



— 2026 —

State of Digital Government

Trends in Permitting, Compliance, and Licensing



▼ 15.6% confident in
current processes

▲ 74.4% shortening
processing times

▲ 70.7% raising customer
satisfaction

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Introduction

This report provides a comprehensive analysis of the current landscape of permitting, compliance, and licensing (PCL) within government agencies. **Based on survey data from professionals across local, county, and state sectors, and supplemented with jurisdictional performance data from 2024 and 2025, this document outlines key market dynamics, economic opportunities, and persistent community challenges.** The findings reveal a government workforce dedicated to improving service delivery but often constrained by budget limitations and operational inefficiencies, a fact underscored by real-world performance metrics.

Survey data indicates that the primary goals for government agencies are **shortening permit processing times (74.4%)** and **raising customer satisfaction (70.7%)**. However, confidence in current processes is mixed, with only 15.6% of respondents feeling “very confident.” This confidence gap is validated by performance data from jurisdictions like the City of Anna, TX, which processed 634 permits and over 2,200 code enforcement cases, and the City of Bainbridge Island, WA, which collected over \$1.2 million in receipts from just under 500 permits. These benchmarks illustrate the high-volume, high-stakes nature of permitting and licensing operations and the clear need for robust systems.

This report translates these findings into strategic insights for government leaders. It identifies opportunities for economic growth through process optimization and highlights how technology can address common challenges like inter-agency coordination and resource allocation. The central conclusion is that a strategic investment in integrated, automated solutions is essential for agencies to meet their core objectives, enhance transparency, and build public trust. By transforming operational frameworks, governments can unlock significant efficiency gains, improve compliance, and deliver the connected digital experience that communities expect.



Definitions

To ensure clarity and a common understanding of the topics discussed, this section defines key terms used throughout the report. These definitions are grounded in the context of government operations and the survey data analyzed.



Permitting, Compliance, and Licensing (PCL): This acronym refers to the collective functions of government agencies responsible for issuing permits (e.g., building, land use), granting licenses (e.g., business, professional), and enforcing regulatory compliance (e.g., health codes, safety standards). These activities are fundamental to community development, public safety, and economic regulation.



Process Automation: The use of technology to execute recurring tasks or processes where manual effort can be replaced. In the PCL context, this includes digital form submissions, automated workflow routing for approvals, online payment processing, and automated compliance notifications.



Government Experience (GX): The sum of all interactions and experiences that residents, businesses, and other stakeholders have with government agencies. A positive Government Experience is characterized by efficiency, transparency, accessibility, and responsiveness.



Service Cloud: A fully integrated technology ecosystem engineered to streamline government service delivery. It typically combines various software capabilities into a unified platform to automate manual processes, increase transparency, and ensure compliance across PCL functions.



Stakeholders: Any individual, group, or organization that has an interest in the operations and decisions of a government agency. This includes residents, business owners, community organizations, elected officials, and staff from other government departments.



Benchmark: A standard or point of reference against which things may be compared or assessed. In this report, benchmarks are derived from the performance data of various jurisdictions to provide a comparative measure of operational volume and efficiency.

Methodology

The insights and conclusions presented in this report are derived from a multi-faceted analysis combining qualitative data from a survey conducted by ath Power Consulting, a premier provider of research, training, and strategy solutions for both the public and private sectors, with quantitative performance metrics. This blended methodology provides a holistic view of the permitting and licensing landscape, connecting strategic goals and perceived challenges with real-world operational outputs.

Qualitative Survey Data: The foundational analysis is derived from a comprehensive survey of government professionals involved in permitting and licensing. The survey was designed to capture a detailed snapshot of the operational realities, strategic goals, and challenges faced by public sector agencies. The dataset comprises responses from professionals across the United States, with a significant concentration in local (56.5%) and county (31.8%) government, ensuring the findings are highly relevant to the operational environments where most community and government interactions (which can include businesses, builders, inspectors, code enforcement officers and more) can occur.

Quantitative Performance Data: To ground the survey findings in tangible results, this report incorporates operational statistics from two datasets containing anonymized, aggregated data from various jurisdictions, providing benchmarks for key performance indicators (KPIs) such as:



**Permits
Issued Count**



**Code Enforcement
(CE) Cases Opened
and Closed**



**Licenses
Issued Count**



**Inspections
Performed
Count**



**Total Receipts
(Revenue)**

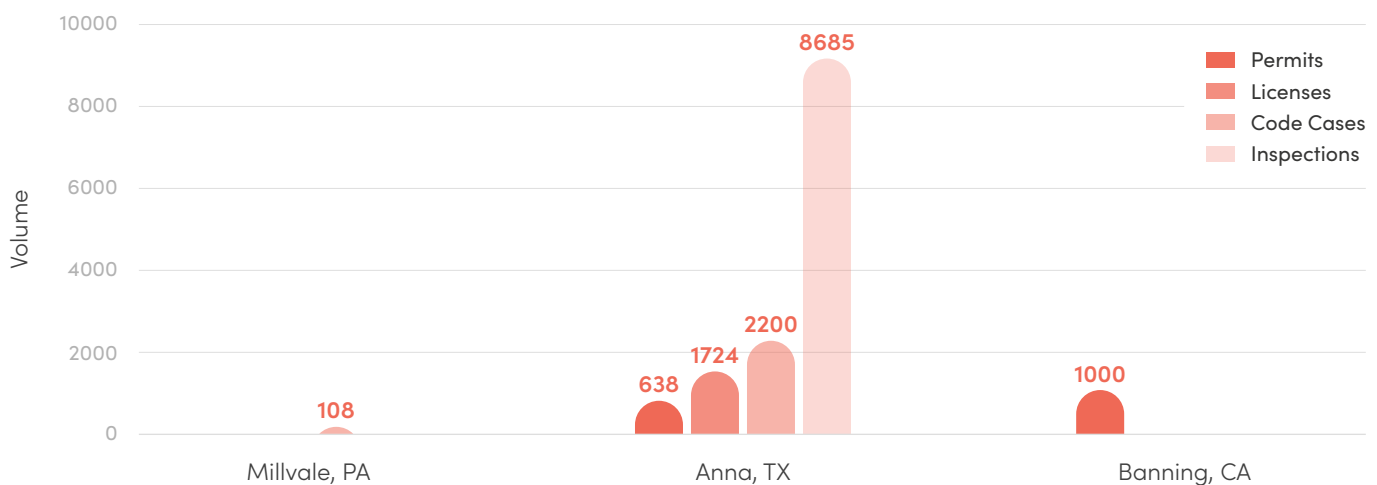
By comparing these quantitative benchmarks with the qualitative survey responses, this report provides a richer, more actionable analysis. For instance, the survey goal of “shortening permit processing times” is given a new context when viewed alongside the thousands of permits and inspections managed by individual cities. This approach allows for a direct correlation between strategic intent and operational reality, offering City Managers and other leaders a data-driven basis for decision-making.

Market Dynamics and Growth Trends

The current landscape is being reshaped by public expectations and internal pressures for efficiency. The fusion of survey insights and performance benchmarks reveals several key dynamics that are defining the future of government service delivery.

High-Volume Operations and the Demand for Scalability: While the survey highlights that building permits are a top responsibility (72.9%), the performance data quantifies the sheer scale of this work. Jurisdictions range from smaller boroughs like Millvale, PA, which focuses heavily on code enforcement (108 cases opened), to larger cities like Anna, TX, which managed 634 permits, 1,724 licenses, over 2,200 code enforcement cases, and 8,685 inspections. The City of Banning, CA, issued over 1,000 permits. This high volume of activity underscores the immense pressure on existing systems. As communities grow, the demand for these services will intensify, making scalable technology solutions a necessity, not a luxury.

