CENTER FOR
DIGITAL
GOVERNMENT

SURVEY RESEARCH

Digital Service Transformation

Powered by

Accela

Report Background

Purpose

The Center for Digital Government was commissioned by Accela to field a survey with state and local government officials on the topic of digital service transformation.

The purpose of this research is to provide insight into how key government technologies are being used and perceived by state and local governments. Additional topics of interest include government approaches to digital transformation, digital service delivery by stakeholder and service area, perceptions of Software-as-a-Service solutions, the SaaS migration process, and SaaS offerings in specific service areas.

Methodology

The Center for Digital Government fielded the survey to state and local government technology leaders nationwide.

The 16 survey questions were designed in partnership with Accela and yielded 153 responses.
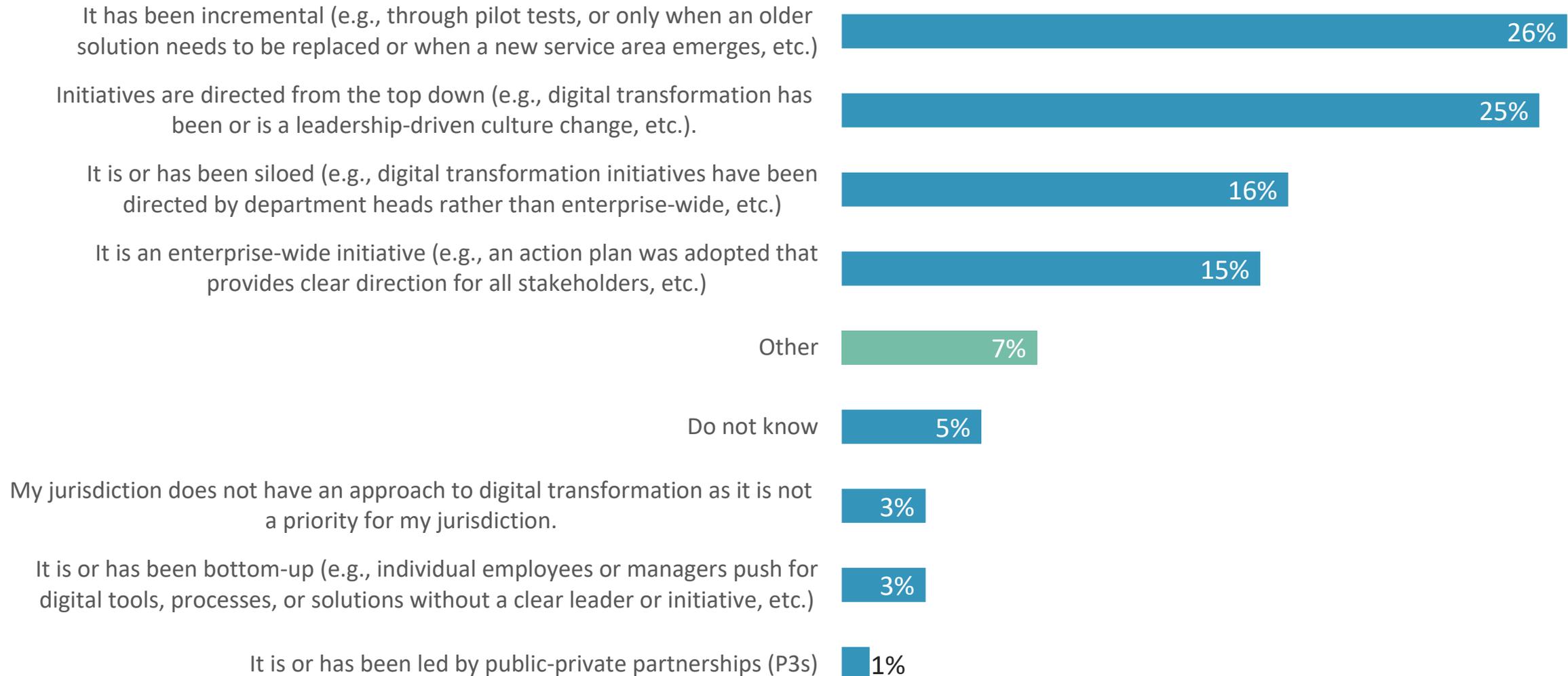
Responses were gathered in September 2018.

