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2026 State of Digital Government

Trends in Civic Engagement

A woman with dark skin and braided hair, wearing an orange cardigan over a beige sweater, is sitting at a desk. She is looking down at a document she is holding, with a laptop open in front of her. The background is a blurred office setting.

44% of organizations have
AI policies in place

52% agree engagement
activities foster public trust

50% of organizations
reducing budgets

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Introduction

Civic engagement is the cornerstone of effective governance. The relationship between public sector agencies and the communities they serve has evolved beyond transactional interactions, demanding a more collaborative and continuous dialog. Thriving communities are built on these open conversations, where resident needs and the services designed to meet them are co-developed. Digital technology provides the essential tools to build and sustain this connection, facilitating community awareness, information sharing, and ultimately, robust participation. Consequently, engagement has become a mission-critical strategy for agencies aiming to design experiences and services with their constituents, not just for them.

In 2025, public sector agencies continued to leverage digital tools to facilitate direct conversations with the public and achieve their strategic goals. This report analyzes responses from more than 125 public sector engagement practitioners surveyed by ath Power Consulting, a premier provider of research, training, and strategy solutions for both the public and private sectors, and global statistics from Granicus' Engagement Cloud platform to understand the impact of digital civic engagement over the past year. Our analysis compares key metrics from October 2024 to October 2025, revealing a landscape of strategic consolidation, evolving challenges, and significant opportunities for growth. While 2024 represented a peak in certain engagement activities, 2025 has been a year of refinement, where agencies are learning to do more with less and beginning to harness the power of data and emerging technologies like AI.



Our analysis identified several key trends shaping the civic engagement landscape:



Strategic consolidation over expansion: Agencies are increasingly focusing on maximizing the impact of existing digital platforms rather than launching new ones, resulting in more published projects on fewer sites.



The rise of resource constraints: Limited resources and competing internal priorities have become the most significant barriers to effective engagement, surpassing concerns about low participation.



A maturing engagement funnel: While the total number of digitally engaged constituents moderated from its 2024 peak, the overall pipeline from awareness to active participation has strengthened, indicating a more sustained level of civic involvement.



Explosive growth in AI adoption: The use of AI in government has doubled in the last year, with a strong focus on data analysis, though policy and governance lag behind this rapid adoption.



Persistent gaps in data utilization: A majority of agencies still consult engagement research on an ad-hoc basis, missing critical opportunities to deepen community trust, improve service delivery, and enhance team efficiency.

The data and insights in this report offer a detailed reflection on the progress made in the last year and highlight new opportunities for the year ahead. These findings can guide the optimization of engagement strategies as agencies continue their efforts to deliver more inclusive, responsive, and effective public services.



Metrics Overview

The following metrics were gathered from Engagement Cloud platform internal data – particularly the Sentiment & Feedback tool (EngagementHQ) – from October 2024 through October 2025, providing a comprehensive view of recent trends.

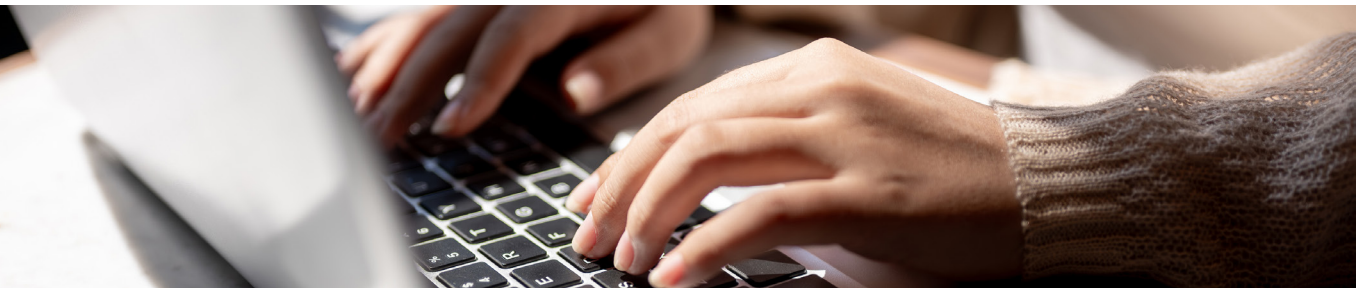
PROJECTS

This data reflects the number of online engagement projects created by 287 government organizations that have established engagement websites with Granicus tools. While there was a slight decrease in the number of sites from 2024 to 2025, the number of published projects continued to rise, signaling a consolidation of activity and the increasing effectiveness of established engagement platforms.

	2023	2024	2025
Projects published	2,069	2,403 	2,478 

Key trend: Consolidation and deepened use

While the total number of new engagement sites saw a slight decrease from 2024 to 2025, the number of published projects continued its upward trajectory. This signals that organizations are moving beyond initial platform setup and are now focusing on maximizing the value of their existing digital infrastructure. Rather than expanding their digital footprint, agencies are consolidating activities and increasing the volume of engagement initiatives on established, trusted platforms. This approach enhances efficiency and provides a more consistent experience for community members.



REGISTERED USERS

This metric tracks the number of community members registered to engage in projects. The data reveals a decline in registered users over the past three years, indicating possible market saturation or a shift in engagement preferences — such as increased participation without formal registration.

