GRANICUS

2025 TRENDS REPORT

The State of Digital Government

How governments at all levels are progressing in their digital transformation efforts.

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Introduction

In 2024, governments at every level continued to put time and resources into improving the delivery of services to the public and their experiences with every interaction. Whether applying for a license to open a small business or busy parents enrolling their children in essential medical services, the public wants simple, seamless digital experiences that reflect the online convenience found in other areas of their daily life. As a result, digital government continued to grow in the last year as civic leaders focused on the areas of engagement, operations, and service.

Survey data from **more than 1,400 government employees in North America** combined with internal data from Granicus' digital solutions show how governments are evolving to meet rising customer expectations and adapting to new technologies. These efforts are creating real impact for the communities they serve, as well as the employees tasked with using these systems to meet their missions.

While the missions and solutions differed across the governments and agencies that responded, the efforts broadly fell into four categories:

Prioritizing issues the public sees as important.

Building digital experiences to address vital issues.

Addressing operational challenges and opportunities to improve experiences.

Understanding the potential impact of developing technologies, such as artificial intelligence.

As the data shows, rising public expectations place new pressures on government workers at all levels to balance customer needs, innovation, process, and security. While engagement and communication efforts are largely being driven by online tools (70% and 95%, respectively), the opportunity exists to reap additional benefits by leveraging digital tools in other areas of government in a unified way.

Modern digital governments that serve the whole community and deliver the experiences they expect focus on three key areas: communication and engagement, efficient operations, and seamless service delivery.

Communication strategists, public information officers, and engagement practitioners seek to:

- ✓ **Grow audiences and create meaningful engagement** by sending targeted email, text, and social media communications to reach more residents, including underserved populations.

- ✓ **Maximize outreach efforts and engage constituents** through two-way feedback and sentiment analysis to truly understand how people feel about key topics and ensure community buy-in for priorities.

- ✓ **Increase trust in government** by conveying accurate information and combatting misinformation.

**Clerks, public records managers, and other staff focused on operations seek ways to:**

- ✓ **Improve trust** by demonstrating transparency and offering more accessible and efficient solutions.

- ✓ **Responsibly provide access** to public meetings and public records.

- ✓ **Recover costs and optimize taxpayer funds**, working with department staff and other program leads to ensure services and programs are inclusive and effective.

Staff focused on providing government services, such as website designers, 311 departments, and licensing and permitting divisions, seek to:

✓ **Gain an improved understanding of their constituents** with online tools to better know who they are, what they care about, and how to communicate with them authentically.

✓ **Create easy to navigate websites** that efficiently connect people to information and streamline services and support access as community needs evolve.

✓ **Save staff resources, time, and budget** to dedicate to more important priorities.

While staff in each of these areas have their own specific interests, the desire to create impactful outcomes that benefit their communities is consistent across all. By digitizing services, governments empower their communities and build trust in a time when these necessary virtues are often seen as lacking in the public sector.

Digital transformation requires new ways of doing work. Implementing new solutions requires new perspectives on processes that might no longer be necessary. **Digitalization can help bring much needed cultural change and open new doors for engaging with residents and delivering the services they need.**
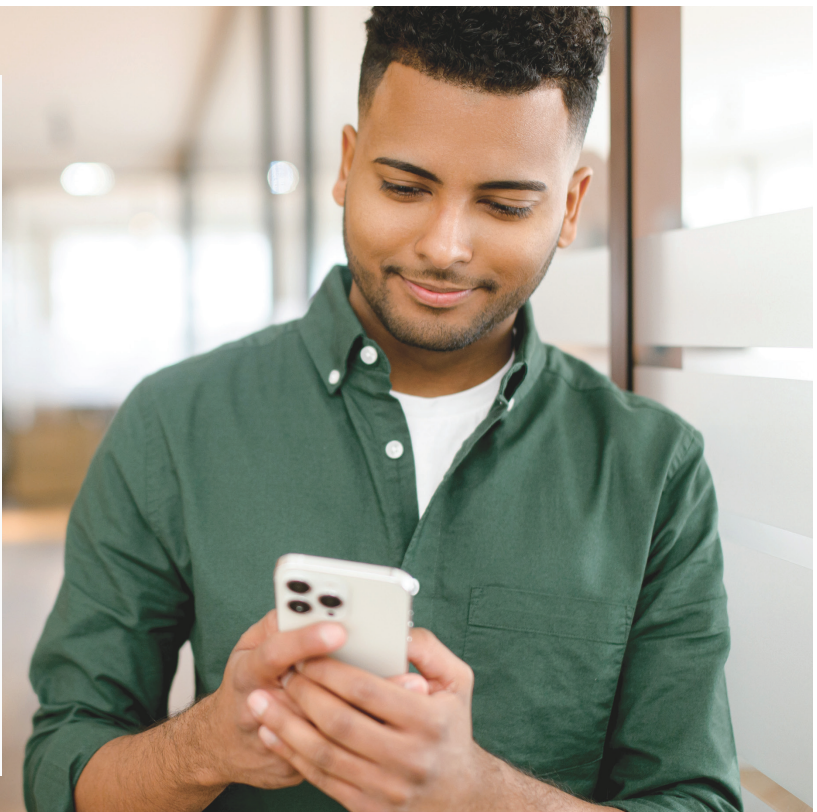
Prioritizing issues the public sees as important

One of the most critical roles of any government is understanding the needs of their communities to better serve and govern. It only stands to reason that governments must have a clear understanding of what issues are seen as the most important before they can create better experiences that lead to better outcomes.

In the surveys contributing to this report, front-line interactions in government continue to focus on actions that will improve the quality of life for their communities. While these issues might carry politically charged elements, the response of government workers suggests that, across all use cases, communities look to government to support growth in their communities.

According to the survey data, governments seeking to meet these needs are using a combination of digital and traditional methods. This integrated approach to raising awareness and encouraging participation shows how government organizations at all levels intend to bring information to their communities, empowering informed decisions through preferred communication channels.

ENGAGEMENT

The impact of digital technology is prevalent among government workers directly involved in engagement — communication strategists, engagement practitioners, etc. — with engagement practitioners stating that they use online tools for nearly 70% of their engagement methods and 95% of communication strategists using some form of online communications platform (along with an additional 36% using a tool specifically for social media management).

Engagement programs are critical for unlocking the insights that lead to beneficial experiences and outcomes for other areas. The common topics of communication reflect both the needs of the communities and important initiatives that will impact their future — initiatives for which governments increasingly seek feedback from residents. The data bears out this correlation.
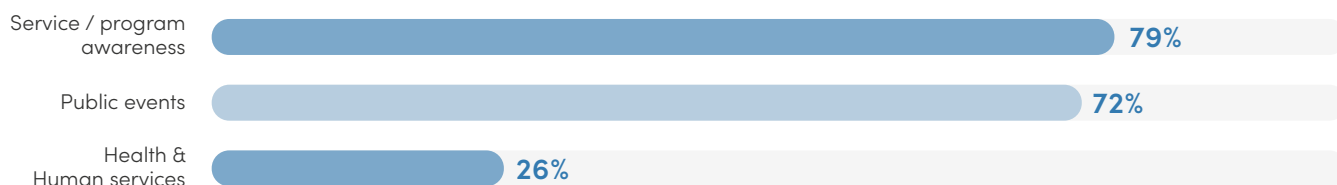
> Engagement practitioners say that they **use online tools for nearly 70% of their engaement** methods and 95% of communication strategists using some form of online communications platform.

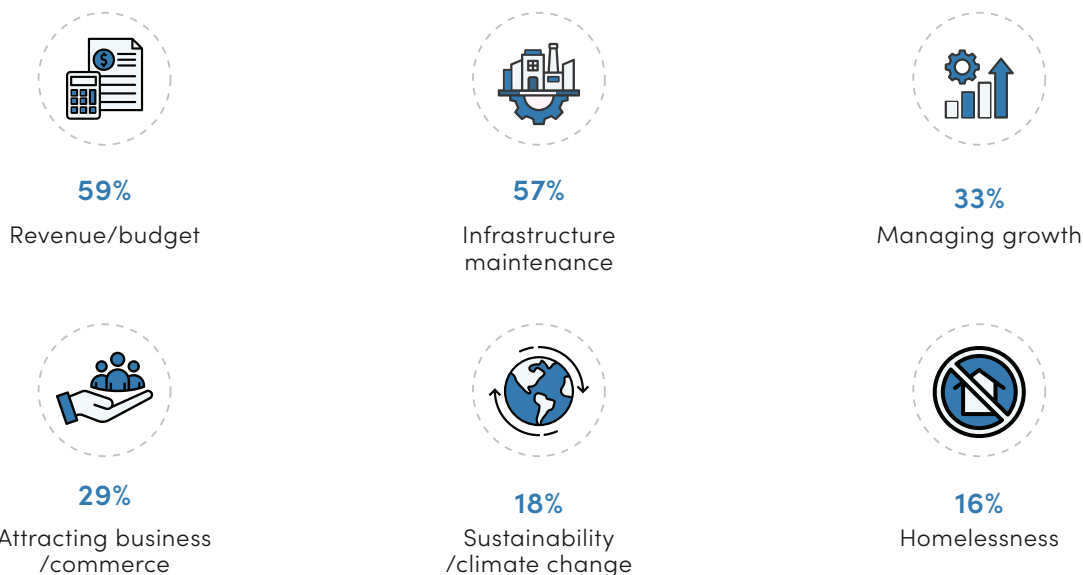## Top topics for engagement and messaging

ONLINE ENGAGEMENT INITIATIVES

Public infrastructure	57%
Land use & development	50%
Environment & sustainability	44%
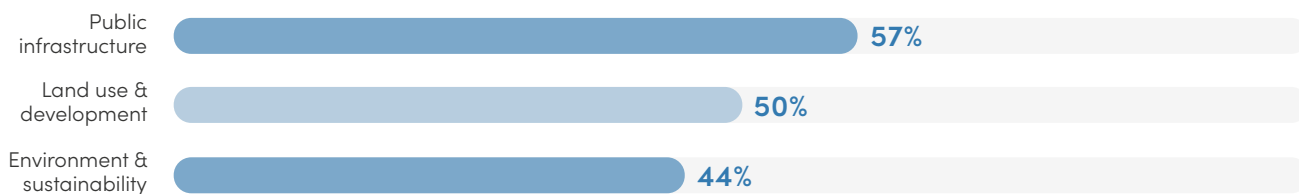
COMMUNICATIONS MESSAGING

Service / program awareness	79%
Public events	72%
Health & Human services	26%

OPERATIONS

Employees who focus more on operations — clerks, public records managers, tax revenue staff, etc. — maintain a balance of serving public needs while following legal statutes. **Survey data on top meeting agenda topics skews closely to those issues seen as a top priority by engagement specialists (homelessness, managing growth, and revenue/budget issues), if slightly reordered:**

Top agenda topics

59%	57%	33%
Revenue/budget	Infrastructure maintenance	Managing growth
29%	18%	16%
Attracting business /commerce	Sustainability /climate change	Homelessness

For public records managers, meeting the needs of requesters was a challenge in 2024, in part due to a 56% increase in public record complexity since 2018 — an index figure that includes a 136% increase in request volume, a 179% increase in quantity of response documents, and a **325% increase in the file size of response documents since 2018** (among other factors). Complexity drivers such as new legislation, evolving technology, and global changes like extreme weather and political challenges create a greater need for the efficiencies of digital government to keep up with the needs of requesters and ensure government accountability.
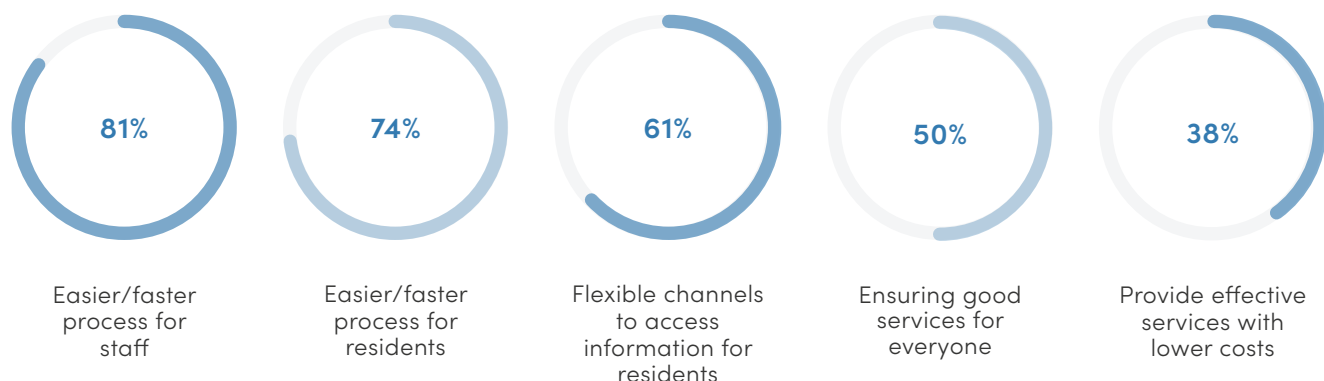
SERVICES

Developing connected, accessible services in a way that creates new efficiencies for residents and staff is a critical goal in evolving digital government. And its an area where governments are succeeding, with survey respondents reporting an **80% increase in digital forms completed** in 2024.

Embodying a culture of self-service helps residents more quickly connect to the government services they need. It also allows staff to focus more on their daily work and less on directing the public to resources or reminding them to fill out proper forms for permits and other services.
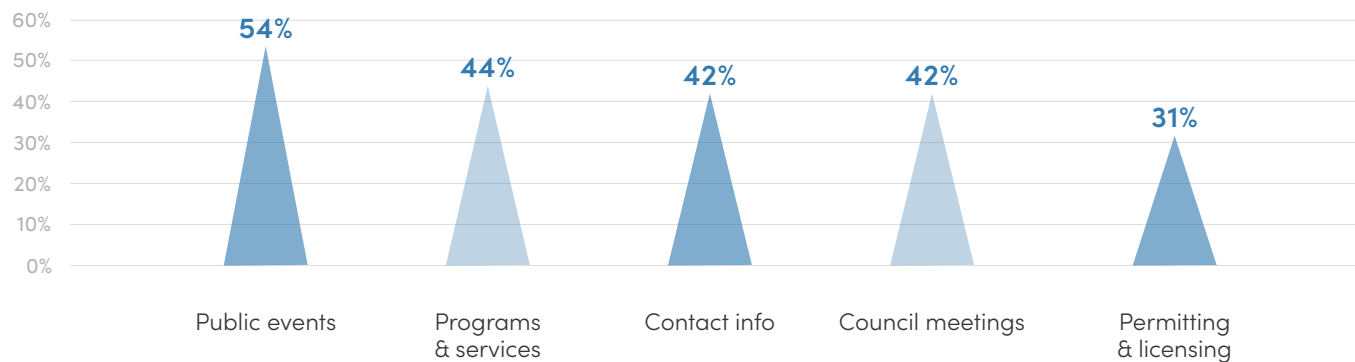
The importance of this relationship bears out in the data, such as the top three sign-up topics reported by website designers, many of which reflect a connection to services within agencies.
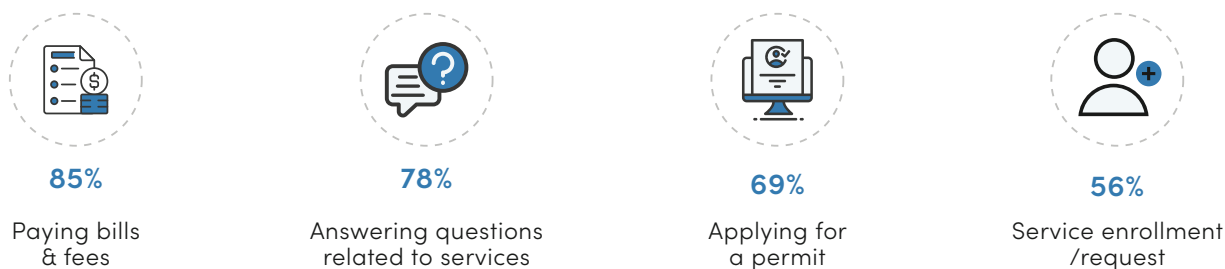
Optimal outcomes for technology in government service

81%	74%	61%	50%	38%
Easier/faster process for staff	Easier/faster process for residents	Flexible channels to access information for residents	Ensuring good services for everyone	Provide effective services with lower costs

Online service top sign-up topics

54%	44%	42%	42%	31%
Public events	Programs & services	Contact info	Council meetings	Permitting & licensing

Areas of online service information most important to residents

85%	78%	69%	56%
Paying bills & fees	Answering questions related to services	Applying for a permit	Service enrollment /request

Building digital experiences to address vital issues

While the above data suggests that government organizations see the value of digital tools, gaps exist in building experiences that can best improve participation and offer the opportunities for the greatest community impact.

ENGAGEMENT

Engagement practitioners see high-visibility strategic planning as the top reason their organizations choose to engage with their constituents (76%). However, a majority of those surveyed (68%) indicated they are not yet using engagement data to segment audiences with focused outreach.

Communications specialists also want to place a greater focus on customer experience in their communications strategies but are lacking the resources to execute those plans.

Only 40% of communications specialists surveyed stated that they have dedicated staff or resources for customer experience development and execution.

OPERATIONS

Public meetings provide an important opportunity for interaction between government and the public. Perhaps more than any other area of government, clerks have been impacted by the digital evolution of streamed video that became critical to functioning public meetings during the COVID pandemic. From that shift, a new normal has emerged, bringing with it expectations for digital experiences.

Automated tools have helped create efficiencies in meeting preparation, but many organizations have been slow to embrace tools that can further increase accessibility for the public. Only 20% of organizations surveyed added closed captioning (either live or in on-demand video) with every meeting, and only 7.5% added transcriptions. For those that do include closed captioning, fewer than 10% offer a language other than English and more than 15% of respondents rely on YouTube closed captioning.

Organizations can improve options for public interaction by collecting public comment prior to meetings or through real-time comment tools. Currently, only 15% of respondents use an integrated system that allows for real-time commenting or digital tools to collect public comment prior to meetings.

As the public becomes more aware of the availability and usefulness of public records, new requesters are driving up volume of record requests (up 9% from 2023 to 2024), which drives up quantity of response documents (increased by 10%) and file size of response documents (up 28%) including video files (up 36%). New requesters — unfamiliar with the norms of submitting public records requests and perhaps less knowledgeable about what specific records are available — can struggle to submit requests in an efficient way for direct and quick agency response. This can be seen in the 40% increase of clarification emails and **68% increase in total time spent addressing requests** from 2023 to 2024.

Adopting modern request and information sharing technology offers a quick way to address the increasing complexity in the public records space. The right technology can help overwhelmed staff, boost efficiency, and free up resources that can be redirected toward an organization's most important missions, such as improving customer experiences. As a result, the number of interactions required by staff stayed at roughly the same levels (1.93 interactions per request) compared to last year and is seeing a general historic decline since 2018.

While the total time spent fulfilling requests has increased over the last year, when adjusted for volume the increase is a mere 1% since 2018 — an amazing feat given the huge fluctuations seen during the pandemic.

SERVICES

The impact of digital experiences in government services has been significant in the last two years, reflecting a trend toward residents opting for self-service options rather than calling offices or taking time to visit in person. In the last year, the number of online forms created in Granicus solutions increased by 38% (just over 4,000 in 2023 to more than 5,600 in 2024). However, the number of responses from users saw an increase of 76% (more than 485,000 in 2023 to more than 855,000 in 2024).

This reflects the trend toward residents embracing always-on "Amazon-like" digital experiences. But it also shows government staff are understanding how their agency can best meet their residents' needs.

Top use cases for online forms

Online payments	Recycling and waste services	Senior services	Permitting

However, only half of website designers surveyed said they embed engagement opportunities in their digital communications campaigns. This could be the result of a lack of dedicated customer experience staff or staff who place CX as an important focus of their work. **Only 18% of website designers said they had staff dedicated to CX concerns** (compared to 40% for communication strategists, for example).

By better understanding the needs of residents through data collection, analysis, and personalized outreach, organizations that improve the resident experience and provide better customer service can increase trust in government at the community level. This can provide a transparent view into how government works, as well as develop and maintain a relationship between a resident and government over time.

For example, websites that are easy to navigate, are mobile responsive, have bilingual support, and offer online forms that make it easier to request services make it more likely residents will go online again when they need government information or services. For staff, this helps them manage requests end to end, while freeing up time to help those residents who require more direct assistance. This also results in increased revenue by making it easier to interact with government online any time of day.

Operational challenges and opportunities to improve experiences

While staff in all areas of government see the benefits of creating positive digital experiences for their communities, feedback from the Granicus survey shows that there are still inherent roadblocks impeding a fully realized vision of digital services.

In all areas surveyed, those roadblocks appear to come from the increased interest in digital services outpacing the ability to create internal processes that can most effectively leverage the power of digital solutions. While automation and other features can help alleviate some of these concerns, survey respondents said these benefits have not yet been fully implemented into workflows.

Finding the balance between tools and resources will continue to be an opportunity for improvement in all areas of digital government.

ENGAGEMENT

Engagement practitioners are struggling to connect engagement activities with tangible changes in trust and risk, highlighting a need for stronger methods for evaluating impact.

5%
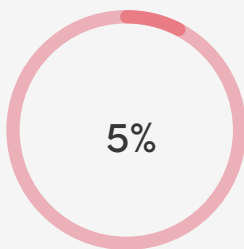
While 89% of those surveyed said their agency employed different methods to reach different stakeholder groups — predominantly with a focus on decision making (81%) and service improvement (65%) — **only 5% of those surveyed felt very satisfied with their use of stakeholder feedback in the strategic planning process** (45% reported above average satisfaction).

Communication strategists also saw opportunities to improve internal processes and workflows based on feedback data. Communicators surveyed cited "difficulty communicating with segmented audiences" (51%) and "inconsistent communications across agency" (45%) as their top challenges. However, 53% of that same audience stated that they do not capture community satisfaction metrics. Of those that do, 42% gather those metrics monthly. Communicators appear to realize the opportunity available to impact this area, as reflected in the 69% of respondents stating that they consider ongoing collaboration with internal and external audiences as "very important."

OPERATIONS

Clerks are facing challenges from longer meeting agendas. Half of meeting managers surveyed stated that they typically have 10 or more items on their agenda, and 33% have five to 10. Automated processes in agenda management tools are helping relieve the burden of these longer agendas, as is an increase in the number of staff across departments contributing to agenda creation. Of those meeting managers surveyed, 31% indicated that they have four to 10 departments typically adding items to the agenda, while 20% have only one to three departments contributing on a regular basis.

Security and reliability of video continue to present security challenges for clerks running public meetings, as well, with **25% of respondents stating that they have experienced a "Zoombombing" incident,** and more than half of respondents (52%) stating that they dealt with technical issues that disrupted public meetings one to three times in the past year.

Public records managers also face new challenges from the increase in technology and accessibility, as records requests are increasing in complexity year after year, up 56% since 2018. A significant portion of that increase can be seen in the number of video files uploaded to public records, which has grown by 115% in the same period, including a 25% growth in the last year. The size of files in public record request responses has increased 325% since 2018, likely due to increased requests for large video, audio, and image files, as well as "any and all" email record requests. As with meeting agendas, automated tools have helped lessen the impact of that growth, as seen in the number of hours spent processing requests, which is back down near 2018 levels even after pandemic spikes of 950% in 2020-2021.

SERVICES

Internal processes and communications that do not meet community needs continue to be a concern for those providing services to the public, such as licensing and permitting. Just as communicators stated lack of cross-agency communication as a challenge, service departments see the result of these missed opportunities for collaborative work, with concerns ranging from hard-to-navigate websites, limited search capabilities, error-prone online forms, and lack of multiple language options leading to residents abandoning digital services at enrollment.

These challenges are also seen with the increasing number of uncompleted forms. Digital experiences that make forms difficult to find and forms that require too many steps or lack of validation opportunities frequently lead to abandoned forms or incorrectly completed forms that require time-consuming follow-up.

The areas where website designers saw opportunities to improve internal processes go beyond missed efficiencies into the area of accessibility issues, and potential ADA violations.

72% of respondents said their agency had no policy in place for website testing. Further, 79% stated that they have no scheduled usability review, leaving issues regarding accessibility to be dealt with by staff on an as-needed basis (40%) or automated review (32%).

Perceived impact of developing technologies

The role of technology in government has exploded in the last decade, spurred in many cases by necessity during the pandemic. These advances show no sign of receding as government continues to meet the needs of an increasingly tech-absorbed public. While the private sector is quick to embrace the latest innovations in technology before finding the precise use for new tools, the public sector requires a more reticent approach that carefully considers how new advances can help improve digital experiences while providing security, accuracy, and proper accessibility.

Few technologies have garnered more attention in the past year than artificial intelligence (AI) and machine learning (ML). In a world where automation has shown great benefits for digital services, some see these two technologies as the logical next step for implementation in digital government. Yet, feelings about the growth of AI are decidedly mixed for all areas of government surveyed for this report. While there are some early adopters, other areas of government have no immediate plans to expand AI into their digital services.

This dichotomy in sentiment might reflect the current stage of evolution in AI's role in government services. In all areas surveyed, respondents stated that there were no policies surrounding the use of AI within their organization, suggesting that many see AI as a tool that needs further development and vetting before it can be properly used.

ENGAGEMENT

While some early adopters in engagement are utilizing and experimenting with AI (35%), the vast majority (61%) of practitioners are not using it presently. Communication strategists are even less likely to embrace AI currently, with 71% of those surveyed stating that they have no AI usage in their agency. That same split is reflected in plans for the next 12 months, with 68% of practitioners stating that they have no plans to expand AI and fewer than 1% considering major AI investments.