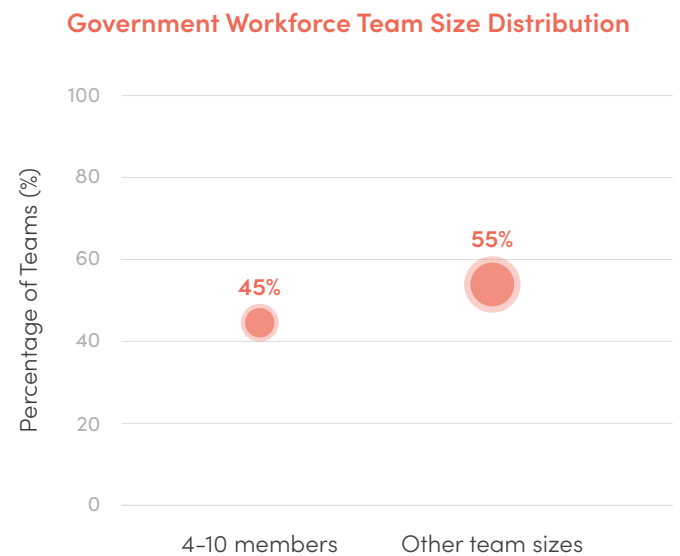
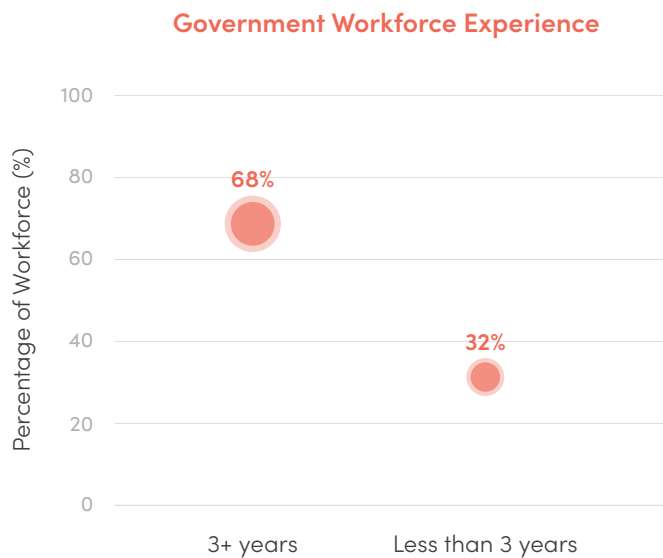
Operational Volume Across Jurisdictions



*Based on data collected through Granicus tools.

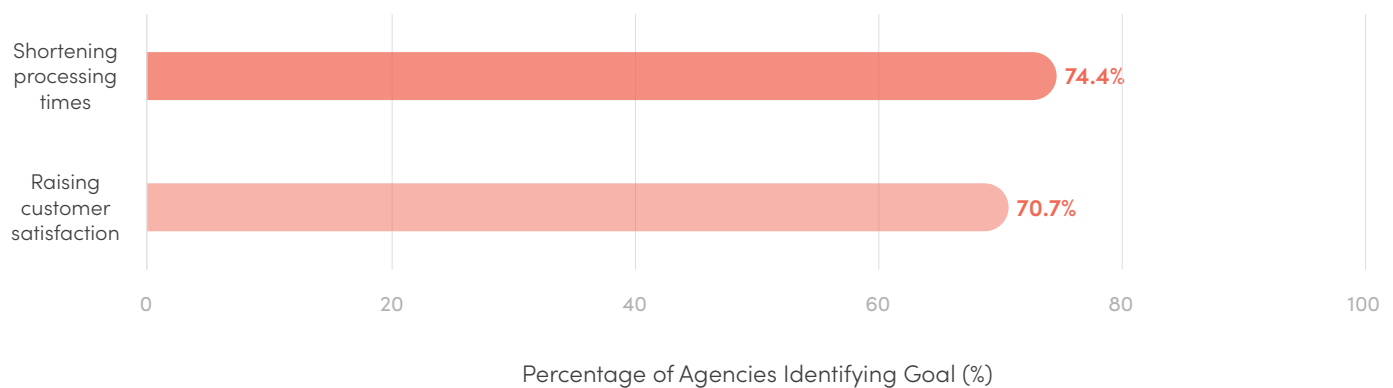


A Workforce Defined by Experience and Strained by Volume: The government workforce is largely experienced, with over 68% having three or more years in their role. These professionals operate in lean teams, with nearly 45% in groups of 4-10 members. This experienced workforce is tasked with managing the high transaction volumes seen in the benchmark data. The combination of small teams and massive workloads creates a significant operational risk. Without automated systems, agencies are vulnerable to bottlenecks, knowledge loss upon retirement, and staff burnout. A key growth trend is the adoption of technology that captures institutional knowledge and automates routine tasks, empowering experienced staff to focus on complex, high-value work.

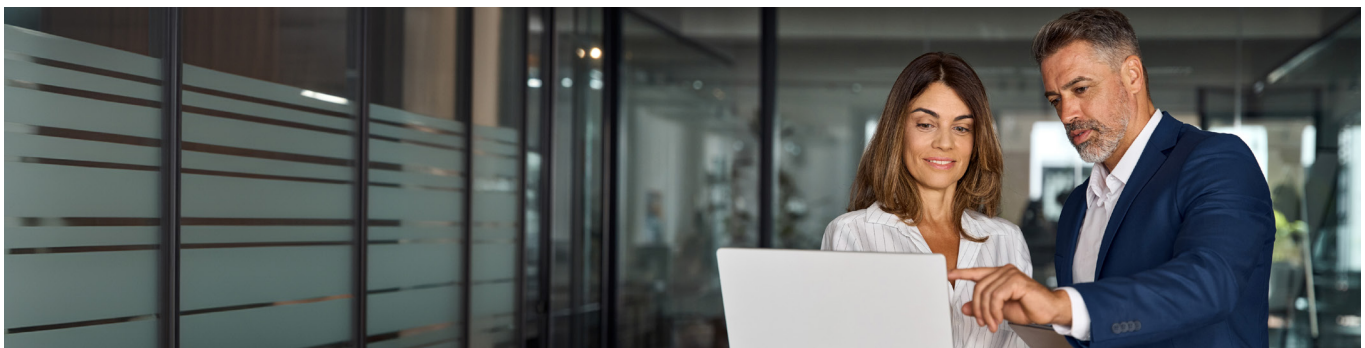


The Mandate for Efficiency and Superior Customer Experience: The strategic goals of shortening processing times (74.4%) and raising customer satisfaction (70.7%) are the clear drivers of change. The public now expects a seamless digital experience from government. The benchmark data illustrates the financial and community impact of these services—Bainbridge Island collected over \$1.2 million in receipts. Slow, inefficient processes not only frustrate residents but also delay critical revenue and impede economic development. This market-wide shift is pushing governments to adopt digital platforms that can deliver the speed, convenience, and transparency the public demands.

Drivers of Change: Strategic Goals for Government Agencies



The Crisis of Confidence in Legacy Processes: A notable lack of confidence in current processes (only 15.6% are “very confident”) signals a critical need for modernization. This confidence gap is understandable when considering performance benchmarks. Managing thousands of inspections, hundreds of permits, and complex code enforcement cases with manual or disconnected systems is inherently prone to error and delay. The data points to a market ripe for innovation, where agencies are actively seeking integrated digital platforms to close the gap between their strategic goals and their operational capacity.

