insurance fraud detection system, it required the replacement vendor to agree to a 'source code escrow' provision, wherein an independent auditor could monitor whether the new system was accurate."

EPIC (ELECTRONIC PRIVACY INFORMATION CENTER)

Government Use of AI

EPIC's comprehensive overview of racial and gender bias trends in AI and automated decision-making tools used in pretrial dispositions, sentencing, prison management, and other government contexts, documenting recurring harms from government AI systems.

ONGOING (MOST RECENT UPDATES FROM OCTOBER 2025)

"In 2024, for example, the federal Office of Management and Budget released Memo M-24-18, outlining federal government-wide policies for procuring AI systems, and California released its own state procurement guidelines for generative AI systems."

EPIC (ELECTRONIC PRIVACY INFORMATION CENTER)

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EPIC's comprehensive overview of racial and gender bias trends in AI and automated decision-making tools used in pretrial dispositions, sentencing, prison management, and other government contexts, documenting recurring harms from government AI systems.

ONGOING (MOST RECENT UPDATES FROM OCTOBER 2025)

Think Tank / Advocacy Organization

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"Individuals who have had public benefits claims wrongly rejected face a challenging battle to correct AI errors and obtain a human appeal of the decision and lack critical benefits while trying to right this wrong."

EPIC (ELECTRONIC PRIVACY INFORMATION CENTER)

Government Use of AI

EPIC's comprehensive overview of racial and gender bias trends in AI and automated decision-making tools used in pretrial dispositions, sentencing, prison management, and other government contexts, documenting recurring harms from government AI systems.

ONGOING (MOST RECENT UPDATES FROM OCTOBER 2025)

Civil Rights Advocacy Organization / Think Tank [34]

"Searching for an apartment online, applying for a loan, going through airport security, or looking up a question on a search engine – you might not think anything of these exchanges other than that they are mundane things you do, but, in many of these instances, you're actually interacting with artificial intelligence (AI)."

AMERICAN CIVIL LIBERTIES UNION (ACLU)
AI is Infringing on Your Civil Rights. Here's How We Can Stop That
ACLU analysis of how AI systems are infringing on civil rights, with specific examples of algorithmic harm and advocacy for the AI Civil Rights Act of 2025 as a legislative remedy.
DECEMBER 3, 2025

Civil Rights Advocacy Organization / Think Tank [34]

"While proponents of AI usage boast about how efficient the technology is, the decisions it makes about us are oftentimes uncontestable, discriminatory, and infringe on our civil rights."

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DECEMBER 3, 2025

Civil Rights Advocacy Organization / Think Tank [34]

"Whether you are looking at the Civil Rights Act of 1964, The Fair Housing Act, The Voting Rights Act, the Americans with Disabilities Act, or a multitude of other civil rights statutes, current civil rights laws may not be easily enforced against discriminatory AI."

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Civil Rights Advocacy Organization / Think Tank [34]

"By covering AI harms in several consequential areas -- employment, education, housing, utilities, health care, financial services, insurance, criminal justice, identity verification, and government welfare benefits -- the AI Civil Rights Act provides interlocking protections against discrimination, testing protocols and notice requirements in numerous sectors for people who have their civil rights eroded by AI systems."

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Civil Rights Advocacy Organization / Think Tank [34]

"A decision from an AI model can often appear objective, but when you open up the algorithm, it can have a disparate impact on protected groups. Disparate impact, in the context of artificial intelligence, is a form of discrimination where an AI model disproportionately harms one group over another in its decision making and has been seen within healthcare, financial services, education, criminal justice, and other significant areas."

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Civil Rights Advocacy Organization / Think Tank [34]

"To prevail on a disparate impact claim, plaintiffs need to statistically demonstrate that an algorithm disproportionately harms a protected group and that a less discriminatory practice exists. However, the difficulty of meeting this burden can be exacerbated when AI companies refuse to disclose their algorithms for these evaluations by claiming they are 'trade secrets.'"

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DECEMBER 3, 2025

Civil Rights Advocacy Organization / Think Tank [34]

"The AI Civil Rights Act addresses algorithmic discrimination by making it explicitly unlawful for AI developers or deployers to offer, license, promote, sell, or use an algorithm in critical life areas like housing and employment that causes or contributes to a disparate impact."

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Civil Rights Advocacy Organization / Think Tank [34]

"The AI Civil Rights Act requires developers, deployers, and independent auditors to conduct pre-deployment evaluations, impact assessments, and annual reviews of their algorithms. These evaluations will be critical in helping determine whether a model has harmful effects on people's civil rights and where, if at all, it can be deployed in a specific sector."

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Civil Rights Advocacy Organization / Think Tank [34]

"'Black box' systems make decisions about who gets a loan, receives a job offer, or is eligible for parole, often with little understanding of how those decisions are made. The AI Civil Rights Act makes sure that AI systems are transparent and give everyone a fair chance to compete."

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Civil Rights Advocacy Organization / Think Tank [34]

"If developers and deployers are found violating the act, they risk facing civil penalties, fees, and other consequences at federal, state, and individual levels. The accountability mechanisms in the act are pivotal to empowering individuals against algorithmic harm while ensuring that AI developers and deployers understand that it is their duty to have low risk models."

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Think Tank

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"Last month, the White House published new rules establishing how the federal government uses artificial intelligence systems, including baseline protections for safety and civil rights. Given AI's well-documented potential to amplify discrimination and supercharge surveillance, among other harms, the rules are urgently needed as federal agencies race to adopt this technology."

BRENNAN CENTER FOR JUSTICE

How Loopholes and Opt-Outs Can Tear Apart AI Policy in the United States

Brennan Center analysis of how weaknesses in AI policy frameworks leave room for discrimination and surveillance harms, with focus on the urgency of accountability measures given AI's documented potential to amplify discrimination.

MARCH 28, 2024

Think Tank

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"The good news is that, for the most part, the new rules issued in a memo by the Office of Management and Budget are clear, sensible and strong. Unfortunately, they also give agencies far too much discretion to opt out of key safeguards, seriously undercutting their effectiveness."

BRENNAN CENTER FOR JUSTICE

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MARCH 28, 2024

Think Tank

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"The OMB memo sets up extensive 'minimum risk mitigation practices' that federal agencies must implement. Before using AI that may affect people's rights or safety, agencies must conduct an impact assessment, with particular attention to the 'potential risks to underserved communities' — such as wrongful arrests of racial minorities based on facial recognition errors or denied benefits to low-income families because of faulty algorithms."

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MARCH 28, 2024

Think Tank

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[35]

"One loophole permits agencies to waive the minimum practices if they — and they alone — deem that compliance would 'increase risks to safety or rights overall,' or 'create an unacceptable impediment to critical agency operations.' Such vague criteria are prone to abuse; moreover, it's difficult to see how practices to mitigate risks could increase them."

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Brennan Center analysis of how weaknesses in AI policy frameworks leave room for discrimination and surveillance harms, with focus on the urgency of accountability measures given AI's documented potential to amplify discrimination.

MARCH 28, 2024

"Agencies are also given leeway to opt out if they decide the AI is not a 'principal basis' of a given decision or action. A similar loophole under New York City's law to counter AI bias in hiring has undermined its effectiveness. The law requires employers to audit their use of AI-powered hiring tools for racial and gender bias and to post the results, but only if these tools 'substantially assist or replace' human decision-making. Few employers have posted audits as a result."

BRENNAN CENTER FOR JUSTICE

How Loopholes and Opt-Outs Can Tear Apart AI Policy in the United States

Brennan Center analysis of how weaknesses in AI policy frameworks leave room for discrimination and surveillance harms, with focus on the urgency of accountability measures given AI's documented potential to amplify discrimination.

MARCH 28, 2024

<https://app.mindstudio.ai/agents/deep-research-b4cce085/run/a9bfc250-d955-49c9-b796-f9b15b380388>

188/233

Think Tank

[35]

"An app used by Customs and Border Protection to screen migrants and asylum seekers, for example, relies on a facial recognition feature that has proven to be less accurate at identifying people with darker skin tones. This has disproportionately blocked Black asylum seekers from applying for asylum."

BRENNAN CENTER FOR JUSTICE

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MARCH 28, 2024

Think Tank

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"In 2021, the Department of Justice found that the algorithm it uses to assess who to grant early release from federal prison overpredicted that Black, Asian and Hispanic people would re-offend, making them less likely to qualify for early release."

BRENNAN CENTER FOR JUSTICE

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MARCH 28, 2024

Think Tank

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"AI harms have also crept into programs jointly administered by the federal government and states, such as a Medicaid benefit that provides home care support to older people and people with disabilities. More than two dozen states are using algorithms that have been linked to arbitrary and unfair cuts in home care hours, with thousands of beneficiaries inappropriately denied care and some forced to skip medical appointments, forgo meals and sit in urine-soaked clothing."