Enacting a Digital Transformation
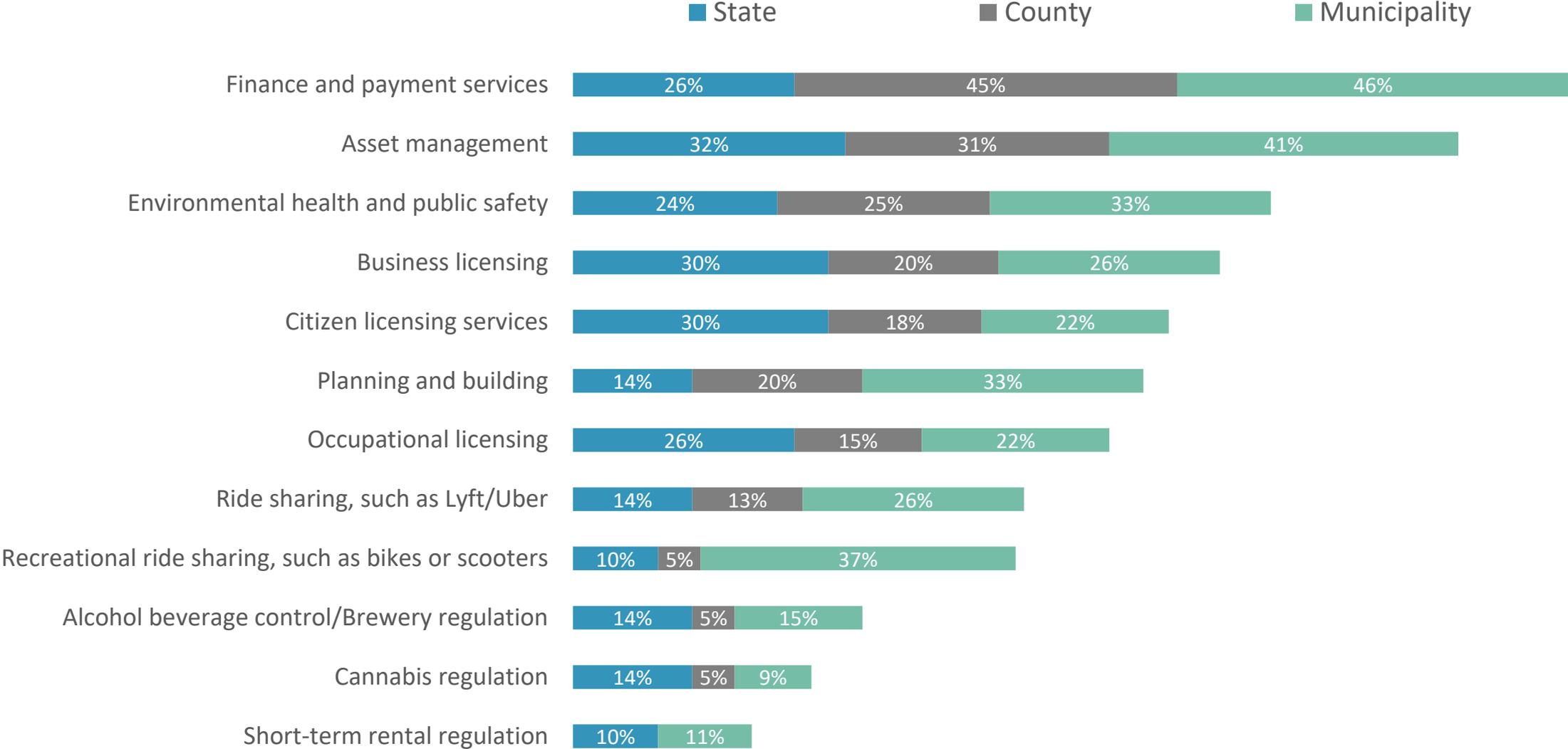
Approaches and accomplishments