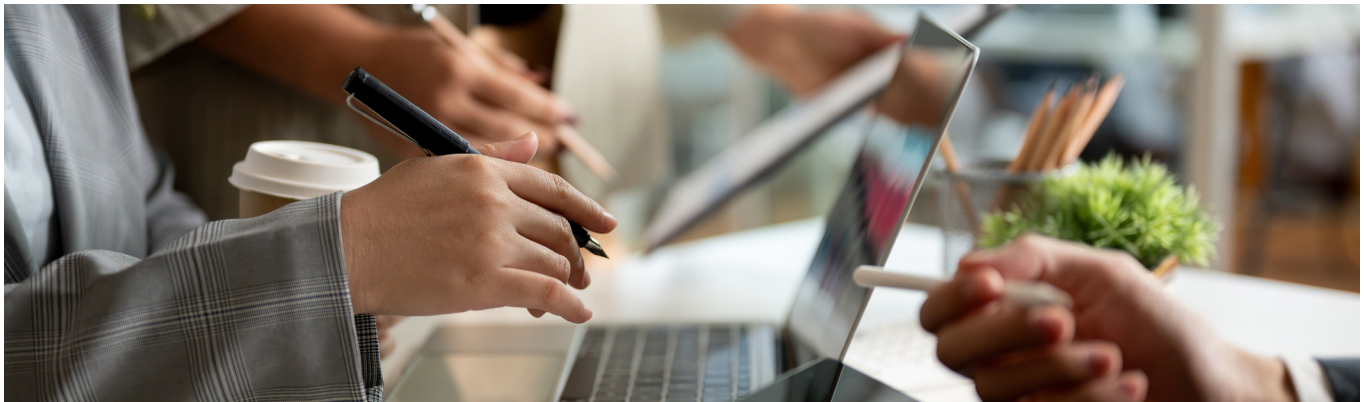
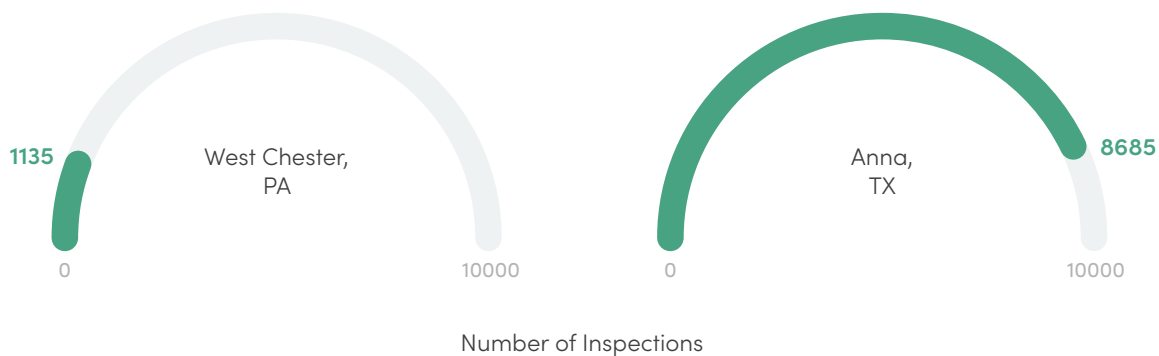


Economic Opportunities

The operational challenges highlighted by survey responses and performance data present significant economic opportunities. By investing in process optimization and technology, government can unlock substantial returns through increased efficiency, accelerated revenue, and a stronger local economy.

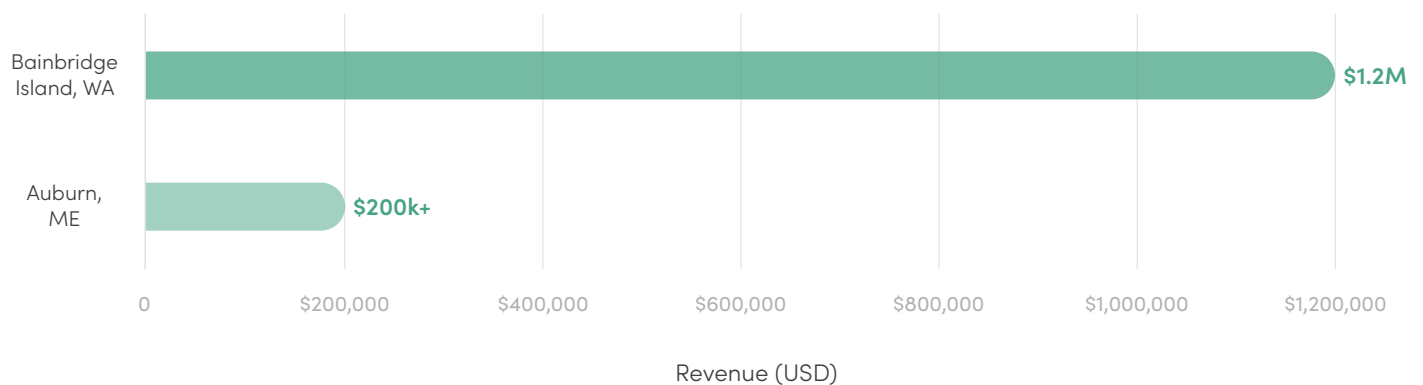
Maximizing Efficiency to Reduce Operational Costs: The mandate to shorten processing times is directly linked to cost reduction. Manual workflows are inefficient, consuming valuable staff hours. The benchmark data shows jurisdictions performing thousands of inspections and processing thousands of permitting and licensing related transactions. For example, West Chester, PA, performed 1,135 inspections, and Anna, conducted 8,685. Automating the scheduling, documentation, and follow-up for these activities can reclaim thousands of staff hours. This allows agencies to handle growing volume without increasing headcount, reallocating resources from administrative tasks to strategic initiatives that drive community growth.

Benchmark Inspection Volume (Selected Jurisdiction)



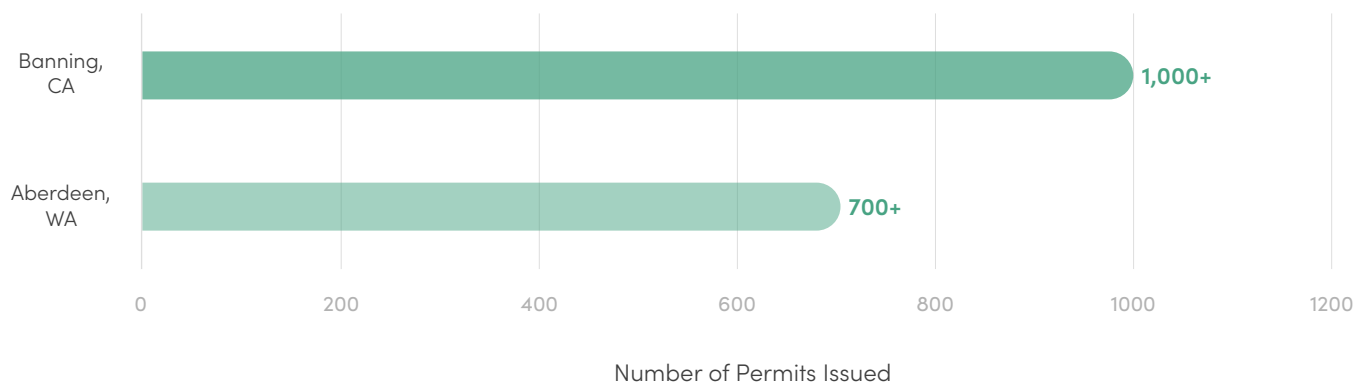
Accelerating Revenue and Enhancing Fiscal Health: Slow processing directly delays revenue collection. The performance data reveals significant revenue tied to permitting, compliance, and licensing functions, with jurisdictions like Bainbridge Island, generating \$1.2 million and the City of Auburn, ME, collecting over \$200,000. When permit and license processing is stalled, this revenue is deferred, impacting municipal cash flow. An integrated system with online payment portals accelerates the entire lifecycle from application to revenue recognition. This creates a more predictable and robust revenue stream that can be used to fund other critical services, making code enforcement a more efficient economic engine for the city.

