# Making Government More Efficient Through Technology

**Executive summary**

This year has seen a renewed focus on government efficiency at both the federal and state levels. Following the lead of the <u>federal government</u>[1], states have begun implementing initiatives to make their governments more efficient and to maximize the return on every tax dollar. This paper will examine how Secretaries of State offices and other state agencies can utilize technology, in particular an Intelligent Agreement Management (IAM) platform – a new category of cloud software – to meet efficiency goals and how the private sector will play an important role in achieving these objectives.

**State-led initiatives: a new wave of efficiency programs**

Inspired by the federal Department of Government Efficiency (DOGE), more than <u>20 states</u>[2] have initiated government-efficiency programs since the beginning of 2025.

As we enter the second half of the year, some of these programs are revealing their approach to making state governments more efficient and cost-effective. The Oklahoma Division of Government Efficiency (DOGE-OK) has <u>identified</u>[3] over $157 million in federal grants that are duplicative, underutilized, or exceed actual need. DOGE-OK says that these grants can be returned without impacting services, as they include overlapping efforts and often exceed the utilized funding. In April, DOGE-OK <u>announced</u>[4] that it has identified an approximate $19.4 million in savings through daily, collaborative work with state agencies. These savings include smaller-scale items such as cutting hundreds of redundant fax machines and reducing the state vehicle fleet.

State-level DOGE efforts are relying on technology to help discover new savings and efficiencies. One strategy is to deploy online web portals for citizens to submit ideas on how to create a more efficient government. For example, the <u>Missouri Senate Government Efficiency Committee</u>[5] is asking the public to report any instances of government duplication, waste, or inefficiencies. In <u>Kansas</u>[6], the Senate's new committee on government efficiency website had to be shut down due to the overwhelming response.

**The technological imperative: mandates and emerging platforms**

In Florida, Governor Ron DeSantis' <u>executive order</u>[7] creating the state's Department of Governmental Efficiency specifically requires state agencies to "utiliz[e] advanced technology, such as artificial intelligence, as part of ongoing efforts to identify and eliminate unnecessary spending, programs, or contracts within the agency."

During their 2025 legislative session, the Texas House of Representatives created the House Committee on Delivery of Government Efficiency[8]. This committee had broad jurisdiction over the organization, operation, powers, regulations, and management of state departments, agencies, institutions, and advisory committees, as well as the elimination of inefficiencies in the provision of state services. The committee could also examine the uses of artificial intelligence and emerging technology to help government efficiency, including the application of artificial intelligence and emerging technologies in various sectors of society, including employment, health care, homeland and national security, and transportation.

This effort by states to utilize technology to promote efficiency has led to an opportunity for the private sector to assist the public sector with technological expertise. The Texas House Committee is specifically focused on "the cooperation between the state or a local governmental entity and the scientific and technological community, including private businesses, institutions of higher education, and federal governmental laboratories." Executive orders require state agencies to use technology to become more efficient. For example, Louisiana's Fiscal Responsibility Program[9] is required to "identify areas where technology can help expedite state services, especially if the use of technology can result in cost-savings to the state."

**The strategic partnership: how the private sector empowers state agencies**

Private sector organizations are key partners for state agencies as they work towards achieving such efficiency mandates. A key area for driving efficiency, particularly relevant to the duties of a Secretary of State, is the management of agreements, contracts, and forms. A recent study[10] highlights this, with 31% of contracting professionals expressing difficulty understanding the terms, risks, and obligations in existing contracts. However, 77% of leaders in high-performing organizations credit effective agreement management to their success.

As chief executives responsible for Business Services, Secretaries of State and their staff process business formation agreements, periodic reports, and other business filings in at least 40 states. And, according to the US Chamber of Commerce[11], the number of applications filed to start these new businesses has surged with a record-breaking 5.5 million applications filed in 2023 alone. Related workflows include Business Entity Filings, Name Availability and Reservations, Online Services, Records Maintenance, UCC Filings, Notary Commissions, and Enforcement.

By implementing an IAM platform, Secretary of State offices can enable the digitization of forms, automation of workflows, and leverage AI within these processes to deliver on their mission. An IAM platform can help strengthen security and oversight while reducing waste. In addition, an IAM platform can ensure that only authorized individuals approve agreements, that commitments are acted on, and that every action is backed by a verifiable, auditable record.

Beyond agreements, private sector solutions that integrate with or build upon an IAM platform can support critical state duties, such as records management or business services. In California[12], the Business Entities Section of the Secretary of State's office processes filings, maintains records, and provides information to the public relating to business entities, including corporations, limited liability companies, limited partnerships, general partnerships, limited liability partnerships, and other business filings. These filings and record maintenance can be enhanced[13] using AI, leading to a more efficient process that reduces waste.

The same study[10] found that organizations with disconnected agreement management workflows take 2 weeks longer to complete the agreement lifecycle and experience 25,000 hours of annual waste per function when developing agreements. To increase performance, states should build smart repositories specifically for agreements. These repositories make it easy to quickly find agreements, access vital information instantly, and gain valuable insights from your agreements, driving a more efficient government and improving workforce and constituent experience.

The use of new technology will continue to grow as government efficiency efforts continue to expand at the state level. The private sector will have more opportunities to assist government agencies with its expertise to achieve these cost-saving goals. State governments would benefit greatly from private sector expertise in their efficiency efforts to lower costs and create secure agreement processes that benefit the public.

## End Notes

1   https://www.whitehouse.gov/presidential-actions/2025/01/establishing-and-implementing-the-presidents-department-of-government-efficiency/

2 https://www.nbcnews.com/politics/doge/state-versions-doge-take-modest-approaches-elon-musks-shock-awe-moves-rcna203579

3 https://oklahoma.gov/governor/newsroom/newsroom/2025/doge-ok-identifies--157m-in-wasteful-health-grants--moves-to-cut.html

4 https://oklahoma.gov/governor/newsroom/newsroom/2025/governor-stitt-praises-efforts-to-eliminate-waste-and-modernize-.html

5 https://www.senate.mo.gov/committeeforms/GovernmentEfficiency/GovernmentEfficiencyPortal

6 https://www.kwch.com/2025/02/07/kansas-government-efficiency-form-overwhelmed-shuts-down-after-public-floods-input-form/

7 https://flgov.com/eog/sites/default/files/shared/2025/02/EO%2025-44%20DOGE.pdf

8 https://house.texas.gov/committees/committee/233

9 https://gov.louisiana.gov/assets/ExecutiveOrders/2024/JML-Exective-Order-176.pdf

10 A 2025 study conducted by Deloitte and Docusign, surveying more than 1400 business leaders across 14 countries to understand how agreement management creates value for organizations, titled "Optimizing Agreement Management: What Sets High-Performing Organizations Apart," https://www.docusign.com/deloitte-agreement-study

11 https://www.uschamber.com/small-business/new-business-applications-a-state-by-state-view

12 https://www.sos.ca.gov/business-programs/business-entities

13 https://www.docusign.com/blog/navigator-smart-manage-agreements

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**About Docusign**

Docusign brings agreements to life. Over 1.6 million customers and more than a billion people in over 180 countries use Docusign solutions to accelerate the process of doing business and simplify people's lives. With intelligent agreement management, Docusign unleashes business critical data that is trapped inside of documents. Until now, these were disconnected from business systems of record, costing businesses time, money, and opportunity. Using Docusign IAM, companies can create, commit to, and manage agreements with solutions created by the #1 company in e-signature and contract lifecycle management (CLM).

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