	2023	2024	2025
Registered users added	60,068	54,364 ▼	48,982 ▼
<i>Total registered users: 338,589</i>			

Key trend: Shifting participation models

The steady decline in new registered users suggests a potential market saturation or, more likely, a fundamental shift in how community members prefer to engage. The friction of formal registration might be giving way to a preference for more passive or anonymous forms of participation. This highlights an opportunity for agencies to explore low-barrier engagement methods that capture feedback from a broader audience without requiring a formal sign-up process, thereby increasing overall reach.



AWARE, INFORMED, AND ENGAGED USERS

Effective engagement strategies guide audiences through a cycle from awareness (site visits), to informed (taking action on the site), and finally to full engagement (contributing to the site). While overall participation peaked in 2024, it moderated in 2025, reflecting a sustained increase in active civic involvement.

	2023	2024	2025
Aware	3,425,918	5,336,999 ^	5,358,638 ^
Informed	1,146,567	1,728,450 ^	1,529,067 ^
Engaged	228,579	339,517 ^	210,604 ^

Key trend: Moderation after a peak, sustained long-term growth

After a significant spike in 2024, the numbers of informed and engaged users moderated in 2025. However, the number of “aware” users continued to climb, indicating outreach efforts are still successfully driving traffic. The 2025 figures for all three stages remain substantially higher than in 2023, reflecting a sustained and maturing civic engagement pipeline. This moderation suggests a normalization of engagement levels after a period of intense activity, rather than a decline in public interest.



TOP PROJECT THEMES AND KEYWORDS

Analysis of project themes and keywords reveals evolving community priorities over the years. In 2025, planning commission, city staffing, and public hearings became predominant, while previous years emphasized infrastructure and parks. Consistent keywords such as “city,” “project,” and “community” underline their centrality to public sector initiatives.

Top 5 project themes 2025:



Planning
commission



City
staffing



Public
hearing



Transportation



Construction

Top 5 project themes 2024:



Parks and
recreation



Infrastructure



Urban
design



Transportation



Development



Top project keywords	2024	2025
City	4,059	4,239 ▲
Project	3,515	3,955 ▲
Community	3,216	3,657 ▲
Plan	2,775	3,568 ▲
Public	2,344	2,921 ▲

Key trend: Shift from capital projects to operational and governance issues

In 2024, engagement topics were dominated by tangible, community-facing projects like infrastructure and parks. In 2025, the focus shifted toward more operational and procedural matters, such as planning commission meetings, city staffing, and public hearings. This suggests communities and agencies are now finding new ways to give the community a voice in addressing more complex, systemic issues related to governance and service delivery.



Trends in Engagement Strategy

Effective engagement requires a focused team dedicated to understanding and prioritizing user-centered design. This is reflected in the growing presence of customer experience roles within the public sector. The primary goal of engagement is to uncover points of friction in the citizen experience. As responses to the 2025 civic engagement survey gathered by ath Power Consulting indicate, achieving this demands a strong strategic mindset, refined work processes, and collaborative teams focused on a common objective.

ENGAGEMENT STRATEGY: LARGER, MORE FOCUSED TEAMS

The perceived value of engagement is evident in the expansion of dedicated teams. Our survey shows 50% of respondents work in teams of 4-10 staff members focused on engagement projects, versus 41% in 2025. That growth has seen a slight reduction in the proportion of teams of 2-3 people (21% in 2025 vs. 30% in 2024) as well as teams larger than 10 staff (16% in 2025 vs. 21% in 2024).

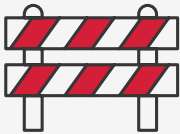


This investment in human capital is yielding a high volume of work as seen by a 4 percentage point increase in the number of respondents stating that **their agency launched more than 20 engagement initiatives in the last 12 months (34% in 2025, up from 30% in 2024).**

These initiatives are most often triggered by strategic planning and the need to fulfill regulatory requirements (both selected by 77% of respondents). However, this high volume might be straining staff resources. While 53% of practitioners allow two to four weeks for community input on a project (up from 43% last year), only 10% permit ongoing collection (a slight increase from last year's 9%), potentially limiting the depth of feedback.

OVERCOMING RESOURCE CONSTRAINTS

Despite establishing strong internal processes, many practitioners face challenges in achieving their engagement goals.



While common issues such as low participation (down to 57% in 2025 versus 64% in 2024) and low representation (climbing to 72% this year from 52%) were cited, **the vast majority (81%) pointed to limited resources (only on 52% of respondents' lists last year) and internal competing priorities (which nearly doubled in 2025 to 60% from 37%) as significant obstacles.**

This might signal a difficulty in connecting engagement activities to their bottom-line impact. Despite 42% of respondents stating their community engagement budgets have either significantly or slightly increased, 66% of all respondents stated it still makes up 5% or less of their city or county budget. An additional 17% said that their efforts are funded by 6-10% of budget.

Despite this crunch, staffs are finding ways to turn feedback into action. When asked which areas are informed by community feedback, 60% of respondents selected “service iteration” as their top choice. While this is down from 65% last year, increases in areas such as audience segmentation (43% in 2025 vs. 8% of top picks in 2024) and outreach personalization (doubling to 30% in 2025 from 16% in 2024) shows an increasing number of practitioners are seeing the benefit of applying experiential feedback to help close the gaps in their engagement



INCREASING TRUST THROUGH ENGAGEMENT: POSITIVE IMPACT

Agencies develop engagement strategies to better inform their communities and promote the two-way participation fundamental to effective and trustworthy government. Progress is measured by tracking users as they move from being “Aware” to “Informed” and finally to “Engaged,” illustrating the depth of their involvement with engagement initiatives.

