

# Crawl, Walk, Run: Operationalizing AI in State Government

2026

## With you today



**Manoj Bajaj**

State & Local Salesforce  
Lead  
[manojbajaj@kpmg.com](mailto:manojbajaj@kpmg.com)



**Nicole Bennett**

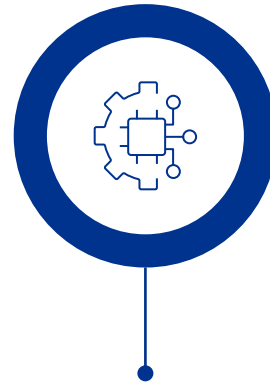
Director, State & Local  
Salesforce  
[nicolebennett@kpmg.com](mailto:nicolebennett@kpmg.com)



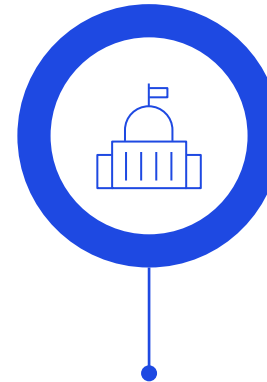
**Steve Mullins**

CRE, State of Indiana  
[stevenmullins@KPMG.com](mailto:stevenmullins@KPMG.com)

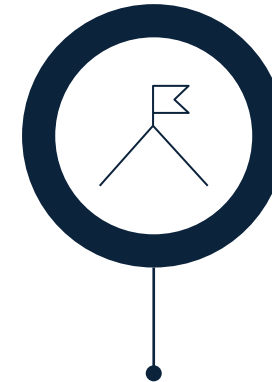
## Today's discussion



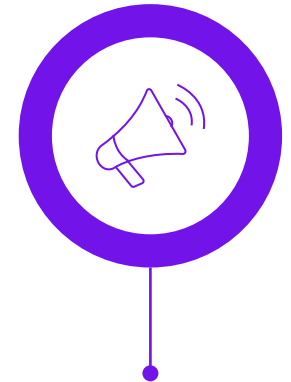
From Disruption  
to Practical  
Transformation



Impact on  
State Agencies



Pioneering  
Agencies

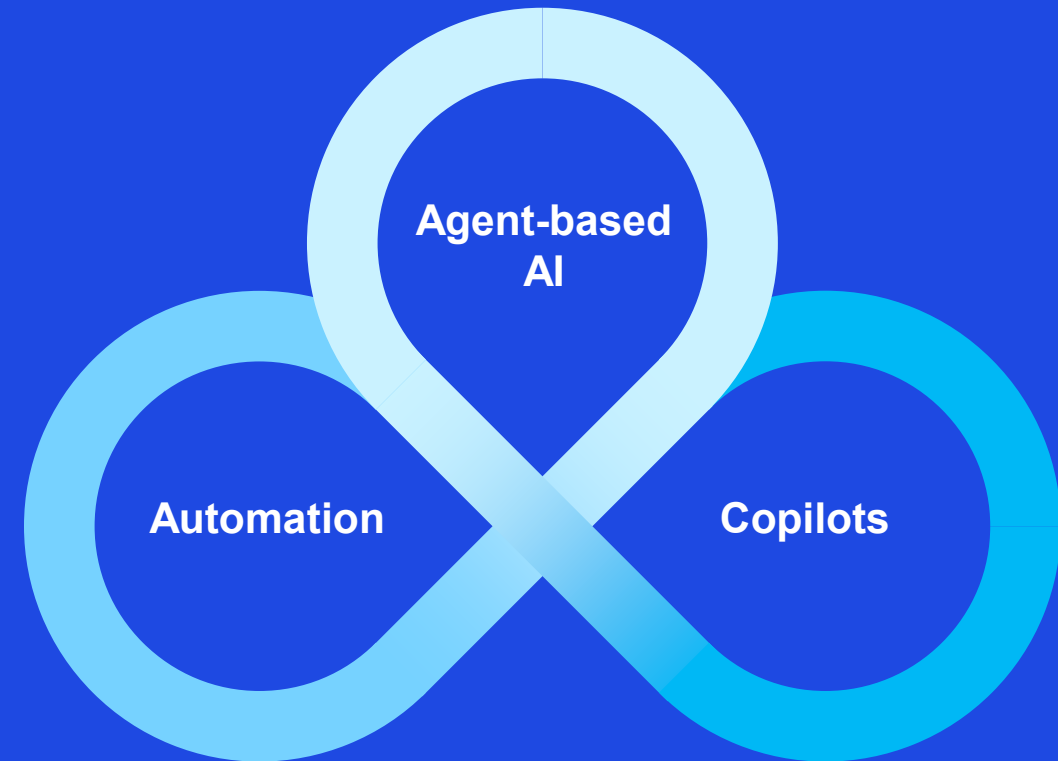


What's Next

# From Disruption to Practical Transformation

## AI has accelerated faster than any other prior technology wave

Artificial intelligence is advancing at an unprecedented pace, accelerating much faster than any previous wave of technological innovation. Rather than acting as standalone tools, modern AI is now deeply embedded directly into existing core platforms and seamlessly integrated throughout daily business workflows. Furthermore, these advanced systems have evolved far beyond basic data processing, demonstrating the advanced capability to reason through complex scenarios and take **autonomous action**.