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MARCH 28, 2024

Think Tank

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"To make matters worse, decisions to opt out of the OMB's minimum practices will be solely at the discretion of 'Chief Artificial Intelligence Officers' — agency-designated leads responsible for overseeing the use of AI. These officers must report these decisions to OMB, and explain them to the public in most circumstances, unless, for example, the decision contains sensitive information. But these decisions are final and not subject to appeal."

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MARCH 28, 2024

Think Tank

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"Longstanding weaknesses in how agencies police themselves could undermine the chief AI officers' critical oversight role. To cite one example, the Department of Homeland Security's privacy and civil rights watchdogs are chronically understaffed and isolated from operational decision-making. Under their watch, the department has shirked basic privacy obligations, and engaged in intrusive and biased surveillance practices of questionable intelligence value."

BRENNAN CENTER FOR JUSTICE

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MARCH 28, 2024

Think Tank	[35]	Think Tank	[35]
<i>"Federal agencies should limit waivers and opt-outs to truly exceptional situations, ensuring that their exercise of discretion privileges public trust over expediency and secrecy. OMB should also carefully scrutinize such decisions and confirm they are clearly explained to the public. If they find that waivers and opt-outs have been abused, they should reconsider whether these should even be allowed."</i>		<i>"Ultimately, however, the responsibility to enact comprehensive protections rests with Congress, which can codify these safeguards and establish independent oversight of how they are enforced. The stakes are too high, and the harms too great, to leave broad loopholes in place."</i>	
BRENNAN CENTER FOR JUSTICE How Loopholes and Opt-Outs Can Tear Apart AI Policy in the United States Brennan Center analysis of how weaknesses in AI policy frameworks leave room for discrimination and surveillance harms, with focus on the urgency of accountability measures given AI's documented potential to amplify discrimination. MARCH 28, 2024		BRENNAN CENTER FOR JUSTICE How Loopholes and Opt-Outs Can Tear Apart AI Policy in the United States Brennan Center analysis of how weaknesses in AI policy frameworks leave room for discrimination and surveillance harms, with focus on the urgency of accountability measures given AI's documented potential to amplify discrimination. MARCH 28, 2024	
		News	[36]
		<i>"President Donald Trump signed an executive order Thursday evening banning states from enforcing their laws regulating artificial intelligence, potentially setting the stage for widespread legal challenges."</i>	
		STATESCOOP State leaders, civil rights groups respond to 'dangerous' Trump order banning state AI laws StateScoop coverage of reactions from state leaders and civil rights organizations to the Trump executive order targeting state-level AI protections, providing perspectives on accountability gaps and the controversy around government AI governance. DECEMBER 2025	

News

[36]

"The order, titled 'Eliminating State Law Obstruction of National Artificial Intelligence Policy,' closely follows a draft that circulated several weeks ago, with minor modifications. It aims to accomplish goals Trump laid out at the beginning of the week on Truth Social when he announced his intent to revive the measure after a number of legislative failures."

STATESCOOP

State leaders, civil rights groups respond to 'dangerous' Trump order banning state AI laws

StateScoop coverage of reactions from state leaders and civil rights organizations to the Trump executive order targeting state-level AI protections, providing perspectives on accountability gaps and the controversy around government AI governance.

DECEMBER 2025

News

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"Trump's order calls out 'onerous' laws like those in Colorado, a broad law that was the first to regulate high-risk AI systems in areas like hiring, lending, housing, insurance and government services. California has a slate of laws to address potential harms caused by AI deepfakes. Utah also has a cross-sectoral AI law on the books targeting AI's use in the commercial sector."

STATESCOOP

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DECEMBER 2025

News

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"First, State-by-State regulation by definition creates a patchwork of 50 different regulatory regimes that makes compliance more challenging, particularly for start-ups,' the order reads. 'Second, State laws are increasingly responsible for requiring entities to embed ideological bias within models. For example, a new Colorado law banning 'algorithmic discrimination' may even force AI models to produce false results in order to avoid a 'differential treatment or impact' on protected groups.'"

STATESCOOP

State leaders, civil rights groups respond to 'dangerous' Trump order banning state AI laws

StateScoop coverage of reactions from state leaders and civil rights organizations to the Trump executive order targeting state-level AI protections, providing perspectives on accountability gaps and the controversy around government AI governance.

DECEMBER 2025

News

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"But many states, according to a report published in November by the Council of State Governments, undertook the work to legislate AI protections because of inaction from the federal government, with states and territories proposing more than 250 pieces of AI-related legislation in 2025 alone."

STATESCOOP

State leaders, civil rights groups respond to 'dangerous' Trump order banning state AI laws

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DECEMBER 2025

News

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"The National Association of State Chief Information Officers, a group that represents states' top technology officials, released a statement opposing the proposal when it was first floated in May, noting it was 'concerned' about its potential impact to the work states have done to regulate AI use in absence of federal laws."

STATESCOOP

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DECEMBER 2025

News

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"The president's order also puts into limbo some funds states and territories were set to receive through the Broadband Equity, Access and Deployment program. The order directs the Commerce Department to withhold 'nondeployment funds' states were set to receive under the program, should they continue to enforce their 'onerous AI laws.'"

STATESCOOP

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DECEMBER 2025

News

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"Michael Kleinman, head of U.S. policy at the Future of Life Institute, a nonprofit research and advocacy group that promotes responsible management of technologies like AI and nuclear weapons, called the order a 'a gift for Silicon Valley oligarchs who are using their influence in Washington to shield themselves and their companies from accountability.'"

STATESCOOP

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DECEMBER 2025

News

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"'No other industry operates without regulation and oversight, be it drug manufacturers or hair salons; basic safety measures are not just expected, but legally required,' Kleinman said. 'AI companies, in contrast, operate with impunity. Unregulated AI threatens our children, our communities, our jobs and our future.'"

STATESCOOP

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DECEMBER 2025

News	[36]	News	[36]
<i>"Cody Venzke, senior policy counsel with the American Civil Liberties Union, called it 'dangerous.' 'President Trump's executive order doubles down on a dangerous policy that the Republican-led Congress has rejected not once, but twice: displacing states from their critical role in ensuring that AI is safe, trustworthy, and nondiscriminatory,' Venzke said in a statement."</i>		<i>""Moreover, the executive order is not just dangerous, it's unconstitutional. The Supreme Court has made clear that the president may not unilaterally and retroactively change the conditions on federal grants to states after the fact. Each of those grants are an agreement between states and the federal government, and threatening to withhold funds for schools, broadband buildout, nutritional support, and more for unrelated AI policy fights will unnecessarily harm the American people,' Venzke continued."</i>	
STATESCOOP		STATESCOOP	
State leaders, civil rights groups respond to 'dangerous' Trump order banning state AI laws		State leaders, civil rights groups respond to 'dangerous' Trump order banning state AI laws	
StateScoop coverage of reactions from state leaders and civil rights organizations to the Trump executive order targeting state-level AI protections, providing perspectives on accountability gaps and the controversy around government AI governance.		StateScoop coverage of reactions from state leaders and civil rights organizations to the Trump executive order targeting state-level AI protections, providing perspectives on accountability gaps and the controversy around government AI governance.	
DECEMBER 2025		DECEMBER 2025	

News

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"Alexandra Givens, president and chief executive of the nonprofit Center for Democracy and Technology, said that the order points the finger at states, but does 'nothing to address the real and documented harms these systems create.' 'States that take steps to protect their residents from such harms should not be subject to threats of legal attacks; nor should the administration punish rural Americans by threatening to withhold funding for the broadband services that could connect them to AI in the first place,' Givens said."

STATESCOOP

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DECEMBER 2025

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"And while the order does not call out California, as it does Colorado, Sen. Alex Padilla, the Democrat from California, also criticized the measure, noting that it infringes states' rights. 'No place in America knows the promise of artificial intelligence technologies better than California,' Padilla said in a statement. 'It's why we are world leaders in A.I. innovation and industry and why we have been able to work collaboratively to adopt some of the strongest consumer protections in the country.'"

STATESCOOP

State leaders, civil rights groups respond to 'dangerous' Trump order banning state AI laws

StateScoop coverage of reactions from state leaders and civil rights organizations to the Trump executive order targeting state-level AI protections, providing perspectives on accountability gaps and the controversy around government AI governance.

DECEMBER 2025

Professional Association/Government News [37]

"On Feb. 13, Gov. Maura Healey announced the launch of a ChatGPT-powered artificial intelligence assistant for the state's workforce. The enterprise AI assistant will be implemented across the executive branch using a phased approach, and 'will provide a safe and secure environment that protects state data,' according to the administration. Massachusetts will be the first state to adopt the technology for the entire executive branch, which includes nearly 40,000 state employees."