Key Findings

- ✓ Only one-quarter of respondents have an enterprise-wide approach to digital transformation

- ✓ Municipalities have the highest rates of adoption of most SaaS tools

  - ✓ Finance and payment systems are the most commonly adopted SaaS tools

- ✓ Most respondents see SaaS as important to achieving their digital goals

# How would you describe your jurisdiction's approach to digital transformation?

Response	Percentage
It has been incremental (e.g., through pilot tests, or only when an older solution needs to be replaced or when a new service area emerges, etc.)	26%
Initiatives are directed from the top down (e.g., digital transformation has been or is a leadership-driven culture change, etc.).	25%
It is or has been siloed (e.g., digital transformation initiatives have been directed by department heads rather than enterprise-wide, etc.)	16%
It is an enterprise-wide initiative (e.g., an action plan was adopted that provides clear direction for all stakeholders, etc.)	15%
Other	7%
Do not know	5%
My jurisdiction does not have an approach to digital transformation as it is not a priority for my jurisdiction.	3%
It is or has been bottom-up (e.g., individual employees or managers push for digital tools, processes, or solutions without a clear leader or initiative, etc.)	3%
It is or has been led by public-private partnerships (P3s)	1%

n = 153

For the following service delivery areas, what your jurisdiction's status with respect to Software-as-a-Service (SaaS)?

**State** **County** **Municipality**

Service delivery area	State	County	Municipality
Finance and payment services	26%	45%	46%
Asset management	32%	31%	41%
Environmental health and public safety	24%	25%	33%
Business licensing	30%	20%	26%
Citizen licensing services	30%	18%	22%
Planning and building	14%	20%	33%
Occupational licensing	26%	15%	22%
Ride sharing, such as Lyft/Uber	14%	13%	26%
Recreational ride sharing, such as bikes or scooters	10%	5%	37%
Alcohol beverage control/Brewery regulation	14%	5%	15%
Cannabis regulation	14%	5%	9%
Short-term rental regulation	10%		11%

Has your government migrated digital services from on-premise to Software-as-a-Service solutions?

46% said yes

32% said no

22% Didn't know
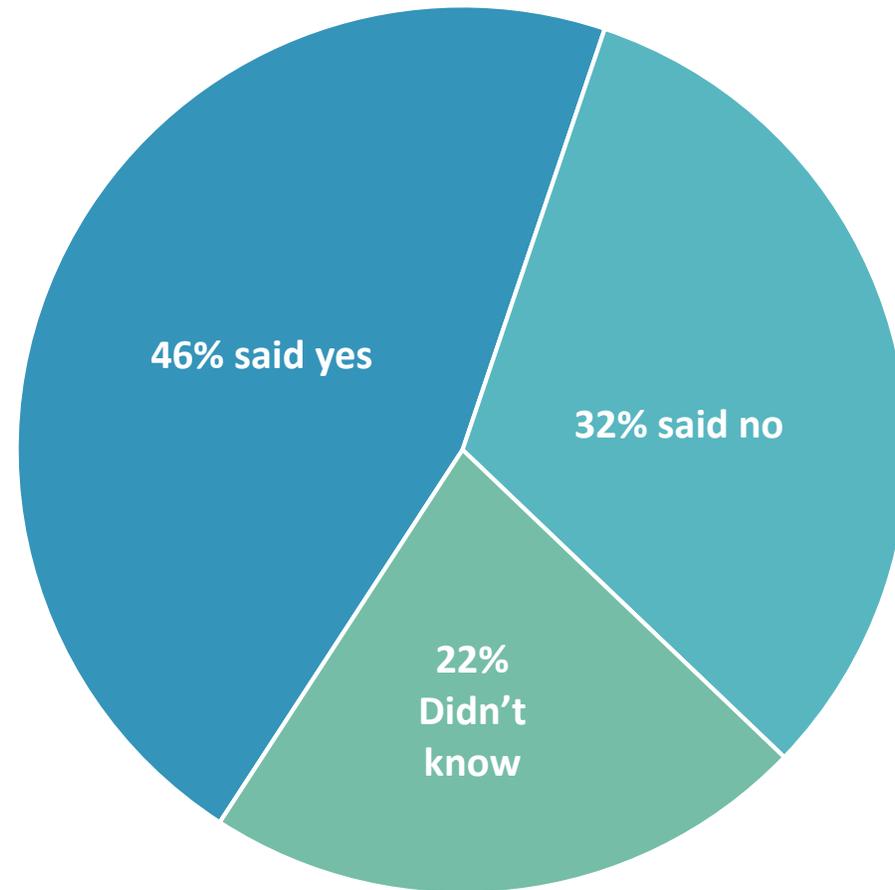
Average percentage of digital services that rely on on-premise solutions: 64%