Benchmark Revenue from Permitting, Licensing, and Compliance



Fostering a Pro-Business Environment to Drive Growth: A swift and transparent permitting and licensing process is a powerful tool for economic development. The benchmark data, showing cities like Banning, CA, issuing over 1,000 permits issuing over 700, demonstrates the high level of development activity many communities manage. For developers and business owners, time is money. A predictable, efficient permitting process can be a key differentiator that attracts investment. By creating a user-friendly system, governments can encourage new construction and enterprise, expanding the tax base, creating jobs, and generating a virtuous cycle of economic growth.

Benchmark Permit Volume (Selected Jurisdictions)



Mitigating Risk and Ensuring Compliance: The benchmark data highlights the significant scale of compliance activity, with some jurisdictions managing thousands of code enforcement cases. Manual processes increase the risk of non-compliance, failed audits, and potential legal liabilities, which carry direct economic costs. Integrated digital systems provide an embedded audit trail, ensuring that all actions are documented and searchable. This reduces the risk of violations and dramatically simplifies audit preparation. The cost avoidance associated with stronger compliance is a significant, often overlooked, economic benefit of modernization.



Overcoming Community Challenges

The journey toward more effective permitting, compliance, and licensing is not without its obstacles. As agencies work to modernize, they encounter real-world barriers such as budget constraints, inter-agency complexities, digital accessibility, and public confidence, that shape their day-to-day reality. The narrative of transformation is written not just in data points, but in the lived experiences of cities and the professionals who serve their communities.

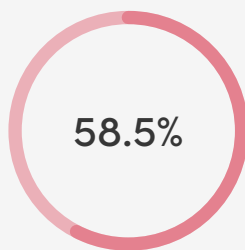
Consider the perennial challenge of balancing ambitions with finances. In city halls and county offices across the country, leaders recognize the transformative promise of new technology. Yet 23.2% of surveyed professionals point to tight budgets as the primary roadblock to service improvement. It's a familiar story: demand is rising, but resources remain limited. Here, numbers become persuasive storytellers. For instance, when a manager can show that Bainbridge Island brought in over \$1.2 million from permits or that Anna, TX, managed more than 8,600 inspections in a single year, it becomes possible to reframe technology spending as a strategic investment rather than an expense. Each data point offers a narrative of what's possible when resources are channeled wisely—a message that can turn skepticism into commitment through a clear demonstration of return on investment.



23.2% of surveyed professionals identify tight budgets as the primary roadblock to improving government services. **The remaining 76.8% point to other factors.**

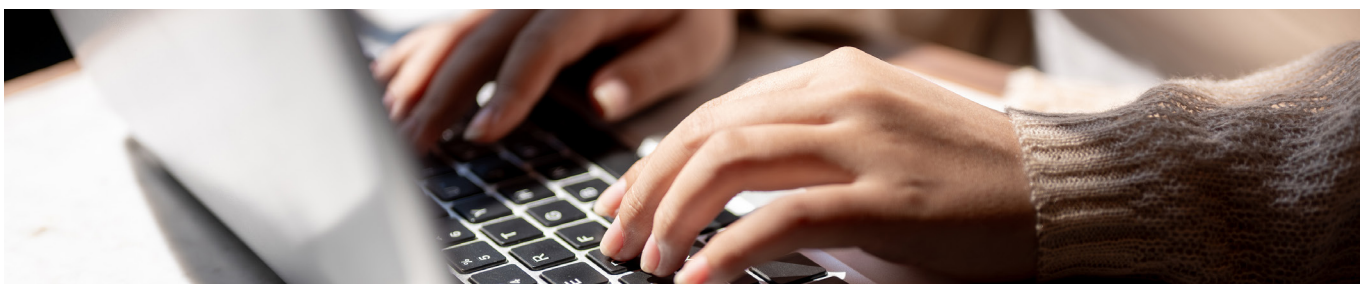


Within the high-velocity environment of municipal service delivery, the next chapter unfolds in the quest for true collaboration. Imagine a permit application weaving its way through multiple departments—planning, zoning, code enforcement—each one a vital link in the process but often hampered by silos and manual handoffs. In places like West Chester, where a single year can bring hundreds of permits, licenses, and enforcement cases, the risks of fragmentation are magnified. The answer lies in a unified approach: a Service Cloud that brings together every stakeholder, streamlining the process and providing a single, transparent record for all. This kind of digital coordination transforms routine transactions into strategic partnerships and ensures no permit is lost in the shuffle.



58.5% of agencies are prioritizing digital accessibility
(including ADA-compliance and multilingual support).
41.5% are focused on other priorities.

Digital transformation is only as powerful as it is accessible. Agencies know that success means reaching every resident, whether they hold a smartphone, need wheelchair-friendly access, or speak a language other than English. **For the 58.5% of agencies prioritizing digital accessibility, the customer journey is a story that starts at the front door—now increasingly online.** In cities processing hundreds or thousands of permits and licenses, a confusing or inaccessible portal can overwhelm staff with questions and repeat visits. Leading agencies meet this challenge head-on, investing in intuitive, ADA-compliant, and multilingual platforms that scale service delivery without sacrificing personal connection.



Finally, at the heart of genuine progress is trust. Many agencies operate under a shadow of mixed confidence regarding their processes, as revealed by both survey sentiment and the sheer transaction volumes tracked in benchmarks. In this environment, transparency is both shield and beacon. Public-facing portals with real-time status updates let residents track the journey of their applications, eliminating the anxious uncertainty of waiting for news. Internally, performance dashboards empower leaders with the visibility to steer operations, identify bottlenecks, and celebrate wins. Each step toward openness weaves another thread in the fabric of community trust—a resource as essential as any grant or budget allocation.



In overcoming these challenges, the narrative is clear: transformation is not a single leap but a series of deliberate, data-informed steps. Each solution, from smarter budgeting and unified workflows to accessible platforms and radical transparency, brings agencies closer to the resilient, responsive communities they envision.



Conclusion

The combined analysis of professional surveys and jurisdictional performance data presents an undeniable case for transformation in government operations. Agencies are staffed by dedicated professionals who are focused on vital goals: efficiency, customer satisfaction, and accessibility. However, they are frequently constrained by legacy systems unable to cope with the high volume of modern government, leading to a justifiable lack of confidence.

The path forward is through strategic technological modernization. Investing in an integrated solution is the most effective means for government agencies to bridge the gap between their objectives and their capabilities. Such a platform is a force multiplier, simultaneously addressing the core challenges identified in this report.

- ✓ **It maximizes efficiency** by automating high-volume, low-value tasks, allowing skilled staff to manage workloads exemplified by benchmark data.
- ✓ **It fosters economic opportunity** by accelerating the collection of critical revenue—as seen in the multi-million-dollar figures from jurisdictions—and creating a pro-growth business environment.
- ✓ **It overcomes community challenges** by unifying siloed departments, ensuring digital equity, and building public trust through unparalleled transparency.