MASSACHUSETTS MUNICIPAL ASSOCIATION

Gov. Healey: Mass. will be 1st state to deploy AI across executive branch

Maura Healey announced the launch of a ChatGPT-powered artificial intelligence assistant for the state's workforce. The enterprise AI assistant covers nearly 40,000 employees across the executive branch.

FEBRUARY 13, 2026

Professional Association/Government News [37]

"'This is about making government faster, more efficient, and more effective for the people we serve,' Healey said in a prepared statement. 'AI has the potential to transform how government works.' She added that the ChatGPT tool from OpenAI 'will ensure a safe and secure environment for employees and improve their ability to deliver better service.'"

MASSACHUSETTS MUNICIPAL ASSOCIATION

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FEBRUARY 13, 2026

Professional Association/Government News [37]

"Jason Snyder, secretary of Technology Services and Security, said ChatGPT will empower state employees 'with a secure, governed tool that can enhance service delivery while maintaining the highest standards for data privacy, security, and thoughtful, transparent usage of AI.'"

MASSACHUSETTS MUNICIPAL ASSOCIATION

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FEBRUARY 13, 2026

Professional Association/Government News [37]

"Following a competitive procurement process, the state and OpenAI have agreed to a contract to deploy ChatGPT at scale across Massachusetts state government, according to the administration. The phased rollout will start with staff in the Executive Office of Technology Services and Security. Additional secretariats and executive branch agencies will be onboarded over the coming months."

MASSACHUSETTS MUNICIPAL ASSOCIATION

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FEBRUARY 13, 2026

Professional Association/Government News [37]

"In conjunction with the rollout, the state is offering a series of optional training programs designed to provide employees using the enterprise AI assistant with a baseline understanding on best practices and strategic use of the tool."

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FEBRUARY 13, 2026

Professional Association/Government News [37]

"The rollout of ChatGPT will be within a walled-off, secure environment that protects state data and ensures that employee chat inputs do not train public AI models. Use of the tool is governed by terms and conditions set by the TSS Privacy Office, and regularly updated policies that govern the use and development of AI."

MASSACHUSETTS MUNICIPAL ASSOCIATION

Gov. Healey: Mass. will be 1st state to deploy AI across executive branch

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FEBRUARY 13, 2026

Professional Association/Government News [37]

"While other states have launched limited pilot programs for ChatGPT, Massachusetts will be the first enterprise-wide deployment of the tool."

MASSACHUSETTS MUNICIPAL ASSOCIATION

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FEBRUARY 13, 2026

Professional Association/Government News [37]

"Through the Massachusetts AI Hub, the Healey-Driscoll administration is coordinating state support for the AI ecosystem, expanding access to critical infrastructure like computer resources, deepening partnerships with industry and research institutions, and working to ensure that Massachusetts is a place where AI is developed, tested, and turned into real-world solutions."

MASSACHUSETTS MUNICIPAL ASSOCIATION
Gov. Healey: Mass. will be 1st state to deploy AI across executive branch
Maura Healey announced the launch of a ChatGPT-powered artificial intelligence assistant for the state's workforce. The enterprise AI assistant covers nearly 40,000 employees across the executive branch.
FEBRUARY 13, 2026

Government Technology Trade Publication [38]

"Massachusetts has announced the launch of an enterprise AI assistant for its workforce, and officials say it is the first state to deploy the tool enterprisewide. Through a partnership with OpenAI, the ChatGPT-powered assistant will be available to nearly 40,000 employees across the state executive branch following a phased rollout."

GOVTECH
Massachusetts Is Deploying an AI Assistant for Its Workforce
Massachusetts has partnered with OpenAI to launch the ChatGPT-powered enterprise AI assistant for the nearly 40,000 employees across the state government, with details on implementation and efficiency goals.
FEBRUARY 13, 2026

Government Technology Trade Publication [38]

"The rollout will take place within a secure environment that protects state data; inputs will not be used to train public AI models. The EOTSS Privacy Office has established terms and conditions to guide use of the tool. In addition, the state is offering training programs to inform its workforce about best practices for, and strategic use of, the tool."

Government Technology Trade Publication [38]

"It is intended to support employees with tasks such as drafting first versions of documents, research, content translation and summarizing spreadsheets. Notably, officials acknowledge that the tool may sometimes generate incorrect information, and as such, emphasize that human oversight will remain 'essential.'"

GOVTECH

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FEBRUARY 13, 2026

GOVTECH

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FEBRUARY 13, 2026

Government Technology Trade Publication [38]

"By making ChatGPT available to the state workforce, we are empowering our employees with a secure, governed tool that can enhance service delivery while maintaining the highest standards for data privacy, security and thoughtful, transparent usage of AI," said CIO Jason Snyder."

Government Technology Trade Publication [38]

"Use of public AI models such as public versions of ChatGPT, Gemini or Claude is currently prohibited on state-issued devices. Access to this enterprise AI assistant aims to provide employees secure access to an AI model in a way that ensures state data is protected."

GOVTECH

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FEBRUARY 13, 2026

GOVTECH

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FEBRUARY 13, 2026

Government Technology Trade Publication [38]

"During the vendor selection process, proposals were evaluated based on security and privacy compliance, usability and accessibility, training and support plans, licensing flexibility and a commitment to both long-term partnerships and responsible AI practices."

GOVTECH

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FEBRUARY 13, 2026

Government Technology Trade Publication [38]

"The AI assistant is not being used to make any decisions about eligibility or services. It will not be used in public communications with state agency representatives. Residents may, however, interact with the state's virtual assistant created by EOTSS in some situations."

GOVTECH

Massachusetts Is Deploying an AI Assistant for Its Workforce

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FEBRUARY 13, 2026

Government Technology Trade Publication [38]

"The announcement builds on the Bay State's previous work to advance AI through actions such as the creation of the AI Strategic Task Force to advise leadership, the creation of an AI center of excellence for secure exploration, and the launch of the Massachusetts AI Hub, which facilitates cross-sector partnerships to support the technology's deployment."

GOVTECH

Massachusetts Is Deploying an AI Assistant for Its Workforce

Massachusetts has partnered with OpenAI to launch the ChatGPT-powered enterprise AI assistant for the nearly 40,000 employees across the state government, with details on implementation and efficiency goals.

FEBRUARY 13, 2026

Government Technology Trade Publication [38]

"Other states, such as North Carolina and Pennsylvania, have piloted ChatGPT to enhance government workforce efficiency. Massachusetts' contract with OpenAI follows a competitive procurement process."

GOVTECH

Massachusetts Is Deploying an AI Assistant for Its Workforce

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FEBRUARY 13, 2026

Government Technology Trade Publication [38]

"Employees will have a point of contact at each agency to support the rollout, address issues and answer questions. Employees are encouraged to share new, scalable use cases as they identify them."

GOVTECH

Massachusetts Is Deploying an AI Assistant for Its Workforce

Massachusetts has partnered with OpenAI to launch the ChatGPT-powered enterprise AI assistant for the nearly 40,000 employees across the state government, with details on implementation and efficiency goals.

FEBRUARY 13, 2026

Industry Association/Municipal Government Resource [39]

"Before heavily investing in AI tools or platforms, you need to first understand your AI-preparedness. A comprehensive AI readiness assessment must look at your: Data quality and accessibility, Security and compliance, Technology infrastructure, Policies and governance, Staff preparedness."

GEORGIA CITIES (VIA VC3)

Top AI Investments Municipalities Should Budget for in 2026

Georgia Cities publication covering AI readiness assessments and key AI investments municipalities should prioritize in 2026, including cost savings and efficiency considerations.

FEBRUARY 24, 2026

Industry Association/Municipal Government Resource [39]

"These improvements typically require their own budget allocation and should be prioritized early in your AI planning process. By budgeting for both an assessment and any foundational upgrades you identify, you ensure that you're building AI capabilities on a solid foundation rather than introducing tools into an environment that may not be fully prepared."

GEORGIA CITIES (VIA VC3)

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FEBRUARY 24, 2026

Industry Association/Municipal Government Resource [39]

"Municipal staff across various departments can save many valuable hours each week by using AI to summarize reports, generate presentations, and draft responses to common inquiries. By eliminating or minimizing the time involved with repetitive, tedious tasks, your staff can focus more on strategic projects and better service delivery."

GEORGIA CITIES (VIA VC3)

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FEBRUARY 24, 2026

Industry Association/Municipal Government Resource [39]

"Cybersecurity threats grow more sophisticated, and traditional tools such as antivirus simply cannot keep up. Cybercriminals now leverage AI to launch increasingly legitimate-looking phishing attacks, automatically scan for vulnerabilities in your systems, and enhance the power of malware."

