



Commonwealth of Massachusetts
Executive Office of Technology Services and Security
(TSS)

Artificial Intelligence

**AI at Scale: Enabling the Commonwealth Workforce Through Responsible
Enterprise AI**

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EXECUTIVE SUMMARY

The Commonwealth of Massachusetts launched an enterprise AI assistant program to give employees access to emerging technology, and help public employees use artificial intelligence safely, responsibly, and productively across state government. The initiative addresses a common challenge for every state: how to capture the benefits of generative AI while maintaining public trust, protecting sensitive data, supporting accessibility, and avoiding unmanaged use of consumer tools.

Led by the Executive Office of Technology Services and Security (TSS), the program combines enterprise procurement, responsible-use policy, role-based training, adoption support, security controls, and agency engagement. The rollout is supported by the Commonwealth's AI Center of Enablement, which helps agencies identify appropriate use cases, assess risk, and adopt AI in ways that are practical and governed.

Within the first 100 days, more than 4,500 Commonwealth employees across all 11 secretariats were enabled with AI. With access to an AI assistant, staff identified hundreds of practical use cases across writing and communication, summarization, analysis and decision support, policy and compliance, workflow productivity, and resident support.

The project is more than a software rollout. It is a workforce transformation effort designed to help employees reduce administrative burden, improve communication, analyze information more effectively, and focus more time on high-value public service work. Massachusetts is demonstrating that enterprise AI can be scaled in government when technology deployment is paired with governance, training, human oversight, and measurable adoption.

IDEA

What problem or opportunity does the project address?

Generative AI created a new operating challenge for state government. Employees were eager to use AI to draft communications, summarize information, analyze documents, generate ideas, and support technical work. But unmanaged adoption created risks around privacy, cybersecurity, accessibility, procurement, accuracy, and inconsistent use.

Massachusetts saw an opportunity to move from fragmented experimentation to a secure, enterprise-supported AI environment. Rather than simply block AI tools or allow uncoordinated use, the Commonwealth created a governed path for employees to use AI productively while maintaining clear guardrails.

The project addresses several business problems:

- Repetitive administrative work consumes staff capacity.
- Employees must process growing volumes of information.
- Agencies need faster ways to summarize, analyze, and communicate.
- Staff need practical training on responsible AI use.
- The Commonwealth needs a secure alternative to unmanaged commercial AI tools.

Why does it matter?

The Commonwealth's workforce is responsible for delivering services across transportation, health and human services, public safety, economic development, labor, education, housing, veterans' services, and more. Small gains in employee productivity can produce large statewide benefits.

The first 100 days showed substantial demand: more than 4,500 employees across all 11 secretariats were enabled, and staff identified hundreds of real-world uses of AI at work.

This matters because AI adoption in government cannot depend on isolated innovators. To produce durable value, employees need access, training, policy, examples, support, and confidence.

What makes it different?

The Commonwealth treated AI adoption as an enterprise change-management initiative, not simply a licensing exercise.

The program includes:

- Centralized enterprise AI access.
- Role-based training.
- Responsible-use expectations.
- Feedback loops.
- Use-case discovery.
- Adoption metrics.
- Secretariat- and agency-level enablement tracking.
- Governance through the AI Center of Enablement.

The program also emphasizes practical, everyday uses of AI rather than speculative automation. Employees are using AI to streamline work while keeping humans in the loop.

What makes it universal?

Every state is facing the same question: how can government use AI safely, responsibly, and at scale?

Massachusetts' approach is replicable because it combines three ingredients any state can adapt:

1. Enterprise access to approved tools.
2. Governance and training.
3. Measurement of adoption and use cases.

IMPLEMENTATION

What was the roadmap?

The project moved through four phases:

1. **Governance foundation:** Establish policies, acceptable-use standards, privacy expectations, and review structures.
2. **Enterprise procurement and platform setup:** Provide a secure, managed AI environment for employees.
3. **Training and phased adoption:** Equip staff with practical guidance, examples, and role-based support.
4. **Measurement and scaling:** Track enablement, usage, feedback, and emerging use cases.

The project is part of the Commonwealth's broader AI efforts, which prioritizes responsible adoption, workforce enablement, and measurable service improvement. Future priorities include completing AI Assistant rollout to 30,000+ state employees and establishing AI-enabled modernization efforts.

Who was involved?

