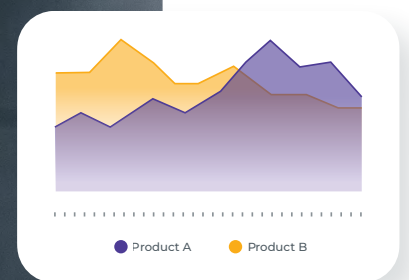


# The intelligent government: How AI is redefining public sector operations



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# Introduction: The operational imperative

Public sector organizations are caught between two forces that show no sign of easing. Demand for services continues to rise while the workforce available to deliver them faces structural pressure. State and local governments now employ more than 20.5 million people, but those jobs have fallen from about 15 percent of the US labor market in 2009 to 13 percent today, meaning fewer workers are serving more residents.

Quarterly state and local government vacancies have regularly topped 800,000 since the pandemic, well above the pre-pandemic peak of about 653,000.<sup>1</sup> At the same time, fiscal expectations are tightening. McKinsey research estimates a \$725 billion to \$765 billion US productivity improvement opportunity in the US government—more than \$2,000 US per resident—much of it tied to how operational and administrative work gets done.<sup>2</sup>

To modernize and reduce the burden on staff, governments have invested heavily in digital transformation over the past decade. Cloud migrations, citizen portals, and mobile self-service tools have expanded access and modernized parts of service delivery. Yet most of these investments focused on digitizing existing processes rather than changing how work gets done. The technology stack grew, but the underlying workflows of grants management, procurement, scheduling, payroll, permitting, and asset management remained labor-intensive and reactive. A McKinsey Global Institute analysis indicates that up to 30 percent of current work time could be automated by 2030, releasing significant capacity for higher-value activities.<sup>3</sup>

Artificial intelligence (AI) represents a different kind of opportunity. Not as another system to learn or another platform to manage, but as an intelligence layer that works within the systems organizations already use. When applied to operational and administrative workflows, AI can process information, coordinate tasks, and support decisions at a speed and scale that human teams alone cannot sustain. The value is not in replacing public servants. It is in removing the operational friction that keeps staff from focusing on the people they serve.

Public sector leaders have good reason to be cautious. Trust, accountability, and audit defensibility are non-negotiable. But the question facing governments today is no longer whether to adopt AI. It is how, and how fast.

The National Association of State Chief Information Officers (NASCIO) ranked AI as number one in its 2026 State CIO Top 10 Priorities list for the first time, overtaking cybersecurity, which had held the top spot for 12 consecutive years.<sup>4</sup> Organizations that move beyond pilots to operational deployment will be best positioned to sustain service quality, control costs, and retain talent in the years ahead.

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<sup>1</sup> Farmer, L. (2025, March 10). *Slowdown in private-sector jobs a boon for state and local hiring*. The Pew Charitable Trusts. <https://www.pew.org/en/research-and-analysis/articles/2025/03/10/slowdown-in-private-sector-jobs-a-boon-for-state-and-local-hiring>

<sup>2</sup> Sahni, N., Murale, V., Cutler, D., Singhal, S., & Gerber, A. (2023, September 5). *US government productivity: A more than \$2,000 per resident opportunity*. McKinsey & Company. <https://www.mckinsey.com/industries/public-sector/our-insights/us-government-productivity-a-more-than-2000-per-resident-opportunity>

<sup>3</sup> Madgavkar, A., White, O., & Luby, R. (2025, April 28). *Empowering the US workforce*. McKinsey Global Institute. <https://www.mckinsey.com/industries/public-sector/our-insights/empowering-the-us-workforce>

<sup>4</sup> Ward, M. (2025, December 16). *There's a new day in state technology: AI takes the top spot on state CIOs' priorities for 2026*. National Association of State Chief Information Officers. <http://www.nascio.org/press-releases/theres-a-new-day-in-state-technology-ai-takes-the-top-spot-on-state-cios-priorities-for-2026/>

# AI in government: From automation to intelligent operations

The government's relationship with automation is not new. Rules-based systems have long handled tasks like batch payroll runs, eligibility checks, and routine notifications. These tools delivered value but operated in narrow lanes, each addressing a single task and requiring people to stitch activities together across systems.

Generative AI introduced a more capable layer. It can interpret unstructured data, summarize complex case files, draft documents, and surface contextual recommendations across finance, human resources (HR), permitting, and constituent services.