n = 153

How important is Software-as-a-Service to your government's digital transformation and digital service delivery initiatives and goals?
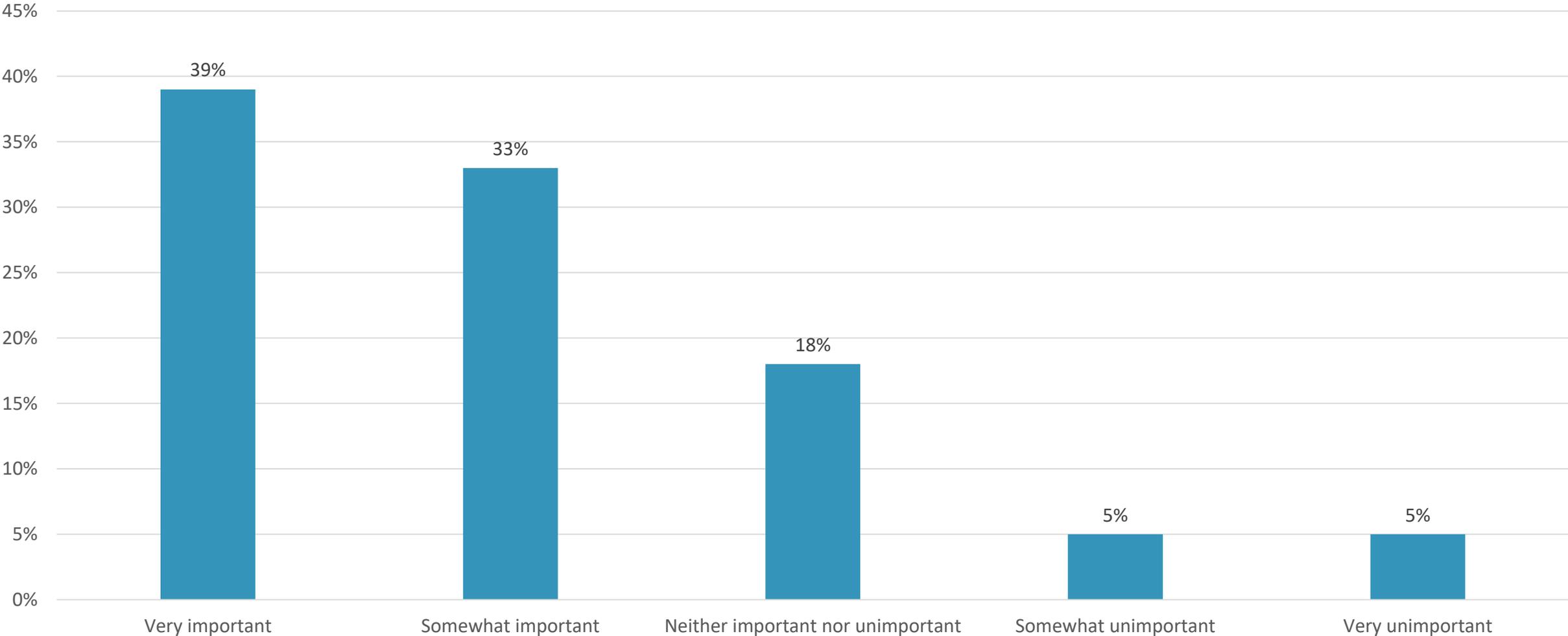