Within the Engagement Cloud platform, these user stages are defined as follows:

- ✓ **Aware:** An individual who visits an engagement initiative website but does not take further action.
- ✓ **Informed:** A user who explores another project, tool, or page within the site.
- ✓ **Engaged:** A user who takes a direct action, such as completing a survey, participating in a forum, or voting in a poll.

Year-over-year data provides valuable perspective on growth and engagement effectiveness. In 2025, the number of Aware users reached 5,358,638; Informed users totaled 1,529,067; and Engaged users numbered 210,604. This compares to 5,336,999 Aware; 1,728,450 Informed; and 339,517 Engaged users in 2024. Looking further back, 2023 saw 3,425,918 Aware, 1,146,567 Informed, and 228,579 Engaged users. While there was a peak in 2024, the data demonstrates substantial progress from 2023 to 2025, particularly in developing longer-term civic engagement pipelines.

Practitioner sentiment also aligns with these quantitative trends. A steady majority (52% in 2025 and 53% in 2024) agree or strongly agree that engagement activities are fostering public trust, with less than 2% (vs. 5% in 2024) expressing disagreement. **Similarly, 60% of respondents see positive impact in key project areas such as land use and traffic flow (up from 56% last year), and 77% believe engagement efforts have led to more successful implementation of projects and initiatives (up from 53%).**

The Growth of AI: Rapid Adoption Challenges Pace of Governance

Digital solutions remain integral to supporting and scaling engagement activities. That increased comfort with digital tools can be seen in the increase of artificial intelligence (AI). While 35% reported experimenting with the technology in 2024, that number doubled in 2025 with 71% of respondents saying that they are now using AI in their organization. But governance is lagging behind that explosive growth; while 44% of respondents said their organization had policies developed around AI and 27% did not, nearly 30% were uncertain what, if any, policies their organization has around the technology.

Where AI is being used, it primarily supports analysis and insight generation, with 67% of respondents stating they see AI's greatest benefit in that area. For example, the Sentiment Analysis tool included with Engagement Cloud leverages AI to categorize responses as positive, negative, neutral, or mixed. Paired with demographic filters, these insights help organizations better understand community attitudes and adapt strategies accordingly. This measured, collaborative approach developed alongside public sector leaders remains key to ensuring technology delivers trustworthy, actionable results.

Other areas of AI impact include: automating routine tasks (58%), predicting community concerns or trends (50%), and personalizing outreach or monitoring online discussions (each with 42% showing interest).



2025 Funding: Proactive Budget Tightening

Organizations and communities are bracing for potential changes in federal personnel and funding, with varying levels of perceived impact and preparedness. When asked about the expected effect, 70.5% of respondents rated the impact as moderate to very large, highlighting significant apprehension about the future. To prepare, half of the respondents are tightening budgets, while others are focusing on efficiency improvements (36.4%) or delaying large projects (22.7%). However, nearly 30% of respondents have yet to take any preparatory steps, indicating a potential gap in readiness. Hiring and purchasing freezes were also noted as common strategies, though less frequently adopted.

Concern about these changes is palpable, with more than 70% of respondents expressing high levels of worry. Notably, no one reported being unconcerned, underscoring the widespread anxiety about potential disruptions. This data reflects a landscape of cautious anticipation, where organizations are taking varied approaches to mitigate risks while grappling with uncertainty about the future.



Conclusion

The civic engagement landscape in 2025 is one of strategic evolution and adaptation. While the peak participation numbers of 2024 have moderated, the foundation of digital engagement has solidified, with agencies focusing on optimizing existing platforms and deepening their impact. The narrative has shifted from overcoming public apathy to navigating internal resource constraints and competing priorities. This pivot requires a new level of strategic acumen, forcing practitioners to work smarter and justify the return on their engagement investments.

The explosive adoption of AI presents a powerful opportunity to meet this challenge, offering the potential to automate analysis and generate insights with greater efficiency. However, this technological leap must be accompanied by robust governance to maintain public trust.

Ultimately, digital tools are creating essential pathways for critical interactions between governments and the communities they serve. As this report shows, significant opportunities remain to better leverage feedback to optimize strategies, develop more relevant content, and cultivate stronger relationships. By embracing data-driven insights and integrated tools, agencies can transform their engagement efforts, prove their value internally, and build lasting trust with the public. The next frontier in civic engagement lies in closing the gap between collecting feedback and converting it into demonstrable action that improves community outcomes.



We know that technology alone is not enough. With our experienced consultants, efficient implementation, and purpose-built software, Granicus brings government organizations closer to the people they serve — driving meaningful change for communities around the globe.

WE ARE

- ✓ Trusted by more than **7,000 government organizations** worldwide.
- ✓ Connected to **more than 330 million people** through the Granicus Subscriber Network.
- ✓ Focused exclusively on the public sector and supported by experienced professionals who know how government works, including how to **protect sensitive data and comply with applicable regulations**.
- ✓ Developers of secure and reliable technology, giving you peace of mind that **sensitive information is protected against data breaches, cyber threats, ransomware, and disasters**.
- ✓ Committed to **providing equitable and accessible online services for all residents and staff** that is available 24 hours a day, 7 days a week.



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Appendix

In what sector do you work?

