



Digitizing the infrastructure of public service delivery



Government depends on agreements. Employees request equipment, complete vendor procurement or submit time-off requests. Constituents determine benefit eligibility, enroll in health plans or apply for permits and licenses. No matter the purpose, more than 75% of government business processes begin with a form. These transactions are so ubiquitous they often fade into the background, but scale tells a different story.

“At the federal level alone, there are 10,000 unique forms, whether it’s 1099s, W2s, you name it. Each of those gets processed thousands of times per day. So you do the math, and that’s 106 billion transactions a year,” said Michael “MJ” Jackson, global head of industries at DocuSign.

This volume illustrates both a challenge and an extraordinary opportunity. Despite significant modernization efforts, agreement processes remain one of the last — and often most stubborn — manual frontiers inside government. Paper packets still circulate. Staff swivel between email threads, PDFs, spreadsheets and legacy systems. Outcomes hinge not on mission intent, but on how quickly the right form reaches the right person in the right sequence.

When an agreement process breaks down, mission delivery slows, which can mean longer waits to access housing or health care, or a delayed public safety response because a warrant is stuck in a queue.

“It’s public-sector outcomes that really impact all of us as constituents,” Jackson said. “That’s the problem we’re aiming to solve, making agreement processes more efficient, more effective, to ultimately improve outcomes. When we talk about the future of forms or agreements, we’re really talking about the future of government.”

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AI and automation: intelligence as a force multiplier

Digitizing the agreement lifecycle has the potential to greatly reduce administrative burdens, collapsing weeks of back-and-forth into hours. And today, the most significant advances in that transformation are coming from AI and automation. These technologies are reshaping every step of the process, starting with the most essential: finding the correct form.

Rather than navigating agency portals trying to memorize form numbers, a constituent can describe their need in plain, natural language. AI can also pre-populate relevant fields by pulling data from systems of record, minimizing redundancies and errors.

Inside the enterprise, meanwhile, AI brings the ability to turn static documents into a source of operational intelligence. Agencies can aggregate patterns across thousands of contracts and forms, gain more visibility into bottlenecks, workload distribution and emerging risks that would otherwise be siloed or even buried in filing cabinets.

“AI can help identify the needle in the haystack that would otherwise be lost and can do it immediately, and at scale,” Jackson said.

AI also gives strained teams more leverage, as tasks that previously required triaging documents one by one or manually comparing versions can be woven into streamlined workflows. Even grouping similar forms together can lighten cognitive load and speed review cycles, noted Julia Dalla Rosa, vice president of technology ecosystem alliances for ICF, a Docusign partner.

“It allows you to create efficiencies without replacing the fundamental work itself,” she said. When AI handles repetitive friction points, staff can focus on the judgment-driven decisions that truly advance mission outcomes.

This is the intuitive foundation upon which Docusign Intelligent Agreement Management is built.

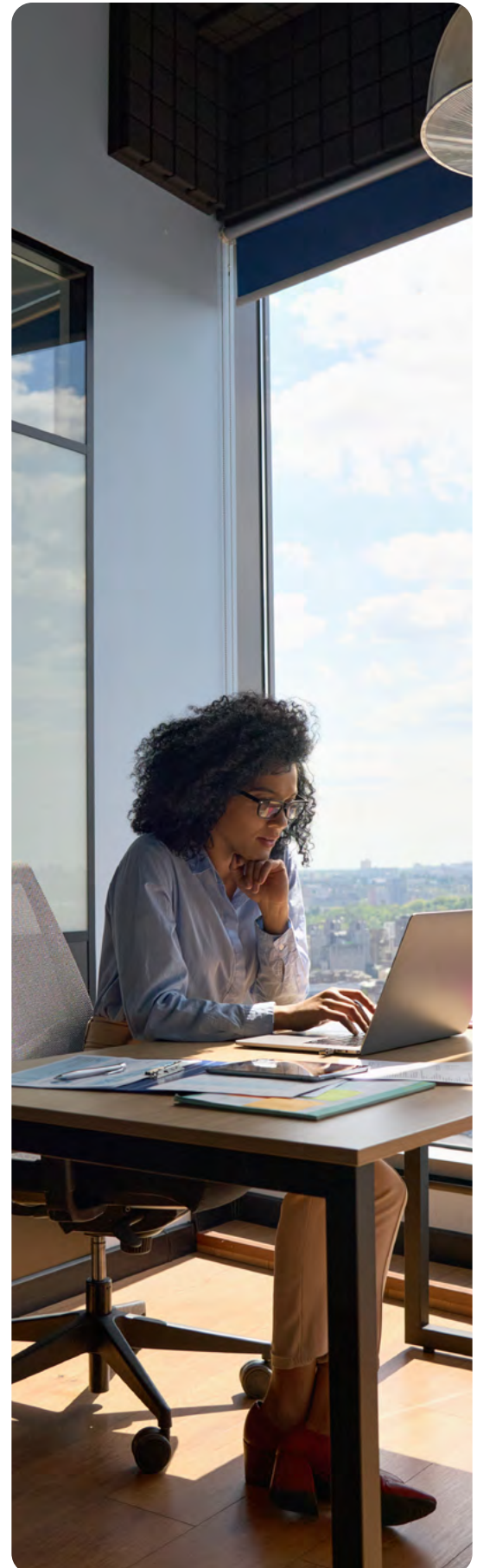
IAM: the full agreement lifecycle in a single platform