GEORGIA CITIES (VIA VC3)

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FEBRUARY 24, 2026

Industry Association/Municipal Government Resource [39]

"Municipalities generate enormous amounts of data—from water usage to economic indicators. Without AI, this data often sits unused. As you know, manual analysis can be slow and resource-intensive—and decisions about infrastructure, staffing, and public services often rely on outdated or incomplete data."

GEORGIA CITIES (VIA VC3)

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FEBRUARY 24, 2026

Industry Association/Municipal Government Resource [39]

"AI-powered analytics platforms can help you turn this data into actionable insights. Imagine being able to predict water demand, optimize traffic flow, or identify economic development opportunities—all through AI-driven analysis. AI detects patterns and anomalies in real time such as spikes in water consumption or traffic congestion."

GEORGIA CITIES (VIA VC3)

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FEBRUARY 24, 2026

Industry Association/Municipal Government Resource [39]

"However, effective AI analytics also requires strong data governance. Your budget should include investments to ensure your data is clean and AI-ready. Without proper governance, AI tools can produce inaccurate or biased answers, summaries, and results."

GEORGIA CITIES (VIA VC3)

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FEBRUARY 24, 2026

Industry Association/Municipal Government Resource [39]

"AI-driven chatbots and virtual assistants can answer common questions, guide users through online forms, and enhance your website's responsiveness. These tools don't replace human interaction. Instead, they allow your staff to focus on more complex resident issues while AI handles common inquiries."

GEORGIA CITIES (VIA VC3)

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FEBRUARY 24, 2026

Industry Association/Municipal Government Resource [39]

"You don't always need to buy new software to leverage AI. Many existing systems—such as permitting platforms, ERP systems, and financial applications—are introducing AI features to improve functionality. These integrations can automate repetitive tasks, flag anomalies, and provide predictive insights."

GEORGIA CITIES (VIA VC3)

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FEBRUARY 24, 2026

Industry Association/Municipal Government Resource [39]

"There's a difference between personally dabbling with ChatGPT versus using AI for more complex business tasks. Enterprise AI tools within municipalities require that employees understand specific workflows, compliance rules, and technical configurations. Without proper training, your AI investments could go to waste or lead to misuse."

GEORGIA CITIES (VIA VC3)

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FEBRUARY 24, 2026

Industry Association/Municipal Government Resource [39]

"Budget for staff training that covers: How AI tools work and how they connect to their role, Best practices for maximizing productivity, Ethical and responsible use (including data privacy and security guidelines)."

GEORGIA CITIES (VIA VC3)

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FEBRUARY 24, 2026

Industry Association/Municipal Government Resource [39]

"To generate ideas, engage with department leaders and start with pain points. Where do they struggle most with efficiency? Which services generate the most resident complaints? Where do they spend the most on emergency fixes and overtime? Also, look at what similar municipalities are piloting, consult your IT and software vendors, and consider creating an AI steering committee to collect and evaluate ideas."

GEORGIA CITIES (VIA VC3)

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FEBRUARY 24, 2026

Industry Association/Municipal Government Resource [39]

"Some examples could include: Traffic optimization—Use AI to analyze congestion patterns. Water management—Experiment with systems that predict demand and detect leaks. Predictive maintenance—Analyze data from sensors on public infrastructure and predict failures before they happen."

GEORGIA CITIES (VIA VC3)

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FEBRUARY 24, 2026

Industry Association/Municipal Government Resource [39]

"By making strategic investments in 2026 that fit your municipality's unique needs, you'll find ways to improve efficiency, strengthen cybersecurity, and deliver better services to your residents. You don't want to be left behind on AI, but you also shouldn't chase hype or throw money at random solutions."

GEORGIA CITIES (VIA VC3)

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Georgia Cities publication covering AI readiness assessments and key AI investments municipalities should prioritize in 2026, including cost savings and efficiency considerations.

FEBRUARY 24, 2026

News [40]

"House Bill 1622 looks to require government employers to bargain with unions over the use of the technology if it affects wages or worker performance evaluations."

STATES NEWSROOM (WASHINGTON STATE STANDARD)

WA Legislature to consider requiring union talks over government use of AI

Washington state lawmakers are set to discuss whether public sector unions can bargain over their employers' adoption of AI, reflecting real-world government AI implementation challenges and workforce impacts.

NOVEMBER 20, 2025

News

[40]

"Public sector bargaining covers wages, hours and working conditions and agencies are already required to bargain any change that touches those areas, but without legislation, that bargaining happens after implementation. With legislation like House Bill 1622, it would happen before."

STATES NEWSROOM (WASHINGTON STATE STANDARD)

WA Legislature to consider requiring union talks over government use of AI

Washington state lawmakers are set to discuss whether public sector unions can bargain over their employers' adoption of AI, reflecting real-world government AI implementation challenges and workforce impacts.

NOVEMBER 20, 2025

News

[40]

"A separate statute governing workers at cities, counties and other agencies, on the other hand, requires bargaining over technology if it affects issues like wages, hours or working conditions."

STATES NEWSROOM (WASHINGTON STATE STANDARD)

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NOVEMBER 20, 2025

News

[40]

"A state law passed in 2002 prohibits bargaining over technology for classified employees of state agencies and higher education institutions."

STATES NEWSROOM (WASHINGTON STATE STANDARD)

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NOVEMBER 20, 2025

News

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"A Pew Research Center survey conducted late last year reported over half of workers are worried about the future impact of AI on the workplace and about one-third think it will lead to fewer jobs. About one-in-six workers said AI was already doing some of their work."

STATES NEWSROOM (WASHINGTON STATE STANDARD)

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NOVEMBER 20, 2025

News	[40]	News	[40]
<i>"Maryland, for example, is partnering with AI company Anthropic to help residents apply for food aid, Medicaid and other social welfare programs."</i>		<i>"A September directive from the state's Office of Financial Management requires giving union-represented state employees six months' notice of any use of generative AI if it 'will result in a consequential change in employee wages, hours, or working conditions.' Under the memo, unions can file a demand to bargain over using the technology."</i>	
STATES NEWSROOM (WASHINGTON STATE STANDARD) WA Legislature to consider requiring union talks over government use of AI Washington state lawmakers are set to discuss whether public sector unions can bargain over their employers' adoption of AI, reflecting real-world government AI implementation challenges and workforce impacts. NOVEMBER 20, 2025		STATES NEWSROOM (WASHINGTON STATE STANDARD) WA Legislature to consider requiring union talks over government use of AI Washington state lawmakers are set to discuss whether public sector unions can bargain over their employers' adoption of AI, reflecting real-world government AI implementation challenges and workforce impacts. NOVEMBER 20, 2025	
News	[40]	News	[40]
<i>"In early 2024, then-Gov. Jay Inslee issued an executive order outlining a future for state government's use of generative artificial intelligence. It noted that the state 'seeks to harness the potential of generative AI in an ethical and equitable way for the benefit of the state government workforce.'"</i>		<i>"Including workers at the beginning is not a courtesy. It is a practical necessity. It identifies risk. It ensures human oversight where it is needed, and it builds trust among staff, who will ultimately have to operate, troubleshoot and rely on these systems."</i>	
STATES NEWSROOM (WASHINGTON STATE STANDARD) WA Legislature to consider requiring union talks over government use of AI Washington state lawmakers are set to discuss whether public sector unions can bargain over their employers' adoption of AI, reflecting real-world government AI implementation challenges and workforce impacts. NOVEMBER 20, 2025		STATES NEWSROOM (WASHINGTON STATE STANDARD) WA Legislature to consider requiring union talks over government use of AI Washington state lawmakers are set to discuss whether public sector unions can bargain over their employers' adoption of AI, reflecting real-world government AI implementation challenges and workforce impacts. NOVEMBER 20, 2025	

News[40]

News[40]

"The memo also mandates human review for such systems when they're used for employment-related decisions."

"In the debate over Trump's signature tax cut and spending law over the summer, Congress considered putting a moratorium on state-level artificial intelligence regulations. U.S. Sen. Maria Cantwell, D-Wash., led the charge to axe that provision from the final law."

STATES NEWSROOM (WASHINGTON STATE STANDARD)

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NOVEMBER 20, 2025

News[40]

"President Donald Trump is reportedly considering an executive order directing U.S. Attorney General Pam Bondi to sue states that pass regulations on AI."

Law Firm Blog/Thought Leadership[41]

"On August 28, 2025, Governor Jared Polis signed Senate Bill 25B-004, the 'Increase Transparency for Algorithmic Systems Act,' which amends Senate Bill 24-205 (the original Colorado Artificial Intelligence Act) to push the principal operative dates back five months—from February 1, 2026 to June 30, 2026."

STATES NEWSROOM (WASHINGTON STATE STANDARD)

WA Legislature to consider requiring union talks over government use of AI

Washington state lawmakers are set to discuss whether public sector unions can bargain over their employers' adoption of AI, reflecting real-world government AI implementation challenges and workforce impacts.