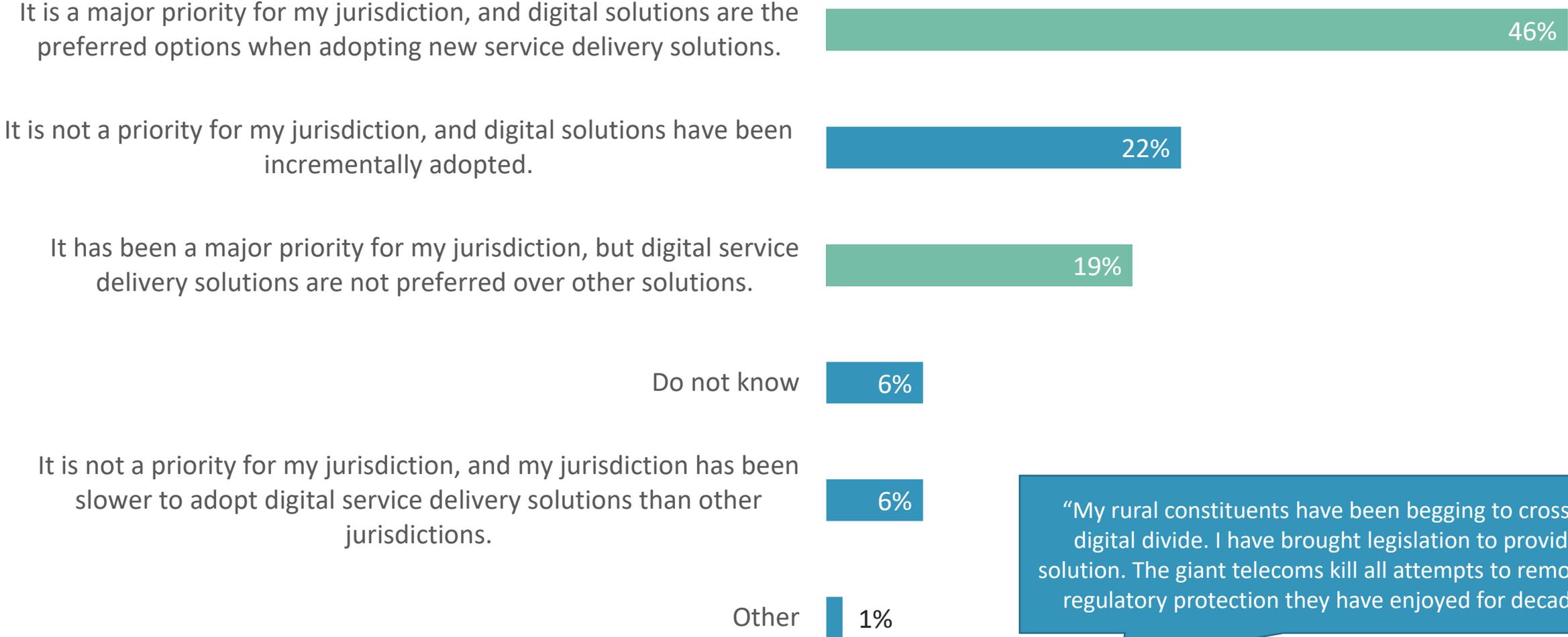

n = 153

How important is Software-as-a-Service to your digital transformation and digital service delivery initiatives and goals?