While Docusign’s electronic signatures have become widespread, most government agreement workflows still unfold across a labyrinth of disconnected applications, making it difficult to track the full lifecycle or maintain context.

[Intelligent Agreement Management](#) (IAM) was designed to fill those gaps with a unified end-to-end platform. Jackson describes IAM with the analogy of “bull’s-eyes and bow ties. The power starts in the center and radiates out.”

That center is Docusign’s trusted e-signature capability, which becomes the nucleus for everything that happens before and after signature collection, including form creation and pre-population, routing approvals, repository management, system integration and AI-driven analytics.

Equally as crucial as IAM’s capabilities is the trust that underpins them. IAM is rooted in Docusign’s long-standing security posture, which has earned the confidence of agencies across all 15 federal executive departments and government entities in every state. The FedRAMP Moderate platform maintains clear boundaries to ensure sensitive data is never used to train external AI models. It provides audit trails and identity validation, including full transparency into who can access what and when.



“For two years in a row, Docusign has been named by Newsweek as the most trusted software company in America,” Jackson noted. “Over the past 22 years, we’ve earned the trust of over a billion users and 1.7 million customers.”

Additionally, IAM is designed to meet agencies where they are. With more than 1,000 integrations, teams can pull the solution’s capabilities directly into existing systems and dashboards, extending functionality without duplicating effort.

“If an agency is already using Salesforce, ServiceNow, Google or Microsoft, they can access the power of IAM directly through the tools they’re familiar with and have already invested in,” Jackson said. “There’s no need to rip and replace or start over.”

The platform’s value also lies in its configurability, Dalla Rosa explained. Public-sector use cases require structured, defensible processes that can adapt to agency-specific requirements.

“The more we have systems that are end to end and systems that play as part of an ecosystem, the more value agencies can extract,” she said.

Looking ahead: agreement management as a lever for mission acceleration

Agreement workflows ultimately determine how quickly services reach residents, how effectively programs scale and how confidently leaders can adapt policy in real time.

“Previously, agency missions were separate from the technology stack,” Jackson said. “Now, technology is helping accelerate the mission.” Across Docusign’s customers, he sees the same pattern of progress: first, digitizing agreements; then creating a single source of truth; and finally, using AI to deliver insights, generate agreements automatically and make smarter, data-driven decisions.

Dalla Rosa stated that agreement management is expanding far beyond just documenting decisions, and will actually play a key role in informing them as heightened transparency enables agencies to refine processes continuously.

“It gives us more levers and greater visibility to shift and improve what agreement management means and what the experience looks like,” she said.

The feedback loop between constituent expectations, technology capability and mission demand is accelerating, and agreements are the infrastructure through which those outcomes flow. Redefining that infrastructure with IAM may be one of the most consequential modernization opportunities ahead.

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Ecosystem Alliances, ICF

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Success Stories

Docusign’s impact is transformative for agencies of all sizes. For [San Miguel County](#), Colorado, locating executed agreements once required its small staff to dig through shared drives, taking approximately 45 to 60 minutes per document. After implementing IAM, search time dropped to just two or three seconds — a 99% improvement. Finalizing nonprofit agreements also took 96% less time.

Similarly, ICF has integrated IAM into its licensing, permitting and inspections accelerator, LPI 360, built on Salesforce. IAM’s ability to automate creation and management has streamlined these otherwise document-heavy, compliance-driven workflows.

“LPI 360 is designed for broad applicability across all levels of the public sector,” said Dalla Rosa. “It’s integration reflects our holistic technology ecosystem approach—bringing best-in-class solutions together to reduce the number of days and hours it takes to complete the process, while ensuring accurate submissions that lead to faster approvals and better outcomes.”

[Learn more](#)

about how Docusign and ICF can help your agency modernize agreements with IAM