91%
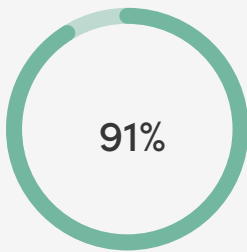
Despite the lack of AI in these organizations, the agencies surveyed responded that they are interested in AI's possible impact on communications but are very cautious about using it. Nearly half (47%) of respondents stated that they are "curious" or "excited" about the potential benefits, however **91% are presently unsure of what the overall impact will be on government.**
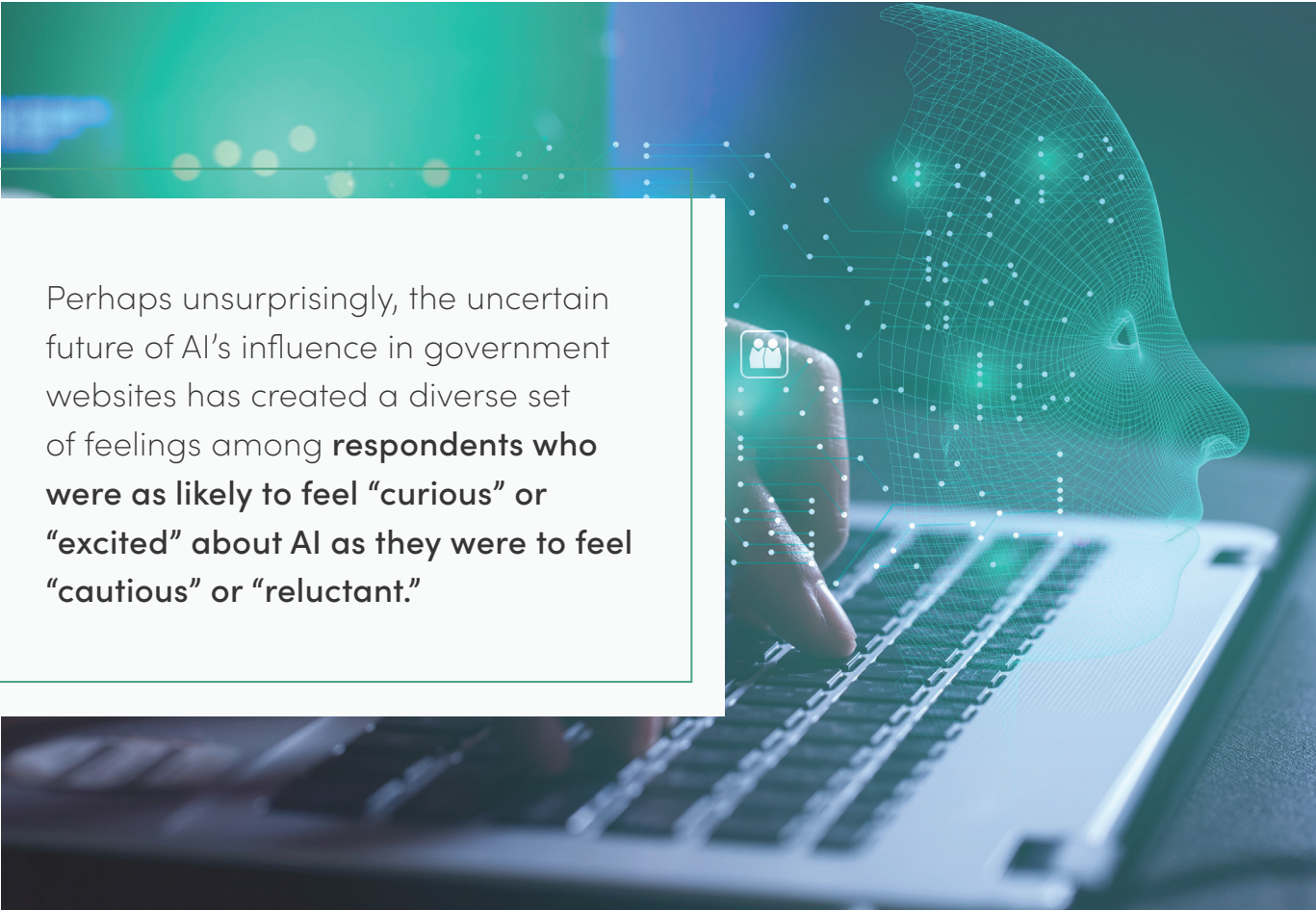
OPERATIONS

AI's presence is slightly more noticeable for clerks looking to leverage the tool to support public meetings. While most respondents (52%) stated that they do not use AI, the 40% who have AI tools **use them predominantly for automated tasks such as research (62%) and meeting minute summaries (25%).** At this point, 75% of respondents see the benefit of AI growth in these summarizing tasks, but 66% aren't sure if AI will significantly impact government operations, and 15% expect no impact at all.

SERVICES

AI has not seen wide adoption for service delivery workflows, though the potential is there.

While AI has not had a significant impact on digital service enrollment, licensing, and permitting, AI provides opportunities to improve how data is collected from enrollments and requests and then leveraged to understand the needs of the overall community. Automation, one area where AI offers immediate impacts for website designers, is also being seen as slow to integrate into their processes, with **only 29% of respondents stating they use AI tools, mostly in research and copywriting tasks.**

Nonetheless, more than half of respondents believe AI will impact government and potentially benefit areas beyond research and copywriting, including communications strategy, delivery, and even webpage generation.

Perhaps unsurprisingly, the uncertain future of AI's influence in government websites has created a diverse set of feelings among **respondents who were as likely to feel "curious" or "excited" about AI as they were to feel "cautious" or "reluctant."**

What this means for the future of digital government

Technology and the solutions crafted to meet the specific needs of government have the potential to knock down the silos that have created an image of government as a slow and lumbering beast. Governments effectively creating positive digital experiences that take a user-centered CX approach are seeing improved results in their organizational goals and benefiting from time and cost savings (see the benchmark reports under **Additional Resources** for more detailed information on outcomes per sector).

The insights gathered from this report can provide a blueprint for organizations looking to implement an approach that unifies all elements of their agency into an efficient digital government. Some considerations include:

- ⊘ **Balancing the desire to be more constituent centric with the reality of limited resources.** Agencies recognize the importance of constituent centricity to unlock experience improvements (greater collaboration, segmentation to drive action, research to inform roadmaps, service improvement, etc.). But practitioners lack the time, skillset, and resources to execute. Given the current state of play, an execution gap is looming.

- ⊘ **Tying engagement impact (return on investment) to organizational goals is key for securing ongoing support.** Challenges measuring engagement ROI can frustrate strategic-minded teams. Practitioners struggle to connect engagement activities with tangible changes, e.g. improved satisfaction, less opposition, audience growth, etc., highlighting a need for stronger evaluation capabilities.

- ⊘ **Unlocking the potential of 360° engagement.** Agencies care about (1) improving public participation and want to collect feedback and sentiment on programs, incentives, public works, etc.; and (2) providing communications to diverse populations that increase adoption and involvement. But it's not always clear how those two goals are related. Communications and research teams working together to unlock better outcomes and improve experiences is an opportunity area for agencies.

Inspired by what you're seeing?

Join the trend by offering your insights for our 2025 report. Fill out this form to get updates on the 2025 surveys as they come out and help us identify the important trends for the coming year.
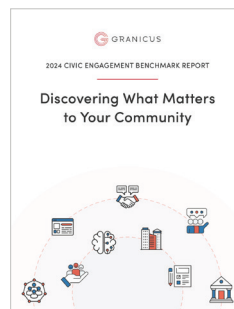
Sign up today!

ADDITIONAL RESOURCES

Get deeper into the numbers on the metrics that matter most to you.

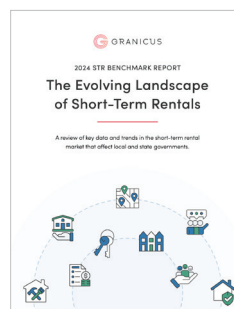2024 Services Benchmark Report

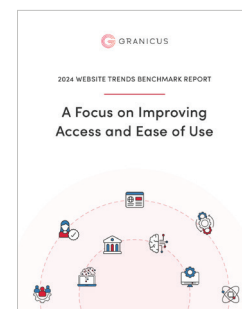
2024 Civic Engagement Benchmark Report

2024 Public Meetings Benchmark Report

2024 Public Records Complexity Benchmark Report

2024 Short-Term Rental Benchmark Report

2024 Website Benchmark Report

GRANICUS CAN HELP

Granicus connects government organizations with the people they serve by providing the first and only unified customer experience platform built specifically for government.

Government Experience Cloud is a comprehensive cloud-based solution for communications, engagement, digital services, and improving customer experience. It's designed to improve internal and external operations, community engagement, resident services, and trust in government.

Public interest technology is not one-size-fits-all. That's why Granicus designed the scalable Government Experience Cloud to grow with you, so you can:

Understand your constituents by using online tools to really get to know who they are, what they care about, and how to communicate with them authentically.

Create modern websites that efficiently connect people to information and services and easily evolve to meet your community's changing needs.

Deliver digital communications by sending targeted email, text, and social media communications to reach more residents, including underserved populations.

Maximize outreach efforts and engage constituents by using two-way feedback loops and analyzing sentiment to truly understand how people feel about key topics and deliver more relevant experiences.

Improve trust through better operations and transparency, including access to public meetings and public records, as well as assisting with code enforcement for short-term rentals, permits, and tax collection.

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.

Ready to learn more?

Contact Us

Survey Responses

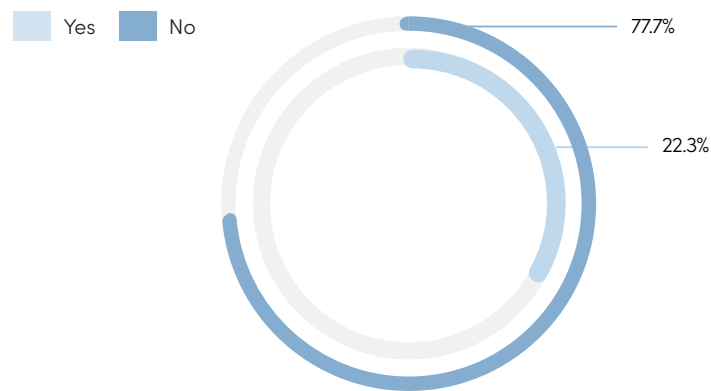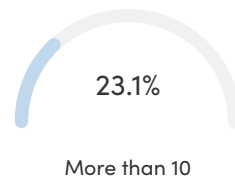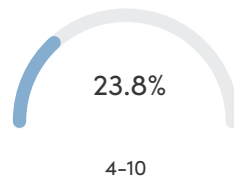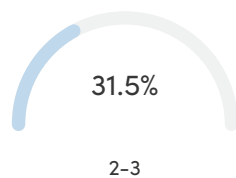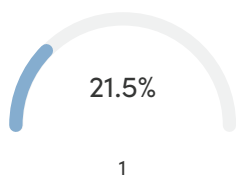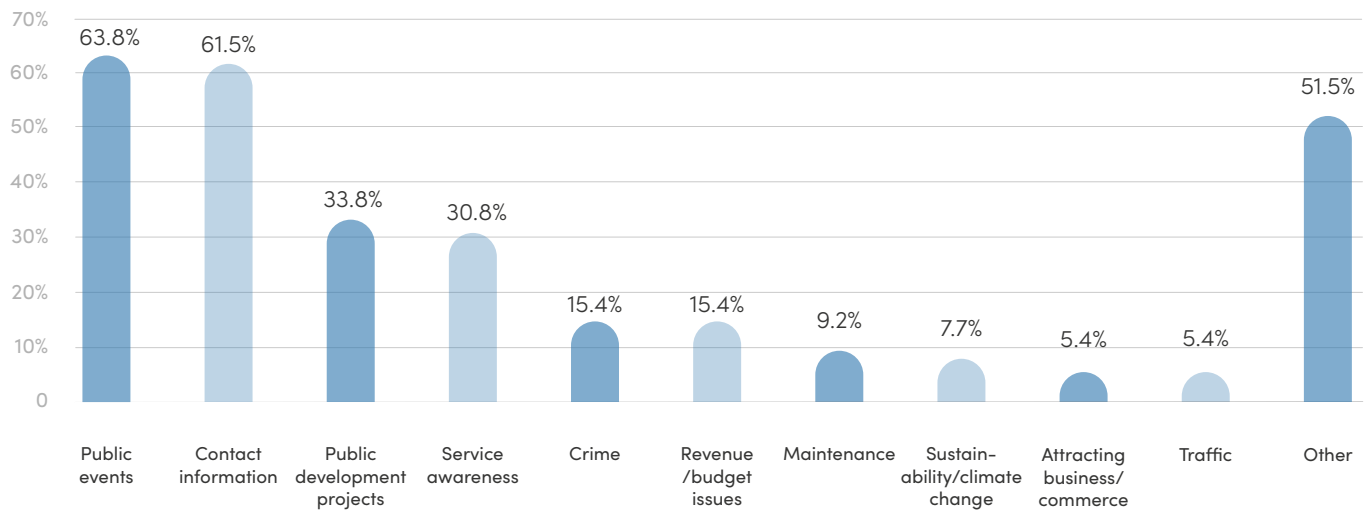| Website management	Public meetings	Government communications	Digital Services	Engagement

WEBSITE MANAGEMENT

Does your organization have dedicated staff for customer experience (CX) or Customer Journey?

Yes   No

77.7%

22.3%

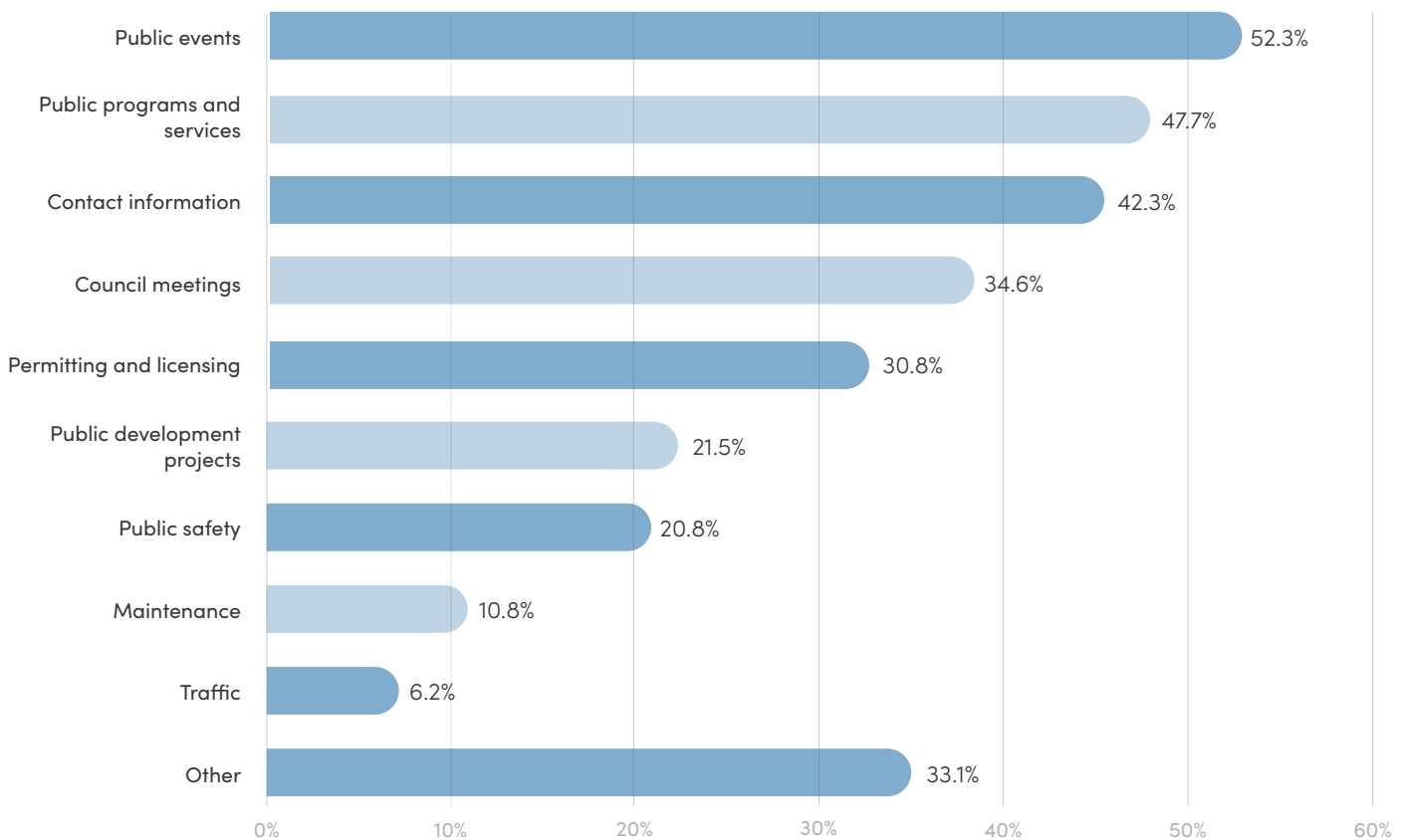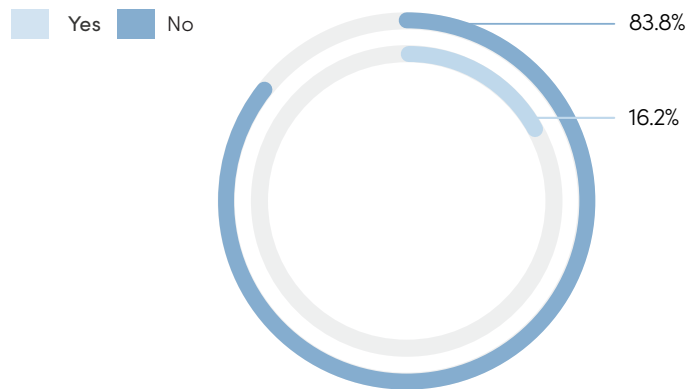How many employees are on your team?

21.5%	31.5%	23.8%	23.1%
1	2–3	4–10	More than 10

What topic pages are most frequently visited on your website?

Topic	Percentage
Public events	63.8%
Contact information	61.5%
Public development projects	33.8%
Service awareness	30.8%
Crime	15.4%
Revenue/budget issues	15.4%
Maintenance	9.2%
Sustainability/climate change	7.7%
Attracting business/commerce	5.4%
Traffic	5.4%
Other	51.5%

What subject areas are most popular with users during account sign-up?

Subject area	Percentage
Public events	52.3%
Public programs and services	47.7%
Contact information	42.3%
Council meetings	34.6%
Permitting and licensing	30.8%
Public development projects	21.5%
Public safety	20.8%
Maintenance	10.8%
Traffic	6.2%
Other	33.1%

Does your website include features aimed at user personalization?

Yes   No

83.8%

16.2%

Does your organization have a policy in place for on-going website testing?

30.8%
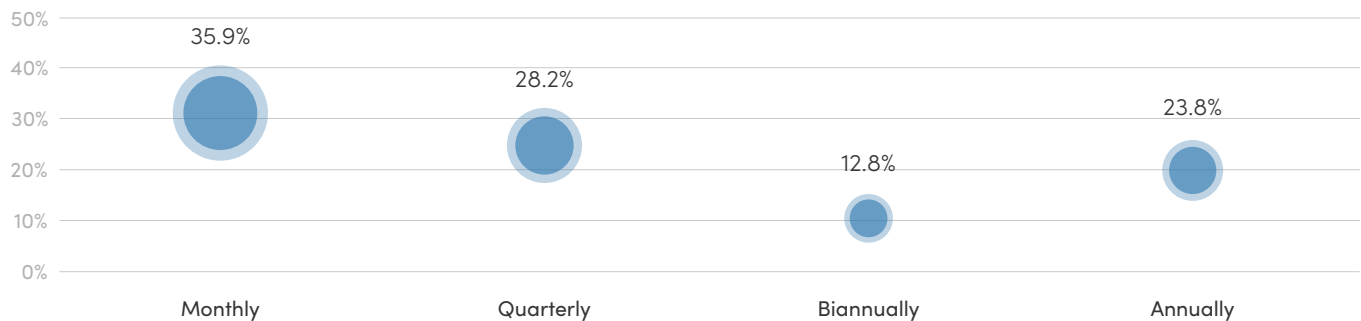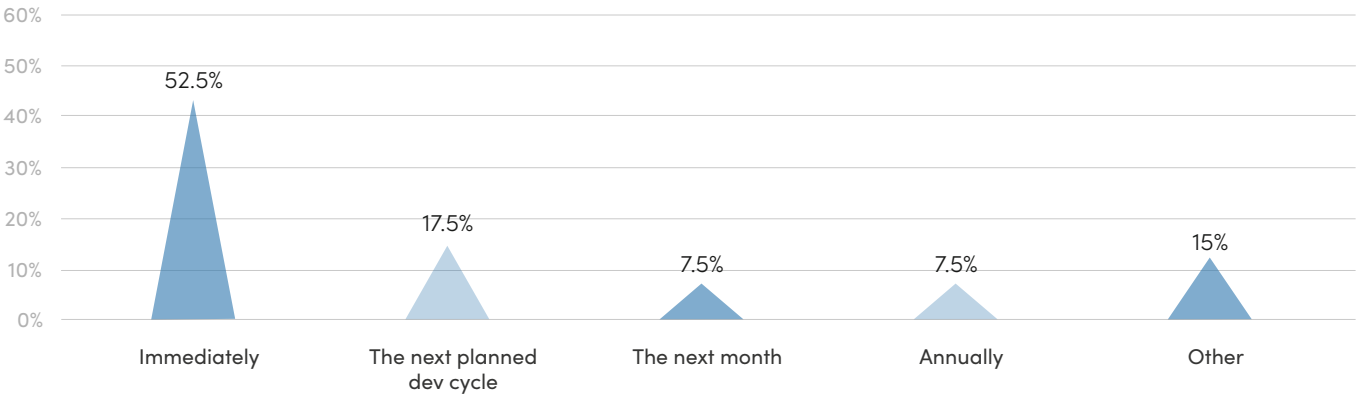
69.2%

Yes

No
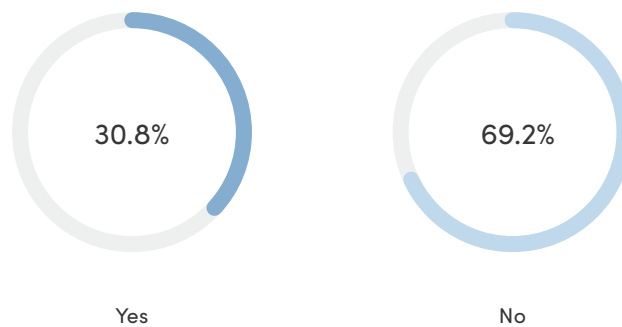
How frequently does this group report testing results?

	Monthly	Quarterly	Biannually	Annually
	35.9%	28.2%	12.8%	23.8%

50%
40%
30%
20%
10%
0%

How frequently do you implement recommendations from review?

Immediately	The next planned dev cycle	The next month	Annually	Other
52.5%	17.5%	7.5%	7.5%	15%

Do you or a team have a set schedule for website usability review?

Yes No

75.4%

24.6%
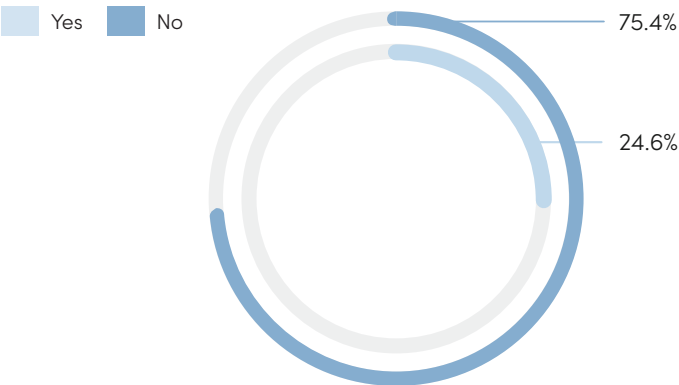
How frequently do you review website usability?

Monthly	Quarterly	Annually	Biannually
43.8%	31.2%	15.6%	9.4%
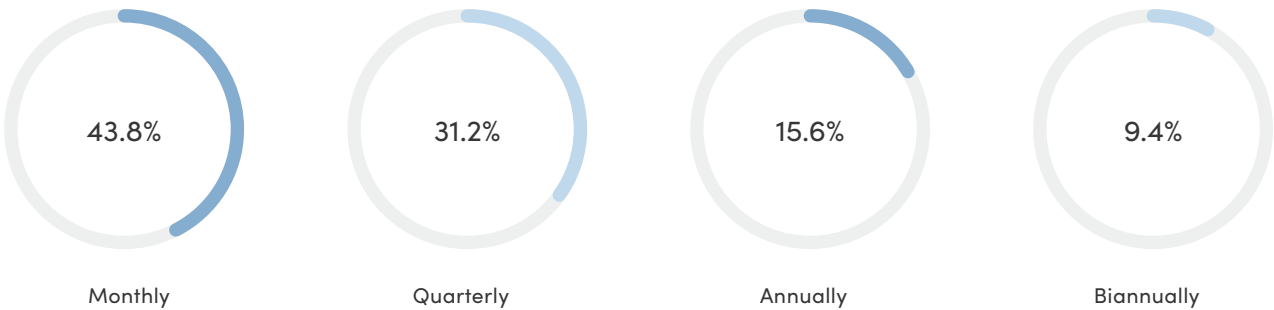
What benchmarks or metrics do you use in usability reviews?

- Page views: 74.6%
- Click rates: 40.8%
- Human-centered design principles: 27.7%
- Heat maps: 25.4%
- Project success outcomes: 16.9%
- Other: 20%
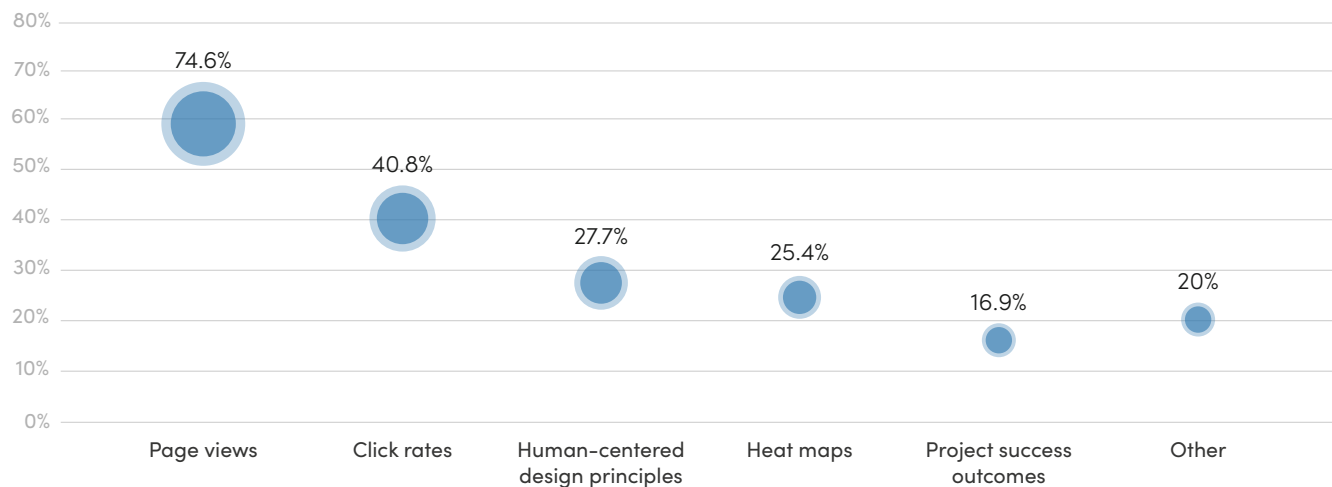
How do you maintain accessibility on your government website?