NOVEMBER 20, 2025

BAKER BOTTS LLP

Colorado AI Act Implementation Delayed

Colorado has granted industry a modest reprieve by moving the compliance deadline to June 30, 2026, but its AI Act still sets one of the most comprehensive AI governance frameworks in the US. Covers enforcement timeline and compliance requirements.

SEPTEMBER 2025

Law Firm Blog/Thought Leadership[41]

"Because Colorado's Act is expressly built around preventing 'algorithmic discrimination'—defined to include disparate impact—the two measures could create tension for companies that operate nationwide."

Law Firm Blog/Thought Leadership[41]

"High-Risk AI Systems – Any AI that makes, or is a substantial factor in making, consequential decisions in education, employment, finance, essential government services, health care, housing, insurance, or legal services."

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SEPTEMBER 2025

Law Firm Blog/Thought Leadership[41]

"Developers must begin exercising 'reasonable care' to prevent algorithmic discrimination, furnish technical documentation, publish public statements, and issue regulator/deployer notices on and after June 30, 2026. Deployers must adopt risk-management policies, perform initial and annual impact assessments, issue pre-decision and adverse-decision consumer notices, and create website disclosures on and after June 30, 2026."

Law Firm Blog/Thought Leadership[41]

"Algorithmic Discrimination – 'Any condition' producing unlawful differential treatment or impact based on protected traits. Colorado deliberately sweeps in disparate-impact theories and imposes affirmative avoidance and mitigation duties."

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SEPTEMBER 2025

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SEPTEMBER 2025

Law Firm Blog/Thought Leadership [41] <i>"The Act points to NIST AI RMF and ISO/IEC 42001 and recognizes comparable frameworks as potential safe harbors."</i> BAKER BOTTS LLP Colorado AI Act Implementation Delayed Colorado has granted industry a modest reprieve by moving the compliance deadline to June 30, 2026, but its AI Act still sets one of the most comprehensive AI governance frameworks in the US. Covers enforcement timeline and compliance requirements. SEPTEMBER 2025	Law Firm Blog/Thought Leadership [41] <i>"EO 14281 announces that 'it is the policy of the United States to eliminate the use of disparate-impact liability in all contexts,' directs agencies to de-prioritize enforcement of disparate-impact theories, and orders repeal or amendment of Title VI regulations and similar provisions 'to the maximum degree possible.'"</i> BAKER BOTTS LLP Colorado AI Act Implementation Delayed Colorado has granted industry a modest reprieve by moving the compliance deadline to June 30, 2026, but its AI Act still sets one of the most comprehensive AI governance frameworks in the US. Covers enforcement timeline and compliance requirements. SEPTEMBER 2025
Law Firm Blog/Thought Leadership [41] <i>"Only the Colorado Attorney General may enforce the AI Act itself, though violations are deemed deceptive trade practices under §6-1-105(1)(hhhh)."</i> BAKER BOTTS LLP Colorado AI Act Implementation Delayed Colorado has granted industry a modest reprieve by moving the compliance deadline to June 30, 2026, but its AI Act still sets one of the most comprehensive AI governance frameworks in the US. Covers enforcement timeline and compliance requirements. SEPTEMBER 2025	Law Firm Blog/Thought Leadership [41] <i>"For now, Colorado's requirements remain fully valid under state law and do not appear to conflict directly with any affirmative federal mandate. But EO 14281 sets the stage for possible future federal preemption arguments or DOJ litigation challenging state measures that impose disparate-impact standards."</i> BAKER BOTTS LLP Colorado AI Act Implementation Delayed Colorado has granted industry a modest reprieve by moving the compliance deadline to June 30, 2026, but its AI Act still sets one of the most comprehensive AI governance frameworks in the US. Covers enforcement timeline and compliance requirements. SEPTEMBER 2025

Law Firm Blog/Thought Leadership[41]

"Until such action materializes, multi-state organizations must prepare to meet Colorado's higher bar, even as federal agencies may choose to step back from similar theories."

BAKER BOTTS LLP

Colorado AI Act Implementation Delayed

Colorado has granted industry a modest reprieve by moving the compliance deadline to June 30, 2026, but its AI Act still sets one of the most comprehensive AI governance frameworks in the US. Covers enforcement timeline and compliance requirements.

SEPTEMBER 2025

Law Firm Blog/Thought Leadership[41]

"Even if federal agencies relax enforcement, plaintiffs' lawyers and state attorneys general (Colorado and others) may still pursue disparate-impact theories under state law. Maintain justification analyses and bias-mitigation logs for high-risk systems."

BAKER BOTTS LLP

Colorado AI Act Implementation Delayed

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SEPTEMBER 2025

Law Firm Blog/Thought Leadership[41]

"Because Colorado points to NIST AI RMF and ISO 42001, adopting these enterprise-wide will satisfy the state law and evidence 'merit-based' decision-making valued by EO 14281."

BAKER BOTTS LLP

Colorado AI Act Implementation Delayed

Colorado has granted industry a modest reprieve by moving the compliance deadline to June 30, 2026, but its AI Act still sets one of the most comprehensive AI governance frameworks in the US. Covers enforcement timeline and compliance requirements.

SEPTEMBER 2025

Law Firm Blog/Thought Leadership[41]

"Colorado has granted industry a modest reprieve by moving the compliance deadline to June 30, 2026, but its AI Act still sets one of the nation's most demanding governance and anti-discrimination frameworks to date."

BAKER BOTTS LLP

Colorado AI Act Implementation Delayed

Colorado has granted industry a modest reprieve by moving the compliance deadline to June 30, 2026, but its AI Act still sets one of the most comprehensive AI governance frameworks in the US. Covers enforcement timeline and compliance requirements.

SEPTEMBER 2025

"On May 17, 2024, Colorado Governor Jared Polis signed into law Senate Bill 24-205, known colloquially as the Colorado Artificial Intelligence Act (hereinafter the CAIA). This legislation, set to take effect on February 1, 2026, makes Colorado the second U.S. state to enact a major artificial intelligence consumer protection law, reflecting another significant step towards state-level regulation of AI."

NATIONAL ASSOCIATION OF ATTORNEYS GENERAL (NAAG)

A Deep Dive into Colorado's Artificial Intelligence Act

Published by the National Association of Attorneys General, this article examines the CAIA's goal to protect individuals from algorithmic discrimination by artificial intelligence systems operating in Colorado, with authoritative legal analysis.

OCTOBER 26, 2024

"The CAIA's goal is to protect individuals from algorithmic discrimination by artificial intelligence systems operating in Colorado. Specifically, it protects people from artificial intelligence systems which are 'high-risk' because they make or substantially help to make 'consequential decisions' regarding humans. Consequential decisions include the decision to provide or deny education, employment, lending, government services, health care, housing, insurance, or legal services."

NATIONAL ASSOCIATION OF ATTORNEYS GENERAL (NAAG)

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OCTOBER 26, 2024

"The CAIA creates and imposes a general duty of reasonable care for both developers and deployers of high-risk artificial intelligence systems. For developers, this duty extends to any foreseeable risks of algorithmic discrimination from the intended and contracted uses of their AI product. This provision is the first such duty established by any state law."

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OCTOBER 26, 2024

"Under the CAIA, it is unlawful for the use of an AI system to cause discriminatory treatment or a disparate impact on the basis of a protected characteristic regarding a consequential decision. Artificial intelligence systems are not considered 'high-risk' if they are narrowly drawn to a particular purpose or do not replace a human assessment."

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OCTOBER 26, 2024

"The CAIA's requirements apply to both the companies who develop artificial intelligence systems and the companies which deploy them as end users. There are some exceptions to certain requirements for small business deployers; other than that, the law applies across the board."

NATIONAL ASSOCIATION OF ATTORNEYS GENERAL (NAAG)
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OCTOBER 26, 2024

"The law also requires developers to provide a detailed product description and deployers to disclose their use of high-risk AI systems and the known or reasonably foreseeable risks from their use, and to draft impact assessments; it further requires deployers to provide individuals with more disclosures ahead of a 'consequential decision' and in the event of an adverse decision."

NATIONAL ASSOCIATION OF ATTORNEYS GENERAL (NAAG)
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OCTOBER 26, 2024

"By complying with the CAIA's documentation, disclosure, risk management, and other listed requirements, developers and deployers establish a rebuttable presumption that they have used reasonable care in deploying their high-risk artificial intelligence system."

NATIONAL ASSOCIATION OF ATTORNEYS GENERAL (NAAG)
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OCTOBER 26, 2024

"Developers and deployers have an affirmative defense if they discover and cure violations through their own means or with sought-after feedback from users, so long as they are also otherwise in compliance with the latest Artificial Intelligence Risk Management Framework (AI RMF) published by the National Institute of Standards and Technology (NIST) or another designated framework."