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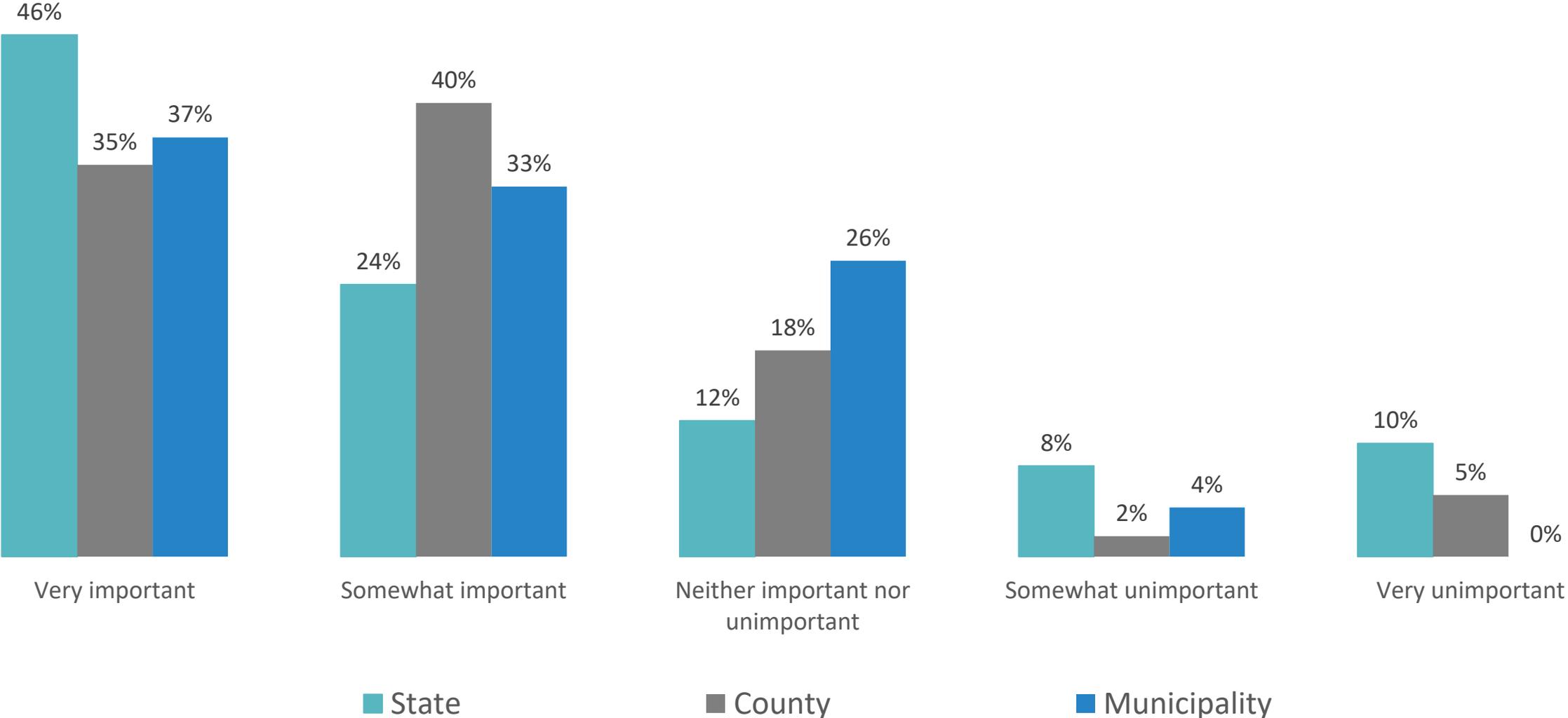
Digital Service Delivery

The role of SaaS in government services

Key Findings

- ✓ Digital service delivery is a priority for many jurisdictions

- ✓ SaaS solutions are in use in all areas of digital service delivery for one-third of respondents

- ✓ Just under half of public safety employees use SaaS

- ✓ Efficiency is seen as a top benefit of SaaS usage

    - ✓ Cities are particularly interested in efficiency from SaaS usage

- ✓ Asset management, public safety, and business licensing are seen as the service delivery areas that will most benefit from SaaS

How would you describe your jurisdiction's approach to digital service delivery?