- As found by staff: 35.4%
- Automated review reports: 33.8%
- When notified by users or governance review: 19.2%
- Other: 11.5%
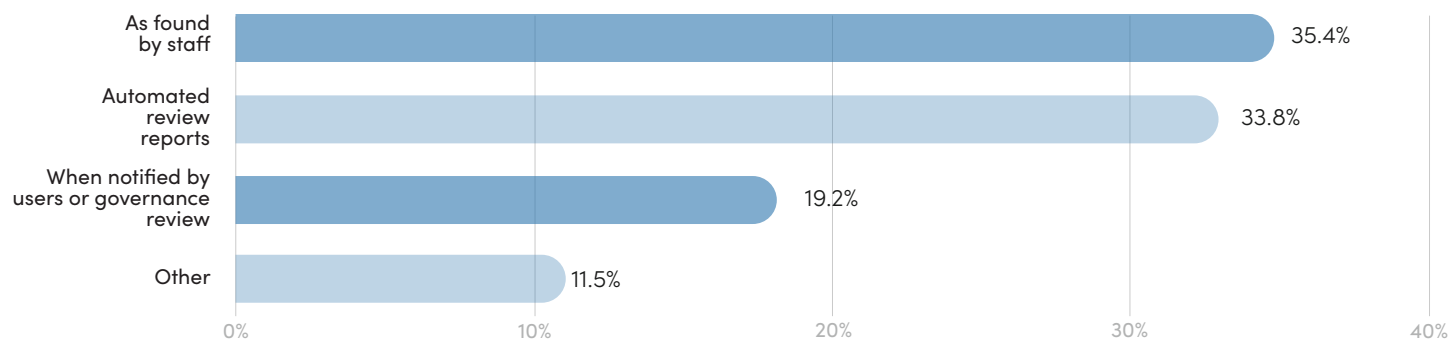
What process do you have for cross-departmental content management?
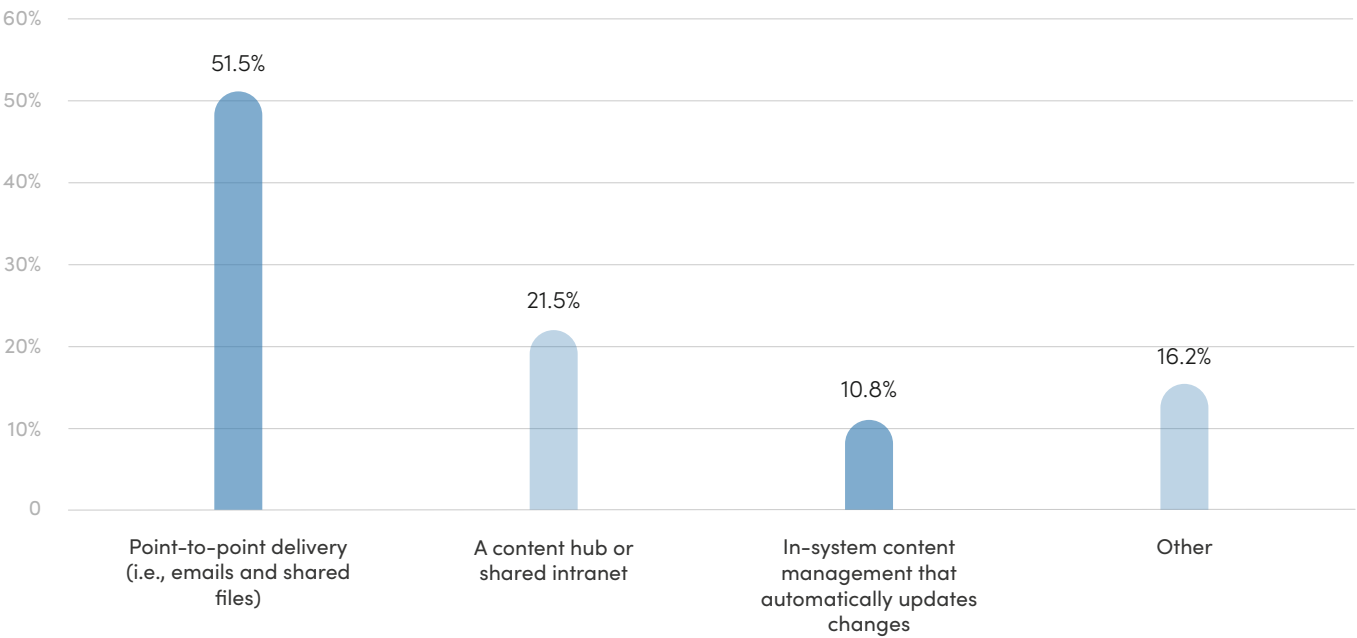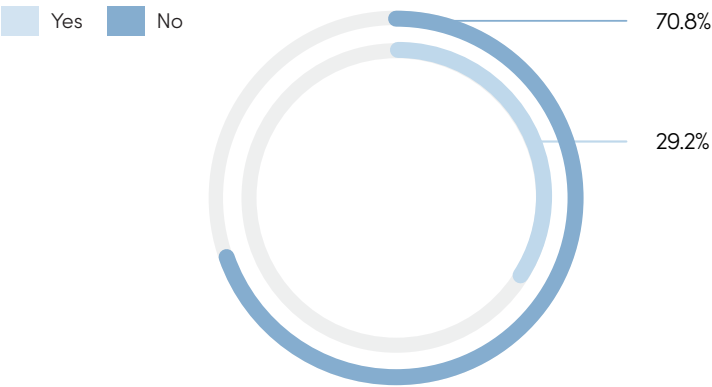
51.5%	Point-to-point delivery (i.e., emails and shared files)
21.5%	A content hub or shared intranet
10.8%	In-system content management that automatically updates changes
16.2%	Other

Are you currently using AI in your organization?

Yes No

70.8%

29.2%

Which AI programs does your organization use?

Program	Percentage
ChatGPT	84.2%
Microsoft Copilot	26.3%
Google Gemini	13.2%
Other	18.4%

For which tasks does your organization use an AI tool?

Task	Percentage
Copy creation	63.2%
Research	47.4%
Art generation	23.7%
Webpage generation	7.9%
Other	21.1%

For which organizational tasks do you think AI would benefit?

Task	Percentage
Research	48.5%
Copy creation	43.8%
Communications delivery	38.5%
Communications strategy	37.7%
Webpage generation	36.9%
Art generation	30%
Other	19.2%

Does your organization have any policies developed around AI?

Yes   No

76.9%

23.1%
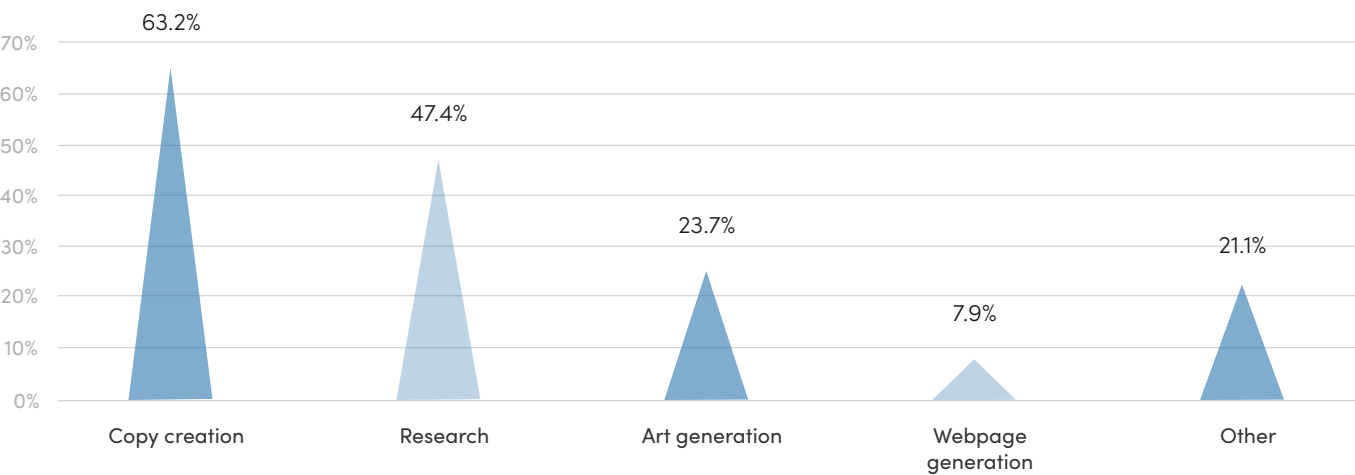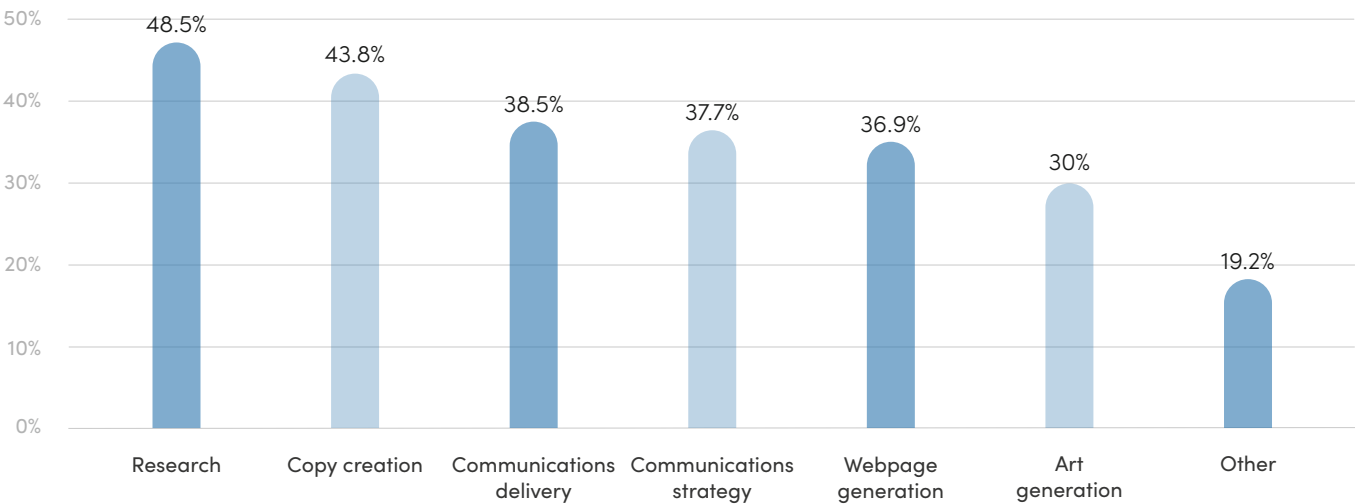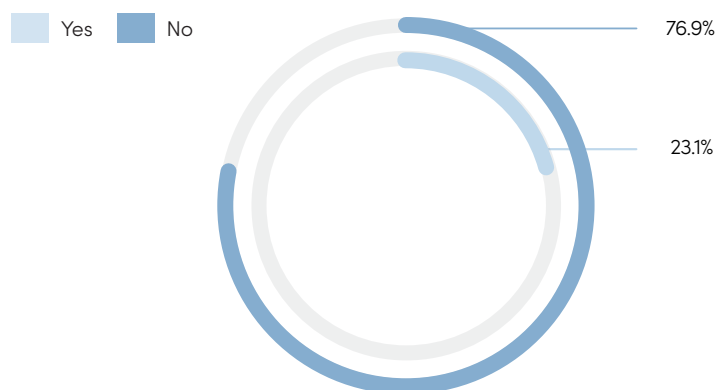
Who created those policies?
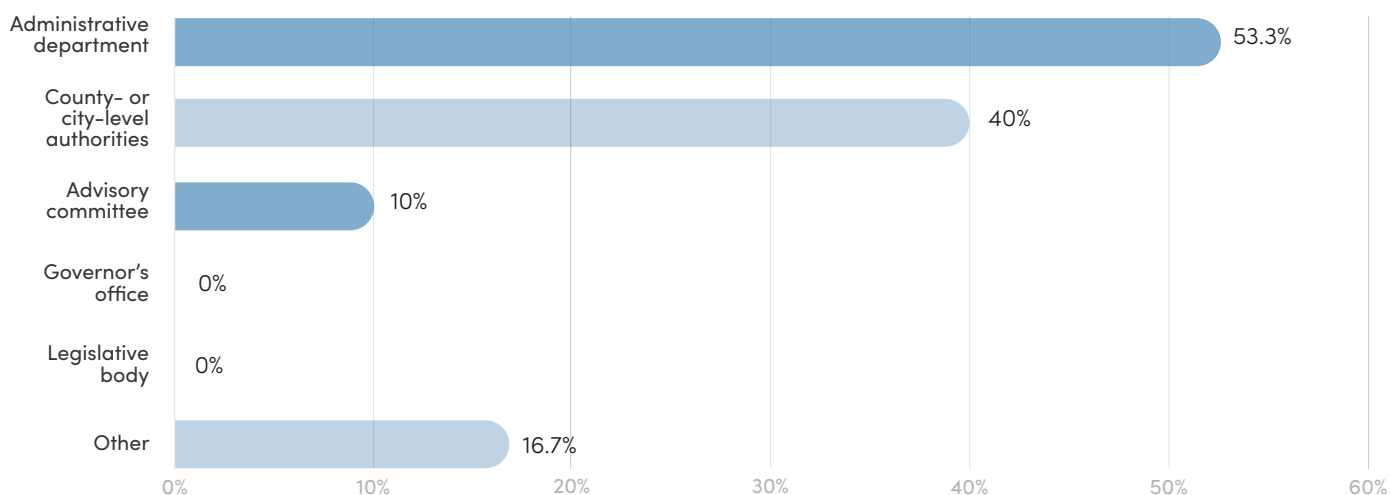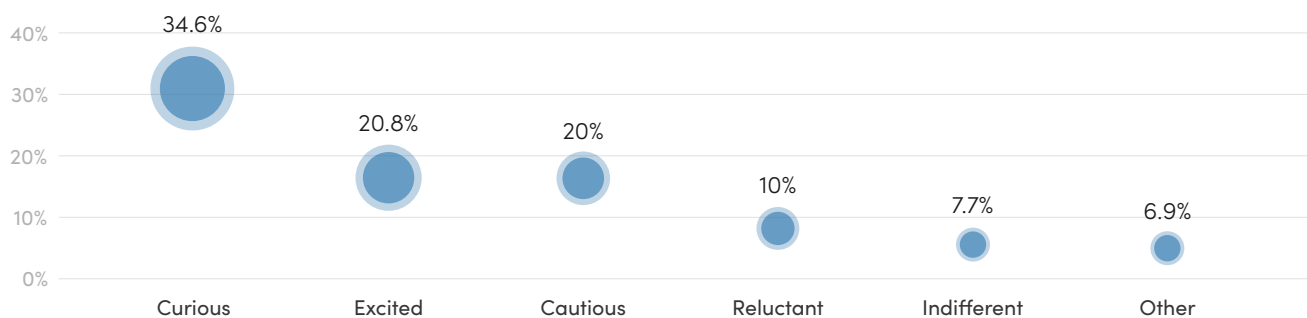
Administrative department	53.3%
County- or city-level authorities	40%
Advisory committee	10%
Governor's office	0%
Legislative body	0%
Other	16.7%

0%   10%   20%   30%   40%   50%   60%

How do you feel about using AI?

Curious	34.6%
Excited	20.8%
Cautious	20%
Reluctant	10%
Indifferent	7.7%
Other	6.9%

Do you think AI will have a big impact on government operations?

Yes	53.1%
No	33.8%
I don't know	13.1%

How do you think AI will affect your work and your office in the future?

Help with repetitive tasks	Save time	Reduce staff demands	Save resources	Reduce staffing needs	Other
65.4%	61.5%	35.4%	32.3%	16.2%	17.7%

GRANICUS
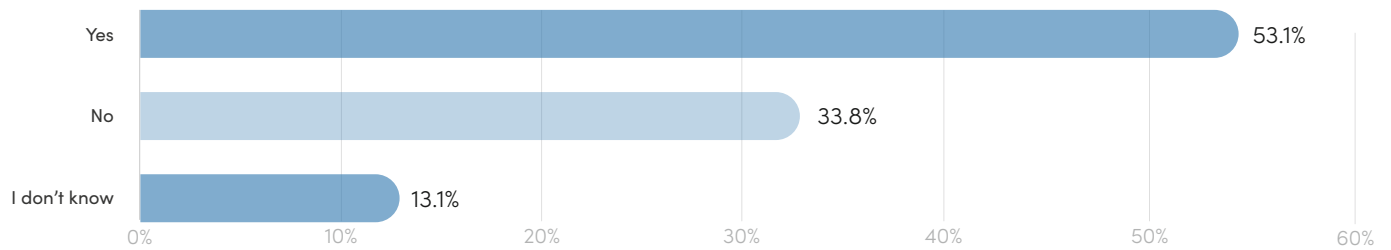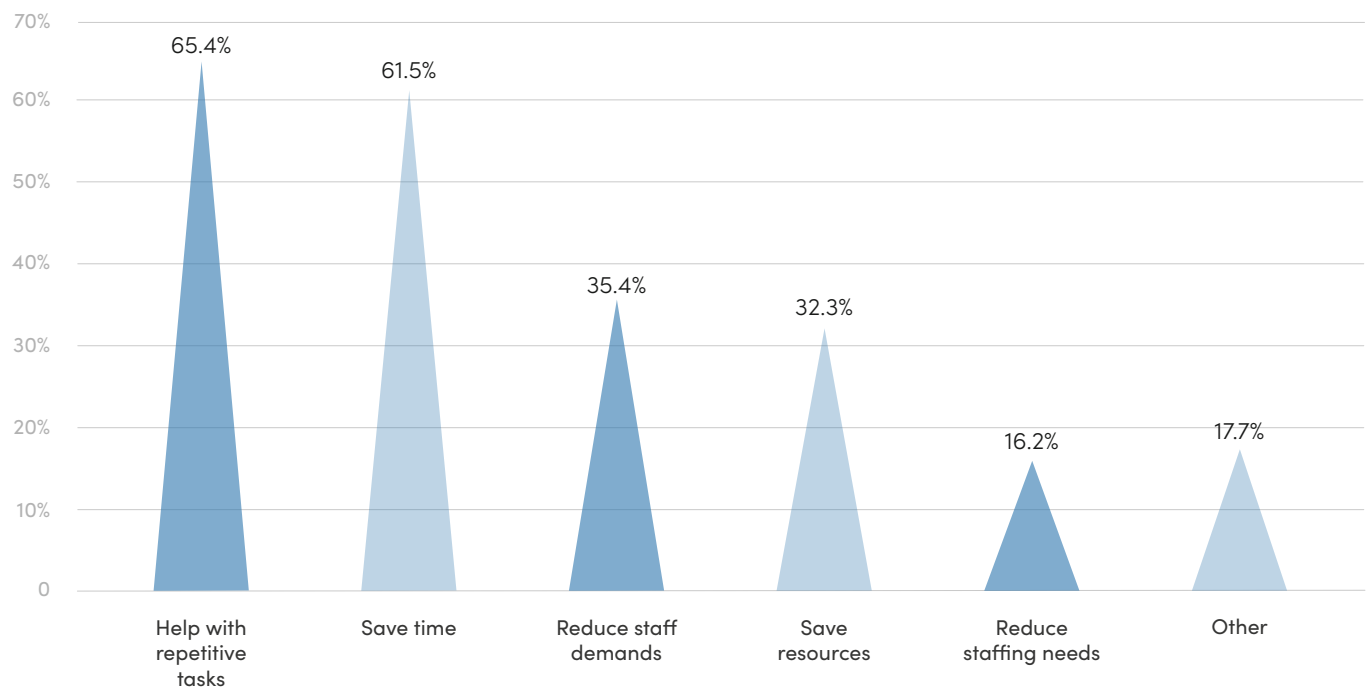
PUBLIC MEETINGS

What is the size of your current clerk's office staff?

1	2-3	4-10	11+
16.7%	40.9%	25.8%	16.7%
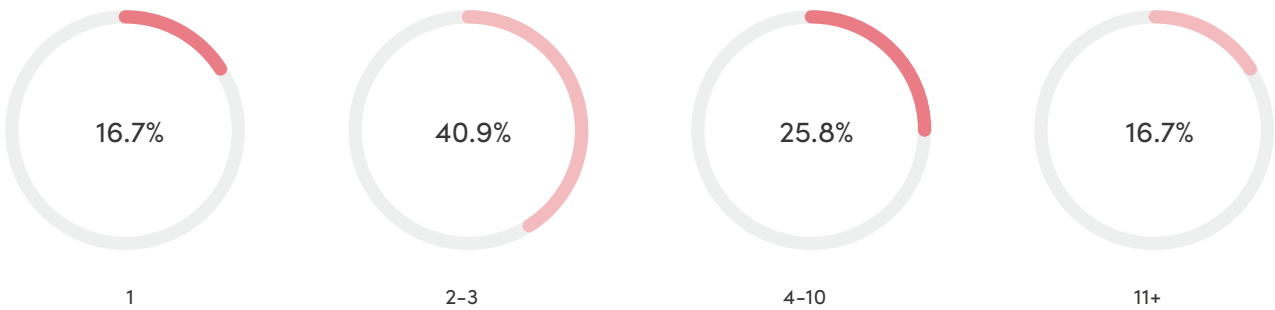
How many people serve on your Council or Board?

3	5	7	9	Other
40.9%	31.8%	6.1%	3%	18.2%
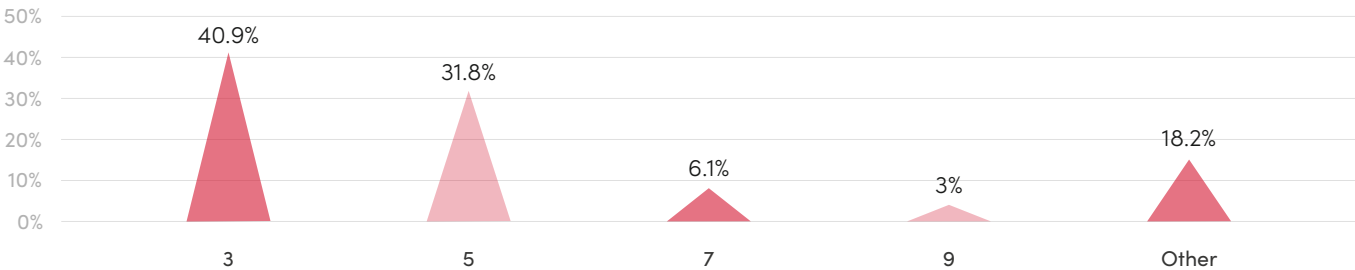
How many Council or Board meetings are held per month on average?

1	2-3	4-5	6+
10.6%	69.7%	12.1%	7.6%
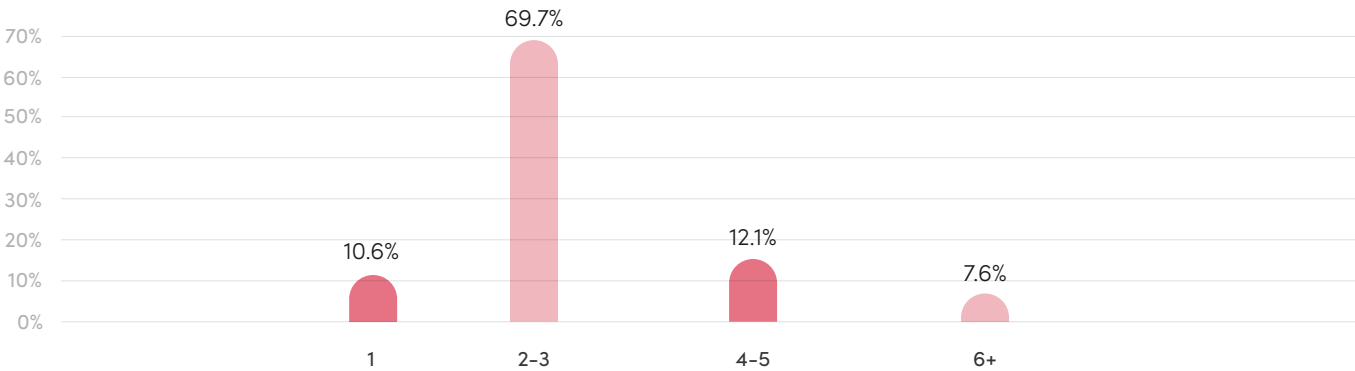
What is the average length of your Council or Board meeting (in hours)?

1	9.1%
2–3	50%
4–5	28.8%
6+	12.1%
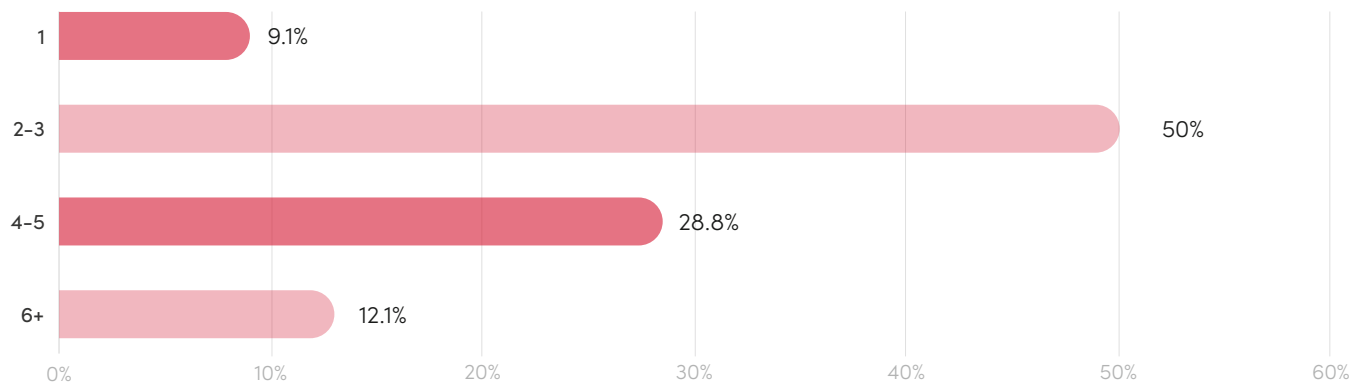
What is the time allotted to speakers at Council or Board meetings (in minutes)?

65.2% — 2–4

21.2% — 4–6

7.6% — 7+

6.1% — Unlimited

How many ancillary boards are served?

