

# SMARTER USE OF AI & DATA

FOR STATE  
GOVERNMENT  
EFFICIENCY



ResilientTech Advisors  
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# NATIONAL MODERNIZATION INITIATIVES ARE SETTING THE TONE FOR AI-ENABLED GOVERNMENT

- Federal modernization pushes have spotlighted **AI, automation, & cross-agency data sharing** as tools for **improving efficiency**.
- Post-pandemic digital acceleration has increased public expectation for **streamlined, digital-first government services**.



## Guides legislative approach

**Bipartisan House Task Force Report on AI (12/2024)** | 66 key findings & 89 recommendations organized to guide Congress on handling AI advances.

## Directs agency adoption

**OMB M-25-21: Accelerating Federal Use of AI through Innovation, Governance, & Public Trust (4/2025)** | Operational guidance for federal agencies to adopt AI innovatively & transparently.

## Sets national priorities

**America's AI Action Plan (7/2025)** | Outlined 3 pillars: Accelerating Innovation, Building AI Infrastructure, & Leading International Diplomacy & Security.

# STATE EFFICIENCY EFFORTS ARE EVOLVING TO INCLUDE AI & DATA

Efficiency efforts are widespread &, in many cases, long-standing; however, a meaningful subset are **now explicitly tech / data / AI-driven**.

- Some state programs predate the current administration, reflecting **bipartisan & enduring interest in efficiency**.
- **Formats vary** widely, from permanent commissions & legislative mandates to short-term task forces & pilot programs.
- The newest wave of initiatives increasingly embeds **AI, data integration, & digital engagement** into their core mandates.

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By leveraging modern technology, we can **do more with less**, ensuring every state agency **delivers maximum value for every dollar spent**.

— Representative Giovanni Capriglione, Chair, Texas House Committee on Delivery of Government Efficiency

# DATA / AI-ENABLED STATE GOVERNMENT EFFICIENCY EFFORTS ARE GAINING MOMENTUM

- Florida, Texas, & Wisconsin **require agencies to leverage AI** to reduce waste & improve productivity.
- New Mexico, Oklahoma, Texas, & Washington have **proposed or enacted open access to interagency data systems** to accelerate audits & decision-making.
- Kansas, Missouri, & Iowa have launched public portals to crowdsource citizen ideas, including technology, automation, & data-sharing solutions, for improving state efficiency.

**58%** of states are exploring efficiency initiatives & **more than 1/3** of those explicitly call for ...

1. Artificial Intelligence use
2. Expanded data sharing
3. Public engagement on these topics<sup>1</sup>

1: [CDT.org](https://www.cdt.org)

# AI HAS ALREADY BEEN PROVEN TO STREAMLINE ROUTINE GOVERNMENT FUNCTIONS & IMPROVE INFRASTRUCTURE

- Pennsylvania employees using **ChatGPT** saved ~ **95 minutes per day** & North Carolina Treasury employees saved **30-60 minutes per day, on routine tasks, especially those that involved writing or editing.**<sup>1, 2</sup>
- Boston partnered with Google's Project Green Light AI to optimize traffic signals across 114 intersections in 20 neighborhoods, achieving an average **13.5% reduction in traffic delays & a 20% reduction in unnecessary stops, with some locations seeing up to 24% delay reduction.**<sup>3</sup>
- Memphis partnered with SpringML & Google Cloud to use **AI-powered video analysis** on bus-mounted cameras for pothole **detection**, successfully **repairing 63K potholes in one year.**<sup>4</sup>

1: [March 2025 Lessons from Pennsylvania's Generative AI Pilot with ChatGPT](#)

2: [July 2025 Lessons from NC Treasurer's Office Generative AI Pilot with ChatGPT](#)

3: [Mayor Wu announces expansion of Project Green Light Signal Optimization Program](#)

4: [Using Machine Learning to improve road maintenance](#)