SEGMENT	
Local	74.40%
County	14.70%
State	7.00%
Federal	2.30%
Other (please specify)	1.60%

OVERALL	
Communications Professional	27.70%
Community Development	3.90%
Planner	7.80%
Engagement Practitioner	29.50%
Social Media Manager	2.30%
Digital Officer	2.30%
Customer Experience Professional	2.30%
Other (please specify)	24.80%

STATE	
Communications Professional	60.70%
Community Development	0.00%
Planner	11.10%
Engagement Practitioner	0.00%
Social Media Manager	0.00%
Digital Officer	0.00%
Customer Experience Professional	0.00%
Other (please specify)	22.20%

FEDERAL	
Communications Professional	100.00%
Community Development	0.00%
Planner	0.00%
Engagement Practitioner	0.00%
Social Media Manager	0.00%
Digital Officer	0.00%
Customer Experience Professional	0.00%
Other (please specify)	0.00%

LOCAL/COUNTY	
Communications Professional	22.60%
Community Development	4.30%
Planner	7.80%
Engagement Practitioner	31.30%
Social Media Manager	2.60%
Digital Officer	2.60%
Customer Experience Professional	2.60%
Other (please specify)	26.10%

How long have you served in your current position?

OVERALL		STATE	
Less than 1 year	17.10%	Less than 1 year	22.20%
1 to 2 years	28.70%	1 to 2 years	33.30%
3 to 5 years	24.80%	3 to 5 years	11.10%
6 to 10 years	15.50%	6 to 10 years	33.30%
11 to 20 years	8.50%	11 to 20 years	0.00%
More than 20 years	5.40%	More than 20 years	0.00%

FEDERAL		LOCAL/COUNTY	
Less than 1 year	0.00%	Less than 1 year	17.40%
1 to 2 years	0.00%	1 to 2 years	29.60%
3 to 5 years	33.30%	3 to 5 years	25.20%
6 to 10 years	33.30%	6 to 10 years	13.90%
11 to 20 years	33.30%	11 to 20 years	7.80%
More than 20 years	0.00%	More than 20 years	6.10%

How many employees are on your team?

OVERALL		STATE	
1	12.40%	1	11.10%
2-3	20.90%	2-3	0.00%
4-10	50.40%	4-10	44.40%
More than 10	16.30%	More than 10	44.40%

FEDERAL		LOCAL/COUNTY	
1	0.00%	1	13.00%
2-3	33.30%	2-3	21.70%
4-10	66.70%	4-10	50.40%
More than 10	0.00%	More than 10	14.80%

Please indicate your state or province.

OVERALL		OVERALL	
Alabama	1.50%	Minnesota	7.70%
Alberta	9.20%	Montana	1.50%
British Columbia	9.20%	Newfoundland and Labrador	1.50%
California	3.10%	New York	4.60%
Colorado	3.10%	Ohio	1.50%
Connecticut	1.50%	Ontario	7.70%
Florida	4.60%	Oregon	7.70%
Georgia	6.20%	Texas	6.20%
Idaho	3.10%	Virginia	1.50%
Illinois	1.50%	Washington	4.60%
Indiana	1.50%	Washington, D.C.	1.50%
Maryland	4.60%	Wyoming	1.50%
Massachusetts	3.10%		

Please indicate your age from the ranges below.

OVERALL		
Under 30		13.30%
30-39		26.60%
40-49		20.30%
50-59		28.90%
60-69		10.20%
70+		0.80%
STATE		
Under 30		0.00%
30-39		50.00%
40-49		37.50%
50-59		12.50%
60-69		0.00%
70+		0.00%
FEDERAL		
Under 30		33.30%
30-39		0.00%
40-49		33.30%
50-59		33.30%
60-69		0.00%
70+		0.00%
LOCAL/COUNTY		
Under 30		13.90%
30-39		25.20%
40-49		19.10%
50-59		29.60%
60-69		11.30%
70+		0.90%

How satisfied are you with this digital community engagement solution?

OVERALL	
Yes, Granicus/EHQ	76.10%
Yes, a different platform	8.50%
No	15.40%
STATE	
Yes, Granicus/EHQ	71.40%
Yes, a different platform	0.00%
No	28.60%
FEDERAL	
Yes, Granicus/EHQ	66.70%
Yes, a different platform	0.00%
No	33.30%
LOCAL/COUNTY	
Yes, Granicus/EHQ	76.20%
Yes, a different platform	9.50%
No	14.30%

How satisfied are you with this digital community engagement solution?

OVERALL		STATE	
Very satisfied	14.10%	Very satisfied	40.00%
Satisfied	54.50%	Satisfied	40.00%
Neither satisfied nor dissatisfied	23.20%	Neither satisfied nor dissatisfied	0.00%
Dissatisfied	7.10%	Dissatisfied	20.00%
Very Dissatisfied	1.00%	Very Dissatisfied	0.00%
FEDERAL		LOCAL/COUNTY	
Very satisfied	50.00%	Very satisfied	12.20%
Satisfied	50.00%	Satisfied	55.60%
Neither satisfied nor dissatisfied	0.00%	Neither satisfied nor dissatisfied	24.40%
Dissatisfied	0.00%	Dissatisfied	6.70%
Very Dissatisfied	0.00%	Very Dissatisfied	1.10%

How many engagement initiatives has your organization conducted in the last 12 months?