1–3	4–7	8–15	16+
27.7%	30.8%	26.2%	15.4%
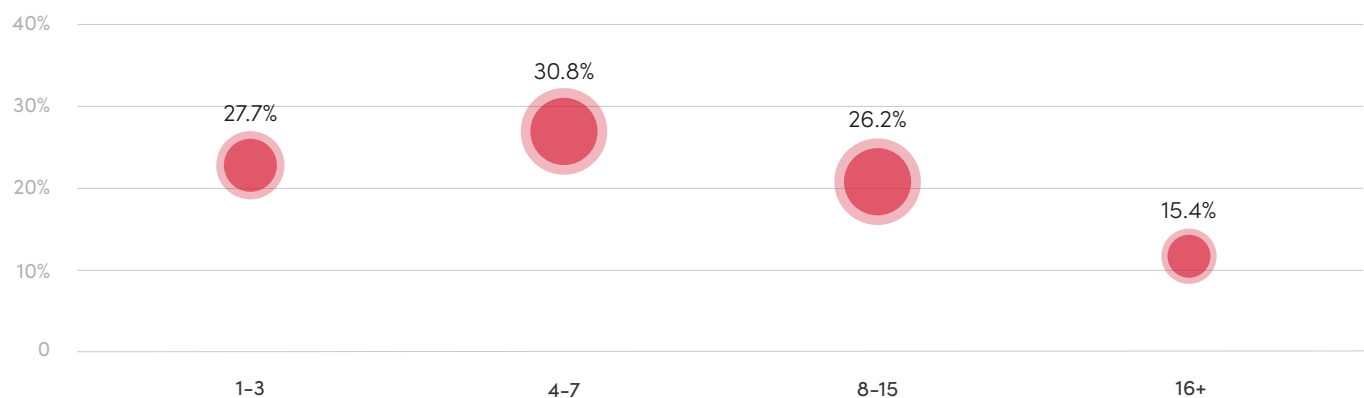
How many ancillary board meetings are held per month?

29.2%	26.2%	15.4%	29.2%
1	2–3	4–5	6+
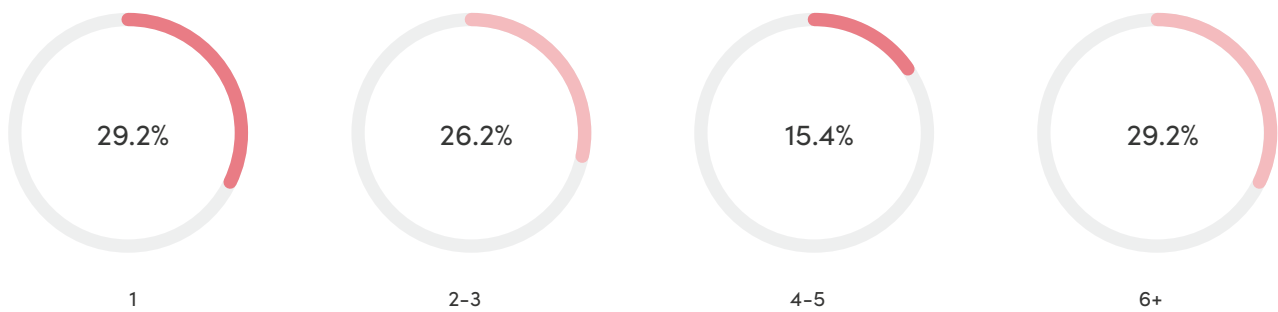
What is the biggest challenge facing your community right now?

Challenge	Percentage
Homelessness	25.8%
Managing growth	18.2%
Revenue/budget problems	16.7%
Infrastructure maintenance/CIPs	10.6%
Political segmentation	9.1%
Staff retention	7.6%
Crime	3%
Race-related hostilities	3%
Decreasing population	1.5%
Attracting business/commerce	0%
Sustainability/climate change	0%
Other	4.5%
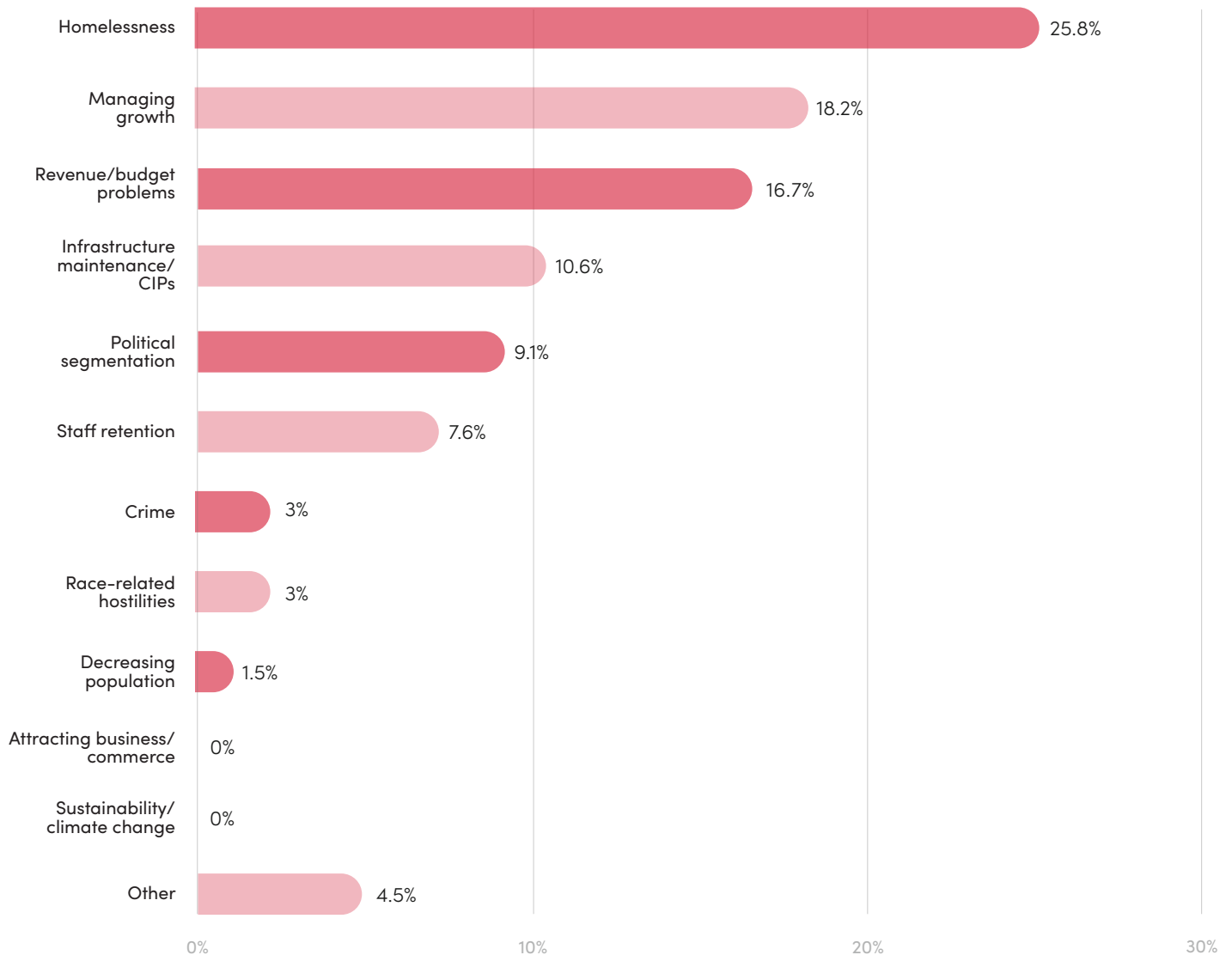
In your current role or previous clerk positions, have you regularly compiled agendas and packets without an automated solution?

Yes   No

48.5%

51.5%
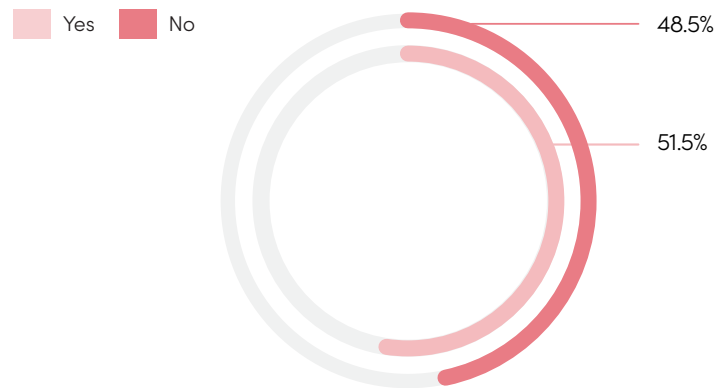
Do you have an automated agenda management solution?

81.8%   18.2%

Yes   No

Do you use a video streaming and recording solution or service?

Yes — 75%

No — 25%

0%   10%   20%   30%   40%   50%   60%   70%   80%
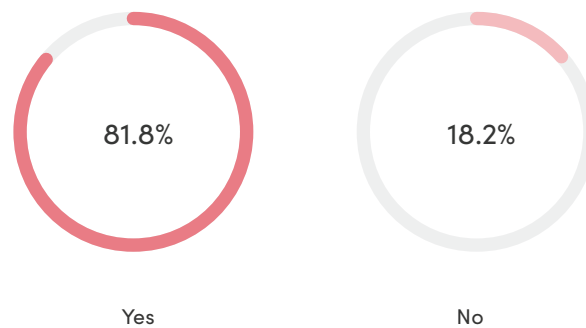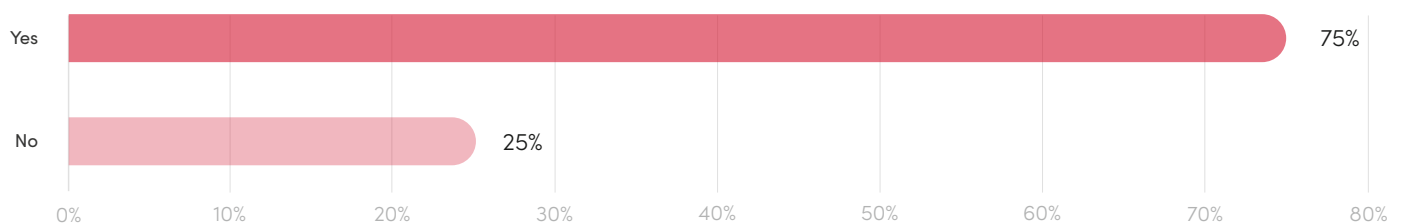
Who guides agenda creation for your organization?

	Clerk	City manager	Mayor	Deputy city manager	Other
	59.3%	18.5%	9.3%	1.9%	11.1%
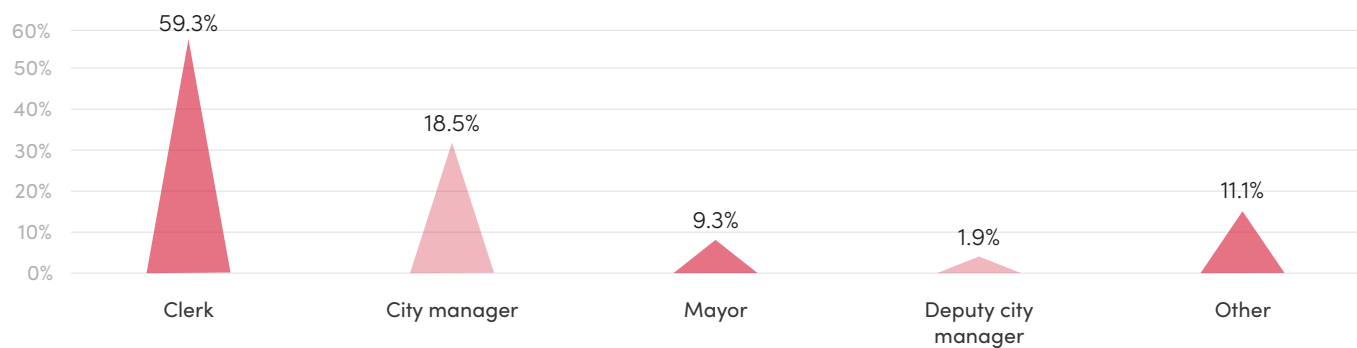
How many staff/departments routinely contribute to agenda/packet creation on average?

	1–3	4–6	7–10	10+
	20.4%	31.5%	31.5%	16.7%
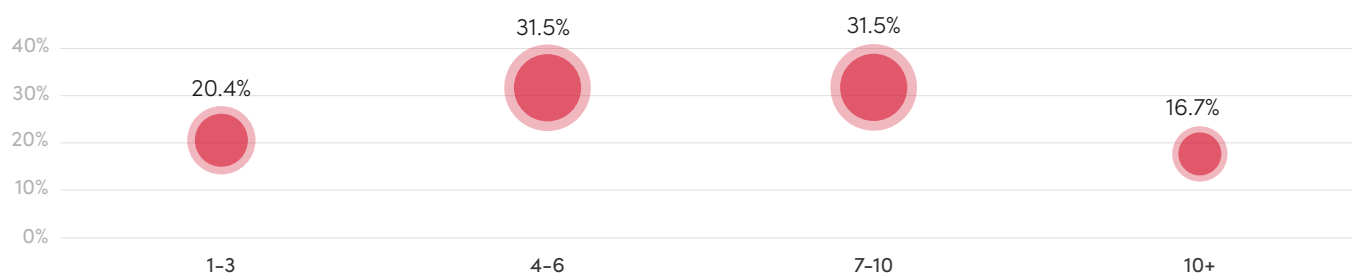
How many items are typically included on your agenda (not including consent agenda and other regular business items)?

1–5	16.7%
5–10	33.3%
10+	50%
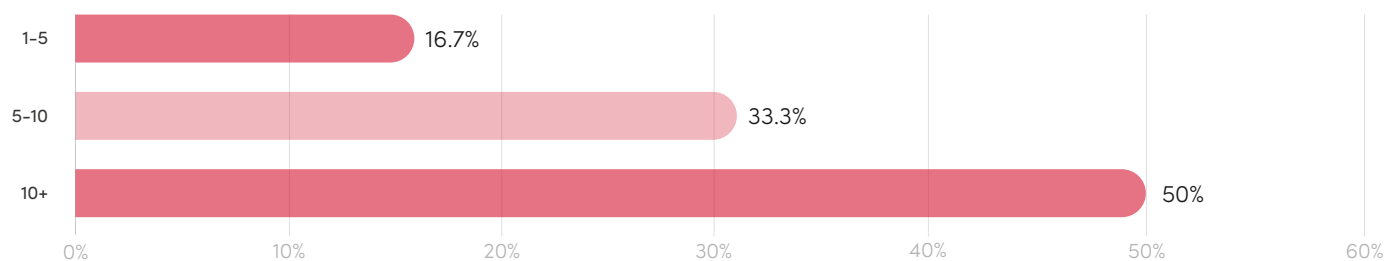
How many hours do you estimate are saved per agenda due to using an automated agenda management solution?

25.9%	31.5%	13%	22.2%	7.4%
1-3 per week	3-5 per week	5-7 per week	More than 7 hours per week	None
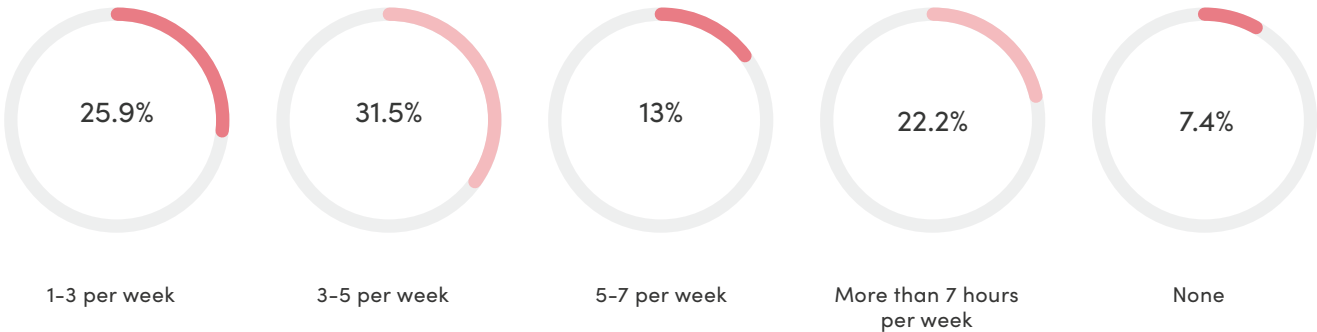
What other benefits do you enjoy by using an automated agenda solution?

Less paper	Higher productivity	Fewer demands on staff resources	More professional output	More time for other projects	Shorter workdays	Other
33.3%	18.5%	16.7%	14.8%	9.3%	0%	7.4%
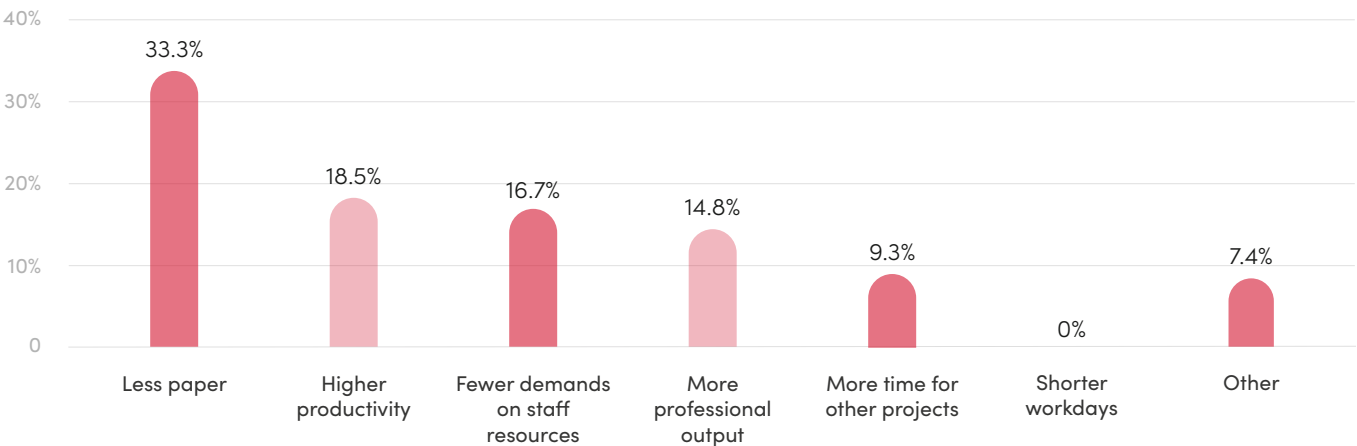
On average, how long does it take you to create an agenda and finalize the agenda and packet?

1 day	A few days	1 week	2 weeks	More than 2 weeks
20.4%	35.2%	18.5%	22.2%	3.7%
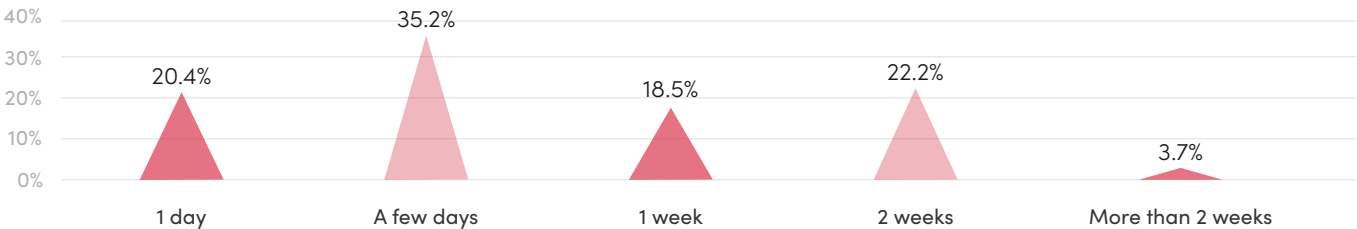
What are the most common topics in in your agendas?

Topic	Percentage
Revenue/budget issues	59.3%
Infrastructure maintenance/CIPs	57.4%
Managing growth	33.3%
Attracting business/commerce	29.6%
Sustainability/climate change	18.5%
Homelessness	16.7%
Staff retention	16.7%
Population issues	11.1%
Crime	9.3%
Political segmentation	7.4%
Race-related issues	5.6%
Other	33.0%
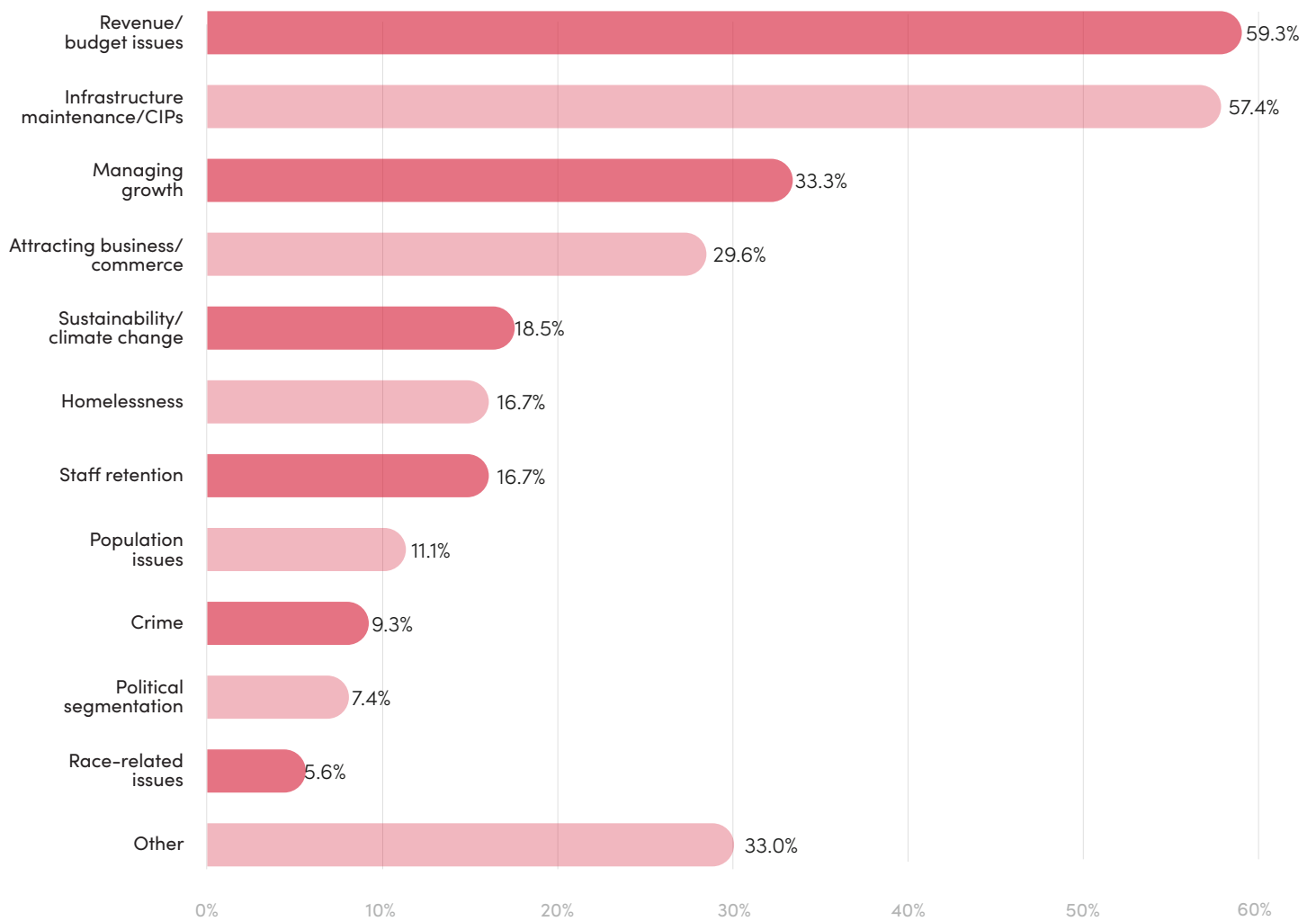
What percentage of your elected officials are using online legislative tools (e.g. Legislate)?

35.2%
0%

35.2%
1–50%

11.1%
51–75%

18.5%
More than 75%

How long has your organization had its current agenda system?

16.7%	35.2%	48.1%
Less than 2 years	2–5 years	More than 5 years
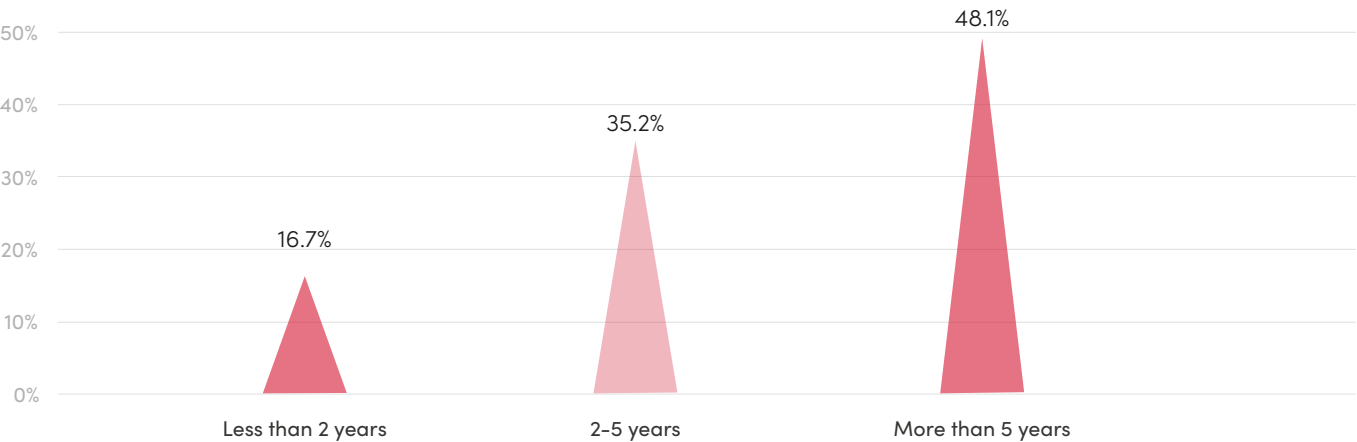
How many agendas/packets do you print per meeting?

18.5%	40.7%	20.4%	20.4%
0	1–10	11–25	More than 25
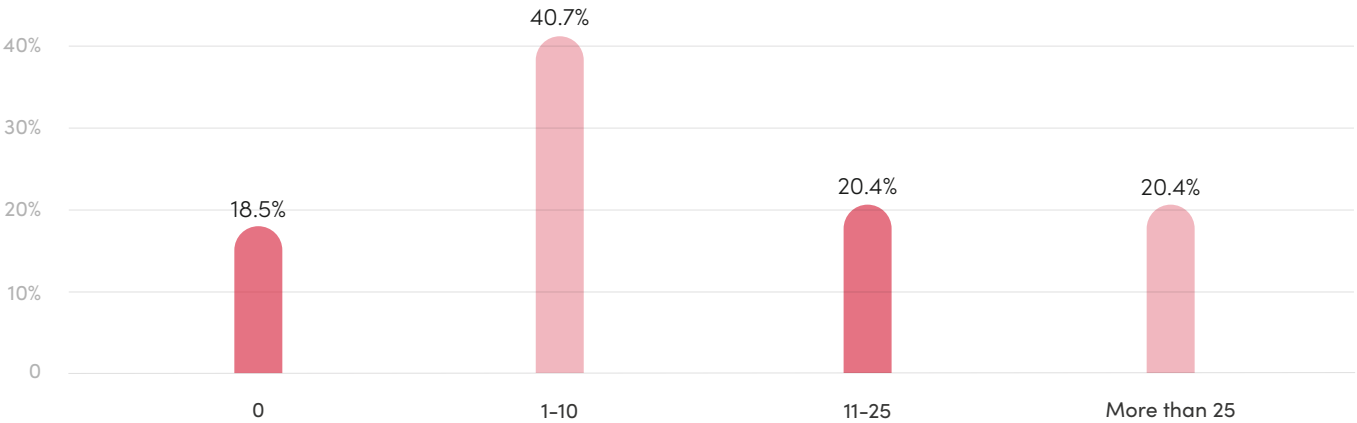
What is your favorite aspect of an automated solution?