# Impact on State Agencies



# Case Study: INPRS

While a large majority are still in the early phases of experimentation, a smaller segment has progressed to actively piloting these solutions. Ultimately, only a select few agencies have successfully reached the point of fully operationalizing these capabilities into their workflows.

## A Pioneer Example

In partnership with KPMG, the Indiana Public Retirement System (INPRS) is leveraging Agentforce to enhance its foundational CRM platform, focusing on improving operational efficiency, member engagement, and service delivery through advanced AI capabilities.

This initial rollout prioritizes functionality that balances significant business impact with minimal end-user effort, utilizing a straightforward design that simplifies the experience for users who are new to AI while simultaneously minimizing long-term development and maintenance complexity for the organization.

What made the difference was  
how INPRS approached AI using a  
**crawl, walk, run model**



# Case Study: INPRS (continued)

While a large majority are still in the early phases of experimentation, a smaller segment has progressed to actively piloting these solutions. Ultimately, only a select few agencies have successfully reached the point of fully operationalizing these capabilities into their workflows.

## What INPRS learned

### Crawl

- ▶ Focus on contained, high-volume use cases specifically centered around basic knowledge access and retrieval.

### Walk

- ▶ Expand system capabilities through Agentforce by focusing on enhanced inquiry support, automated summarization, and intelligent routing.

### Run

- ▶ This advanced phase achieves comprehensive end-to-end workflow orchestration driven by seamless multi-agent collaboration.

#### What worked

- Start small, scale intentionally
- Tie AI to business processes
- Keep humans in the loop
- Invest in change management

#### What didn't

- Boiling the ocean
- Treating AI as an IT project
- Ignoring workforce trust



# What's Next

## The next wave of AI

- Agent-based AI as digital labor
- Blended workforce: humans + agents
- AI embedded into core operations



### KPMG Code Assist v2

The screenshot shows the KPMG Code Assist v2 interface. On the left is a 'Source' panel with a file tree containing 'util\_dev\_autoreg.sas', 'Simple Vif Check &amp; Run.sas', and 'Data Prep.sas'. Below it is a 'Target' panel with 'util\_dev\_autoreg.py' and 'test\_util\_dev\_autoreg.py'. The main area is a 'Code' editor showing Python code with line numbers 25 to 62. The code includes assertions for 'fit\_results', 'out\_fitstats', 'out\_parameters', 'out\_testresults', and 'out\_scored', as well as function definitions for 'test\_util\_dev\_autoreg\_no\_exog', 'test\_util\_dev\_autoreg\_output\_options', and 'test\_util\_dev\_autoreg\_hac'. On the right is an 'Activities' panel showing a list of pipeline runs: 'Pipeline run 1', 'Pipeline run 2', and 'Pipeline run 3'. 'Pipeline run 3' is expanded, showing a list of steps: 'Run step step\_sas\_macro\_to\_python', 'Run step step\_identify\_api\_doc\_requirements', 'Run step step\_refactor\_python', 'Run step step\_sas\_generate\_unit\_tests', 'Run step step\_sas\_test\_generated\_code', 'Run step step\_sas\_plan\_fixes', 'Run step step\_sas\_macro\_to\_python', 'Run step step\_identify\_api\_doc\_requirements', 'Run step step\_refactor\_python', 'Run step step\_sas\_generate\_unit\_tests', and 'Run step step\_sas\_test\_generated\_code'.

## How KPMG is evolving

- AI-enabled operating models and assets (*Blaze AI for Salesforce*)
- Responsible AI adoption
- Scalable modernization with Salesforce & Agentforce

The agencies that will lead are those operationalizing AI responsibly and at scale — today



© 2026 KPMG LLP, a Delaware limited liability partnership, and its subsidiaries are part of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. All rights reserved. USCS041547-1A



Some or all of the services described herein may not be permissible for KPMG audit clients and their affiliates or related entities.

Learn about us:



[kpmg.com](https://kpmg.com)

The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavor to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act upon such information without appropriate professional advice after a thorough examination of the particular situation.

© 2026 KPMG LLP, a Delaware limited liability partnership, and its subsidiaries are part of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. All rights reserved. USCS041547-1A

The KPMG name and logo are trademarks used under license by the independent member firms of the KPMG global organization.