NATIONAL ASSOCIATION OF ATTORNEYS GENERAL (NAAG)

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OCTOBER 26, 2024

"The Colorado Attorney General may also further develop the CAIA's framework through rulemaking regarding developer documentation, impact assessments, notice and disclosure requirements, acceptable risk management standards, and the requirements for affirmative defenses and establishing rebuttable presumptions."

NATIONAL ASSOCIATION OF ATTORNEYS GENERAL (NAAG)

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OCTOBER 26, 2024

"Because algorithmic discrimination laws are so new, Colorado's approach could serve as a model for other states and influence future federal legislation or regulation. The CAIA's sponsors stated that their goal was to 'lay a foundation,' one which could presumably be refined and built upon—in Colorado and elsewhere."

NATIONAL ASSOCIATION OF ATTORNEYS GENERAL (NAAG)

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OCTOBER 26, 2024

"Governor Jared Polis signed the bill with reservations, stating that he hoped the CAIA would be revised during the two years prior to its implementation, or that it would help to jumpstart an 'overdue' national conversation on regulation and lead to preemptive federal action which would create an 'even playing field' across states."

NATIONAL ASSOCIATION OF ATTORNEYS GENERAL (NAAG)

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OCTOBER 26, 2024

"The U.S. Chamber of Commerce objected to the legislation, saying that it may hamper small business adoption of AI and that a gap-filling approach would be better than the CAIA's broad application. Similar objections came from tech industry groups like the Chamber of Progress and the Consumer Technology Association who urged the Governor Polis to veto SB 205 in favor of strengthening other existing consumer protection and civil rights laws to target discrimination itself."

NATIONAL ASSOCIATION OF ATTORNEYS GENERAL (NAAG)
A Deep Dive into Colorado's Artificial Intelligence Act
Published by the National Association of Attorneys General, this article examines the CAIA's goal to protect individuals from algorithmic discrimination by artificial intelligence systems operating in Colorado, with authoritative legal analysis.
OCTOBER 26, 2024

"Advocates from groups like the Center for Democracy & Technology reply that the CAIA reaffirms a 'central tenet of our civil rights laws' in establishing a discriminatory impact standard, and that it does not necessarily create new or higher standards for companies to prevent their AI decisions from being discriminatory."

NATIONAL ASSOCIATION OF ATTORNEYS GENERAL (NAAG)
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Published by the National Association of Attorneys General, this article examines the CAIA's goal to protect individuals from algorithmic discrimination by artificial intelligence systems operating in Colorado, with authoritative legal analysis.
OCTOBER 26, 2024

Professional Association Journal [42]

Think Tank / Civil Liberties Advocacy [43]

"An evolving patchwork of regulation may also incentivize greater federal attention and possible preemption. However, federal legislation is never a guarantee, and states may chart their own path as they seek to simultaneously develop modern, AI-cognizant consumer protections alongside favorable business conditions for the technology industry."

NATIONAL ASSOCIATION OF ATTORNEYS GENERAL (NAAG)

A Deep Dive into Colorado's Artificial Intelligence Act

Published by the National Association of Attorneys General, this article examines the CAIA's goal to protect individuals from algorithmic discrimination by artificial intelligence systems operating in Colorado, with authoritative legal analysis.

OCTOBER 26, 2024

Think Tank / Civil Liberties Advocacy [43]

"In 2024, Colorado enacted a limited but crucial step forward against automated abuse: the AI Act (S.B. 24-205). We commend the labor, digital rights, and other advocates who have worked to enact and protect it. Colorado recently delayed the Act's effective date to June 30, 2026."

ELECTRONIC FRONTIER FOUNDATION

Strengthen Colorado's AI Act

EFF's perspective on Colorado's AI Act, including the delay to June 30, 2026, and advocacy for stronger enforcement. Provides a civil liberties/consumer advocacy viewpoint on the law's strengths and weaknesses.

NOVEMBER 19, 2025

"The Colorado AI Act is a good step in the right direction. It regulates 'high risk AI systems,' meaning machine-based technologies that are a 'substantial factor' in deciding whether a person will have access to education, employment, loans, government services, healthcare, housing, insurance, or legal services."

ELECTRONIC FRONTIER FOUNDATION

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NOVEMBER 19, 2025

Think Tank / Civil Liberties Advocacy [43]

"The Act requires 'developers' (who create high-risk AI systems) and 'deployers' (who use them) to provide information to the general public and affected individuals about these systems, including their purposes, the types and sources of inputs, and efforts to mitigate known harms. Developers and deployers also must notify people if they are being subjected to these systems."

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NOVEMBER 19, 2025

Think Tank / Civil Liberties Advocacy [43]

"A deployer must notify them of the reasons for the decision, the degree the system contributed to the decision, and the types and sources of inputs. The deployer also must provide them an opportunity to correct any incorrect inputs. And the deployer must provide them an opportunity to appeal, including with human review."

ELECTRONIC FRONTIER FOUNDATION

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NOVEMBER 19, 2025

Think Tank / Civil Liberties Advocacy [43]

"The Act requires a developer, before providing a high-risk AI system to a deployer, to disclose known or reasonably foreseeable discriminatory harms by the system, and the intended use of the AI. In turn, the Act requires a deployer to complete an annual impact assessment for each of its high-risk AI systems, including a review of whether they cause algorithmic discrimination."

ELECTRONIC FRONTIER FOUNDATION

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NOVEMBER 19, 2025

Think Tank / Civil Liberties Advocacy [43]

"The Colorado AI Act grants exclusive enforcement to the state attorney general. But no regulatory agency will ever have enough resources to investigate and enforce all violations of a law, and many government agencies get 'captured' by the industries they are supposed to regulate. So Colorado should amend its Act to empower ordinary people to sue the companies that violate their legal protections from high-risk AI systems."

ELECTRONIC FRONTIER FOUNDATION

Strengthen Colorado's AI Act

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NOVEMBER 19, 2025

Think Tank / Civil Liberties Advocacy

[43]

"Unfortunately, the Colorado AI Act contains a confusing 'rebuttable presumption' – that is, an evidentiary thumb on the scale – that may impede such enforcement. Specifically, if a deployer or developer complies with the Act, then they get a rebuttable presumption that they complied with the Act's requirement of 'reasonable care' to protect people from algorithmic discrimination."

ELECTRONIC FRONTIER FOUNDATION

Strengthen Colorado's AI Act

EFF's perspective on Colorado's AI Act, including the delay to June 30, 2026, and advocacy for stronger enforcement. Provides a civil liberties/consumer advocacy viewpoint on the law's strengths and weaknesses.

NOVEMBER 19, 2025

Think Tank / Civil Liberties Advocacy

[43]

"In practice, this may make it harder for a person subjected to a high-risk AI system to prove their discrimination claim. Other civil rights laws generally do not have this kind of provision. Colorado should amend its Act to remove it."

ELECTRONIC FRONTIER FOUNDATION

Strengthen Colorado's AI Act

EFF's perspective on Colorado's AI Act, including the delay to June 30, 2026, and advocacy for stronger enforcement. Provides a civil liberties/consumer advocacy viewpoint on the law's strengths and weaknesses.

NOVEMBER 19, 2025

Think Tank / Civil Liberties Advocacy

[43]

"Colorado is off to an important start. Now it should strengthen its AI Act, and should not weaken or further delay it. Other states must enact their own laws. All manner of automated decision-making systems are unfairly depriving people of jobs, health care, and more."

ELECTRONIC FRONTIER FOUNDATION

Strengthen Colorado's AI Act

EFF's perspective on Colorado's AI Act, including the delay to June 30, 2026, and advocacy for stronger enforcement. Provides a civil liberties/consumer advocacy viewpoint on the law's strengths and weaknesses.

NOVEMBER 19, 2025

Law Firm Analysis/Legal Blog

[44]

"Implementation of Colorado's Artificial Intelligence Act (SB 24-205) has been delayed five months to June 30, 2026, as a result of amendments Gov. Jared Polis signed on Aug. 28, 2025 (SB25B-004). This change from the original Feb. 1, 2026, effective date results from extensive negotiations during the state's recently concluded special legislative session."

GREENBERG TRAURIG

Colorado Delays Comprehensive AI Law With Further Changes Anticipated

Greenberg Traurig analysis of Colorado's AI Act delay to June 30, 2026, noting that the law's stringent compliance requirements may be further refined or removed, with detailed coverage of ongoing legislative developments.