31.5%	**16.7%**	**16.7%**	**11.1%**
Workflows	Agenda planning	Templates	Workflow reminders for contributors
7.4%	**7.4%**	**5.6%**	**3.7%**
Posting to website	Public notification of agenda availability	Ease of minute-taking	Other
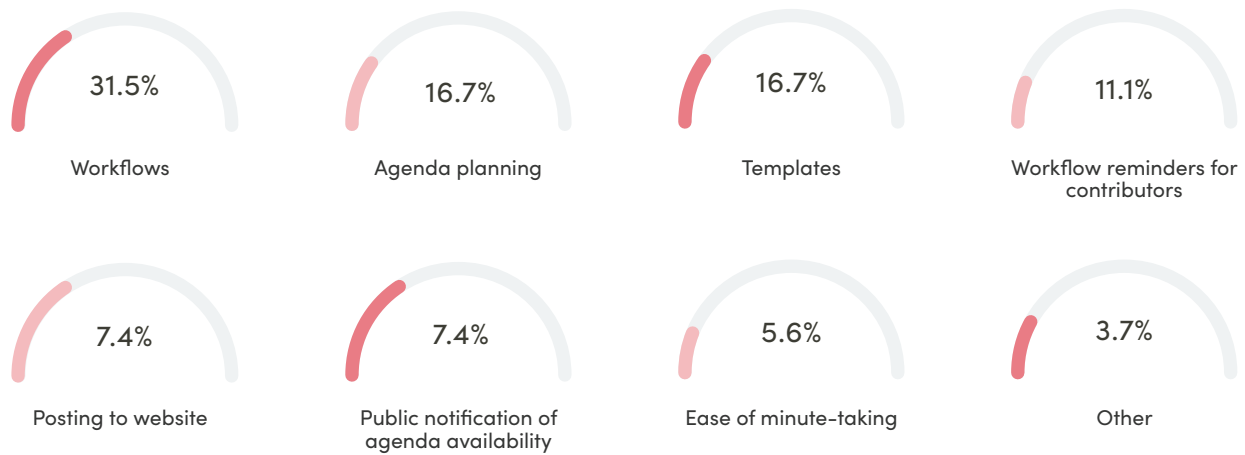
What do you consider the top outcomes of using an automated agenda solution?

- Ease of access for public — 75.9%
- Easier for staff — 53.7%
- Less time-consuming for staff/ability to focus on other priorities — 53.7%
- Use of fewer paper resources/sustainability concerns — 42.6%
- Visibility for CMO and department heads — 31.5%
- Visibility for elected officials — 24.1%
- Digital legislative tools for elected officials — 18.5%

Do you use a video streaming and recording solution or service?

Yes   No

20.4%

79.6%
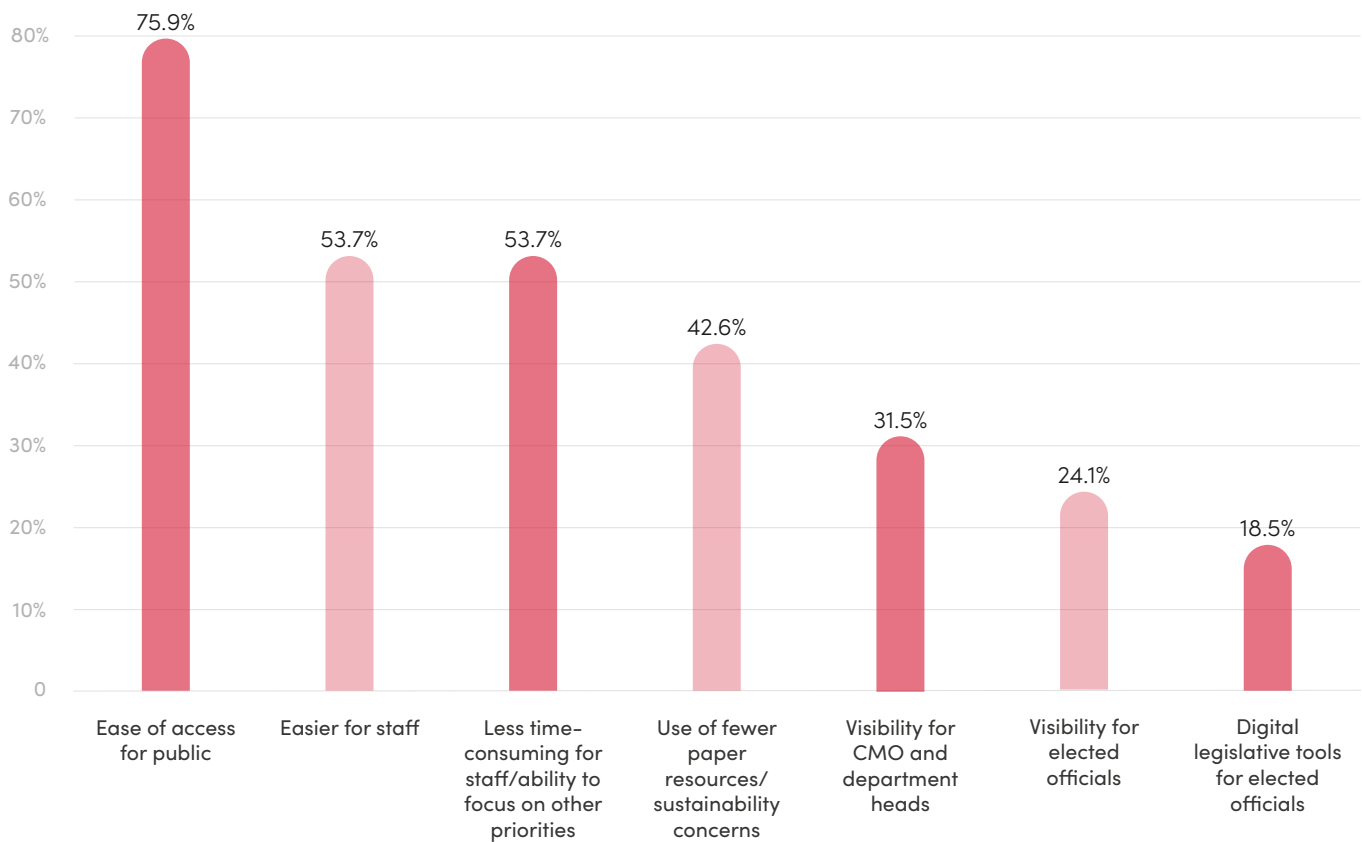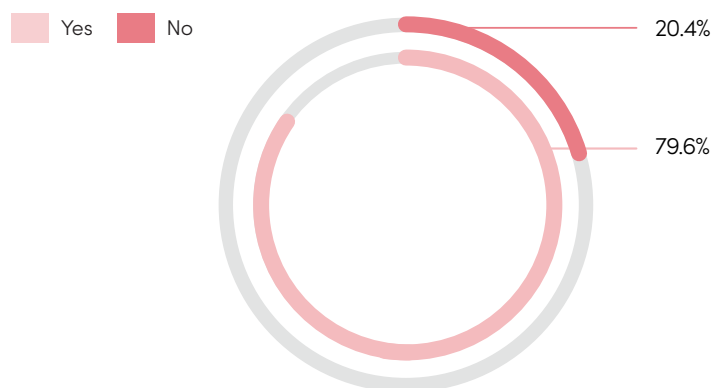
Who is primarily in charge of video in your organization?

	43.3%	26.7%	16.7%	6.7%	6.7%
	Clerk	IT department	Communications department	Audio-visual department	Independent contractor/outside business
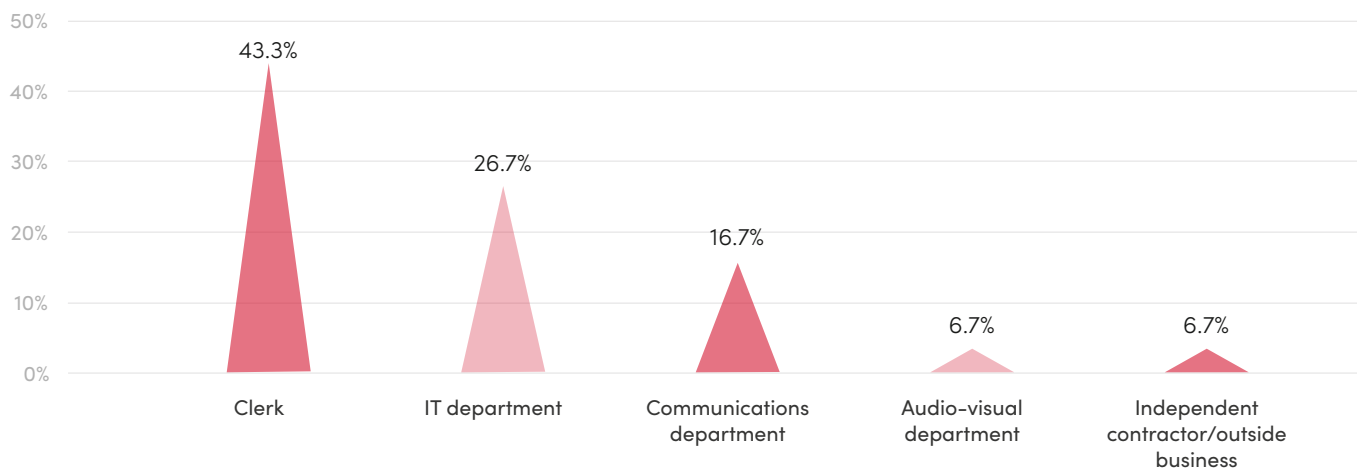
What is the size of your IT/AV (technology support) departments?

1-3 people	43.3%
4-7 people	31.7%
8+ people	25%
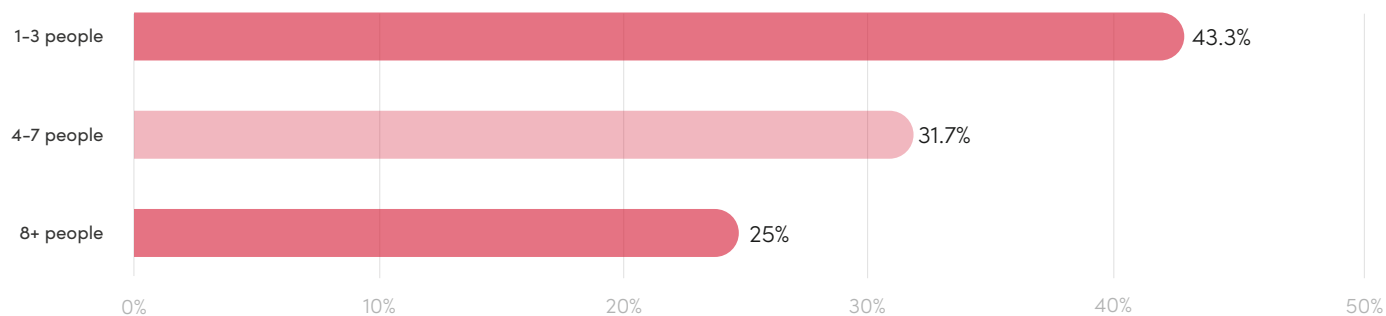
How many staff work on meeting videos?

90%	6.7%	3.3%
1-3 people	4-7 peopl	8+ people
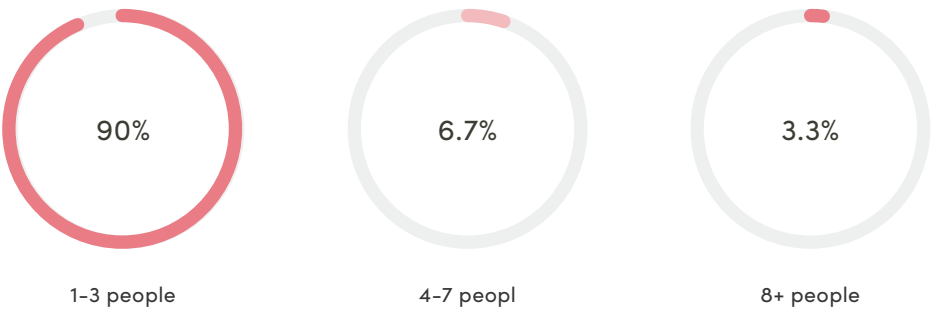
Do you produce meeting videos in-house?

Yes　No

33.3%

66.7%
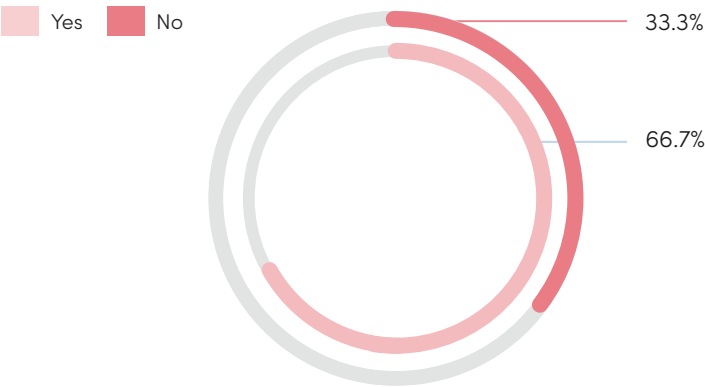
What editing is done to video before posting?

	65%	37.5%	22.5%	20%	20%	7.5%	10%
	Only trimming at beginning and end of video	Indexing video to coincide with agenda	Adding graphics and titles	Adding closed captioning	Multi-camera editing	Adding video transcription	None

70%
60%
50%
40%
30%
20%
10%
0
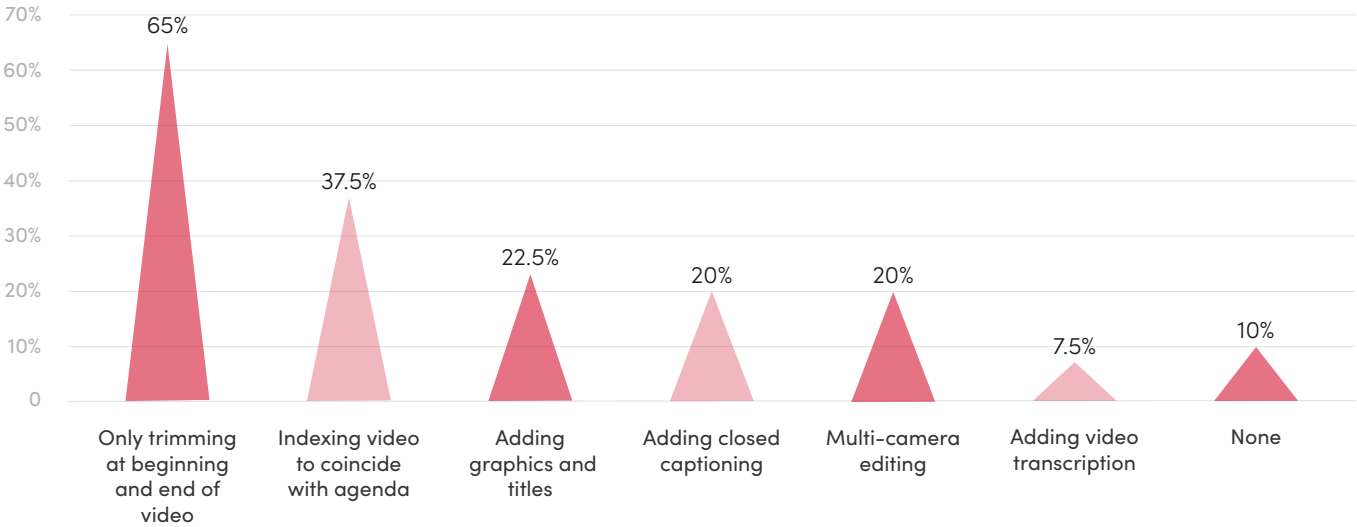
Do you provide video closed captioning?

Category	Value
No	50%
In English only	40%
In English and Spanish	10%
In another language only	0%
In English and another language (not Spanish)	0%
In Spanish only	0%
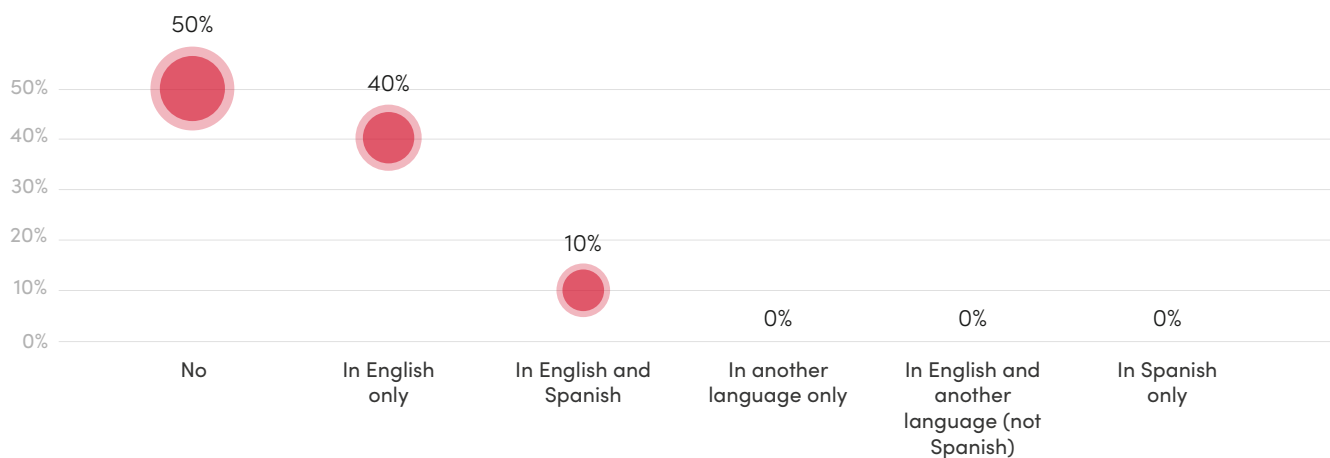
What tools do you use for closed captioning?

Tool	Value
YouTube or similar online platform	40%
Another government solution provider	30%
Granicus products	20%
A live-person captioning service	10%

Does your organization stream and record in HD?

Response	Value
Yes	40%
No	35%
Don't know	25%
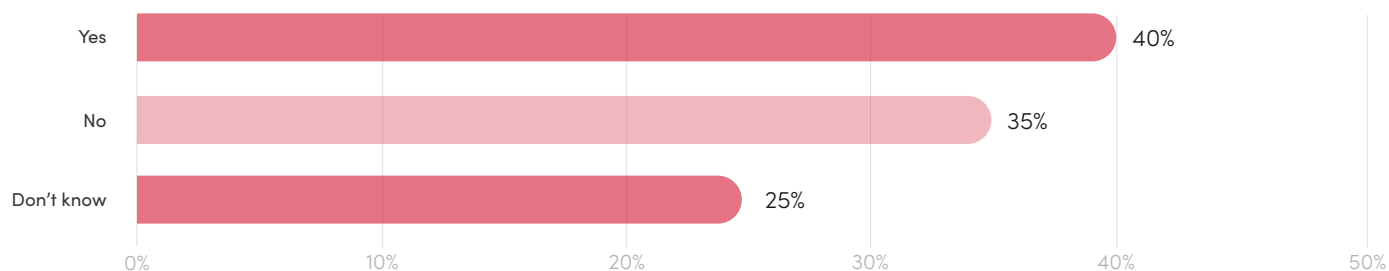
Have you ever experienced a hacking or "Zoom-bombing" interruption in a public meeting?

70% Yes

20% No

10% Don't know
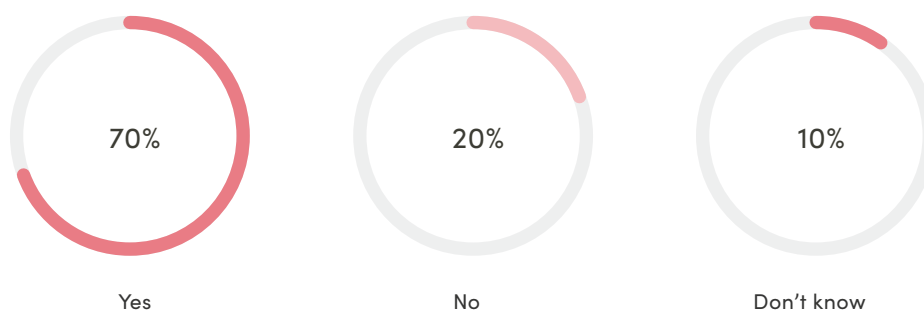
Approximately how many hours does your video streaming and recording solution save per meeting?

72.5% — 1–3 hours

22.5% — 4–7 hours

5% — 8+ hours
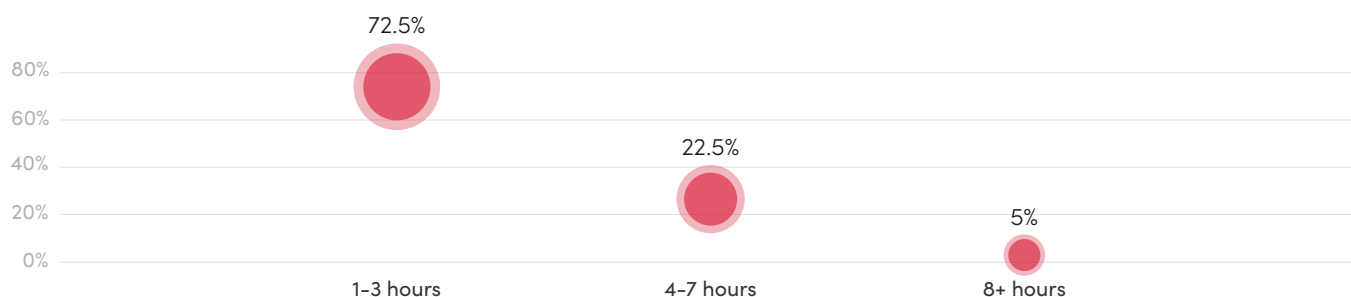
Do you use integrated, real-time commenting, such as eComment?

15% Yes

72.5% No

12.5% Don't know
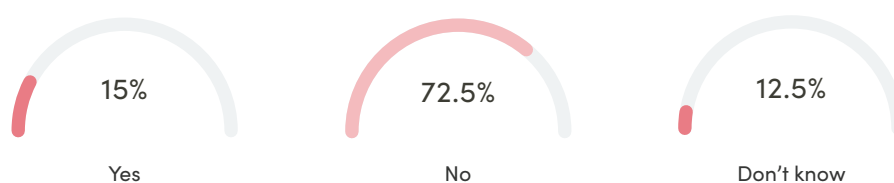
Do you collect public comment prior to a Council or Board meeting using an automated system, such as eComment?

Yes	15%
No	77.5%
Don't know	7.5%
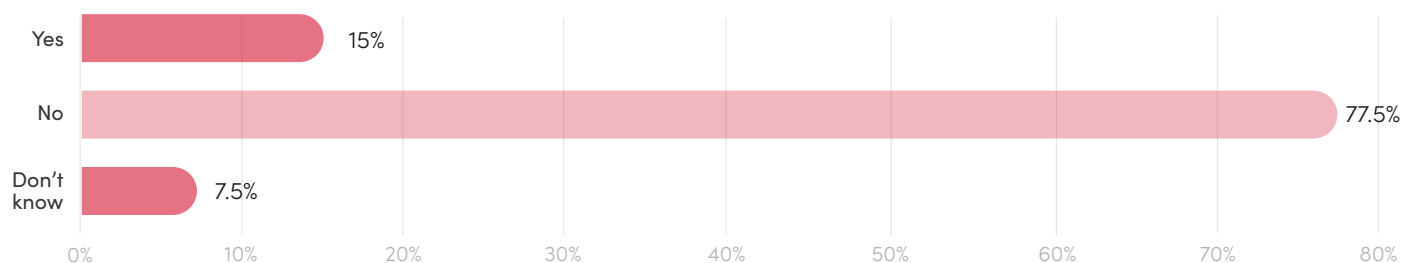
How many times in the last 12 months have technical issues with your video streaming service or solution (excluding WiFi problems or other non-solution related issues) disrupted one of your public meetings?