A third phase is now emerging: agentic AI. Where generative AI creates and summarizes, AI agents act. They can operate with varying degrees of autonomy, from human-in-the-loop systems that require staff to initiate or approve each step, to fully autonomous agents that complete defined workflows within established guardrails. They can initiate and coordinate multi-step processes that span departments and platforms, such as triggering supplier outreach when contract performance dips or routing a permit application through inspections, payments, and approvals.

Rather than waiting for a person to interpret a recommendation and take action, these agents can execute automatically and escalate to staff only when judgment or approval is required. Deloitte predicts that by 2027, half of enterprises using generative AI will have deployed AI agents.<sup>5</sup>

This is not about introducing AI that makes consequential policy or eligibility determinations on its own. The most immediate and defensible opportunity sits in operational and administrative work: finance, procurement, workforce management, asset and work management, and case routing. This is where workflows are repeatable, oversight is straightforward, and efficiency gains translate directly to better service and lower cost.

<sup>5</sup>Widener, C., Fineberg, S., Van Dyke, & D. (2024, November 17). *Technology, media & telecommunications 2025 predictions*. Deloitte. <https://www.deloitte.com/us/en/about/press-room/deloitte-technology-media-telecom-2025-predictions.html>

# Why government has been cautious, and why that's changing

Government leaders have had good reasons to approach AI carefully. The consequences of error are measured in public trust, audit findings, and political risk. But standing still creates its own risk. Peer agencies are moving forward quickly.

The Government Accountability Office reported that across 11 federal agencies it reviewed, the number of AI use cases nearly doubled from 571 in 2023 to 1,110 in 2024, while generative AI use cases increased about nine-fold, from 32 to 282 in a single year.<sup>6</sup> The pace at the federal level is a leading indicator of where state and local government will be within the next budget cycle.

The answer is a practical one, grounded in three principles gaining traction across the public sector:

**1**

AI should be embedded within the systems agencies already use, including enterprise resource planning (ERP), workforce management, and operational systems, rather than layered on as a standalone tool. This approach keeps data inside trusted, governed environments and ensures AI can act on the same information that drives day-to-day operations.

**2**

AI should start with operational and administrative use cases where the risk profile is lower and the efficiency gains are immediate. Starting with repeatable, structured work in finance, procurement, workforce, and service delivery—far removed from sensitive eligibility or enforcement determinations—lets organizations build confidence before extending AI into more complex domains.

<sup>6</sup>U.S. Government Accountability Office. (2025, July 29). *Artificial intelligence: Generative AI use and management at federal agencies* (GAO-25-107653). <https://www.gao.gov/products/gao-25-107653>

3

Every AI-driven process should maintain human oversight, with clear mechanisms for staff to review, approve, or override actions at critical decision points. This oversight should be reinforced by a formal AI governance plan that defines where AI is permitted, how it is evaluated, and who is accountable. The National Institute of Standards and Technology (NIST) AI Risk Management Framework, released in January 2023, offers a practical model organized around four core functions—govern, map, measure, and manage—and has since been adopted across federal, state, and private sector organizations.<sup>7</sup>

Organizations that embrace this approach are finding that AI does not add complexity. It reduces it. When an AI agent processes a non-purchase order (PO) invoice, validates it against contract terms, and routes exceptions for review, the procurement team gains capacity rather than another system to learn. When a scheduling system fills an open shift before a supervisor makes a single phone call, that supervisor gets time back. Well-designed AI absorbs the operational burden that has been steadily growing for years.



<sup>7</sup>National Institute of Standards and Technology. (2026, March 27). *AI Risk Management Framework (AI RMF 1.0)*. <https://www.nist.gov/itl/ai-risk-management-framework>

# Autonomous agents: A digital extension of the public sector workforce

Workforce shortages are not a future risk for state, county, and city governments. They are a present reality. At the same time, a significant share of staff time is consumed by administrative work that does not directly contribute to service delivery. Caseworkers chase documents. Finance staff reconcile invoices. HR teams process classification paperwork. Field supervisors spend evenings building schedules.

Autonomous agents represent a shift—from AI that assists to AI that executes. Unlike traditional automation, which follows fixed rules, agents adapt to changing conditions, manage dependencies across multiple steps, and coordinate actions across systems. This makes them especially effective for workflows that span departments, involve multiple systems, and require coordination under time pressure.