OVERALL		STATE	
0	4.30%	0	0.00%
1-5	28.60%	1-5	50.00%
6-10	15.70%	6-10	0.00%
11-20	17.10%	11-20	0.00%
21+	34.30%	21+	50.00%

FEDERAL		LOCAL/COUNTY	
0	0.00%	0	4.70%
1-5	50.00%	1-5	28.10%
6-10	0.00%	6-10	15.60%
11-20	0.00%	11-20	17.20%
21+	50.00%	21+	34.40%

What portion of the overall city or county budget is allocated to community engagement efforts?

OVERALL		STATE	
0-5%	65.70%	0-5%	0.00%
6-10%	17.10%	6-10%	50.00%
11-20%	12.90%	11-20%	50.00%
21-30%	2.90%	21-30%	0.00%
More than 30%	1.40%	More than 30%	0.00%

FEDERAL		LOCAL/COUNTY	
0-5%	100.00%	0-5%	67.20%
6-10%	0.00%	6-10%	15.60%
11-20%	0.00%	11-20%	12.50%
21-30%	0.00%	21-30%	3.10%
More than 30%	0.00%	More than 30%	1.60%

How has the community engagement budget changed over the past few years?

OVERALL	
It has increased significantly	12.90%
It has slightly increased	30.00%
It has stayed the same	32.90%
It has slightly decreased	17.10%
It has decreased significantly	7.10%
STATE	
It has increased significantly	0.00%
It has slightly increased	50.00%
It has stayed the same	50.00%
It has slightly decreased	0.00%
It has decreased significantly	0.00%
FEDERAL	
It has increased significantly	0.00%
It has slightly increased	0.00%
It has stayed the same	0.00%
It has slightly decreased	0.00%
It has decreased significantly	100.00%
LOCAL/COUNTY	
It has increased significantly	12.50%
It has slightly increased	29.70%
It has stayed the same	34.40%
It has slightly decreased	18.80%
It has decreased significantly	4.70%

How are the insights gathered from community engagement initiatives used to inform policy or program decisions? (Select all that apply)

OVERALL	
Identify community needs and priorities to shape policies and programs	71.40%
Adjust or redesign projects based on resident feedback	67.10%
Inform budget allocations to better reflect public preferences	35.70%
Guide strategic planning and goal-setting for departments	55.70%
Improve communication and outreach strategies	67.10%
Support grant applications and funding requests with community data	32.90%
Evaluate the effectiveness of existing programs for future improvements	54.30%
Report back to the community to maintain transparency and trust	70.00%
Other (please specify)	7.10%
STATE	
Identify community needs and priorities to shape policies and programs	50.00%
Adjust or redesign projects based on resident feedback	50.00%
Inform budget allocations to better reflect public preferences	0.00%
Guide strategic planning and goal-setting for departments	50.00%
Improve communication and outreach strategies	50.00%
Support grant applications and funding requests with community data	50.00%
Evaluate the effectiveness of existing programs for future improvements	50.00%
Report back to the community to maintain transparency and trust	50.00%
Other (please specify)	0.00%

How are the insights gathered from community engagement initiatives used to inform policy or program decisions? (Select all that apply)

(continued)

FEDERAL	
Identify community needs and priorities to shape policies and programs	50.00%
Adjust or redesign projects based on resident feedback	50.00%
Inform budget allocations to better reflect public preferences	0.00%
Guide strategic planning and goal-setting for departments	0.00%
Improve communication and outreach strategies	100.00%
Support grant applications and funding requests with community data	50.00%
Evaluate the effectiveness of existing programs for future improvements	50.00%
Report back to the community to maintain transparency and trust	50.00%
Other (please specify)	0.00%
LOCAL/COUNTY	
Identify community needs and priorities to shape policies and programs	73.40%
Adjust or redesign projects based on resident feedback	68.80%
Inform budget allocations to better reflect public preferences	39.10%
Guide strategic planning and goal-setting for departments	56.30%
Improve communication and outreach strategies	65.60%
Support grant applications and funding requests with community data	32.80%
Evaluate the effectiveness of existing programs for future improvements	53.10%
Report back to the community to maintain transparency and trust	70.30%
Other (please specify)	7.80%

What triggers your organization to conduct engagement? (Select all that apply)

OVERALL		STATE	
Ad-hoc basis	35.70%	Ad-hoc basis	0.00%
High-visibility projects	72.90%	High-visibility projects	100.00%
Regulatory requirements	77.10%	Regulatory requirements	100.00%
Public complaints	32.90%	Public complaints	50.00%
Strategic planning initiatives	77.10%	Strategic planning initiatives	100.00%
Other (please specify)	18.60%	Other (please specify)	0.00%

FEDERAL		LOCAL/COUNTY	
Ad-hoc basis	0.00%	Ad-hoc basis	37.50%
High-visibility projects	50.00%	High-visibility projects	73.40%
Regulatory requirements	100.00%	Regulatory requirements	75.00%
Public complaints	50.00%	Public complaints	31.30%
Strategic planning initiatives	0.00%	Strategic planning initiatives	79.70%
Other (please specify)	0.00%	Other (please specify)	20.30%

Which of the following best describes feedback collection timeframes?