52.5%	17.5%	0%	30%
1–3 times	4–7 times	8+ times	None
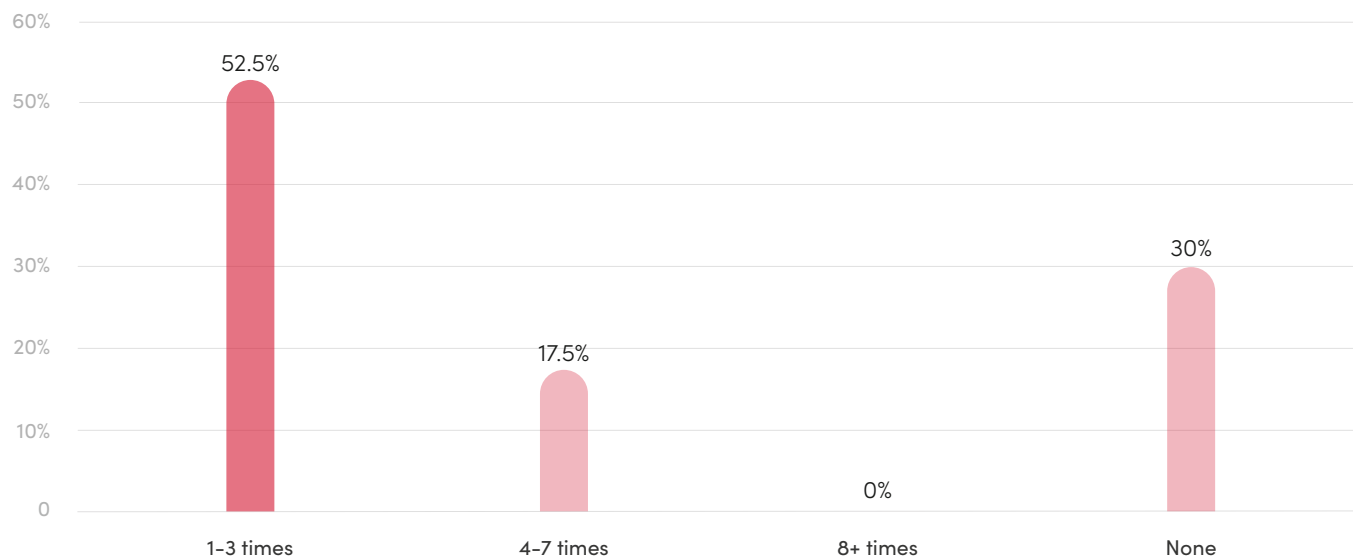
What solution does your office use for back up of meeting videos?
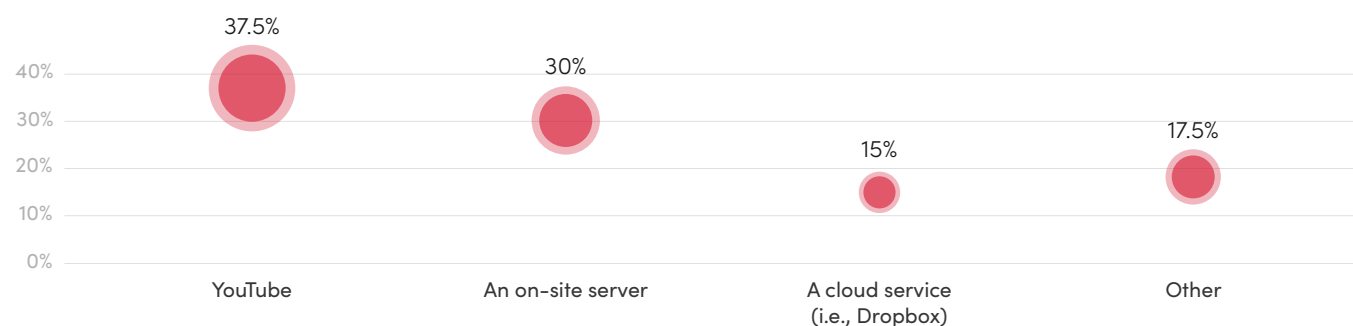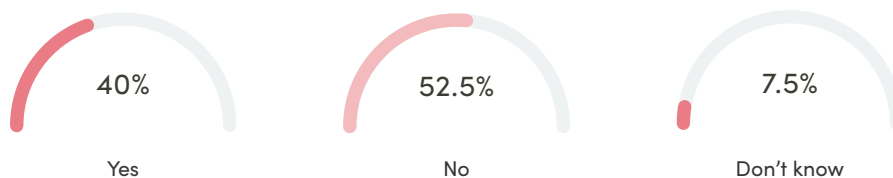
37.5%	30%	15%	17.5%
YouTube	An on-site server	A cloud service (i.e., Dropbox)	Other

Are you currently using AI In your organization?

40%	52.5%	7.5%
Yes	No	Don't know

Which AI programs does your organization use?

ChatGPT	Microsoft Copilot	Google Gemini	Other
75%	25%	0%	0%

For which tasks does your organization use an AI tool?

Task	Percentage
Research	62.5%
Meeting minute summaries	25%
Agenda item summaries	18.8%
Department report summaries	18.8%
Legislation summaries (ordinances, resolutions, etc.)	12.5%
Agenda Creation	0%
Public comment summeries	0%
Other	31.2%

Does your organization have any policies developed around AI?

Yes	No	Don't know
22.5%	57.5%	20%
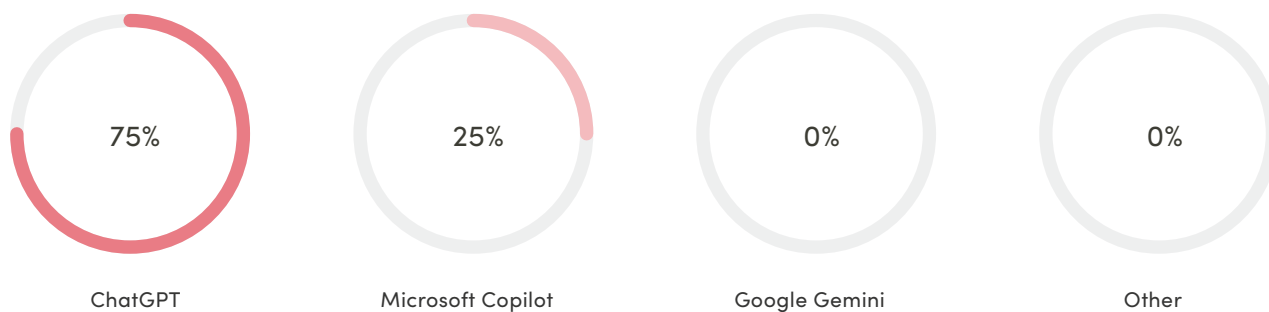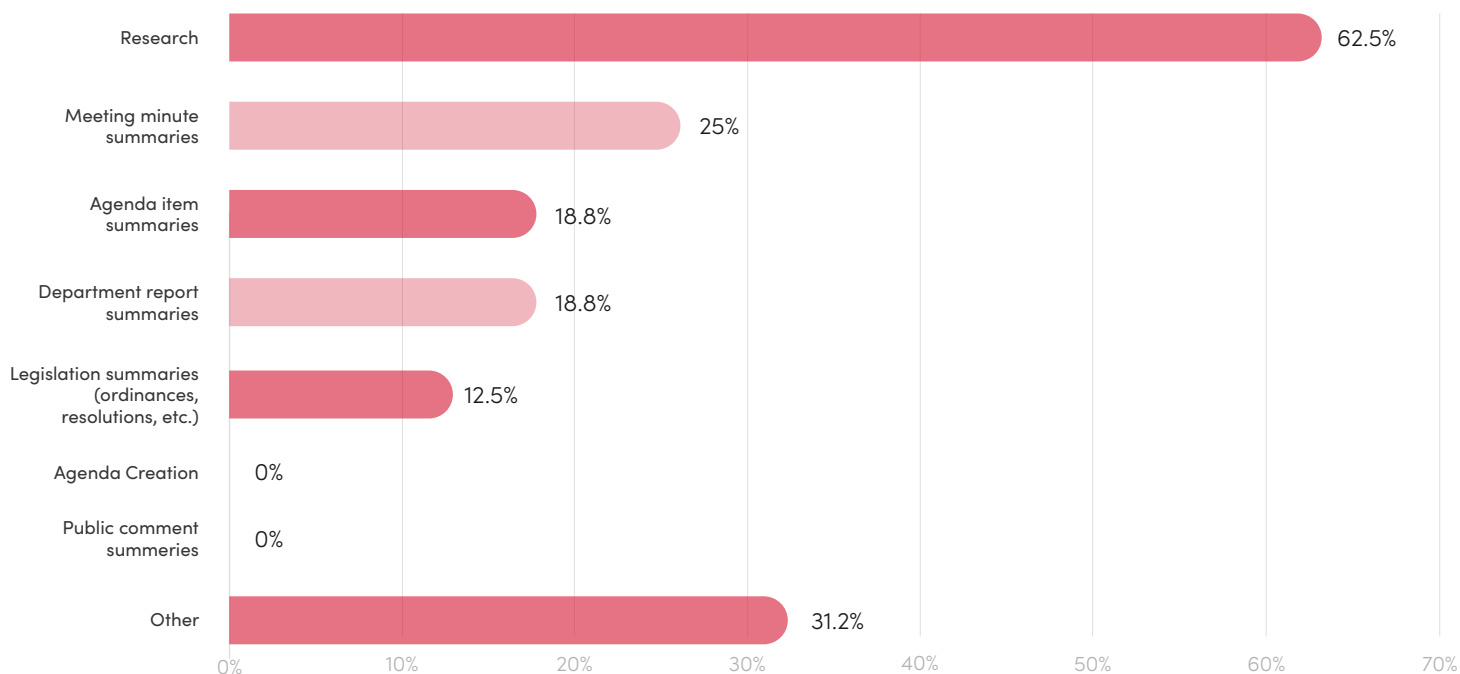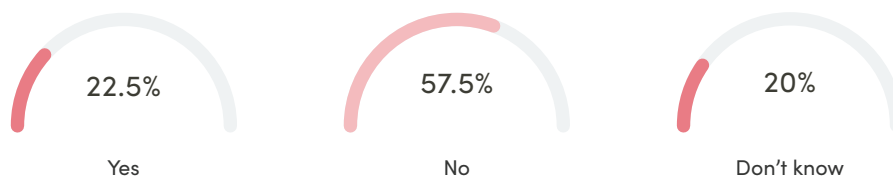
Who created your organization's AI policies?

Category	Percentage
Administrative department	66.7%
County- or city-level authorities	11.1%
Legislative body	11.1%
Advisory committee	0%
Governor's office	0%
Other	11.1%

For which organizational tasks do you think AI would benefit?

Task	Percentage
Meeting minute summaries	75%
Research	45.8%
Agenda item summaries	37.5%
Department report summaries	37.5%
Legislation summaries (ordinances, resolutions, etc.)	37.5%
Public comment summaries	37.5%
Agenda creation	20.8%
Other	4.2%

How do you feel about using AI?

Response	Percentage
Curious	52.5%
Cautious	17.5%
Excited	15%
Reluctant	10%
Indifferent	5%

Do you think AI will have a significant impact on government operations?
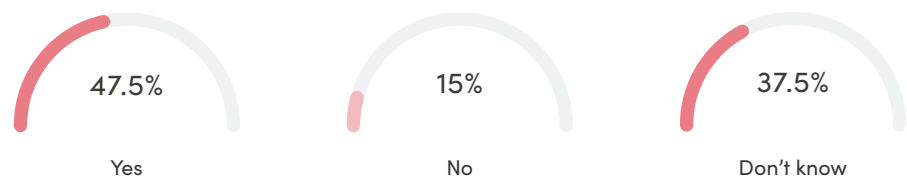
Response	Percentage
Yes	47.5%
No	15%
Don't know	37.5%

How do you think AI will affect your work and your office in the future?

Response	Percentage
Help with repetitive tasks	80%
Save time	75%
Reduce staff demands	47.5%
Save resources	37.5%
Reduce staffing needs	27.5%
Other	7.5%
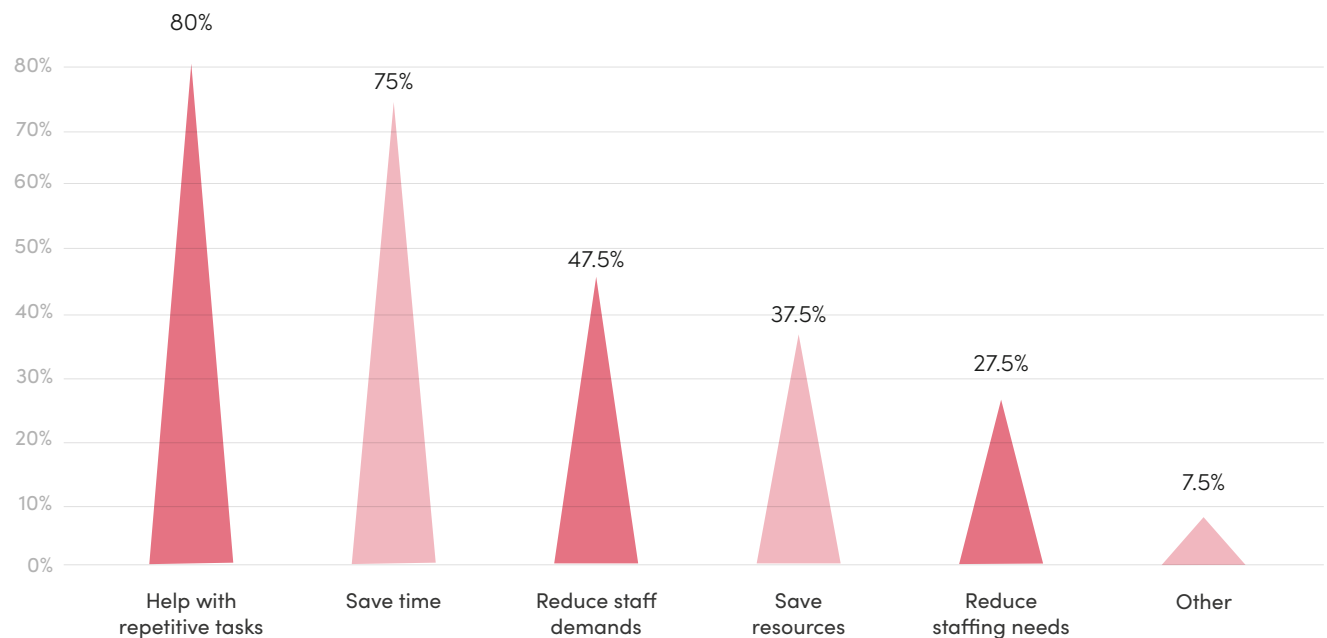
GOVERNMENT COMMUNICATION

Does your organization have dedicated staff for customer experience (CX) or Customer Journey?

Yes No

60.6%

39.4%

How many employees are on your team?

	1	2-3	4-10	More than 10
	6.9%	23.5%	40.6%	29.1%
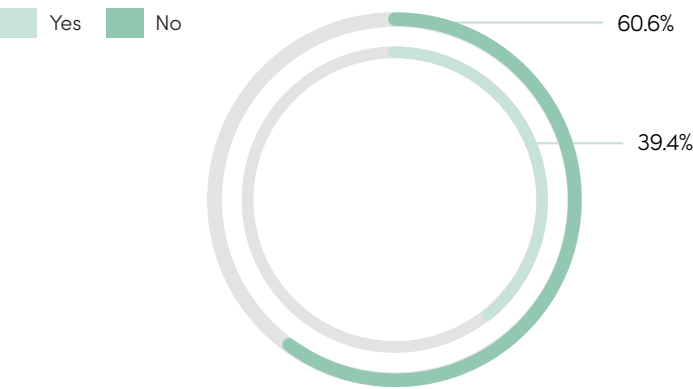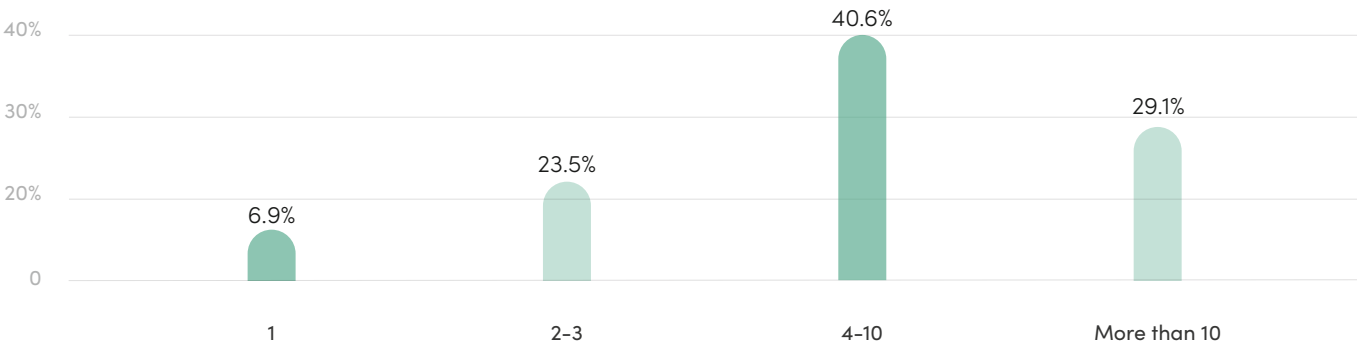
What are the most common challenges you face in communicating with audiences?

50.9%	45.7%	44.4%	30.7%	28.3%
Difficulty connecting with segmented audiences	Inconsistent communications across agency	Poor response levels and inefficiencies	Inequitable distribution of and access to information	Lack of public engagement due to poor information sharing
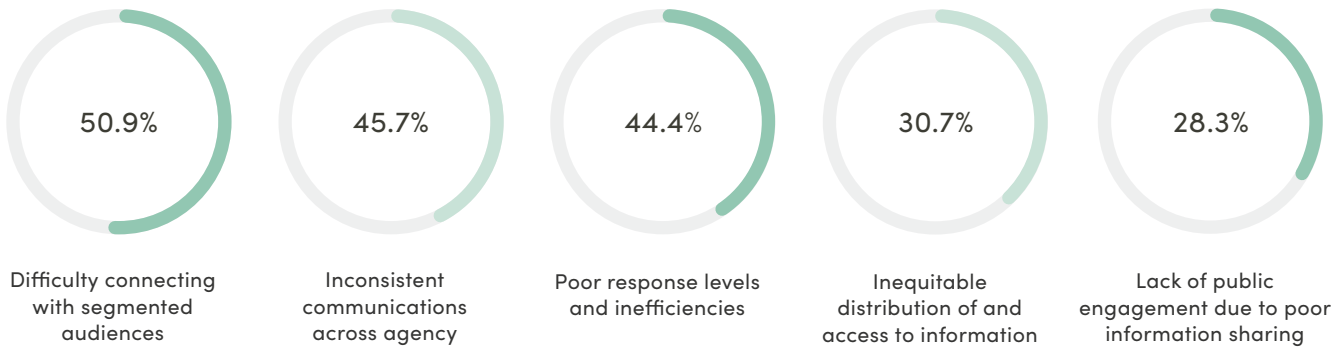
How many different tools do you use in your communications strategy execution?

9.2%	72.9%	17.9%
1	2-5	>5
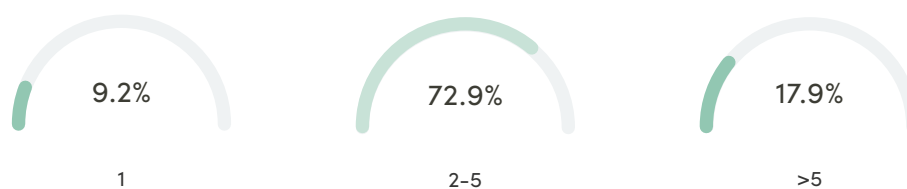
What are the most common topics for your communications?

Topic	Percentage
Service or program awareness	79.8%
Public events	71.8%
Health and human services	26.4%
Public development projects	23.1%
Sustainability/ climate change	13%
Attracting business/ commerce	9.7%
Traffic	7.6%
Revenue/budget issues	7.2%
Crime	4.3%
Population issues	4.2%
Homelessness	3.1%
Political segmentation	1.8%
Other	48%
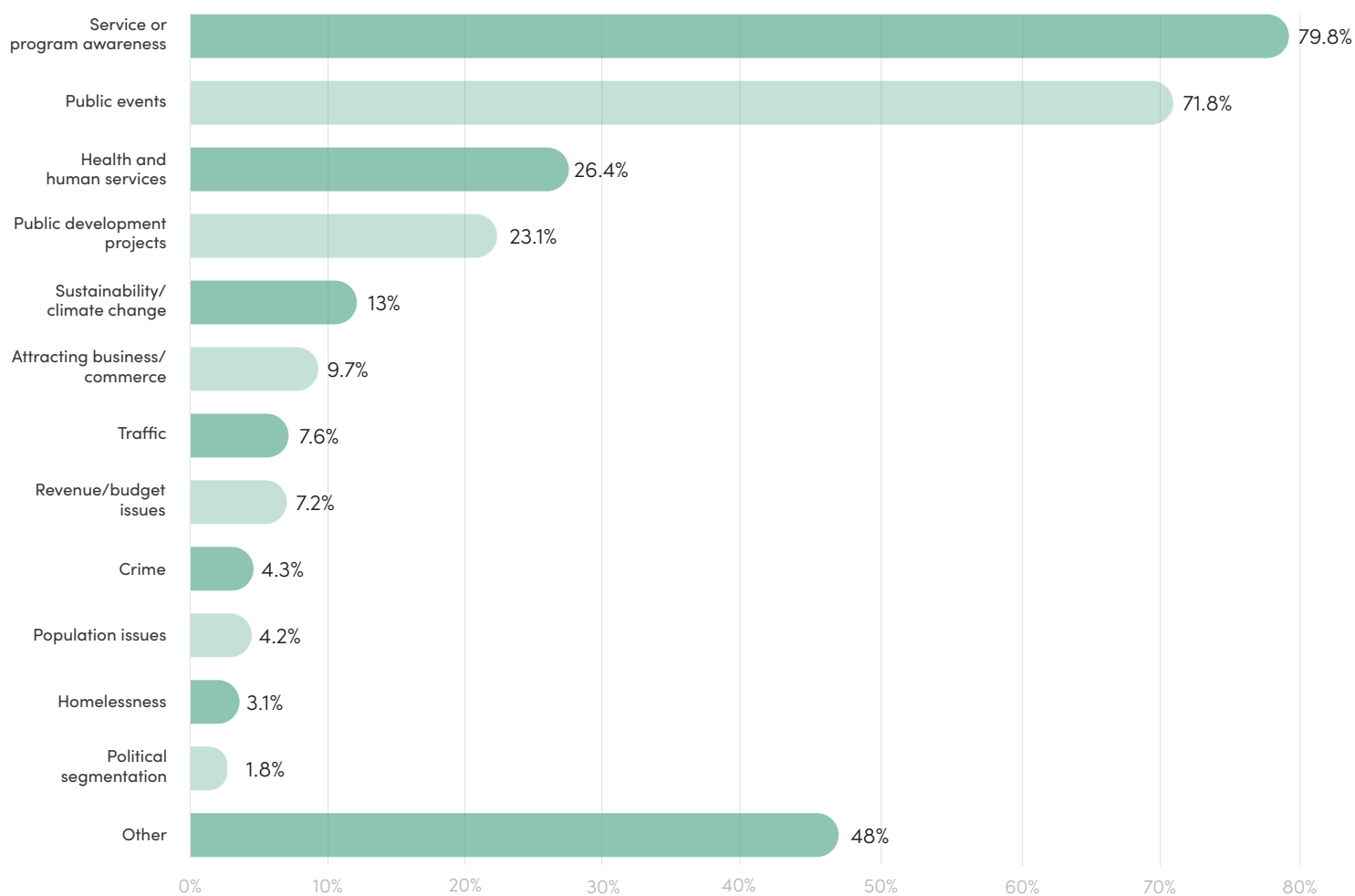
Does your organization embed engagement opportunities in the digital user journey or communication campaigns?

50.9%

Yes

49.1%

No
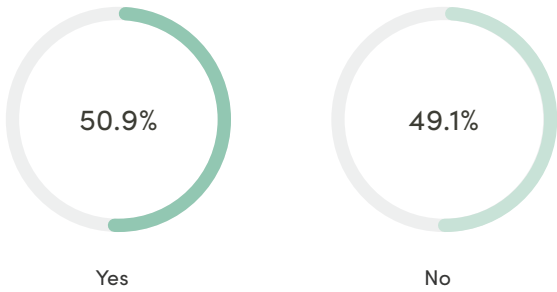
How frequently within an average campaign do you send communications to audiences?

40%		35.9%
30%	26.9%	
20%	17.5%	
11.4%	8.3%	
0		

Daily   Twice per week   Weekly   Bi-monthly   Monthly
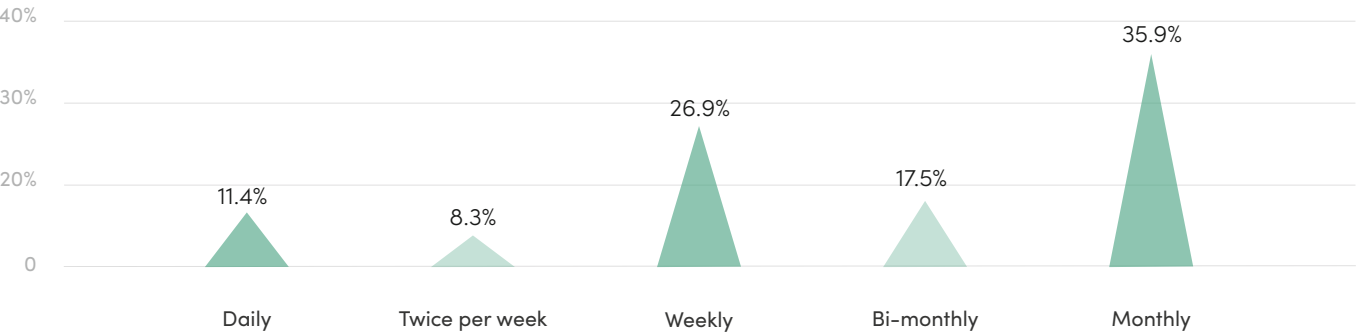
Does your organization capture community satisfaction metrics for improvement?

Yes   No

53.4%

46.6%
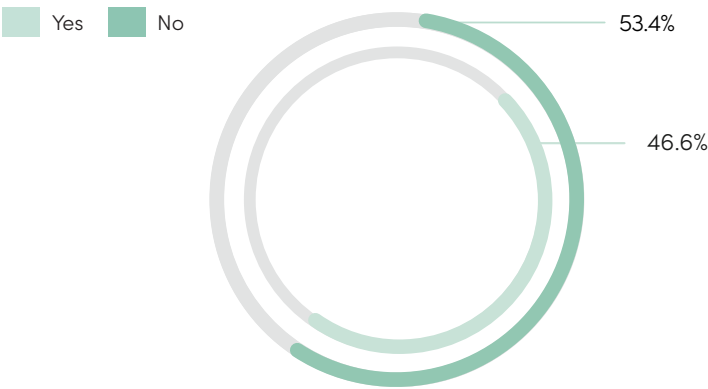
How frequently does your organization gather those metrics?

Monthly	42.6%
Semiannually	18.5%
Quarterly	23.6%
Annually	25.2%

0%   10%   20%   30%   40%   50%
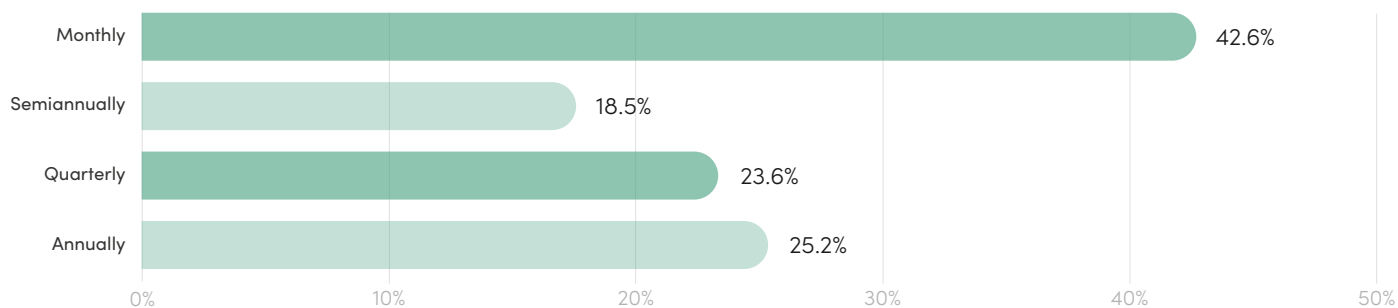
By what means does your organization capture communications effectiveness?