Consider a practical example. When a citizen submits a building permit application, the process involves intake validation, plan review routing, fee calculation, inspection scheduling, code compliance checks, payment processing, and final issuance. Today, much of this is coordinated manually through email, phone calls, and task lists, creating delays that ripple across departments. An agentic system can orchestrate these steps in parallel, triggering each action as prerequisites are met and escalating to staff only when a decision requires human judgment.

Early adopters in government are already demonstrating what this looks like. NASCIO's 2026 report on agentic AI in state government identified eight states already using these capabilities, with use cases ranging from mobile service delivery to regulatory review.<sup>8</sup> Federal agencies are moving in the same direction, with the State Department, the United States Postal Service (USPS), and other agencies signaling plans to embed agentic AI into core workflows.<sup>9</sup>

The goal is to extend capacity, not eliminate staff. The future of public sector work will be hybrid: human teams supported by AI systems that handle routine operational tasks so that people can focus on work requiring empathy, expertise, and judgment.

<sup>8</sup>National Association of State Chief Information Officers. (2026, March 3). *Beyond generation: The rise of agentic AI in state government*. <https://www.nascio.org/resource-center/resources/beyond-generation-the-rise-of-agentic-ai-in-state-government/>

<sup>9</sup>Gianfortune, R. (2025, August 4). *Beyond automation: How agentic AI is reshaping federal missions*. GovCIO Media & Research. <https://govciomedia.com/beyond-automation-how-agentic-ai-is-reshaping-federal-missions/>

# Smarter financial operations, grants, and audit readiness

Public sector finance is one of the most labor-intensive and oversight-heavy domains in government operations. Funds accounting, grants management, procurement-to-pay, payroll, and audit preparation all involve dozens of handoffs, complex compliance rules, and high transaction volumes. Mistakes carry real consequences: audit findings, federal funding clawbacks, and public scrutiny.

AI is beginning to change this domain by automating the repetitive, high-volume steps that consume staff time. Systems can flag transactions that fall outside policy before they post. Cash flow forecasting models can analyze historical patterns, payment behavior, and seasonal trends to give finance leaders more accurate visibility into expected revenue and expenditure. Grants compliance models can monitor spending against funding source rules and surface exceptions before they become audit findings.

On the payables side, public sector procurement creates real complexity. Invoices arrive in many formats, from many suppliers, and must be matched against purchase orders, contracts, fund codes, and grant constraints. AI agents can parse these documents, extract relevant fields, validate them against contract terms and compliance rules, and route exceptions for human review. The result is a meaningful reduction in manual work for accounts payable teams while improving accuracy and audit readiness.

The opportunity also extends to financial planning and reporting. Traditional public sector reporting often relies on manually compiled spreadsheets that take days to produce, especially during budget cycles or audit windows. AI-powered analytics can enable finance leaders to ask natural-language questions and receive answers in seconds, grounded in real-time data from across the organization.



# Intelligent procurement and vendor management

Public sector procurement carries unique requirements that generic enterprise systems struggle to handle. Sourcing must be defensible, fair, and aligned with statute. Cooperative contracts have to be tracked. Vendor performance has to be documented. Spend has to be visible by fund, grant, and department. Every step must be audit-ready.

Yet procurement teams still spend a disproportionate amount of time on administrative tasks like processing requisitions, matching invoices, and chasing approvals, rather than on strategic sourcing and contract management. AI introduces the ability to shift from reactive to proactive procurement.

Demand and spend forecasting models can analyze historical consumption alongside operational signals like capital project timelines and seasonal service patterns to predict what will be needed, where, and when.

Reorder points and inventory levels for items like fleet parts, water utility supplies, and field equipment can be optimized dynamically rather than set statically. Vendor performance data can be analyzed systematically to identify late deliveries, contract non-compliance, or quality issues—giving procurement teams the intelligence they need to make better sourcing decisions.

For invoice processing specifically, AI can address one of the most persistent pain points. Public sector invoices frequently arrive in non-standard formats and require validation against funds, grants, and cooperative contract terms—complexity that traditional automation has struggled to handle. Newer AI systems can extract structured data from unstructured documents, validate against contract terms and policy, match against receiving records, and flag anomalies, all while maintaining the audit trail that public sector compliance demands.

The cumulative impact is significant. When procurement teams spend less time on manual processing and more time on strategic decisions, governments reduce costs, improve contract compliance, and respond faster to operational needs.