For government leaders, the mandate is clear. The public expects a government that is responsive and efficient. The staff is ready to deliver. The primary obstacle is an outdated operational framework. By championing a data-driven investment in a modern technology platform, leaders can equip their teams with the tools required to meet the demands of today and tomorrow. This is an investment in a more effective government, a more prosperous economy, and a more connected community.

Appendix

In what sector do you work?

SEGMENT	
Local	56.50%
County	31.80%
State	9.40%
Special District (SD)	1.20%
Other	1.20%
	Totals

Which type(s) of permits, licenses, or compliance areas do you work with? (Select all that apply)

OVERALL		LOCAL/SPECIAL DISTRICT	
Business licensing	34.10%	Business licensing	40.80%
Building/construction permits	72.90%	Building/construction permits	83.70%
Health and safety compliance	21.20%	Health and safety compliance	20.40%
Environmental or land use	42.40%	Environmental or land use	38.80%
Professional certification	21.20%	Professional certification	22.40%
Other (please specify)	22.40%	Other (please specify)	22.40%

COUNTY		STATE	
Business licensing	25.90%	Business licensing	25.00%
Building/construction permits	66.70%	Building/construction permits	25.00%
Health and safety compliance	14.80%	Health and safety compliance	37.50%
Environmental or land use	51.90%	Environmental or land use	37.50%
Professional certification	18.50%	Professional certification	25.00%
Other (please specify)	22.20%	Other (please specify)	25.00%

What is your primary role in your permitting / compliance / licensing process? (Select all that apply)

OVERALL			LOCAL/SPECIAL DISTRICT		
	Permitting	56.50%		Permitting	60.30%
	Licensing	23.50%		Licensing	30.60%
	Planning	25.90%		Planning	26.50%
	Building inspections	24.70%		Building inspections	32.70%
	Code enforcement	28.20%		Code enforcement	34.70%
	Customer service/support	41.20%		Customer service/support	42.90%
	IT/system administration	21.20%		IT/system administration	22.40%
	Management/supervision	34.10%		Management/supervision	38.80%
	Other (please specify)	14.10%		Other (please specify)	12.20%
COUNTY			STATE		
	Permitting	51.90%		Permitting	12.50%
	Licensing	14.80%		Licensing	12.50%
	Planning	33.30%		Planning	0.00%
	Building inspections	14.80%		Building inspections	0.00%
	Code enforcement	18.50%		Code enforcement	12.50%
	Customer service/support	33.30%		Customer service/support	50.00%
	IT/system administration	18.50%		IT/system administration	25.00%
	Management/supervision	25.90%		Management/supervision	37.50%
	Other (please specify)	18.50%		Other (please specify)	12.50%

How long have you served in your current position?

OVERALL			LOCAL/SPECIAL DISTRICT		
	Less than 1 year	7.10%		Less than 1 year	10.20%
	1 to 2 years	9.40%		1 to 2 years	8.20%
	3 to 5 years	35.30%		3 to 5 years	34.70%
	6 to 10 years	20.00%		6 to 10 years	18.40%
	11 to 20 years	11.80%		11 to 20 years	12.20%
	More than 20 years	16.50%		More than 20 years	16.30%

COUNTY			STATE		
	Less than 1 year	3.70%		Less than 1 year	0.00%
	1 to 2 years	14.80%		1 to 2 years	0.00%
	3 to 5 years	33.30%		3 to 5 years	50.00%
	6 to 10 years	22.20%		6 to 10 years	25.00%
	11 to 20 years	7.40%		11 to 20 years	12.50%
	More than 20 years	18.50%		More than 20 years	12.50%

How many employees are on your team?

OVERALL			LOCAL/SPECIAL DISTRICT		
	1	5.90%		1	6.10%
	2-3	16.50%		2-3	14.30%
	4-10	44.70%		4-10	53.10%
	More than 10	32.90%		More than 10	26.50%

COUNTY			STATE		
	1	7.40%		1	0.00%
	2-3	22.20%		2-3	12.50%
	4-10	29.60%		4-10	37.50%
	More than 10	40.70%		More than 10	50.00%

Please indicate your state or province.

OVERALL			OVERALL		
	Arizona	8.20%		Minnesota	3.50%
	Arkansas	1.20%		Missouri	3.50%
	California	7.10%		Nevada	1.20%
	Colorado	2.40%		New Mexico	1.20%
	Florida	4.70%		New York	2.40%
	Georgia	1.20%		North Carolina	4.70%
	Hawaii	1.20%		North Dakota	1.20%
	Illinois	2.40%		Oklahoma	1.20%
	Indiana	1.20%		Ontario	1.20%
	Iowa	2.40%		Pennsylvania	7.10%
	Kansas	1.20%		Tennessee	3.50%
	Kentucky	2.40%		Texas	4.70%
	Louisiana	1.20%		Virginia	1.20%
	Maine	1.20%		Washington	9.40%
	Massachusetts	2.40%		Washington, D.C.	1.20%
	Michigan	1.20%		Wyoming	1.20%

Please indicate your age from the ranges below.

OVERALL		
	Under 30	3.50%
	30-39	15.30%
	40-49	31.80%
	50-59	31.80%
	60-69	12.90%
	70+	4.70%
LOCAL/SPECIAL DISTRICT		
	Under 30	2.00%
	30-39	14.30%
	40-49	34.70%
	50-59	34.70%
	60-69	10.20%
	70+	4.10%
COUNTY		
	Under 30	7.40%
	30-39	18.50%
	40-49	29.60%
	50-59	25.90%
	60-69	14.80%
	70+	3.70%
STATE		
	Under 30	0.00%
	30-39	12.50%
	40-49	25.00%
	50-59	25.00%
	60-69	25.00%
	70+	12.50%

Which of the following goals are you expected to help achieve in your permitting, compliance, or licensing role? (Select all that apply)

OVERALL		
	Shortening permit/license processing times	74.40%
	Increasing the number of permits/licenses issued	29.30%
	Improving compliance audit success rates	23.20%
	Raising customer satisfaction	70.70%
	Reducing regulatory violations	28.00%
	Strengthening coordination with other agencies	42.70%
	Ensuring accessibility of online services and digital tools	58.50%
	Other (please specify)	6.10%
	None/Not applicable	1.20%
LOCAL/SPECIAL DISTRICT		
	Shortening permit/license processing times	89.40%
	Increasing the number of permits/licenses issued	31.90%
	Improving compliance audit success rates	21.30%
	Raising customer satisfaction	72.30%
	Reducing regulatory violations	29.80%
	Strengthening coordination with other agencies	40.40%
	Ensuring accessibility of online services and digital tools	61.70%
	Other (please specify)	6.40%
	None/Not applicable	0.00%

COUNTY		
	Shortening permit/license processing times	65.40%
	Increasing the number of permits/licenses issued	34.60%
	Improving compliance audit success rates	30.80%
	Raising customer satisfaction	69.20%
	Reducing regulatory violations	34.60%
	Strengthening coordination with other agencies	38.50%
	Ensuring accessibility of online services and digital tools	61.50%
	Other (please specify)	3.80%
	None/Not applicable	3.80%
STATE		
	Shortening permit/license processing times	12.50%
	Increasing the number of permits/licenses issued	0.00%
	Improving compliance audit success rates	12.50%
	Raising customer satisfaction	62.50%
	Reducing regulatory violations	0.00%
	Strengthening coordination with other agencies	62.50%
	Ensuring accessibility of online services and digital tools	25.00%
	Other (please specify)	12.50%
	None/Not applicable	0.00%

How confident are you that the current process is helping with your regulatory compliance and public trust goals?