42.6%
Goal setting

33.8%
Benchmarking

23.6%
Other
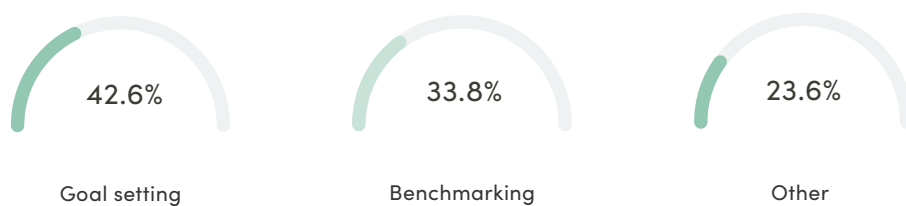
Beyond feedback collection, how important is ongoing collaboration with the community to your organization?

Very important	69%
Somewhat important	17.5%
Of some interest	10.3%
Of no interest	3.2%
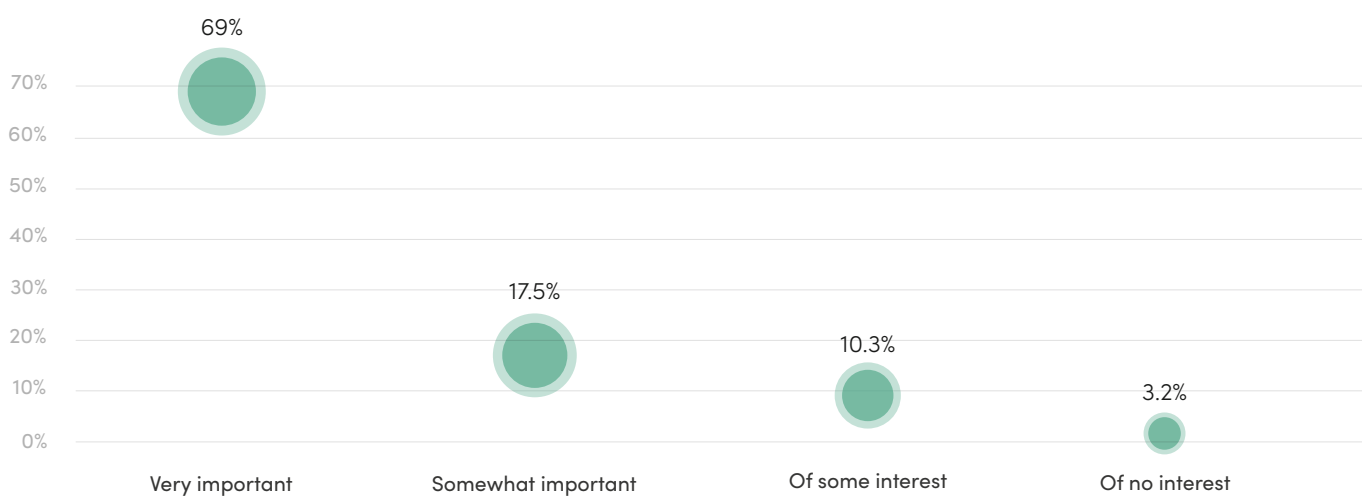
Are there plans to improve feedback collection/utilization in your organization?

66.2%
Yes

33.8%
No
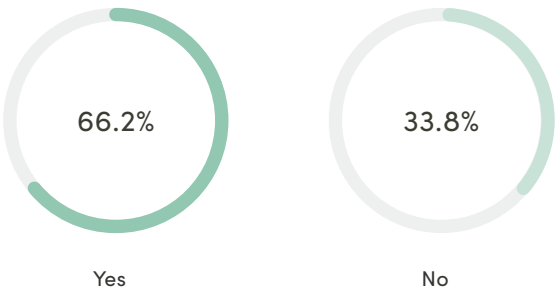
In what timeframe does your organization plan to implement improved feedback collection/utilization?
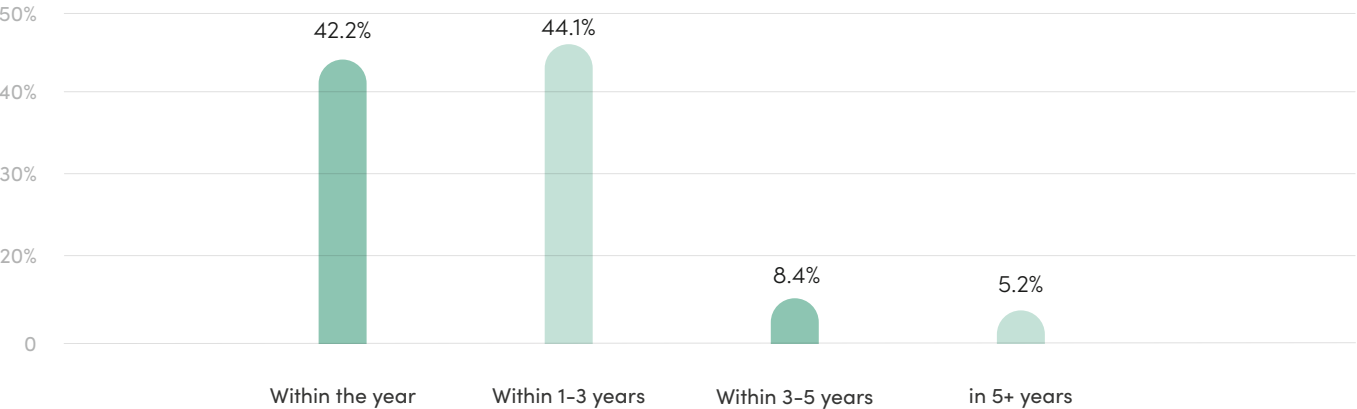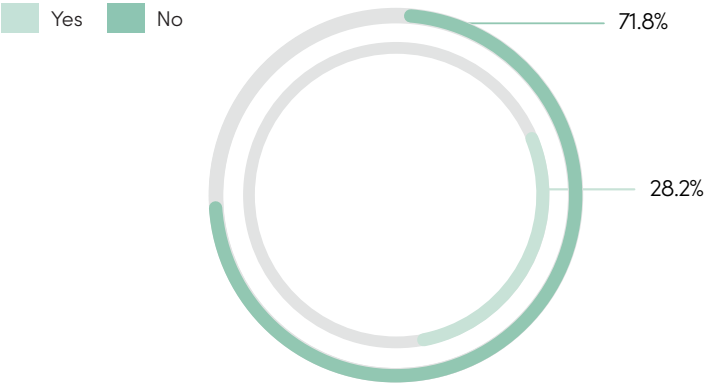
- Within the year: 42.2%
- Within 1-3 years: 44.1%
- Within 3-5 years: 8.4%
- in 5+ years: 5.2%

Are you currently using AI in your organization?

Yes ■ No

71.8%

28.2%

Which AI programs does your organization use?

Program	Percentage
Chat GPT	60.9%
Microsoft CoPilot	39.1%
Google Gemini	17.9%
Other	19.2%

For which tasks does your organization use an AI tool?

Copy creation	Research	Art generation	Other
57.1%	55.8%	24.4%	18.6%

For which organizational tasks do you think AI would benefit?

Task	Percentage
Research	48.6%
Communications delivery	43.9%
Copy creation	39.4%
Communications strategy	38.8%
Art generation	28.3%
Other	11.4%

Does your organization have any policies developed around AI?

34.1% Yes

65.9% No
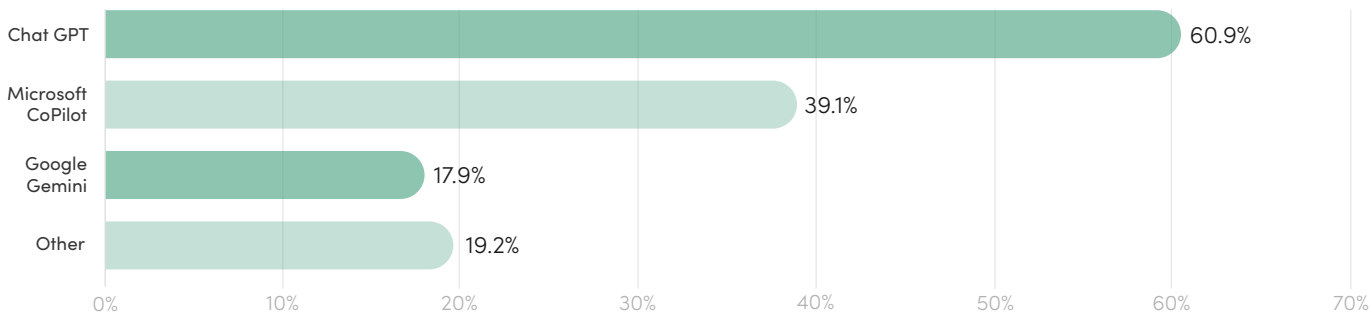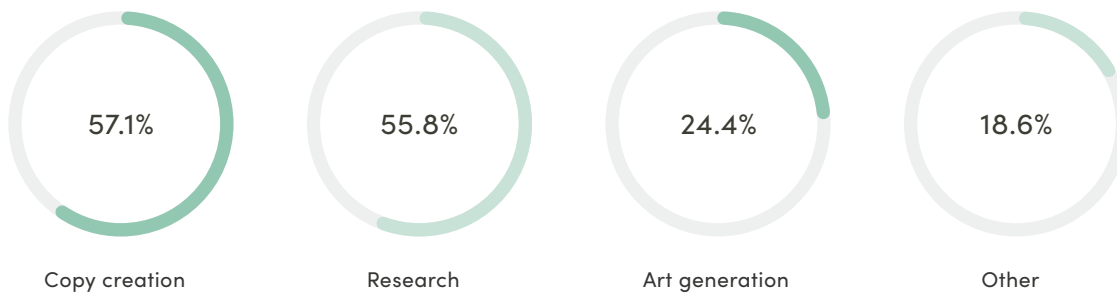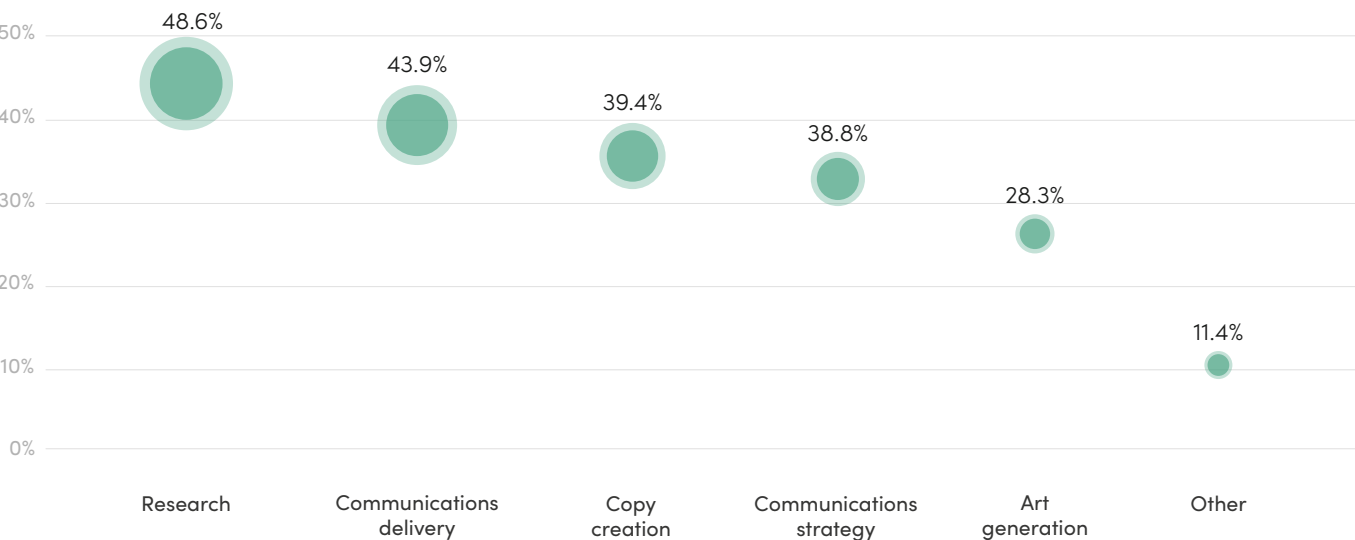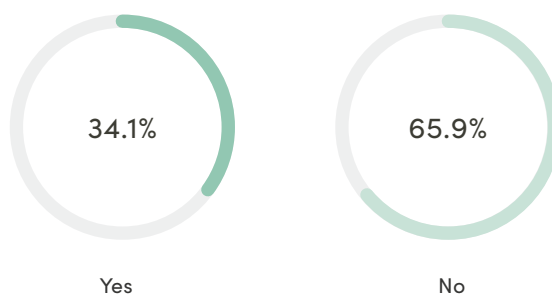
Who created these policies?
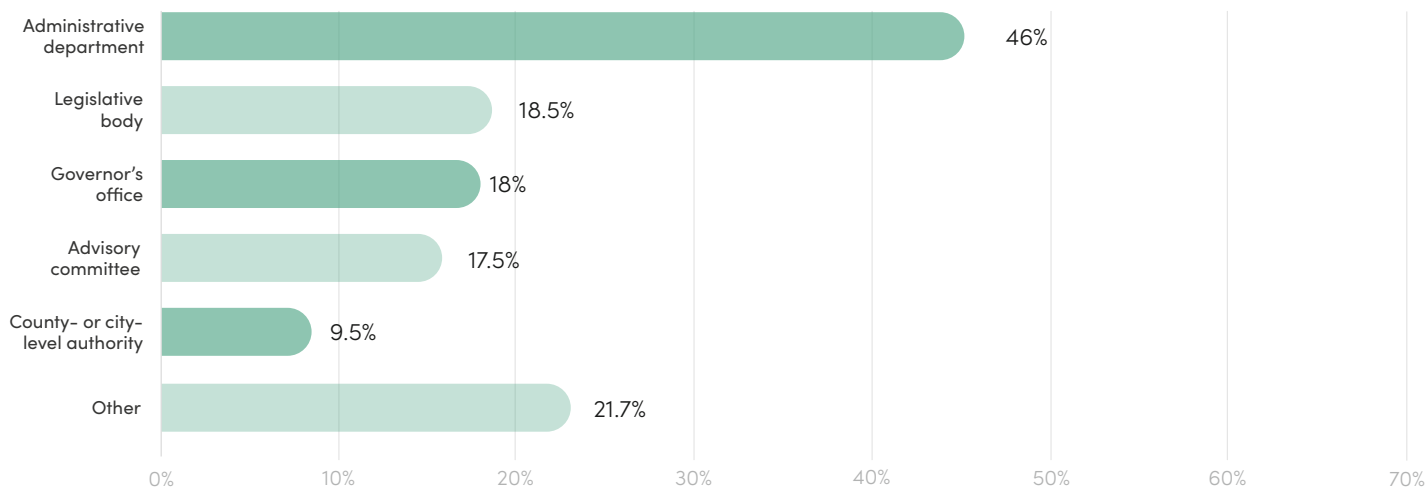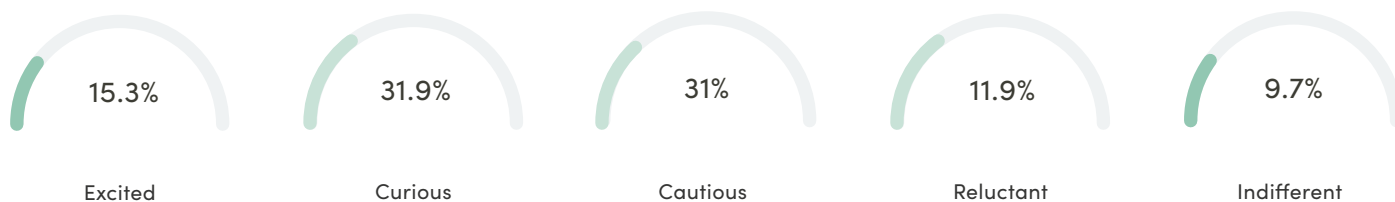
Administrative department	46%
Legislative body	18.5%
Governor's office	18%
Advisory committee	17.5%
County- or city-level authority	9.5%
Other	21.7%

0%   10%   20%   30%   40%   50%   60%   70%

How do you feel about using AI?

15.3% Excited

31.9% Curious

31% Cautious

11.9% Reluctant

9.7% Indifferent

Do you think AI will have a big impact on government operations?

Yes	48%
No	43%
Don't know	9%

0% 10% 20% 30% 40% 50% 60%

How do you think AI will affect your work and your office in the future?

Category	Percentage
Help with repetitive tasks	66.1%
Save time	60.1%
Save resources	31.9%
Reduce staff demands	32.7%
Reduct staffing needs	19.9%
Other	15.5%

70% 60% 50% 40% 30% 20% 0
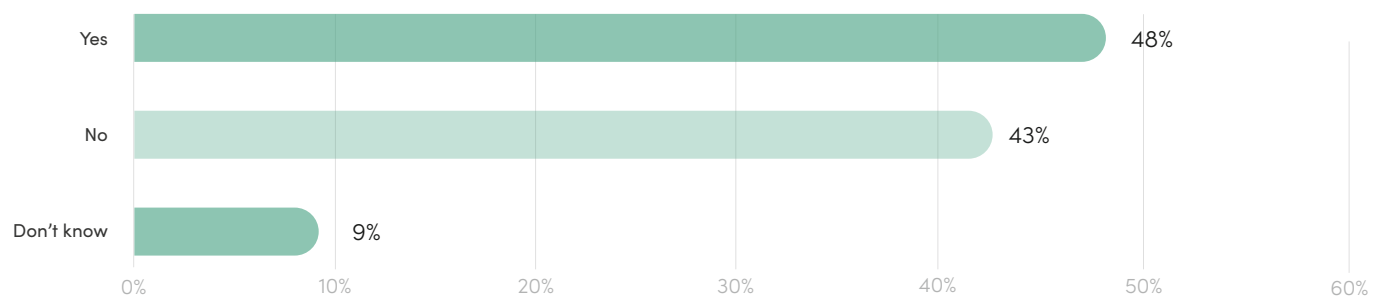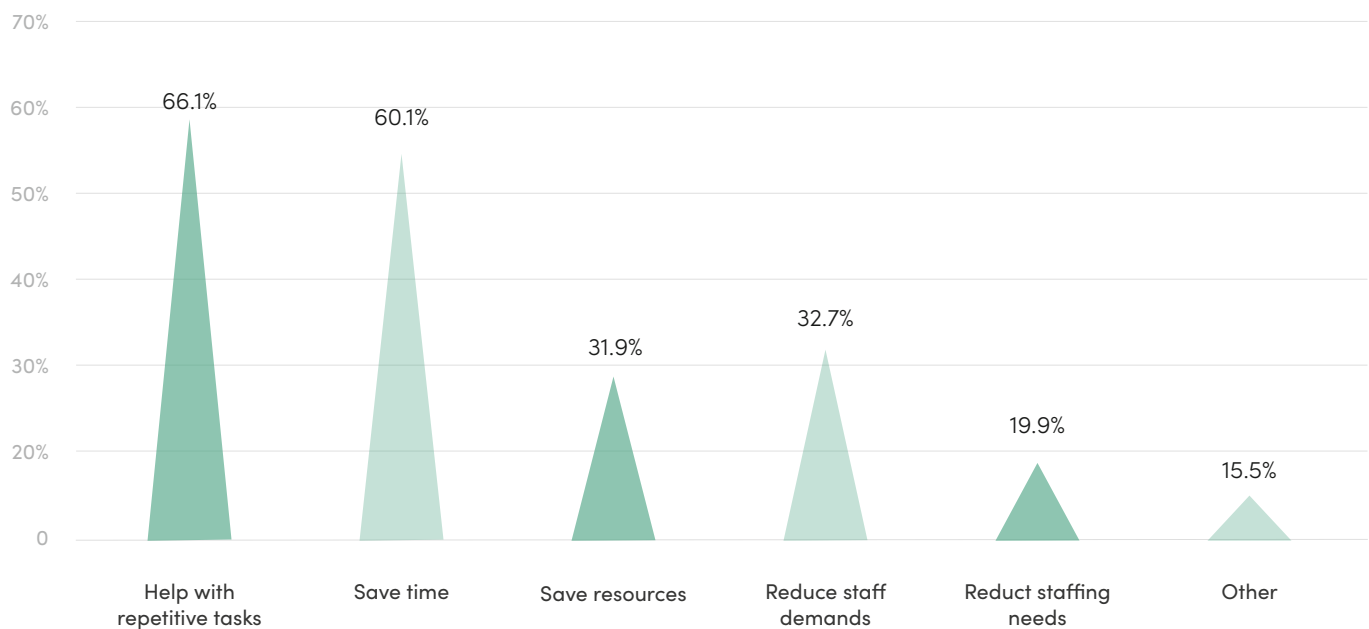
DIGITAL SERVICES

How many online forms (any type of service request) are created by your staff per year?

28.6%	28.6%	14.3%	4.8%	23.8%
Less than 25	26–50	51–100	101–20	More than 200
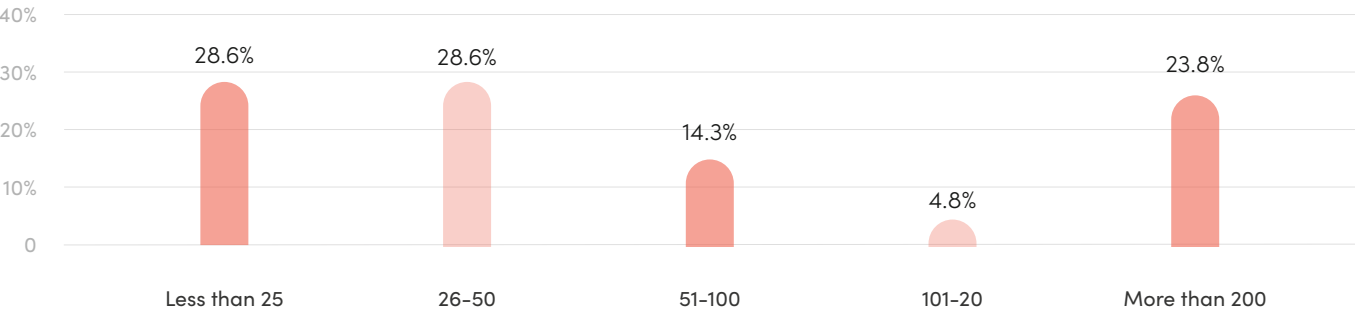
Select the top service requests received in your office:

76.2%	66.7%	57.1%	28.6%
Complaints	Permits and licenses	Waste and recycling	Public works
19%	14.3%	4.8%	33.3%
Parks and recreation	311	Utilities	Other
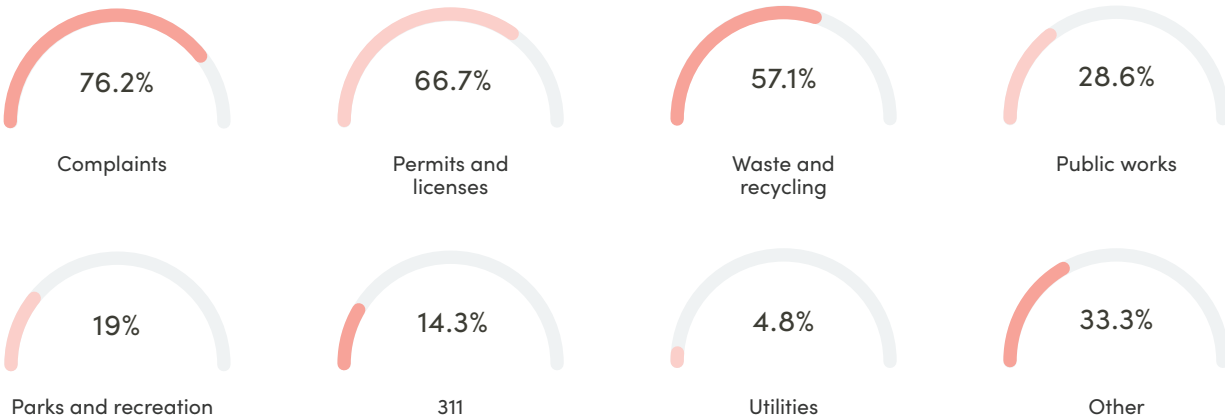
How many public services are deployed though your digital solution?

Less than 5	9.5%
6–10	19%
11–20	23.8%
More than 20	47.6%
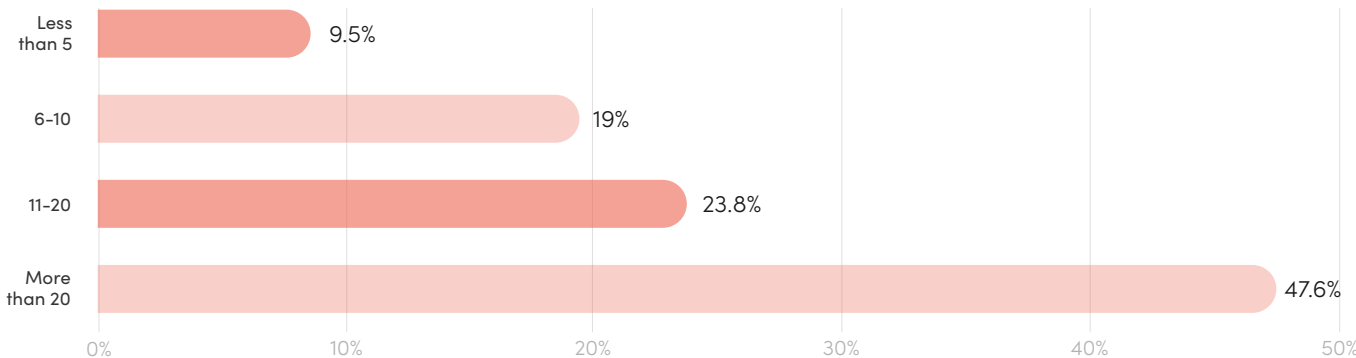
How many online workflows are implemented in your digital solution currently?