# Demand-driven workforce management

Workforce management is arguably the most consequential operational challenge in the public sector today. Labor is the largest line item in most state and local budgets, and the combination of persistent shortages, retirement waves, and competition with the private sector for skilled talent has made workforce planning an urgent priority.

Traditional scheduling approaches compound the problem. Public sector workforces include 24×7 operations like utilities, public safety, corrections, and transportation, where a single callout can leave a critical post unfilled. When a worker calls out before a shift, a supervisor still spends an hour or more manually working through availability, union rules, certifications, and overtime thresholds—often leaving gaps.

AI-enabled workforce management offers a different model. By analyzing real-time operational data, demand signals, historical patterns, and staffing constraints, systems can predict what each unit will need before the schedule is built. When gaps emerge, intelligent scheduling tools can identify qualified, available staff based on certifications, labor agreements, overtime thresholds, and employee preferences. Open shifts can be broadcast to eligible employees, who can claim them through a mobile interface, filling coverage gaps in minutes rather than hours.

Labor forecasting extends this further. By modeling expected service volumes, seasonal patterns, and planned activities against current staffing levels, agencies can anticipate shortfalls weeks in advance and adjust hiring, internal mobility, or contract staffing proactively.

McKinsey research underscores that workflow redesign—not just AI deployment—is the single biggest driver of value capture from AI, and that high-performing organizations are nearly three times more likely to have fundamentally redesigned at least some workflows.<sup>10</sup> For workforce-heavy government operations, that redesign is where the real value sits.

The impact goes beyond efficiency. When staffing closely matches service demand, burnout decreases, service quality improves, and constituents receive more timely attention. When supervisors spend less time filling shifts and more time supporting their teams, retention improves.

<sup>10</sup> Singla, A., Sukharevsky, A., Hall, B., Yee, L., Chiu, M., & Balakrishnan, T. (2025, November 5). *The State of AI in 2025: Agents, innovation, and transformation*. McKinsey & Company. <https://www.mckinsey.com/capabilities/quantumblack/our-insights/the-state-of-ai>

# Service delivery, throughput, and constituent experience

Service delivery is one of the most visible challenges facing governments, and one of the most frustrating for residents. Long permit cycles, slow inspection scheduling, backlogged service requests, and delayed case decisions all contribute to a constituent experience that often falls short, even when staff are working hard.

These bottlenecks are rarely caused by a lack of resources in absolute terms. More often, they result from how work is coordinated across departments. A permit application waits for a plan review while a related inspection is already complete. A service request sits in a queue because the assignment logic does not reflect crew availability. A case file moves slowly because each step requires a manual handoff.

AI addresses these challenges by improving coordination and prediction. Demand forecasting can anticipate request volumes by service type and time period, allowing agencies to align staffing and capacity more effectively.

Process mining can analyze actual workflow patterns, from intake to resolution, identifying exactly where delays occur. Predictive models can flag cases at risk of falling out of compliance with service-level commitments, enabling proactive intervention.

Deloitte's work with Ohio on regulatory review illustrates the scale of efficiency gains available: its RegExplorer AI tool cut the state's regulatory code by one-third and recovered approximately 58,000 hours of state employee time over five years, with projected taxpayer savings of \$44 million US.<sup>11</sup>

When these capabilities are integrated with permitting, asset and work management, and case management systems, resources are deployed where they are needed, bottlenecks are addressed before they create backups, and throughput improves without requiring additional headcount.



<sup>11</sup> Deloitte. (n.d.) *Unlock the power of AI for government: Ohio RegExplorer case story.* <https://www.deloitte.com/us/en/Industries/government-public/about/ai-in-government-case-stories.html>

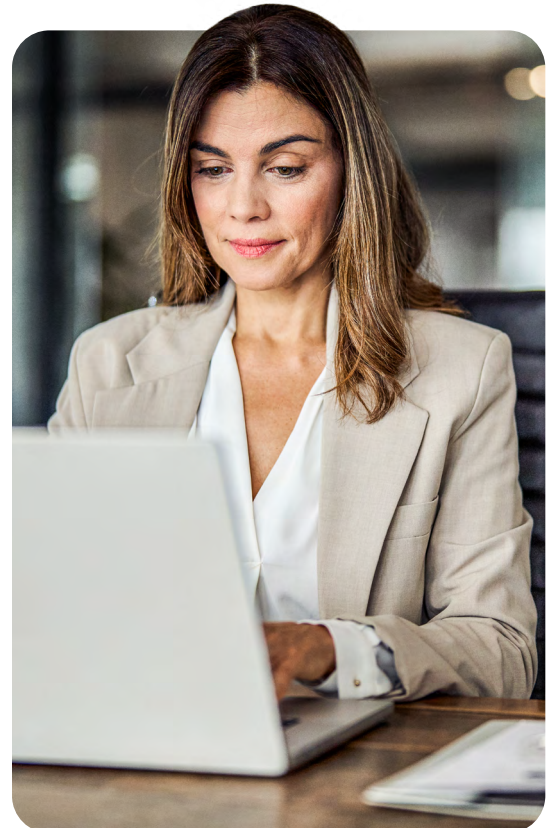
# Unified data: The foundation of operational intelligence