OVERALL	
Short & Sweet (1-3 days)	5.20%
Standard Window (1-2 weeks)	10.30%
Extended Collection (2-4 weeks)	53.40%
Ongoing Collection	10.30%
Depends on the specific project/initiative	20.70%
STATE	
Short & Sweet (1-3 days)	0.00%
Standard Window (1-2 weeks)	0.00%
Extended Collection (2-4 weeks)	50.00%
Ongoing Collection	50.00%
Depends on the specific project/initiative	0.00%
FEDERAL	
Short & Sweet (1-3 days)	50.00%
Standard Window (1-2 weeks)	0.00%
Extended Collection (2-4 weeks)	50.00%
Ongoing Collection	0.00%
Depends on the specific project/initiative	0.00%
LOCAL/COUNTY	
Short & Sweet (1-3 days)	3.80%
Standard Window (1-2 weeks)	11.50%
Extended Collection (2-4 weeks)	53.80%
Ongoing Collection	9.60%
Depends on the specific project/initiative	21.20%

What tools do you typically use to gather data? (Select all that apply)

OVERALL	
Community Engagement Software	0.00%
Google Sheets	0.00%
Microsoft Excel	100.00%
Online Survey Platform (e.g., SurveyMonkey, Google Forms)	0.00%
Database Management Systems (e.g., MySQL, PostgreSQL)	0.00%
Customer Relationship Management (CRM) Software	0.00%
Social Media Listening Tools	0.00%
Data Collection Apps (e.g., KoboToolbox, Fulcrum)	0.00%
Web Scraping Tools	0.00%
Application Programming Interfaces (APIs)	0.00%
Other (please specify)	0.00%
None of the Above	100.00%
STATE	
Community Engagement Software	100.00%
Google Sheets	0.00%
Microsoft Excel	100.00%
Online Survey Platform (e.g., SurveyMonkey, Google Forms)	50.00%
Database Management Systems (e.g., MySQL, PostgreSQL)	0.00%
Customer Relationship Management (CRM) Software	0.00%
Social Media Listening Tools	0.00%
Data Collection Apps (e.g., KoboToolbox, Fulcrum)	0.00%
Web Scraping Tools	0.00%
Application Programming Interfaces (APIs)	0.00%
Other (please specify)	0.00%
None of the Above	0.00%

What tools do you typically use to gather data? (Select all that apply)

(continued)

FEDERAL	
Community Engagement Software	66.00%
Google Sheets	10.60%
Microsoft Excel	48.90%
Online Survey Platform (e.g., SurveyMonkey, Google Forms)	59.60%
Database Management Systems (e.g., MySQL, PostgreSQL)	17.00%
Customer Relationship Management (CRM) Software	25.50%
Social Media Listening Tools	31.90%
Data Collection Apps (e.g., KoboToolbox, Fulcrum)	2.10%
Web Scraping Tools	2.10%
Application Programming Interfaces (APIs)	10.60%
Other (please specify)	12.80%
None of the Above	2.10%
LOCAL/COUNTY	
Community Engagement Software	66.70%
Google Sheets	11.90%
Microsoft Excel	47.60%
Online Survey Platform (e.g., SurveyMonkey, Google Forms)	61.90%
Database Management Systems (e.g., MySQL, PostgreSQL)	19.00%
Customer Relationship Management (CRM) Software	28.60%
Social Media Listening Tools	33.30%
Data Collection Apps (e.g., KoboToolbox, Fulcrum)	2.40%
Web Scraping Tools	2.40%
Application Programming Interfaces (APIs)	11.90%
Other (please specify)	9.50%
None of the Above	0.00%

Which channels do you employ to reach different communities? (Select all that apply)

OVERALL		STATE	
Email	91.50%	Email	100.00%
Intercept Surveys	23.40%	Intercept Surveys	0.00%
SMS	42.60%	SMS	00.00%
Community Partnerships	63.80%	Community Partnerships	100.00%
Other (please specify)	36.20%	Other (please specify)	0.00%
FEDERAL		LOCAL/COUNTY	
Email	100.00%	Email	90.50%
Intercept Surveys	0.00%	Intercept Surveys	26.20%
SMS	100.00%	SMS	42.90%
Community Partnerships	0.00%	Community Partnerships	64.30%
Other (please specify)	0.00%	Other (please specify)	35.70%

What are your biggest challenges in community engagement efforts? (Select all that apply)

OVERALL	
Low participation rates	57.40%
Non-representative data (e.g., difficulty reaching certain demographics)	72.30%
High drop-off rates (people starting surveys but not completing them)	14.90%
Limited resources (e.g., staff time, budget for incentives, technology, staff skills and capacity)	80.90%
Competing priorities within the organization	59.60%
Lack of clear goals or objectives for engagement efforts	23.40%
Difficulty measuring the impact of engagement activities	42.60%
Maintaining ongoing communication with stakeholders	51.10%
Addressing negative feedback constructively	42.60%
Balancing online and offline engagement strategies effectively	40.40%
Data overload from multiple feedback channels	29.80%
None of the Above	2.10%
STATE	
Low participation rates	0.00%
Non-representative data (e.g., difficulty reaching certain demographics)	100.00%
High drop-off rates (people starting surveys but not completing them)	0.00%
Limited resources (e.g., staff time, budget for incentives, technology, staff skills and capacity)	100.00%
Competing priorities within the organization	100.00%
Lack of clear goals or objectives for engagement efforts	0.00%
Difficulty measuring the impact of engagement activities	100.00%
Maintaining ongoing communication with stakeholders	50.00%
Addressing negative feedback constructively	100.00%
Balancing online and offline engagement strategies effectively	0.00%
Data overload from multiple feedback channels	100.00%
None of the Above	0.00%

What are your biggest challenges in community engagement efforts? (Select all that apply)

(continued)