# THERE ARE FIVE SUCCESS ENABLERS FOR DATA/AI-ENABLED EFFICIENCY IN STATE GOVERNMENT

Success Enablers	Core Moves	Key Questions
1 Leadership Alignment	<ul style="list-style-type: none"><li>• <b>Unite the executive team</b> early on goals, risk appetite, &amp; delivery priorities.</li></ul>	What are we trying to do & why are we trying to do it?
2 AI Use Case Vetting	<ul style="list-style-type: none"><li>• Prioritize <b>high-ROI</b> AI projects.</li><li>• Include <b>privacy, compliance, &amp; end-user input</b> from <b>day one</b>.</li></ul>	Who is it for & what do they really need?
3 Design the Guardrails Before You Drive	<ul style="list-style-type: none"><li>• Establish oversight for AI &amp; data-sharing <b>before</b> launch</li><li>• Tie efficiency <b>KPIs</b> to speed &amp; safeguards</li></ul>	How will we know we're headed towards success?
4 Secure Data Access Across Agencies	<ul style="list-style-type: none"><li>• <b>Zero Trust &amp; role-based access (RBAC)</b> for interagency systems</li><li>• <b>Continuous monitoring</b> for misuse or policy violations</li></ul>	Who should have access to the data, & under what circumstances?
5 Public Engagement & Trust	<ul style="list-style-type: none"><li>• Design portals to encourage <b>input</b> while <b>protecting identity &amp; data</b></li></ul>	What do our citizens think?



# EVEN WITH THE RIGHT ENABLERS, STATES FACE PERSISTENT EFFICIENCY CHALLENGES

- Organizational Structure & Governance
- Technology Management
- Vendor & Procurement Management
- Resource Constraints
- Compliance & External Pressures

**Data / AI-enabled modernization  
turns these challenges into  
opportunities to cut costs, reduce  
risk, & accelerate delivery.**

# STATE GOVERNMENT EFFICIENCY CHALLENGES | ORGANIZATIONAL STRUCTURE & GOVERNANCE

- **Decentralized tech environments** – Agencies may operate as independent silos, potentially creating inconsistency in architecture, controls, & priorities.
- **Competing agency priorities** – Individual agency agendas might override enterprise objectives, potentially slowing or derailing shared initiatives.
- **Inconsistent risk management maturity** – Risk assessment, treatment, & reporting may vary widely despite statewide standards.
- **Change management resistance** – Deeply embedded processes & culture might resist modernization efforts.
- **Political transition impacts** – Leadership changes can reset priorities & potentially disrupt momentum for programs & projects.



## Impact

More than **80%** of public-sector IT projects overrun schedules, with cost overruns ~ **3X higher** than in the private sector.<sup>1</sup>

1: [Unlocking the potential of public-sector IT projects, McKinsey & Company](#)



# STATE GOVERNMENT EFFICIENCY CHALLENGES | TECHNOLOGY MANAGEMENT

- **Legacy technology debt** – Outdated systems with fragile integrations may limit agility & security capabilities.
- **Interconnected system dependencies** – High cross-agency reliance might exist without shared resilience or coordinated change control.
- **Cross-agency data silos** – Limited visibility & secure sharing across departments may persist.



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Our agencies are hesitant to assist IT with citizen digital experience because they are more interested in how they process work internally.

— State CIO

# STATE GOVERNMENT EFFICIENCY CHALLENGES | VENDOR & PROCUREMENT MANAGEMENT

- **Vendor management complexity** – Heavy reliance on third parties may exist without consistent contract governance or accountability structures.
- **Procurement bottlenecks** – RFP & contracting processes might not match technology refresh cycles.



## Impact

City-level RFP cycle times remain long. For example, New York City's average RFP runs **376 days** even after reform.<sup>1</sup>

# STATE GOVERNMENT EFFICIENCY CHALLENGES | RESOURCE CONSTRAINTS

- **Chronic understaffing** – Persistent vacancies & overextension may limit capacity for modernization & compliance.
- **Budget cycle constraints** – Annual appropriations may be misaligned with continuous tech evolution & multi-year program delivery.
- **Talent retention challenges** – Public sector salaries & advancement paths might not compete effectively with private sector offers.



## Impact

**93%** of CIOs prioritize continuing to recruit/retain qualified staff for next year.<sup>1</sup>

**Workforce challenges** consistently rank among the **top 10 priorities for State CIOs**.<sup>1</sup>

# STATE GOVERNMENT EFFICIENCY CHALLENGES | COMPLIANCE & EXTERNAL PRESSURES

- **Regulatory compliance overlap** – Conflicting or duplicative federal/state mandates may increase complexity & cost.
- **Citizen service expectations** – Pressure to match private sector digital experiences might exist without equivalent funding or agility.



**98%** of households want their local government to invest in modern online technology.<sup>1</sup>

# HOW WE CAN HELP

**Build** organizational capacity through embedded leadership & capability development that survives administration transitions

**Accelerate** AI adoption with governance frameworks that enable secure innovation

**Transform** complex procurement & vendor management challenges



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