AI systems are only as effective as the data they can access. In government, data is notoriously fragmented. Financial information lives in the ERP. Workforce data lives in HR and scheduling systems. Operational data lives in asset, permitting, and utility billing systems. Constituent data lives in case management, customer relationship management (CRM), and departmental tools. A meaningful share of the work happens in spreadsheets and shared drives that no system sees.

This fragmentation does not just limit AI, but the entire organization. When workforce decisions cannot account for real-time service demand because operational data sits in a different system, the result is misalignment. When procurement teams cannot see asset utilization patterns because that data is locked in operational systems, the result is waste. When finance leaders cannot connect operational performance to financial outcomes in real time, the result is delayed and incomplete decision-making.

Unified data environments address these challenges by connecting information across systems and creating shared context. When financial, workforce, and operational data flow through a common platform with consistent definitions and real-time access, AI can generate insights that reflect the full picture. Forecasting becomes more accurate because it draws on more complete inputs. Agents can coordinate across domains because they share access to the same underlying data.

Building this foundation is not trivial, and it does not happen overnight. But it is the single most important enabler of AI at scale. Governments that invest in connected, well-governed data platforms will deploy AI capabilities faster and achieve better results as the technology continues to evolve.



# Cloud-ready infrastructure: Enabling scale, security, and speed

Legacy on-premises systems were not designed for the speed, scale, and integration that AI requires. They often operate in silos, with limited ability to share data across applications or support real-time processing. The fiscal cost of that legacy footprint is substantial.

The federal government spends more than \$100 billion US on IT and cyber-related investments each year, and agencies have typically reported spending about 80 percent of that on operations and maintenance of existing systems, including outdated systems that are costly to maintain and increasingly vulnerable.<sup>12</sup> The pattern at state and local levels mirrors the federal one: most IT investments go to keeping yesterday's systems running rather than building tomorrow's capabilities.

Cloud-based platforms address these limitations by enabling real-time data access, integration across systems, and the ability to scale resources as needed. For public sector organizations, cloud adoption is a strategic priority, not just for IT modernization, but as the foundation for AI-driven operations. When AI agents, workforce systems, financial platforms, and operational systems are all connected in the cloud, the barriers to coordination disappear. Information flows where it is needed, actions can be triggered across systems, and the agency can move faster without sacrificing control.

Modern cloud platforms are also designed for the security, compliance, and governance requirements that the public sector demands. Federal Risk and Authorization Management Program (FedRAMP)-authorized environments, Amazon Web Services (AWS) GovCloud deployment, role-based access controls, encryption, audit logging, and alignment with state oversight frameworks are built into the infrastructure.

Cost predictability also matters as much as architecture in the public sector. AI pricing models built on per-token consumption can be a poor fit for appropriated budgets, which are set in advance and cannot flex mid-year. When AI costs rise with adoption, finance teams are forced to throttle use precisely when value is starting to compound, and pilots stall before they can prove returns. Cloud platforms that offer fixed, predictable AI pricing remove this constraint and allow agencies to adopt and scale AI without the budget risk that comes with elastic consumption models.

This is why NASCIO's 2026 priorities list placed AI first and cybersecurity second,<sup>4</sup> reflecting the reality that modernization, risk management, and responsible AI deployment are now inseparable priorities for state technology leaders.

<sup>12</sup> U.S. Government Accountability Office. (2025, July 17). *Information technology: Agencies need to plan for modernizing critical decades-old legacy systems* (GAO-25-107795). <https://www.gao.gov/products/gao-25-107795>

# AI as a force multiplier, with humans always in control

The most important principle in public sector AI adoption is also the simplest: AI should make people more effective, not replace them. In an environment built on accountability, public trust, and statutory authority, technology succeeds when it amplifies these qualities.