FEDERAL	
Low participation rates	100.00%
Non-representative data (e.g., difficulty reaching certain demographics)	100.00%
High drop-off rates (people starting surveys but not completing them)	0.00%
Limited resources (e.g., staff time, budget for incentives, technology, staff skills and capacity)	100.00%
Competing priorities within the organization	100.00%
Lack of clear goals or objectives for engagement efforts	0.00%
Difficulty measuring the impact of engagement activities	100.00%
Maintaining ongoing communication with stakeholders	0.00%
Addressing negative feedback constructively	0.00%
Balancing online and offline engagement strategies effectively	0.00%
Data overload from multiple feedback channels	0.00%
None of the Above	0.00%
LOCAL/COUNTY	
Low participation rates	61.90%
Non-representative data (e.g., difficulty reaching certain demographics)	71.40%
High drop-off rates (people starting surveys but not completing them)	16.70%
Limited resources (e.g., staff time, budget for incentives, technology, staff skills and capacity)	78.60%
Competing priorities within the organization	54.80%
Lack of clear goals or objectives for engagement efforts	23.80%
Difficulty measuring the impact of engagement activities	38.10%
Maintaining ongoing communication with stakeholders	54.80%
Addressing negative feedback constructively	40.50%
Balancing online and offline engagement strategies effectively	40.50%
Data overload from multiple feedback channels	28.60%
None of the Above	2.40%

Which of these areas does feedback inform? (Select all that apply)

OVERALL	
Audience segmentation	42.60%
Service iteration	59.60%
Message personalization	29.80%
Other iterative business improvements (please specify)	14.90%
STATE	
Audience segmentation	50.00%
Service iteration	50.00%
Message personalization	50.00%
Other iterative business improvements (please specify)	0.00%
FEDERAL	
Audience segmentation	0.00%
Service iteration	100.00%
Message personalization	0.00%
Other iterative business improvements (please specify)	0.00%
LOCAL/COUNTY	
Audience segmentation	42.90%
Service iteration	59.50%
Message personalization	31.00%
Other iterative business improvements (please specify)	11.90%

How satisfied is the agency with the effectiveness of using stakeholder feedback in the strategic planning process?

OVERALL		STATE	
Very satisfied	12.80%	Very satisfied	0.00%
Satisfied	53.20%	Satisfied	50.00%
Neither satisfied nor dissatisfied	27.70%	Neither satisfied nor dissatisfied	50.00%
Dissatisfied	6.40%	Dissatisfied	0.00%

FEDERAL		LOCAL/COUNTY	
Very satisfied	0.00%	Very satisfied	14.30%
Satisfied	0.00%	Satisfied	52.40%
Neither satisfied nor dissatisfied	100.00%	Neither satisfied nor dissatisfied	26.20%
Dissatisfied	0.00%	Dissatisfied	7.10%

Are you currently using AI In your organization?

OVERALL		STATE	
Yes	71.10%	Yes	100.00%
No	26.70%	No	0.00%
Don't Know	2.20%	Don't Know	0.00%

FEDERAL		LOCAL/COUNTY	
Yes	0.00%	Yes	70.00%
No	100.00%	No	27.50%
Don't Know	0.00%	Don't Know	2.50%

Which AI programs does your organization use? (Select all that apply)

OVERALL		STATE	
ChatGPT	40.60%	ChatGPT	50.00%
Microsoft Copilot	75.00%	Microsoft Copilot	100.00%
Google Gemini	9.40%	Google Gemini	0.00%
Other (please specify)	15.60%	Other (please specify)	0.00%

FEDERAL		LOCAL/COUNTY	
ChatGPT	0.00%	ChatGPT	42.90%
Microsoft Copilot	0.00%	Microsoft Copilot	71.40%
Google Gemini	0.00%	Google Gemini	10.70%
Other (please specify)	0.00%	Other (please specify)	14.30%

For which tasks does your organization use an AI tool? (Select all that apply)

OVERALL	
Analyze feedback	53.10%
Automate routine tasks	53.10%
Personalize outreach	25.00%
Predict community concerns or trends	6.30%
Translate communications	15.60%
Monitor online discussions	18.80%
Other (please specify)	12.50%
STATE	
Analyze feedback	0.00%
Automate routine tasks	50.00%
Personalize outreach	50.00%
Predict community concerns or trends	0.00%
Translate communications	0.00%
Monitor online discussions	0.00%
Other (please specify)	0.00%
FEDERAL	
Analyze feedback	0.00%
Automate routine tasks	0.00%
Personalize outreach	0.00%
Predict community concerns or trends	0.00%
Translate communications	0.00%
Monitor online discussions	0.00%
Other (please specify)	0.00%

For which tasks does your organization use an AI tool? (Select all that apply)

(continued)

LOCAL/COUNTY	
Analyze feedback	53.60%
Automate routine tasks	57.10%
Personalize outreach	25.00%
Predict community concerns or trends	7.10%
Translate communications	17.90%
Monitor online discussions	21.40%
Other (please specify)	10.70%

For which organizational tasks do you think AI would benefit? (Select all that apply)

OVERALL	
Analyze feedback	66.70%
Automate routine tasks	58.30%
Personalize outreach	41.70%
Predict community concerns or trends	50.00%
Translate communications	33.30%
Monitor online discussions	41.70%
Other (please specify)	16.70%

STATE	
Analyze feedback	0.00%
Automate routine tasks	0.00%
Personalize outreach	0.00%
Predict community concerns or trends	0.00%
Translate communications	0.00%
Monitor online discussions	0.00%
Other (please specify)	0.00%

For which organizational tasks do you think AI would benefit? (Select all that apply)

(continued)

FEDERAL	
Analyze feedback	100.00%
Automate routine tasks	100.00%
Personalize outreach	0.00%
Predict community concerns or trends	100.00%
Translate communications	0.00%
Monitor online discussions	0.00%
Other (please specify)	0.00%

LOCAL/COUNTY	
Analyze feedback	63.60%
Automate routine tasks	54.50%
Personalize outreach	45.50%
Predict community concerns or trends	45.50%
Translate communications	36.40%
Monitor online discussions	45.50%
Other (please specify)	18.20%

Does your organization have any policies developed around AI?