OVERALL	LOCAL/SPECIAL DISTRICT
Very confident 15.60%	Very confident 15.90%
Somewhat confident 41.60%	Somewhat confident 31.80%
Neutral 27.30%	Neutral 31.80%
Not very confident 10.40%	Not very confident 15.90%
Not at all confident 5.20%	Not at all confident 4.50%

COUNTY	STATE
Very confident 11.50%	Very confident 33.30%
Somewhat confident 57.70%	Somewhat confident 50.00%
Neutral 19.20%	Neutral 16.70%
Not very confident 3.80%	Not very confident 0.00%
Not at all confident 7.70%	Not at all confident 0.00%

How does budget affect the ability to meet those permitting, compliance, and licensing goals? (Select the one option that best reflects your experience)

OVERALL
Budget levels are sufficient 22.00%
Budget is stable but not enough 17.10%
Budget constraints limit ability to improve service delivery 23.20%
Funding is unpredictable and makes long-term planning difficult 1.20%
Budget decisions are not clearly linked to operational goals 7.30%
Not sure/Not involved in budgeting decisions 26.80%
Other 2.40%

LOCAL/SPECIAL DISTRICT		
	Budget levels are sufficient	21.30%
	Budget is stable but not enough	17.00%
	Budget constraints limit ability to improve service delivery	27.70%
	Funding is unpredictable and makes long-term planning difficult	2.10%
	Budget decisions are not clearly linked to operational goals	8.50%
	Not sure/Not involved in budgeting decisions	19.10%
	Other	4.30%
COUNTY		
	Budget levels are sufficient	30.80%
	Budget is stable but not enough	7.70%
	Budget constraints limit ability to improve service delivery	19.20%
	Funding is unpredictable and makes long-term planning difficult	0.00%
	Budget decisions are not clearly linked to operational goals	7.70%
	Not sure/Not involved in budgeting decisions	34.60%
	Other	0.00%
STATE		
	Budget levels are sufficient	0.00%
	Budget is stable but not enough	37.50%
	Budget constraints limit ability to improve service delivery	12.50%
	Funding is unpredictable and makes long-term planning	0.00%
	Budget decisions are not clearly linked to operational	0.00%
	Not sure/Not involved in budgeting decisions	50.00%
	Other	0.00%

What is your primary role in your permitting / compliance / licensing process? (Select all that apply)

OVERALL	LOCAL/SPECIAL DISTRICT
Growth in demand 49.30%	Growth in demand 46.50
Focus on public safety 13.30%	Focus on public safety 14.00%
New technology adoption 42.70%	New technology adoption 46.50%
Environmental regulations 21.30%	Environmental regulations 18.60%
Regulatory changes 41.30%	Regulatory changes 34.70%
Public transparency 42.70%	Public transparency 41.90%
Staffing challenges 58.70%	Staffing challenges 55.80%
Interagency collaboration 37.30%	Interagency collaboration 44.20%
Other (please specify) 4.00%	Other (please specify) 4.70%
COUNTY	STATE
Growth in demand 56.00%	Growth in demand 33.30%
Focus on public safety 8.00%	Focus on public safety 33.30%
New technology adoption 36.00%	New technology adoption 33.30%
Environmental regulations 24.00%	Environmental regulations 33.30%
Regulatory changes 44.00%	Regulatory changes 66.70%
Public transparency 32.00%	Public transparency 83.30%
Staffing challenges 56.00%	Staffing challenges 83.30%
Interagency collaboration 32.00%	Interagency collaboration 16.70%
Other (please specify) 4.00%	Other (please specify) 0.00%

How would you rate the overall efficiency of your current permitting/compliance/licensing process?

OVERALL		
	Very efficient	15.90%
	Somewhat efficient	43.90%
	Neutral	23.20%
	Somewhat inefficient	12.20%
	Very inefficient	4.90%
LOCAL/SPECIAL DISTRICT		
	Very efficient	10.60%
	Somewhat efficient	40.40%
	Neutral	27.70%
	Somewhat inefficient	14.90%
	Very inefficient	6.40%
COUNTY		
	Very efficient	23.10%
	Somewhat efficient	46.20%
	Neutral	15.40%
	Somewhat inefficient	11.50%
	Very inefficient	3.80%
STATE		
	Very efficient	25.00%
	Somewhat efficient	50.00%
	Neutral	25.00%
	Somewhat inefficient	0.00%
	Very inefficient	0.00%

How effective is your internal workflow regarding permitting/licensing/code enforcement processes?

OVERALL		
	Very effective	15.40%
	Somewhat effective	60.30%
	Neutral	9.00%
	Somewhat ineffective	11.50%
	Very ineffective	3.80%
LOCAL/SPECIAL DISTRICT		
	Very effective	11.10%
	Somewhat effective	66.70%
	Neutral	6.70%
	Somewhat ineffective	11.10%
	Very ineffective	4.40%
COUNTY		
	Very effective	23.10%
	Somewhat effective	50.00%
	Neutral	11.50%
	Somewhat ineffective	11.50%
	Very ineffective	3.80%
STATE		
	Very effective	16.70%
	Somewhat effective	66.70%
	Neutral	16.70%
	Somewhat ineffective	0.00%
	Very ineffective	0.00%

Do you regularly collaborate with other departments or agencies?

OVERALL		
	Yes	62.80%
	Sometimes	25.60
	No	11.50%
LOCAL/SPECIAL DISTRICT		
	Yes	64.40%
	Sometimes	28.90%
	No	6.70%
COUNTY		
	Yes	65.40%
	Sometimes	23.10%
	No	11.50%
STATE		
	Yes	33.30%
	Sometimes	16.70%
	No	50.00%

What common challenges do you face in your day-to-day work related to permitting, compliance, or licensing? (Select all that apply)

OVERALL	
Process Delays	44.20%
Operational Inefficiencies	46.80%
Staffing Constraints	50.60%
Public Expectations of Service	50.60%
Compliance and Regulations Complexity	28.60%
Other (please specify)	15.60%

LOCAL/SPECIAL DISTRICT	
Process Delays	40.90%
Operational Inefficiencies	52.30%
Staffing Constraints	38.60%
Public Expectations of Service	47.70%
Compliance and Regulations Complexity	22.70%
Other (please specify)	22.70%

COUNTY	STATE
Process Delays 46.20%	Process Delays 50.00%
Operational Inefficiencies 34.60%	Operational Inefficiencies 50.00%
Staffing Constraints 65.40%	Staffing Constraints 66.70%
Public Expectations of Service 61.50%	Public Expectations of Service 33.30%
Compliance and Regulations Complexity 38.50%	Compliance and Regulations Complexity 33.30%
Other (please specify) 3.80%	Other (please specify) 16.70%

Do you have clear and up-to-date procedures or guidelines for handling applications?

OVERALL
Yes 45.10%
Somewhat 41.50%
No 9.80%
Not sure 3.70%

LOCAL/SPECIAL DISTRICT
Yes 44.70%
Somewhat 40.40%
No 12.80%
Not sure 2.10%

COUNTY
Yes 38.50%
Somewhat 50.00%
No 7.70%
Not sure 3.80%

STATE
Yes 62.50%
Somewhat 25.00%
No 0.00%
Not sure 12.50%

What are the most common obstacles or delays in your workflow?