	Less than 5	6-10	11-20	More than 20
	9.5%	4.8%	14.3%	71.4%
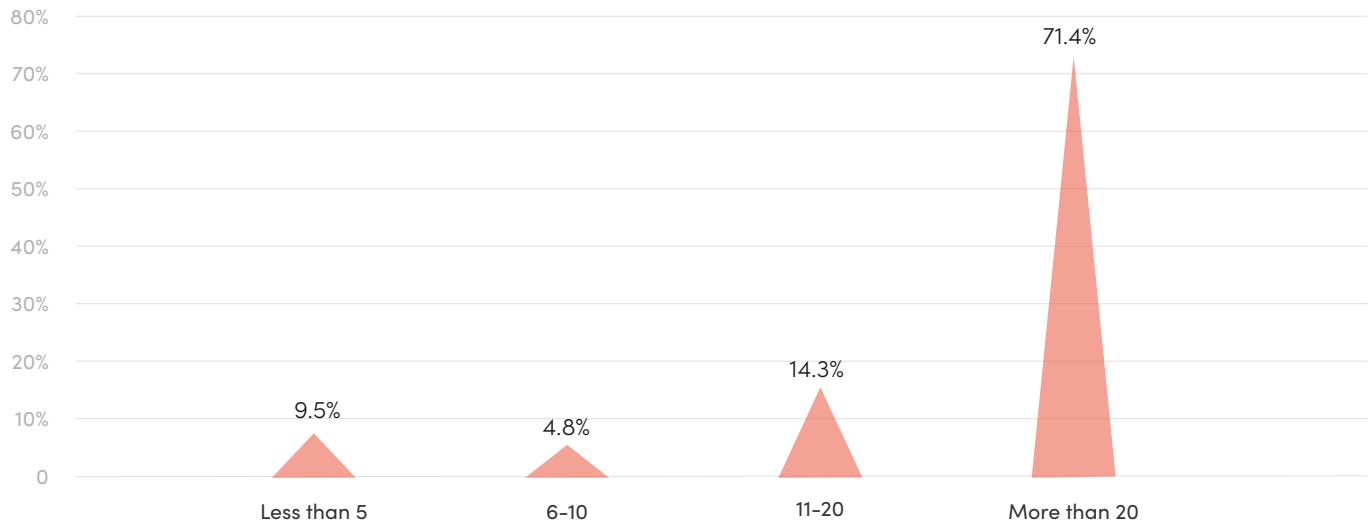
Does your organization offer an online portal or service hub for residents to submit requests and manage request-related information?

Yes   No

9.5%

90.5%
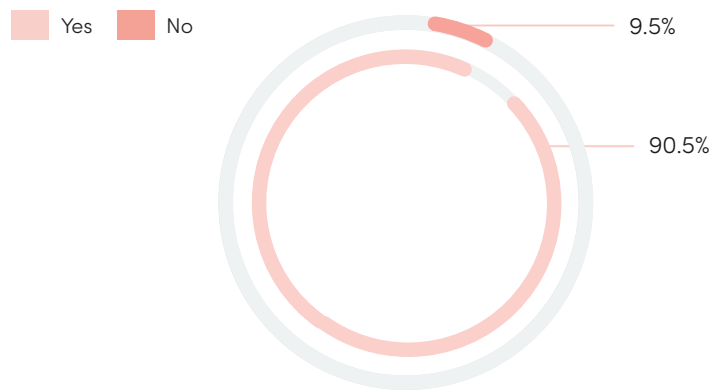
How are users most accessing your digital services?

Directly through mobile browser	Directly through desktop browser	Through a link in related communications
60%	35%	5%

GRANICUS
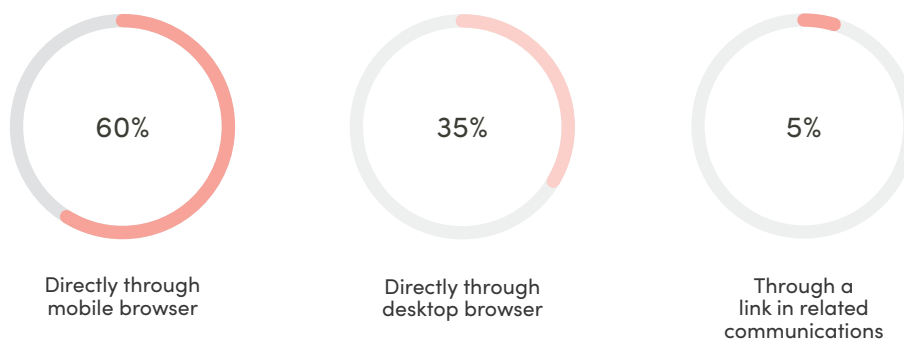
How are digitization efforts impacting your customer satisfaction score?

Response	Percentage
Slightly positive results	42.9%
Strongly positive results	47.6%
Slightly negative results	0%
Strongly negative results	0%
No noticeable results	9.5%
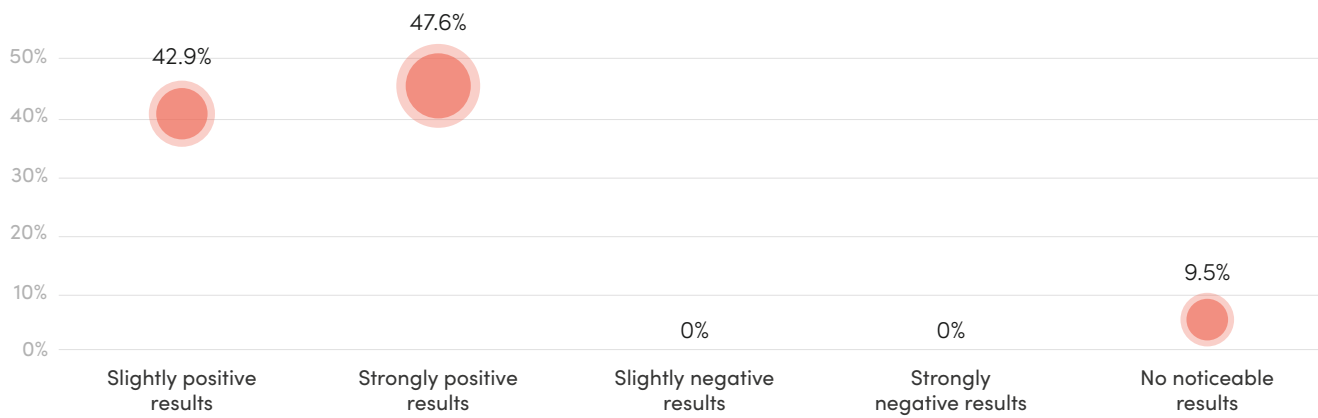
Which best describes how your agency uses (and think about using) technology today?

Response	Percentage
A lot — "We want to improve as much as we can"	50%
A fair amount — "We want to get better when it makes sense"	39%
A little — "Don't want to be last to adopt"	8.1%
As little as possible — "If it ain't broke, don't fix it"	30.7%
Not sure	28.3%
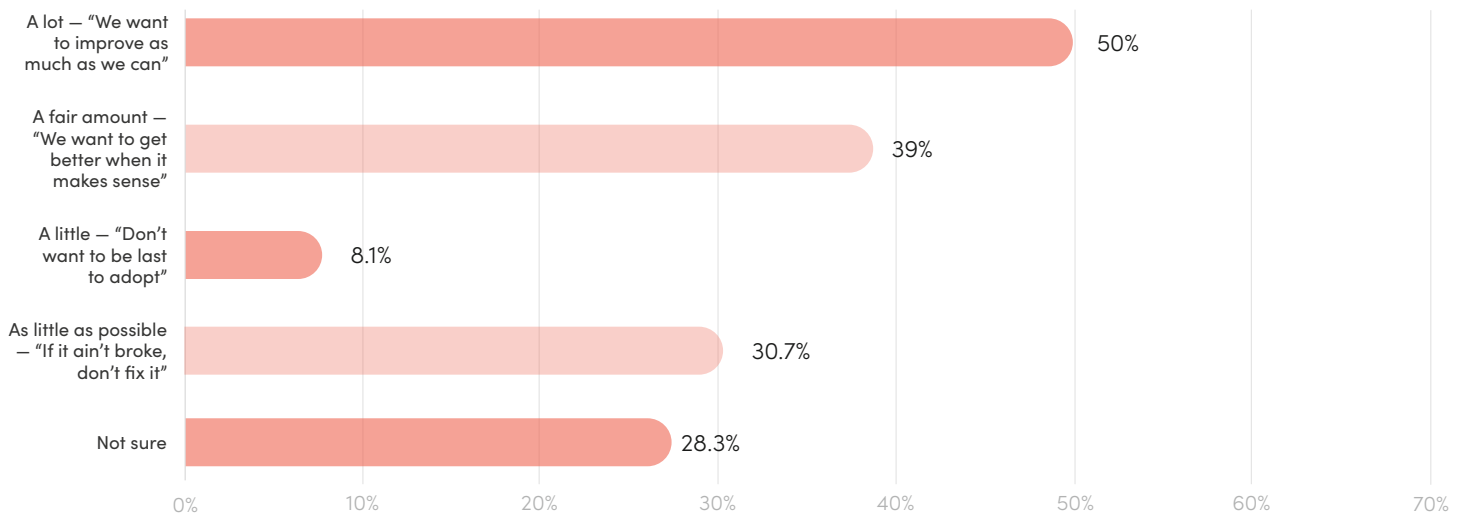
When it comes to the use of technology in local government, what is the most important to you?

81.3%	73.6%	61.1%	54.3%	50%
Easier/faster process for government staff	Easier/faster process for the public	Easier/faster process through any channel of connection	Providing more valuable service for the same cost	Ensuring everyone can get good service

38.5%	26%	25.5%	3.8%
Providing the same service for lower costs	Fewer phone calls	Fewer resident trips to city hall	Other
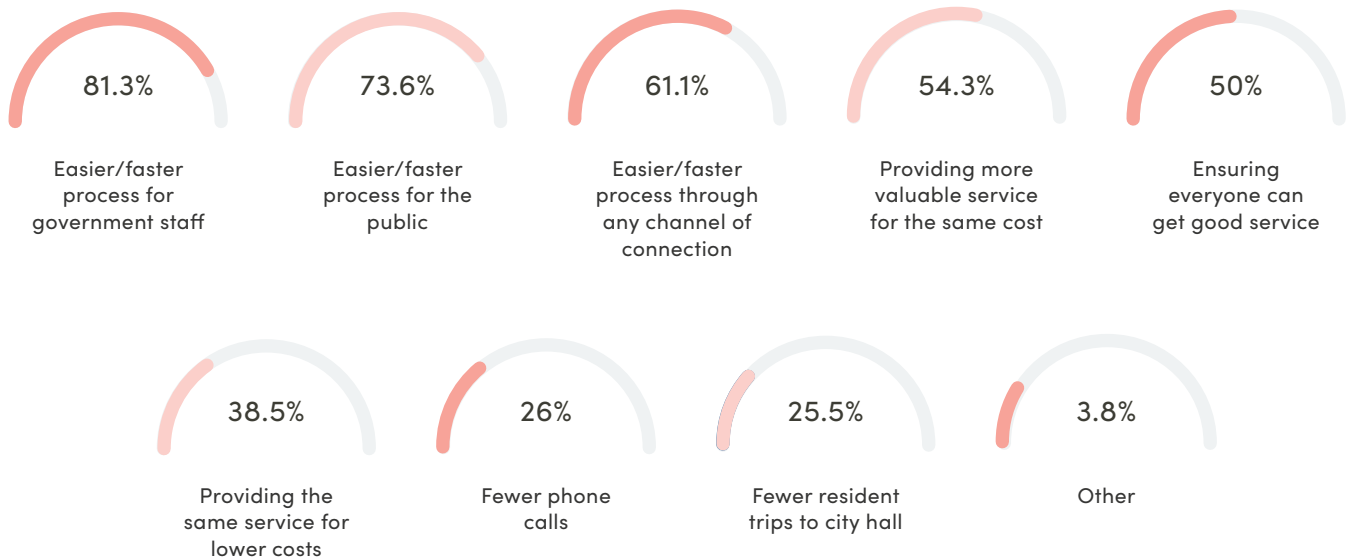
When it comes to adopting new technology to improve operations, resident experiences, and service outcomes, what do you consider the biggest barriers, if any?

Limited budget or funding	Lack of staff expertise to implement and maintain technology	Resistance to change among staff	Unclear benefits or ROI for agency	Concerns about data security and privacy	Not sure if it will make things better/ easier for residents	Technology reliability or quality concerns	Lack of leadership/ vision for technology	None of these are barriers for our agency
81.7%	45.2%	44.7%	40.9%	40.4%	30.3%	24.5%	19.7%	1.9%

What kinds of online services do you think are the most important/useful to residents, if any?

Service	Percentage
Paying bills and fees	84.7%
Getting an answer to a question or finding information	77.7%
Applying for a permit	68.8%
Viewing calendars of public meetings, special events and programs	57.9%
Program enrollment or service request	54.5%
Scheduling inspections	35.1%
Applying for a job	32.7%
Requesting public records	31.2%
Other	2.5%
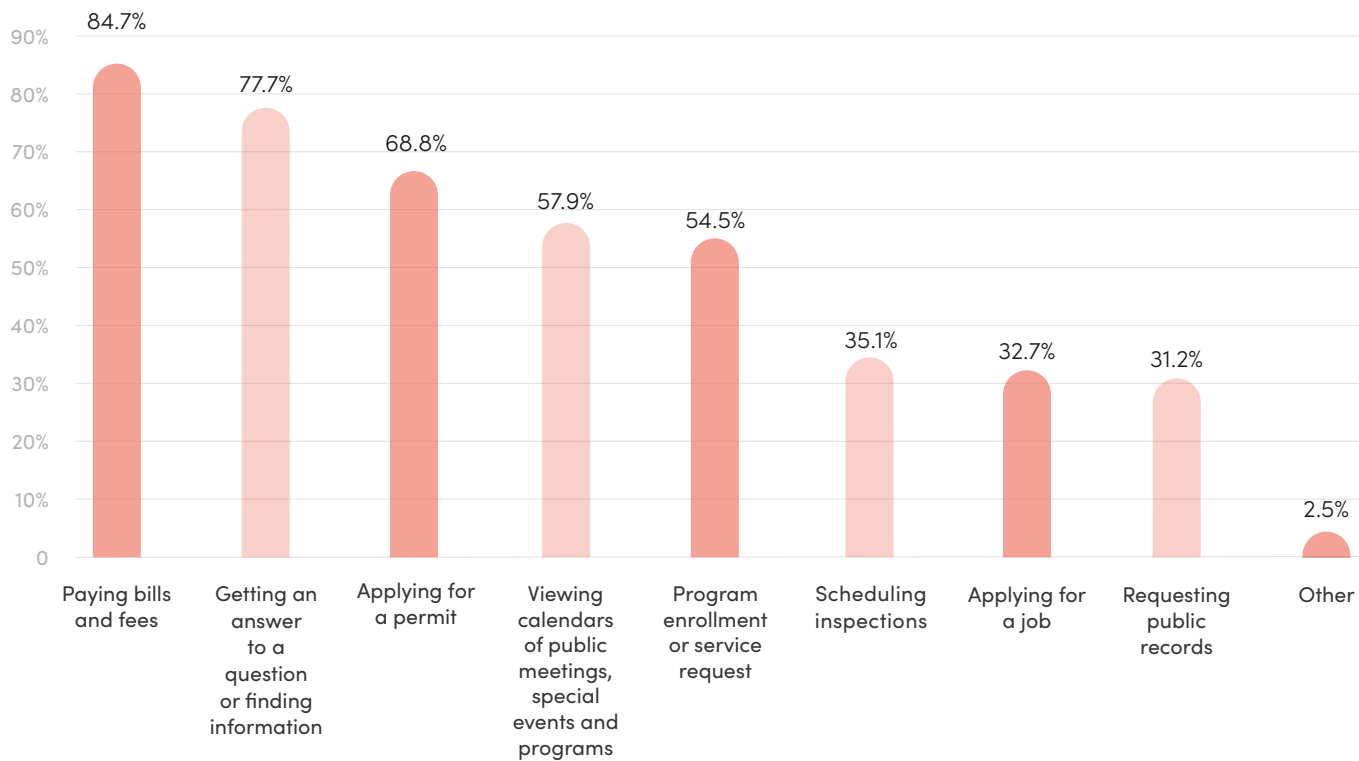
When thinking about buying new technology, what are the main things you look for?

Factor	Percentage
Good customer service and support	86.9%
Integration with existing systems	82.9%
The best cost or budget fit	72.4%
The expertise of the vendor	52.8%
The highest return on investment	48.2%
Having one single vendor instead of multiple	35.2%
Other agencies using the same vendor	30.7%
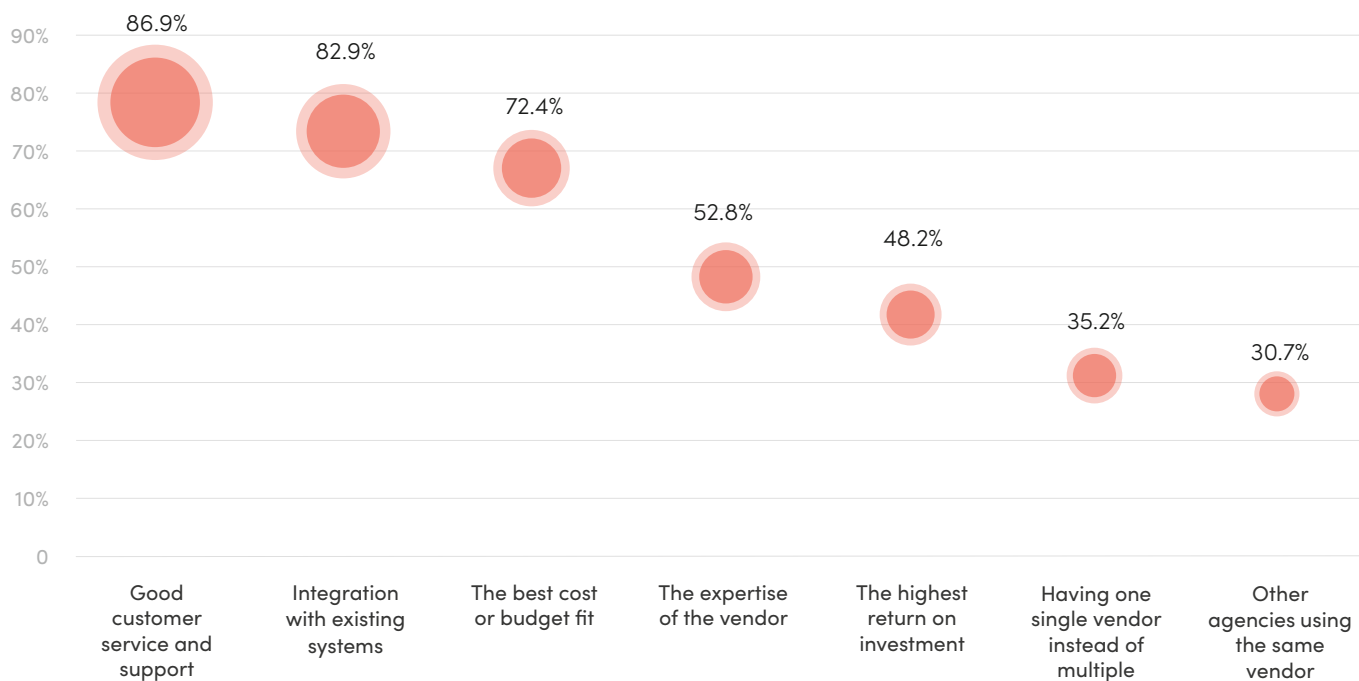
ENGAGEMENT

How many initiatives has your agency run in the last 12 months?

25.6%	21.4%	30.4%
5-10	10-20	20+
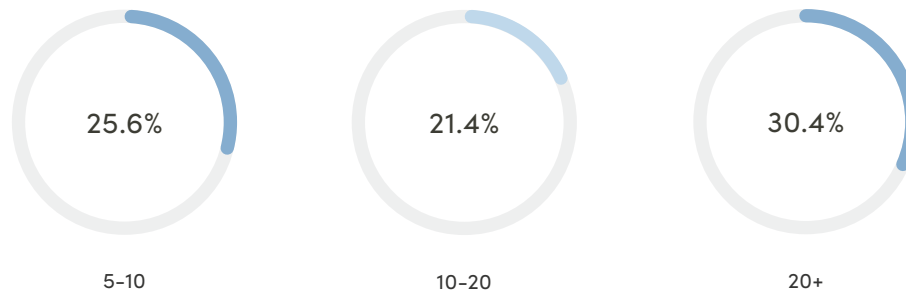
Do you agree: Stakeholder feedback has helped our agency make better decisions.

	Agree	Strongly Agree	Disagree	Strongly disagree	No opinion
	47.2%	30.5%	18.6%	2.2%	1.6%
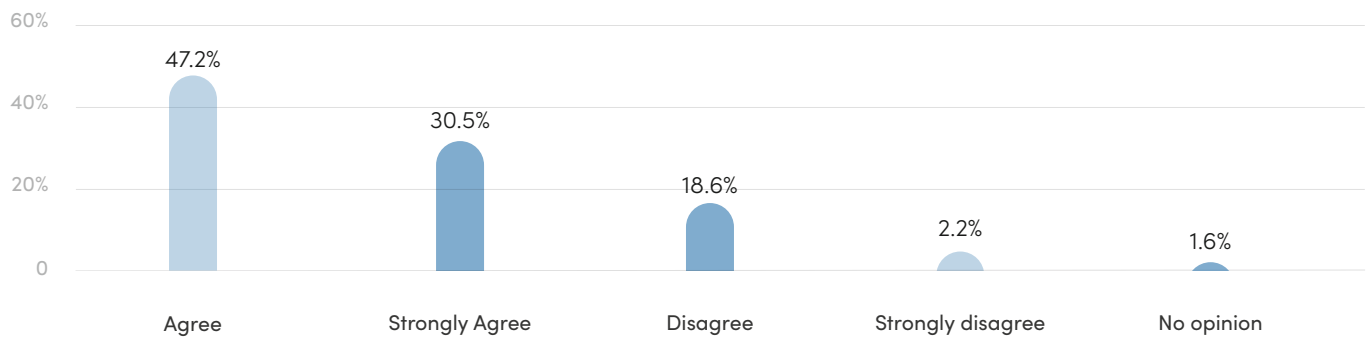
Do you agree: Engagement activities have resulted in increased public trust.

	Agree	Strongly Agree	Disagree	Strongly disagree	No opinion
	38.1%	15.4%	40.3%	5.4%	0.9%
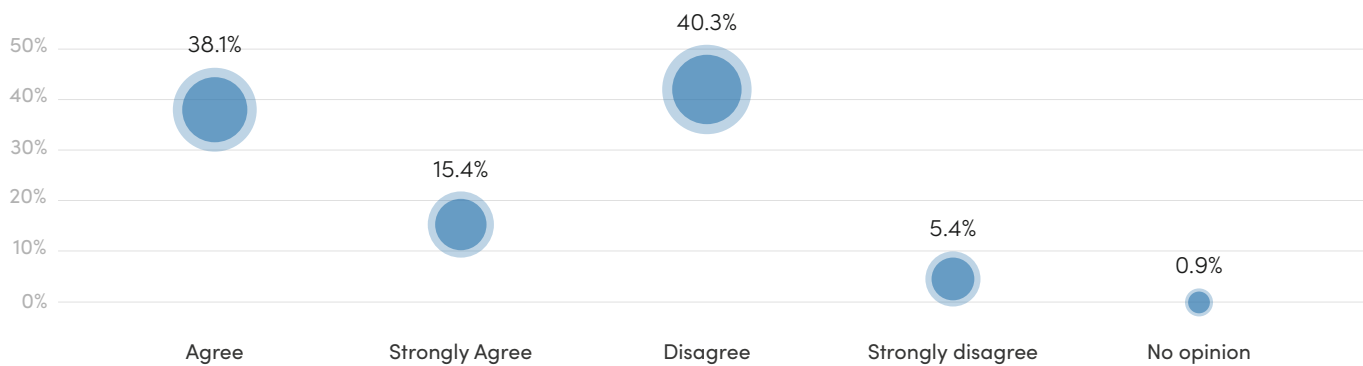
Do you agree: Engagement efforts have led to more successful projects and initiatives. (e.g., traffic flow or park usage).

42.8%	26.4%	27.4%	2.5%	0.9%
Agree	Strongly Agree	Disagree	Strongly disagree	No opinion
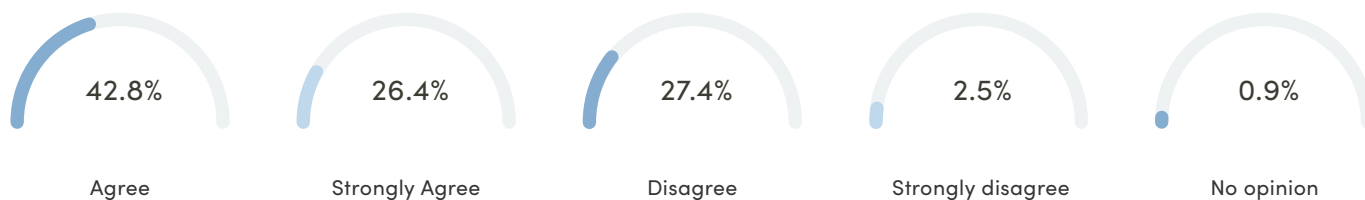
Do you agree: Engagement efforts have led to positive changes in specific areas. (e.g., traffic flow or park usage).

Agree	Strongly Agree	Disagree	Strongly disagree	No opinion
39.1%	17.6%	37.1%	4.9%	1.3%
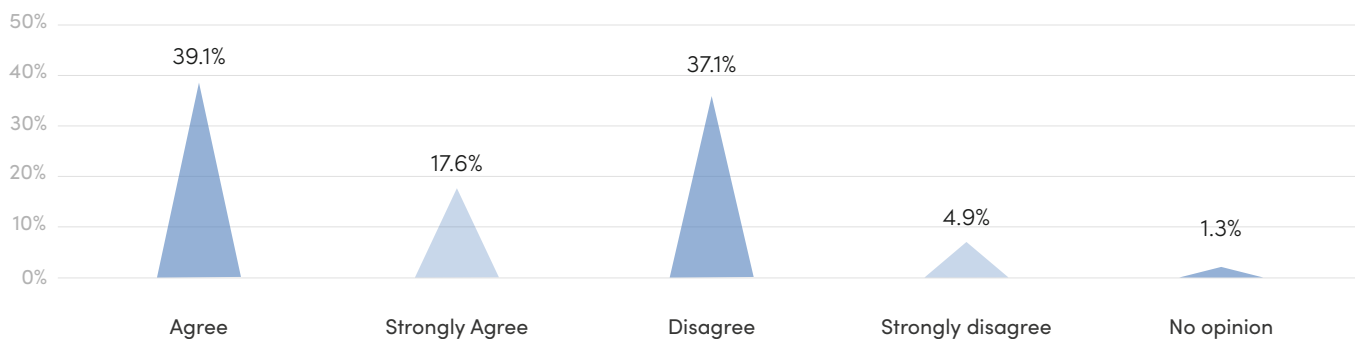
Do you agree: Constituents feel more informed and involved in decisions due to engagement efforts.

Agree	Strongly Agree	Disagree	Strongly disagree	No opinion
42%	15.3%	35.8%	5.9%	1%