SEPTEMBER 2025

Law Firm Analysis/Legal Blog [44] <i>"The delay intends to give Colorado lawmakers more time to consider substantive amendments during the 2026 regular legislative session, starting in early January 2026. Though the legislature has considered changes since Gov. Polis signed the law in May 2024, there was no agreement on any substantive changes during either the regular 2025 session or the August 2025 special session."</i> GREENBERG TRAURIG Colorado Delays Comprehensive AI Law With Further Changes Anticipated Greenberg Traurig analysis of Colorado's AI Act delay to June 30, 2026, noting that the law's stringent compliance requirements may be further refined or removed, with detailed coverage of ongoing legislative developments. SEPTEMBER 2025	Law Firm Analysis/Legal Blog [44] <i>"The extended June 30, 2026, effective date gives businesses more time to assess and develop their compliance strategy, while leaving open the possibility that some of the law's stringent compliance requirements may be refined or removed entirely."</i> GREENBERG TRAURIG Colorado Delays Comprehensive AI Law With Further Changes Anticipated Greenberg Traurig analysis of Colorado's AI Act delay to June 30, 2026, noting that the law's stringent compliance requirements may be further refined or removed, with detailed coverage of ongoing legislative developments. SEPTEMBER 2025
Law Firm Analysis/Legal Blog [44] <i>"It remains to be seen whether the legislature can reach consensus, as stakeholders have strongly debated changes for more than a year."</i> GREENBERG TRAURIG Colorado Delays Comprehensive AI Law With Further Changes Anticipated Greenberg Traurig analysis of Colorado's AI Act delay to June 30, 2026, noting that the law's stringent compliance requirements may be further refined or removed, with detailed coverage of ongoing legislative developments. SEPTEMBER 2025	Law Firm Analysis/Legal Blog [44] <i>"If the law becomes effective, its biggest impact may be on employers that have integrated AI tools into hiring and related employment processes, a practice that has permeated many industries."</i> GREENBERG TRAURIG Colorado Delays Comprehensive AI Law With Further Changes Anticipated Greenberg Traurig analysis of Colorado's AI Act delay to June 30, 2026, noting that the law's stringent compliance requirements may be further refined or removed, with detailed coverage of ongoing legislative developments. SEPTEMBER 2025

News	[45]	News	[45]
<i>"Machine learning AI helped the US Treasury Department to sift through massive amounts of data and recover \$1 billion worth of check fraud in fiscal 2024 alone, according to new estimates shared first with CNN. That's nearly triple what the Treasury recovered in the prior fiscal year."</i>		<i>"US officials quietly started using AI to detect financial crime in late 2022, taking a page out of what many banks and credit card companies already do to stop bad guys."</i>	
CNN BUSINESS (VIA YAHOO FINANCE)		CNN BUSINESS (VIA YAHOO FINANCE)	
AI helped the feds catch \$1 billion of fraud in one year. And it's just getting started The Treasury Department credited AI with helping officials prevent and recover more than \$4 billion worth of fraud overall in fiscal 2024, a six-fold increase, with specific documented dollar amounts and outcomes. OCTOBER 17, 2024		AI helped the feds catch \$1 billion of fraud in one year. And it's just getting started The Treasury Department credited AI with helping officials prevent and recover more than \$4 billion worth of fraud overall in fiscal 2024, a six-fold increase, with specific documented dollar amounts and outcomes. OCTOBER 17, 2024	
News	[45]	News	[45]
<i>"The Treasury Department credited AI with helping officials prevent and recover more than \$4 billion worth of fraud overall in fiscal 2024, a six-fold spike from the year before."</i>		<i>"Instead, the fraud detection efforts rely on machine learning, the subset of AI that excels at analyzing vast amounts of data, and making decisions and predictions based on what it's learned."</i>	
CNN BUSINESS (VIA YAHOO FINANCE)		CNN BUSINESS (VIA YAHOO FINANCE)	
AI helped the feds catch \$1 billion of fraud in one year. And it's just getting started The Treasury Department credited AI with helping officials prevent and recover more than \$4 billion worth of fraud overall in fiscal 2024, a six-fold increase, with specific documented dollar amounts and outcomes. OCTOBER 17, 2024		AI helped the feds catch \$1 billion of fraud in one year. And it's just getting started The Treasury Department credited AI with helping officials prevent and recover more than \$4 billion worth of fraud overall in fiscal 2024, a six-fold increase, with specific documented dollar amounts and outcomes. OCTOBER 17, 2024	

News	[45]	News	[45]
<i>"AI can be very helpful in fighting financial crime by combing through almost endless streams of data and detecting subtle patterns – all in a fraction of the time it would take a human to do it. Experts say that once sophisticated AI models are trained, they can sniff out suspicious transactions in mere milliseconds."</i>		<i>"Miskell stressed that while AI systems will flag suspicious transactions, a 'human is always in the loop' and federal agencies make the final determination of whether something constitutes fraud."</i>	
CNN BUSINESS (VIA YAHOO FINANCE) AI helped the feds catch \$1 billion of fraud in one year. And it's just getting started The Treasury Department credited AI with helping officials prevent and recover more than \$4 billion worth of fraud overall in fiscal 2024, a six-fold increase, with specific documented dollar amounts and outcomes. OCTOBER 17, 2024		CNN BUSINESS (VIA YAHOO FINANCE) AI helped the feds catch \$1 billion of fraud in one year. And it's just getting started The Treasury Department credited AI with helping officials prevent and recover more than \$4 billion worth of fraud overall in fiscal 2024, a six-fold increase, with specific documented dollar amounts and outcomes. OCTOBER 17, 2024	
News	[45]	News	[45]
<i>"Each year, the Treasury delivers about 1.4 billion payments valued at nearly \$7 trillion to 100 million people. It's responsible for sending out everything from Social Security and Medicaid payments to federal worker paychecks, tax refunds and stimulus checks."</i>		<i>"The Treasury's use of AI to fight financial crime is just getting started. Miskell indicated the Treasury is exploring how to adopt the fraud-detection methods that leading banks and credit card companies are deploying."</i>	
CNN BUSINESS (VIA YAHOO FINANCE) AI helped the feds catch \$1 billion of fraud in one year. And it's just getting started The Treasury Department credited AI with helping officials prevent and recover more than \$4 billion worth of fraud overall in fiscal 2024, a six-fold increase, with specific documented dollar amounts and outcomes. OCTOBER 17, 2024		CNN BUSINESS (VIA YAHOO FINANCE) AI helped the feds catch \$1 billion of fraud in one year. And it's just getting started The Treasury Department credited AI with helping officials prevent and recover more than \$4 billion worth of fraud overall in fiscal 2024, a six-fold increase, with specific documented dollar amounts and outcomes. OCTOBER 17, 2024	

News	[45]	Government Press Release	[46]
<i>"Officials are testing new data sources to better spot fraud and shady payments, and they are teaming up with state agencies to fight unemployment insurance fraud."</i>		<i>"Treasury's Office of Payment Integrity (OPI), within the Bureau of the Fiscal Service (Fiscal Service), implemented an enhanced process using AI to mitigate check fraud in near real-time by strengthening and expediting processes to recover potentially fraudulent payments from financial institutions."</i>	
CNN BUSINESS (VIA YAHOO FINANCE)		U.S. DEPARTMENT OF THE TREASURY	
AI helped the feds catch \$1 billion of fraud in one year. And it's just getting started		Treasury Announces Enhanced Fraud Detection Process Using AI Recovers \$375M in Fiscal Year 2023	
The Treasury Department credited AI with helping officials prevent and recover more than \$4 billion worth of fraud overall in fiscal 2024, a six-fold increase, with specific documented dollar amounts and outcomes.		Official US Department of the Treasury press release announcing recovery of over \$375 million through AI-enhanced fraud detection, with details on the Office of Payment Integrity's machine learning implementation.	
OCTOBER 17, 2024		FEBRUARY 28, 2024	
News	[45]		
<i>"'Leveraging data has upped our game in fraud detection and prevention,' Miskell said."</i>			
CNN BUSINESS (VIA YAHOO FINANCE)		Government Press Release	
AI helped the feds catch \$1 billion of fraud in one year. And it's just getting started			
The Treasury Department credited AI with helping officials prevent and recover more than \$4 billion worth of fraud overall in fiscal 2024, a six-fold increase, with specific documented dollar amounts and outcomes.		<i>"Check fraud has increased nationwide by 385% since the pandemic. To address the increase in fraud, Treasury's Office of Payment Integrity (OPI), within the Bureau of the Fiscal Service (Fiscal Service), implemented an enhanced process using AI to mitigate check fraud in near real-time."</i>	
OCTOBER 17, 2024		U.S. DEPARTMENT OF THE TREASURY	
		Treasury Announces Enhanced Fraud Detection Process Using AI Recovers \$375M in Fiscal Year 2023	
		Official US Department of the Treasury press release announcing recovery of over \$375 million through AI-enhanced fraud detection, with details on the Office of Payment Integrity's machine learning implementation.	
		FEBRUARY 28, 2024	

Government Press Release

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Government Press Release

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"The Treasury Department is committed to safeguarding taxpayer dollars through payment integrity – paying the right person, in the right amount, at the right time, and ensuring that Social Security payments, tax refunds, and other types of checks, and people who are receiving them, are safe from fraud. We are using the latest technological advances to enhance our fraud detection process, and AI has allowed us to expedite the detection of fraud and recovery of tax dollars."