OVERALL		STATE	
Yes	44.40%	Yes	100.00%
No	26.70%	No	0.00%
Don't Know	28.90%	Don't Know	0.00%

FEDERAL		LOCAL/COUNTY	
Yes	0.00%	Yes	42.50%
No	0.00%	No	30.00%
Don't Know	100.00%	Don't Know	27.50%

Who created those policies? (Select all that apply)

OVERALL		STATE	
Governor's office	10.00%	Governor's office	50.00%
Legislative body	15.00%	Legislative body	50.00%
3 to 5 years	55.00%	3 to 5 years	50.00%
County- or City-level authorities	35.00%	County- or City-level authorities	0.00%
Advisory committee	5.00%	Advisory committee	0.00%
Other (please specify)	5.00%	Other (please specify)	0.00%

FEDERAL		LOCAL/COUNTY	
Governor's office	0.00%	Governor's office	5.90%
Legislative body	0.00%	Legislative body	11.80%
3 to 5 years	0.00%	Administrative Department	52.90%
County- or City-level authorities	0.00%	County- or City-level authorities	41.20%
Advisory committee	0.00%	Advisory committee	5.90%
Other (please specify)	0.00%	Other (please specify)	5.90%

How do you feel about using AI?

OVERALL		STATE	
Excited	33.30%	Excited	0.00%
Curious	37.80%	Curious	50.00%
Indifferent	4.40%	Indifferent	50.00%
Cautious	20.00%	Cautious	0.00%
Reluctant	4.40%	Reluctant	0.00%

FEDERAL		LOCAL/COUNTY	
Excited	0.00%	Excited	35.00%
Curious	100.00%	Curious	37.50%
Indifferent	0.00%	Indifferent	2.50%
Cautious	0.00%	Cautious	20.00%
Reluctant	0.00%	Reluctant	5.00%

Do you think AI will have a big impact on community engagement?

OVERALL		STATE	
Yes	64.40%	Yes	0.00%
No	11.10%	No	50.00%
Don't Know	24.40%	Don't Know	50.00%

FEDERAL		LOCAL/COUNTY	
Yes	0.00%	Yes	70.00%
No	0.00%	No	10.00%
Don't Know	100.00%	Don't Know	20.00%

How much do think that changes in federal personnel and funding will affect your organization and/or community?

OVERALL		STATE	
5 (Very large effect)	20.50%	5 (Very large effect)	0.00%
4	22.70%	4	50.00%
3	27.30%	3	50.00%
2	11.40%	2	0.00%
1 (No effect at all)	18.20%	1 (No effect at all)	0.00%

FEDERAL		LOCAL/COUNTY	
5 (Very large effect)	100.00%	5 (Very large effect)	20.50%
4	0.00%	4	20.50%
3	0.00%	3	28.20%
2	0.00%	2	12.80%
1 (No effect at all)	0.00%	1 (No effect at all)	17.90%

What steps are you currently taking to prepare for these changes? (Select all that apply)

OVERALL	
None	29.50%
Budget tightening/savings	50.00%
Hiring freezes	20.50%
Revisiting project planning/delays on large projects	22.70%
Purchasing freezes on large dollar items	15.90%
Studying areas for improvement with efficiency	26.40%
Studying areas for improvement with efficiency	6.80%

What steps are you currently taking to prepare for these changes? (Select all that apply)

(continued)

STATE	
None	0.00%
Budget tightening/savings	100.00%
Hiring freezes	50.00%
Revisiting project planning/delays on large projects	50.00%
Purchasing freezes on large dollar items	0.00%
Studying areas for improvement with efficiency	100.00%
Studying areas for improvement with efficiency	0.00%
FEDERAL	
None	0.00%
Budget tightening/savings	100.00%
Hiring freezes	100.00%
Revisiting project planning/delays on large projects	100.00%
Purchasing freezes on large dollar items	100.00%
Studying areas for improvement with efficiency	100.00%
Studying areas for improvement with efficiency	0.00%
LOCAL/COUNTY	
None	30.80%
Budget tightening/savings	46.20%
Hiring freezes	17.90%
Revisiting project planning/delays on large projects	17.90%
Purchasing freezes on large dollar items	15.40%
Studying areas for improvement with efficiency	30.80%
Studying areas for improvement with efficiency	7.70%

How concerned are you feeling about the potential impact of these activities on your organization?

OVERALL		STATE	
5 (Very concerned)	35.70%	5 (Very concerned)	0.00%
4	35.70%	4	50.00%
3	17.90%	3	0.00%
2	10.70%	2	50.00%
FEDERAL		LOCAL/COUNTY	
5 (Very concerned)	100.00%	5 (Very concerned)	37.50%
4	0.00%	4	37.50%
3	0.00%	3	20.80%
2	0.00%	2	4.20%