This means designing AI systems with human oversight at every critical decision point. When an AI agent processes a batch of invoices, a person reviews the exceptions and approves the postings. When a scheduling system fills an open shift, a supervisor can review and override the assignment. When a forecasting model predicts a surge in service demand, leaders decide how to respond. The AI handles the volume, the speed, and the coordination. The human provides the judgment, the context, and the accountability.

Transparency is equally important. Public sector staff and the residents they serve need to understand how an AI system arrived at a recommendation or action. Systems that show which data informed a decision and what alternatives were considered earn trust far more effectively than tools that simply deliver outputs.

Governance frameworks must be clear and enforceable: defining which processes AI can touch and which remain human-led, establishing role-based access so only authorized staff interact with specific

AI capabilities, maintaining audit trails for every AI-assisted action, and aligning with FedRAMP, Criminal Justice Information Services (CJIS), state oversight, and other applicable requirements at every layer.

Deloitte's 2026 State of AI in the Enterprise found that organizations where senior leadership actively shapes AI governance achieve significantly greater business value than those that delegate governance to technical teams alone.<sup>13</sup> This finding aligns with McKinsey's observation that high-performing organizations are more likely to have defined processes for determining when model outputs need human validation.

When these safeguards are in place, AI becomes what governments actually need: a force multiplier that absorbs administrative and operational burdens so staff can focus their expertise where it matters most.

<sup>13</sup> Deloitte. (2026, January). *State of AI in the enterprise: The untapped edge*. <https://www.deloitte.com/global/en/issues/generative-ai/state-of-ai-in-enterprise.html>

# Conclusion: Building the intelligent government

The pressures facing the public sector—workforce shortages, fiscal constraints, rising service expectations, and growing regulatory complexity—are structural, not cyclical. The traditional playbook of incremental efficiency gains and periodic technology upgrades is no longer sufficient to address them.

AI offers a different approach: the ability to embed intelligence into the operational fabric of the organization, supporting systems that anticipate needs, coordinate workflows, and execute routine tasks at a speed and scale that human teams cannot match alone. Not as a replacement for public servants, but as the operational foundation that allows them to focus on the highest-value work.

To capture this value, public sector leaders should focus on five priorities.



## Establish a clear AI usage plan

Define how AI will be applied across the organization and classify use cases by the level of autonomy and risk they carry. A useful framework organizes AI into the following categories, each requiring different controls and oversight:

- Informational AI (FAQs, summaries, document drafting)
- Analytical AI (forecasting, anomaly detection, process mining)
- Advisory AI (recommendations and scenario modeling)
- Operational AI (execution within defined guardrails)



## Invest in connected data and modern platforms

AI cannot operate reliably without a foundation of unified, high-quality, real-time data. Governments that build this foundation now will deploy AI capabilities faster and achieve better results as the technology matures.



### Prioritize high-impact operational use cases

The greatest near-term value sits in finance and grants automation, procurement and vendor management, workforce and scheduling, and constituent service delivery, where workflows are repeatable and efficiency gains translate directly to financial and service outcomes.



### Plan for the cost model, not just the technology

AI pricing structures vary widely, and consumption-based models can conflict with how public sector funds are appropriated. Choosing AI capabilities with predictable, fixed pricing protects the business case and lets adoption compound without finance pulling back.



### Establish clear governance with human oversight at the center

AI earns trust through transparency, accountability, and control. Governments that define where AI acts, where humans decide, and how every action is tracked will scale faster and more confidently than those that treat governance as an afterthought.

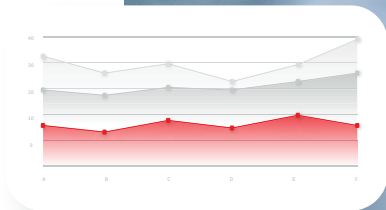
The future of public sector operations will not be defined by organizations that adopt the most technology. It will be defined by organizations that embed intelligence into how they operate in a thoughtful, strategic way—and always in service of the people who deliver public services and the residents who depend on them.

#### Next steps

Use the five priorities in this paper as a self-assessment. The agencies moving fastest are not waiting for a comprehensive AI strategy before they start. They are picking one or two high-impact operational areas, building the data and governance foundation alongside them, and treating cost predictability as a design requirement, not an afterthought.

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