OVERALL			LOCAL/SPECIAL DISTRICT		
	Staffing/Time/Workload	12.1%		Staffing/Time/Workload	13.2%
	Problem resolution issues	3.0%		Problem resolution issues	2.6%
	Poor training	1.5%		Poor training	0.0%
	Too many clicks	7.6%		Too many clicks	13.2%
	Lack of user friendliness	12.1%		Lack of user friendliness	13.2%
	Functionality issues	21.1%		Functionality issues	21.1%
	Communication issues	10.6%		Communication issues	7.9%
	Limited adoption	3.0%		Limited adoption	2.6%
	User errors	9.1%		User errors	7.9%
	Misc	24.2%		Misc	21.1%
	No response	3.0%		No response	5.3%
COUNTY			STATE		
	Staffing/Time/Workload	0.0%		Staffing/Time/Workload	50.0%
	Problem resolution issues	4.8%		Problem resolution issues	0.0%
	Poor training	4.8%		Poor training	0.0%
	Too many clicks	0.0%		Too many clicks	0.0%
	Lack of user friendliness	14.3%		Lack of user friendliness	0.0%
	Functionality issues	23.8%		Functionality issues	0.0%
	Communication issues	19.0%		Communication issues	0.0%
	Limited adoption	0.0%		Limited adoption	16.7%
	User errors	14.3%		User errors	0.0%
	Misc	28.6%		Misc	33.3%
	No response	0.0%		No response	0.0%

Do you have an automated solution for managing permits, licenses, or compliance?

OVERALL		
	Yes, Granicus SmartGov	61.00%
	Yes, Granicus AMANDA	6.10%
	Yes, a different solution or system (please specify)	11.00%
	No	22.00%
LOCAL/SPECIAL DISTRICT		
	Yes, Granicus SmartGov	61.70%
	Yes, Granicus AMANDA	6.40%
	Yes, a different solution or system (please specify)	12.80%
	No	19.10%
COUNTY		
	Yes, Granicus SmartGov	73.10%
	Yes, Granicus AMANDA	3.80%
	Yes, a different solution or system (please specify)	7.70%
	No	15.40%
STATE		
	Yes, Granicus SmartGov	12.50%
	Yes, Granicus AMANDA	12.50%
	Yes, a different solution or system (please specify)	12.50%
	No	62.50%

How would you rate the usability of the solution?

OVERALL		
	Very user-friendly	15.60%
	Somewhat user-friendly	39.10%
	Neutral	25.00%
	Somewhat difficult to use	15.60%
	Very difficult to use	4.70%
LOCAL/SPECIAL DISTRICT		
	Very user-friendly	10.50%
	Somewhat user-friendly	34.20%
	Neutral	31.60%
	Somewhat difficult to use	18.40%
	Very difficult to use	5.30%
COUNTY		
	Very user-friendly	18.20%
	Somewhat user-friendly	45.50%
	Neutral	18.20%
	Somewhat difficult to use	13.60%
	Very difficult to use	4.50%
STATE		
	Very user-friendly	66.70%
	Somewhat user-friendly	33.30%
	Neutral	0.00%
	Somewhat difficult to use	0.00%
	Very difficult to use	0.00%

How effective is the solution in helping you complete your daily tasks?

OVERALL		
	Very effective	31.30%
	Somewhat effective	37.50%
	Neutral	17.20%
	Somewhat ineffective	9.40%
	Very ineffective	4.70%
LOCAL/SPECIAL DISTRICT		
	Very effective	23.70%
	Somewhat effective	34.20%
	Neutral	23.70%
	Somewhat ineffective	13.20%
	Very difficult to use	5.30%
COUNTY		
	Very effective	40.90%
	Somewhat effective	40.90%
	Neutral	9.10%
	Somewhat ineffective	4.50%
	Very ineffective	4.50%
STATE		
	Very effective	66.70%
	Somewhat effective	33.30%
	Neutral	0.00%
	Somewhat ineffective	0.00%
	Very ineffective	0.00%

Do you feel you receive adequate training and support resources to effectively use the solution?

OVERALL		
	Yes, completely	10.90%
	Yes, to some extent	31.30%
	Neutral	17.20%
	No, not really	25.00%
	No, not at all	15.60%
LOCAL/SPECIAL DISTRICT		
	Yes, completely	7.90%
	Yes, to some extent	26.30%
	Neutral	15.80%
	No, not really	28.90%
	No, not at all	21.10%
COUNTY		
	Yes, completely	18.20%
	Yes, to some extent	31.80%
	Neutral	18.20%
	No, not really	22.70%
	No, not at all	9.10%
STATE		
	Yes, completely	0.00%
	Yes, to some extent	100.00%
	Neutral	0.00%
	No, not really	0.00%
	No, not at all	0.00%

Are you currently using AI In your organization?

OVERALL		
	Yes	21.30%
	No	58.70%
	Don't Know	20.00%
LOCAL/SPECIAL DISTRICT		
	Yes	23.30%
	No	62.80%
	Don't Know	14.00%
COUNTY		
	Yes	12.00%
	No	60.00%
	Don't Know	28.00%
STATE		
	Yes	33.30%
	No	33.30%
	Don't Know	33.30%

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

OVERALL		LOCAL/SPECIAL DISTRICT	
	ChatGPT 81.30%		ChatGPT 70.00%
	Microsoft Copilot 68.80%		Microsoft Copilot 70.00%
	Google Gemini 18.80%		Google Gemini 10.00%
	Other (please specify) 12.50%		Other (please specify) 0.00%

COUNTY	STATE
ChatGPT 100.00%	ChatGPT 100.00%
Microsoft Copilot 66.70%	Microsoft Copilot 100.00%
Google Gemini 0.00%	Google Gemini 100.00%
Other (please specify) 0.00%	Other (please specify) 50.00%

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

OVERALL	
Application intake and pre-screening	47.70%
Decision support for permit or license evaluation	27.30%
Document classification and data analysis	36.40%
Inspection scheduling and routing	52.30%
Compliance monitoring and risk prediction	20.50%
Enforcement and violation detection	34.10%
Public engagement and automated responses	45.50%
Reporting and analytics	47.70%
Regulatory analysis and interoperation	25.00%
Other (please specify)	11.40%
LOCAL/SPECIAL DISTRICT	
Application intake and pre-screening	48.10%
Decision support for permit or license evaluation	22.20%
Document classification and data analysis	48.10%
Inspection scheduling and routing	55.60%
Compliance monitoring and risk prediction	18.50%
Enforcement and violation detection	33.30%
Public engagement and automated responses	48.10%
Reporting and analytics	55.60%
Regulatory analysis and interoperation	29.60%
Other (please specify)	7.40%

COUNTY		
County	Application intake and pre-screening	46.70%
	Decision support for permit or license evaluation	40.00%
	Document classification and data analysis	20.00%
	Inspection scheduling and routing	46.70%
	Compliance monitoring and risk prediction	26.70%
	Enforcement and violation detection	40.00%
	Public engagement and automated responses	40.00%
	Reporting and analytics	40.00%
	Regulatory analysis and interoperation	20.00%
	Other (please specify)	20.00%
STATE		
	Application intake and pre-screening	50.00%
	Decision support for permit or license evaluation	0.00%
	Document classification and data analysis	0.00%
	Inspection scheduling and routing	50.00%
	Compliance monitoring and risk prediction	0.00%
	Enforcement and violation detection	0.00%
	Public engagement and automated responses	50.00%
	Reporting and analytics	0.00%
	Regulatory analysis and interoperation	0.00%
	Other (please specify)	0.00%

Does your organization have any policies developed around AI?