TSS led the effort with support from:

- The Executive team, including the Secretary, Deputy Secretary, Chief Technology Officer, and Asst Secretary of Strategy and Planning

- Deputy CTO of AI and Emerging Technology
- Chief Privacy Officer
- Chief Risk Officer
- Secretariat and agency leadership
- Engagement and training teams
- Accessibility, legal, procurement, and finance stakeholders

A key factor in the program's success was the partnership between TSS and the Commonwealth's 11 secretariats. Secretariat leaders helped identify early adopters, surface practical use cases, communicate responsible-use expectations, and provide feedback throughout the rollout. This collaborative approach ensured the program reflected the operational realities of agencies across government while building shared ownership for responsible AI adoption at enterprise scale.

How did you do it?

Massachusetts implemented the project as a coordinated enterprise rollout.

Key implementation elements included:

- Secure enterprise access to AI tools.
- Responsible-use guidance.
- Role-based training.
- Use-case identification.
- Agency-level adoption support.
- Weekly tracking of utilization metrics.
- Feedback collection through surveys, ServiceNow, and engagement channels.

The Commonwealth tracks total licensed staff, enablement rate, and weekly active usage. The TSS enablement rate reached 70%, exceeding the four-week target of 60%, while weekly active usage has hovered around 65%.

IMPACT

What did the project make better?

The project gave employees a safe, supported way to use AI in their daily work. Instead of leaving AI adoption to individual experimentation, Massachusetts created an enterprise model that improves productivity while managing risk.

Employees are using AI to:

- Draft and refine communications.
- Summarize complex materials.
- Analyze information.
- Generate ideas.
- Translate technical content into plain language.
- Support data work.
- Prototype digital experiences.
- Improve training materials.
- Support policy and compliance tasks.

A usage review called “100 Days, 100 Ways” effort highlighted 100 use cases across six major categories, with the largest category being workflow and productivity.

How do you know?

The Commonwealth tracks impact through adoption, usage, and feedback metrics.

Known metrics include:

- 4,500+ enabled staff in the first 100 days.
- Participation across all 11 secretariats.
- Hundreds of documented use cases.
- 70% TSS enablement rate.
- Approximately 65% weekly active usage among activated users.
- Positive user feedback, especially around training.

The project also produced concrete examples of AI-enabled productivity, including accessibility checking, 911 mapping support, survey response summarization, legacy code documentation, and service locator support for veterans.

100 Days | 100 Ways

We've completed the first **100 days of ChatGPT** deployment across the Executive Branch. In partnership with Secretariat CIOs, we've curated 100 use cases that highlight early impacts. Every Secretariat is represented. A full report will be shared soon, with CIOs receiving a preview of examples from their organizations in advance. **This milestone is just the beginning - thank you for your continued partnership. Example Use Cases:**

ANF Networking Event Optimization Creates balanced ten-person tables maximizing diverse interactions via seating assignments.	DOT Permit Application Review Reviews applications against MassDOT requirements & flags deficiencies, reducing review delays.	EEA Storm Damage Analysis Will analyze aerial imagery identifying storm damage delivering insights to municipalities.	EOE Legacy Code Documentation Documents legacy application code to support developers and business analysts.
EOHHS Survey Response Summarization Summarizes responses, identifies themes, organizes feedback, and flags sensitive details.	EOLWD Vendor Onboarding SOP and Checklist Created SOP checklist for onboarding vendors.	EOPSS Accessibility Remediation Guidance Evaluates PDFs WCAG accessibility and recommends fixes.	HLC Electrics Cost Modeling Model estimates shifts from electrification considering rates rents heating efficiency.
TSS Interactive Training Transformation Transforms training slides into interactive modules improving engagement and learning retention.	EOED OS Inspector Regional Assignment Tool Will use map tool to align municipalities to inspectors using workload travel data.	VETS Service Locator Will use public data for our VSO (Veterans Services Officers) to easily find service locations for veterans.	

Confidential | DRAFT

4500+

Commonwealth staff
across all 11 Secretariats
Licensed

488+

Custom GPTs Created

Use Cases Across Categories...

- Analysis & Decision Support
- Policy, Risk, & Compliance
- Public Services & Resident Support
- Summarization & Knowledge Processing
- Workflow & Productivity
- Writing & Communication

What now?

Massachusetts will continue scaling the program to more than 30,000 state employees. The next phase will focus on deeper agency adoption, stronger measurement of business value, additional training, and integration of AI into modernization, data, service delivery, and software development work.

The project is worthy of continued investment because it creates the operating model for responsible AI adoption at scale. It gives employees practical tools, reduces unmanaged AI risk, and builds the Commonwealth's long-term capacity to deliver faster, clearer, and more responsive government services.