U.S. DEPARTMENT OF THE TREASURY

Treasury Announces Enhanced Fraud Detection Process Using AI Recovers \$375M in Fiscal Year 2023

Official US Department of the Treasury press release announcing recovery of over \$375 million through AI-enhanced fraud detection, with details on the Office of Payment Integrity's machine learning implementation.

FEBRUARY 28, 2024

"In 2021, financial institutions filed over 350,000 Suspicious Activity Reports (SARs) to FinCEN to report potential check fraud, a 23% increase over the number of check fraud-related SARs filed in 2020. This upward trend continued into 2022, when the number of SARs related to check fraud reached over 680,000, nearly double from the previous year's filings."

U.S. DEPARTMENT OF THE TREASURY

Treasury Announces Enhanced Fraud Detection Process Using AI Recovers \$375M in Fiscal Year 2023

Official US Department of the Treasury press release announcing recovery of over \$375 million through AI-enhanced fraud detection, with details on the Office of Payment Integrity's machine learning implementation.

FEBRUARY 28, 2024

Government Press Release

[46]

"The enhanced AI process and OPI's strong partnership with federal law enforcement agencies have led to multiple active cases and arrests with law enforcement."

U.S. DEPARTMENT OF THE TREASURY

Treasury Announces Enhanced Fraud Detection Process Using AI Recovers \$375M in Fiscal Year 2023

Official US Department of the Treasury press release announcing recovery of over \$375 million through AI-enhanced fraud detection, with details on the Office of Payment Integrity's machine learning implementation.

FEBRUARY 28, 2024

Government Press Release

[46]

"The U.S. Department of the Treasury announced that it has recovered over \$375 million as a result of its implementation of an enhanced fraud detection process that utilizes Artificial Intelligence (AI) at the beginning of Fiscal Year 2023."

Government Technology Trade Publication

[47]

"The GAO estimated that from 2018 to 2022, the federal government lost between \$233 billion to \$521 billion annually due to fraud. Since the 2003 fiscal year, the cumulative cost of improper payments are estimated to be about \$2.8 trillion, the GAO reported."

U.S. DEPARTMENT OF THE TREASURY

Treasury Announces Enhanced Fraud Detection Process Using AI Recovers \$375M in Fiscal Year 2023

Official US Department of the Treasury press release announcing recovery of over \$375 million through AI-enhanced fraud detection, with details on the Office of Payment Integrity's machine learning implementation.

FEBRUARY 28, 2024

GOVCIO MEDIA & RESEARCH

AI-Based Tools Help Treasury Fight Fraud, GAO Report Says

GAO report analysis singling out Treasury as a model for using AI and data analytics to fight fraud and improper payments, with documented cost savings and efficiency metrics.

FEBRUARY 3, 2026

Government Technology Trade Publication

[47]

"Fraud and improper payments are distinct but interrelated problems that have challenged the government for decades. Advances in AI and data analytics technologies now make agencies more capable of detecting and stopping malfeasance, the Government Accountability Office (GAO) reported."

Government Technology Trade Publication

[47]

"The Treasury Department's Do Not Pay system consolidates data on entities ineligible to receive government payments. It is a data matching service that agencies can use to prevent payments to ineligible individuals such as deceased persons. For example, the GAO noted that the Social Security Administration (SSA) shares its full death data with Do Not Pay to support this."

GOVCIO MEDIA & RESEARCH

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FEBRUARY 3, 2026

Government Technology Trade Publication [47]

"The Treasury Department reported that in its first year of temporary access to the SSA's full death data resulted in cost savings of \$109 million, with projected benefits of at least \$330 million projected over the program's lifespan."

Government Technology Trade Publication [47]

"The key benefit of AI and data analytics tools is that they can help agencies sift through large volumes of data and spot patterns faster and more efficiently than human analysts. But the report cautioned that 'agencies need solid, reliable data to avoid false positives.'"

GOVCIO MEDIA & RESEARCH

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FEBRUARY 3, 2026

Government Technology Trade Publication [47]

"Thomas said the GAO recommends that Do Not Pay be expanded to include all anti-fraud efforts across the government to serve as a clearinghouse. This would allow it to share new and interesting agency analytics with the entire federal government."

Government Technology Trade Publication [47]

"Because of how AI tools operate, particularly in a fraud space, you need someone who is knowledgeable about fraud and about AI and the analytics around it so that they know it is behaving in the way that it should so that the results are good. We don't want to accuse somebody of fraud who didn't do it."

GOVCIO MEDIA & RESEARCH

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FEBRUARY 3, 2026

Government Technology Trade Publication [47]

"The report recommends agencies follow its AI Accountability Framework for Federal Agencies and Other Entities. This document contains best practices to ensure AI systems use data that is high quality, reliable and appropriate for the intended purpose."

GOVCIO MEDIA & RESEARCH

AI-Based Tools Help Treasury Fight Fraud, GAO Report Says

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FEBRUARY 3, 2026

News [48]

"One of the cool things we've been using is a Netflix-type algorithm, which basically we put all of the information about all the people that we've taken administrative actions against into and then as new applicants come in, it runs that information against everything that we already know about the people who have already had bad acts. We can take those characteristics and then be able to identify, particularly for things like durable medical equipment, home health and hospice, which are three of the areas that we're seeing the most fraud in."

FEDERAL NEWS NETWORK

CMS's two-pronged approach to crushing fraud, waste and abuse

Federal News Network report on CMS Medicare fraud detection efforts, including AI implementation details and documented improper payment rates totaling \$28.83 billion, providing state-relevant context for benefits fraud prevention.

MARCH 11, 2026

News

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"CMS kicked out over 60% of these companies within the first six months. Then overall, another 30% of the ones that CMS put on the watch list were kicked out when they tried to commit fraud. Brandt said within the first year, CMS got rid of 90% of some of these potentially bad actors."

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MARCH 11, 2026

News

[48]

"Our hope is that in this next year, as we implement that even more widely, it's going to be a huge saver for us. The fact of the matter is, last year, we almost doubled our total savings in terms of program integrity, just thanks to some of these developments because we were able to stop people from billing very quickly, so that we had less bleed on the back end."

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MARCH 11, 2026

News

[48]

"We are actually able to look at the claims as they come in and the Medicare Administrative Contractor is not waiting until after we've waiting until after we paid them, before they go through the claims floor and identify issues. As a result of that, the team has been able to save \$2 billion just since March of last year."

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MARCH 11, 2026

News

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News

[48]

"What we've done here is we put all of our CMS contracts into CLAW, and then as we have new contracts, you run them against the tool, and then it tells us based on historical contracts of this type or of this nature, here's what the cost should be. Here's what you should think about. The team has only been using this for a few months now, but it's already been extremely effective. They think it saved us maybe the better part of several \$100 million already."

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MARCH 11, 2026

"CMS has almost doubled the number of AI uses cases it's working on or using. In the Department of Health and Human Services updated AI use case inventory from January, CMS says it has 72 uses cases, up from 43 in the 2024 inventory."

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MARCH 11, 2026

News

[48]

"She said a year ago, CMS had only 13 software engineers on staff and more than 36,000 contractors. It was a 6 to 1 ratio of contractors to CMS IT staff. What we realized was for a lot of the things that Dr. Oz wanted to do in terms of moving forward with the tech ecosystem and things like that, we really needed to have more in-house technologists to really be able to help us."

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MARCH 11, 2026

News

[48]

"So far, CMS has increased the number of software engineers to about 40 and would like to add maybe 20 more in the coming months. Brandt said CMS isn't going to replace all of its contractors, but would like to have more talent on staff to develop and maintain new and current capabilities."

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MARCH 11, 2026

News

[48]

"CMS says its Medicare Fee-for-Service (FFS) estimated improper payment rate was 6.55%, or \$28.83 billion. Compared to the 2024, the rate and dollars dropped from 7.66%, or \$31.70 billion. The 2025 estimate marks the ninth consecutive year this figure has been below the 10% threshold established in law."

FEDERAL NEWS NETWORK

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MARCH 11, 2026

News

[48]

"CMS says of the 2025 Medicaid improper payments, 77.17% were the result of insufficient documentation. CMS says this is generally not indicative of fraud or abuse."

FEDERAL NEWS NETWORK

CMS's two-pronged approach to crushing fraud, waste and abuse

Federal News Network report on CMS Medicare fraud detection efforts, including AI implementation details and documented improper payment rates totaling \$28.83 billion, providing state-relevant context for benefits fraud prevention.

MARCH 11, 2026



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