OVERALL	LOCAL/SPECIAL DISTRICT
Yes 16.00%	Yes 16.30%
No 57.30%	No 58.10%
Don't Know 26.70%	Don't Know 25.60%
COUNTY	STATE
Yes 12.00%	Yes 33.30%
No 64.00%	No 16.70%
Don't Know 24.00%	Don't Know 50.00%

Who created those policies? (Select all that apply)

OVERALL	LOCAL/SPECIAL DISTRICT
Governor's office 16.70%	Governor's office 14.30%
Legislative body 16.70%	Legislative body 28.60%
Administrative Department 25.00%	Administrative Department 28.60%
County or City-level authorities 50.00%	County or City-level authorities 42.90%
Advisory committee 16.70%	Advisory committee 28.60%
Other (please specify) 8.30%	Other (please specify) 0.00%
COUNTY	STATE
Governor's office 0.00%	Governor's office 50.00%
Legislative body 0.00%	Legislative body 0.00%
Administrative Department 0.00%	Administrative Department 50.00%
County or City-level authorities 100.00%	County or City-level authorities 0.00%
Advisory committee 0.00%	Advisory committee 0.00%
Other (please specify) 0.00%	Other (please specify) 50.00%

How do you feel about using AI?

OVERALL		
	Excited	18.70%
	Curious	24.00%
	Indifferent	9.30%
	Cautious	29.30%
	Reluctant	18.70%
LOCAL/SPECIAL DISTRICT		
	Excited	16.30%
	Curious	34.90%
	Indifferent	7.00%
	Cautious	27.90%
	Reluctant	14.00%
COUNTY		
	Excited	20.00%
	Curious	8.00%
	Indifferent	16.00%
	Cautious	24.00%
	Reluctant	32.00%
STATE		
	Excited	16.70%
	Curious	16.70%
	Indifferent	0.00%
	Cautious	66.70%
	Reluctant	0.00%

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

OVERALL		
	Yes	57.30%
	No	12.00%
	Don't Know	30.70%
LOCAL/SPECIAL DISTRICT		
	Yes	58.10%
	No	14.00%
	Don't Know	27.90%
COUNTY		
	Yes	52.00%
	No	12.00%
	Don't Know	36.00%
STATE		
	Yes	66.70%
	No	0.00%
	Don't Know	33.30%

How do you think AI will affect your work and your office in the future? (Select all that apply)

OVERALL	LOCAL/SPECIAL DISTRICT
Help with repetitive tasks 61.30%	Help with repetitive tasks 60.50%
Save resources 34.70%	Save resources 37.20%
Save time 53.30%	Save time 55.80%
Reduce staff demands 29.30%	Reduce staff demands 25.60%
Reduce staffing needs 26.70%	Reduce staffing needs 23.30%
Other (please specify) 26.70%	Other (please specify) 27.90%
COUNTY	STATE
Help with repetitive tasks 56.00%	Help with repetitive tasks 83.30%
Save resources 20.00%	Save resources 66.70%
Save time 52.00%	Save time 33.30%
Reduce staff demands 32.00%	Reduce staff demands 33.30%
Reduce staffing needs 24.00%	Reduce staffing needs 50.00%
Other (please specify) 32.00%	Other (please specify) 0.00%

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

OVERALL		
	Application intake and pre-screening	18.80%
	Decision support for permit or license evaluation	6.30%
	Document classification and data analysis	31.30%
	Inspection scheduling and routing	6.30%
	Compliance monitoring and risk prediction	12.50%
	Enforcement and violation detection	6.30%
	Public engagement and automated responses	25.00%
	Reporting and analytics	25.00%
	Regulatory analysis and interoperation	6.30%
	Other (please specify)	43.80%
LOCAL/SPECIAL DISTRICT		
	Application intake and pre-screening	10.00%
	Decision support for permit or license evaluation	0.00%
	Document classification and data analysis	30.00%
	Inspection scheduling and routing	0.00%
	Compliance monitoring and risk prediction	0.00%
	Enforcement and violation detection	0.00%
	Public engagement and automated responses	10.00%
	Reporting and analytics	10.00%
	Regulatory analysis and interoperation	0.00%
	Other (please specify)	50.00%

COUNTY		
	Application intake and pre-screening	33.30%
	Decision support for permit or license evaluation	0.00%
	Document classification and data analysis	0.00%
	Inspection scheduling and routing	0.00%
	Compliance monitoring and risk prediction	0.00%
	Enforcement and violation detection	0.00%
	Public engagement and automated responses	66.70%
	Reporting and analytics	33.30%
	Regulatory analysis and interoperation	0.00%
	Other (please specify)	33.30%
STATE		
	Application intake and pre-screening	50.00%
	Decision support for permit or license evaluation	50.00%
	Document classification and data analysis	100.00%
	Inspection scheduling and routing	50.00%
	Compliance monitoring and risk prediction	50.00%
	Enforcement and violation detection	0.00%
	Public engagement and automated responses	50.00%
	Reporting and analytics	50.00%
	Regulatory analysis and interoperation	0.00%
	Other (please specify)	50.00%

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

OVERALL	LOCAL/SPECIAL DISTRICT
5 (Very large effect) 18.90%	5 (Very large effect) 20.90%
4 27.00%	4 23.30%
3 31.10%	3 30.20%
2 10.80%	2 11.60%
1 (No effect at all) 12.20%	1 (No effect at all) 14.00%

COUNTY	STATE
5 (Very large effect) 16.70%	5 (Very large effect) 16.70%
4 33.30%	4 33.30%
3 25.00%	3 50.00%
2 12.50%	2 0.00%
1 (No effect at all) 12.50%	1 (No effect at all) 0.00%

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

SEGMENT	LOCAL/SPECIAL DISTRICT
5 (Very concerned) 22.70%	5 (Very concerned) 23.30%
4 34.10%	4 30.00%
3 29.50%	3 33.30%
2 11.40%	2 10.10%
1 (No concerned at all) 2.30%	1 (No concerned at all) 3.30%

COUNTY	STATE
5 (Very concerned) 20.00%	5 (Very concerned) 25.00%
4 40.00%	4 50.00%
3 20.00%	3 25.00%
2 20.00%	2 0.00%
1 (No concerned at all) 0.00%	1 (No concerned at all) 0.00%

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

SEGMENT		
	None	40.50%
	Budget tightening/savings	39.20%
	Hiring freezes	20.30%
	Revisiting project planning/delays on large projects	18.90%
	Purchasing freezes on large dollar items	17.60%
	Studying areas for improvement with efficiency	32.40%
LOCAL/SPECIAL DISTRICT		
	None	30.20%
	Budget tightening/savings	46.50%
	Hiring freezes	27.90%
	Revisiting project planning/delays on large projects	18.60%
	Purchasing freezes on large dollar items	25.60%
	Studying areas for improvement with efficiency	39.50%
COUNTY		
	None	58.30%
	Budget tightening/savings	29.20%
	Hiring freezes	8.30%
	Revisiting project planning/delays on large projects	16.70%
	Purchasing freezes on large dollar items	4.20%
	Studying areas for improvement with efficiency	16.70%
STATE		
	None	33.30%
	Budget tightening/savings	33.30%
	Hiring freezes	16.70%
	Revisiting project planning/delays on large projects	33.30%
	Purchasing freezes on large dollar items	16.70%
	Studying areas for improvement with efficiency	50.00%