It is a major priority for my jurisdiction, and digital solutions are the preferred options when adopting new service delivery solutions. — 46%

It is not a priority for my jurisdiction, and digital solutions have been incrementally adopted. — 22%

It has been a major priority for my jurisdiction, but digital service delivery solutions are not preferred over other solutions. — 19%

Do not know — 6%

It is not a priority for my jurisdiction, and my jurisdiction has been slower to adopt digital service delivery solutions than other jurisdictions. — 6%

Other — 1%

"My rural constituents have been begging to cross the digital divide. I have brought legislation to provide a solution. The giant telecoms kill all attempts to remove the regulatory protection they have enjoyed for decades."

n = 153

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How much do SaaS solutions represent the tools used in your service delivery areas?

Business Licensing

35%
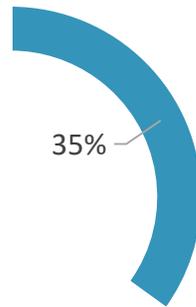
Land and Property Use

34%

Citizen Licensing Services

33%

Occupational Licensing
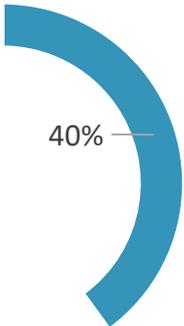
32%
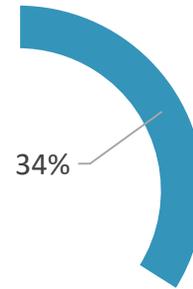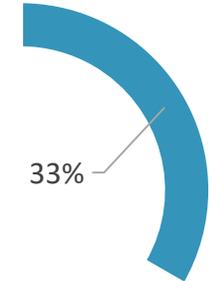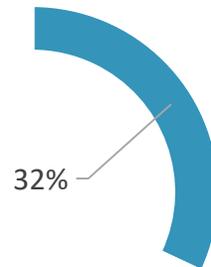
Regulatory Affairs

30%

n = 153
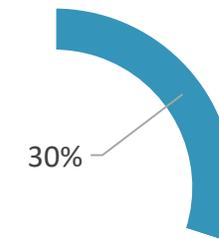
What percentage of your services interact with users through SaaS solutions?
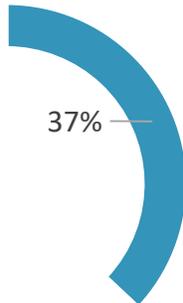
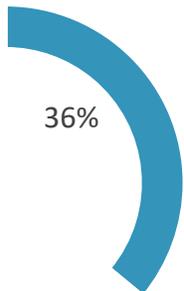Public sector employees in
a public safety role
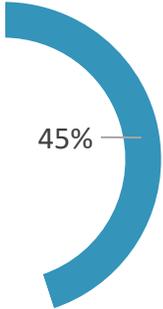
45%

Citizens
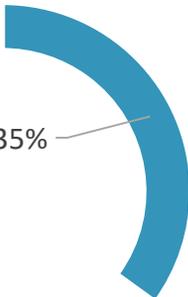
40%

Business organizations

37%
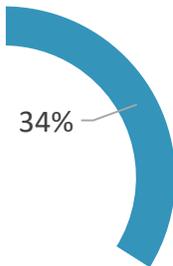
Property builders/land
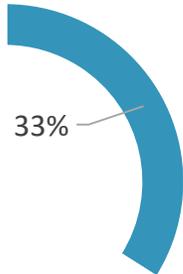developers

36%

Licensed professionals

35%

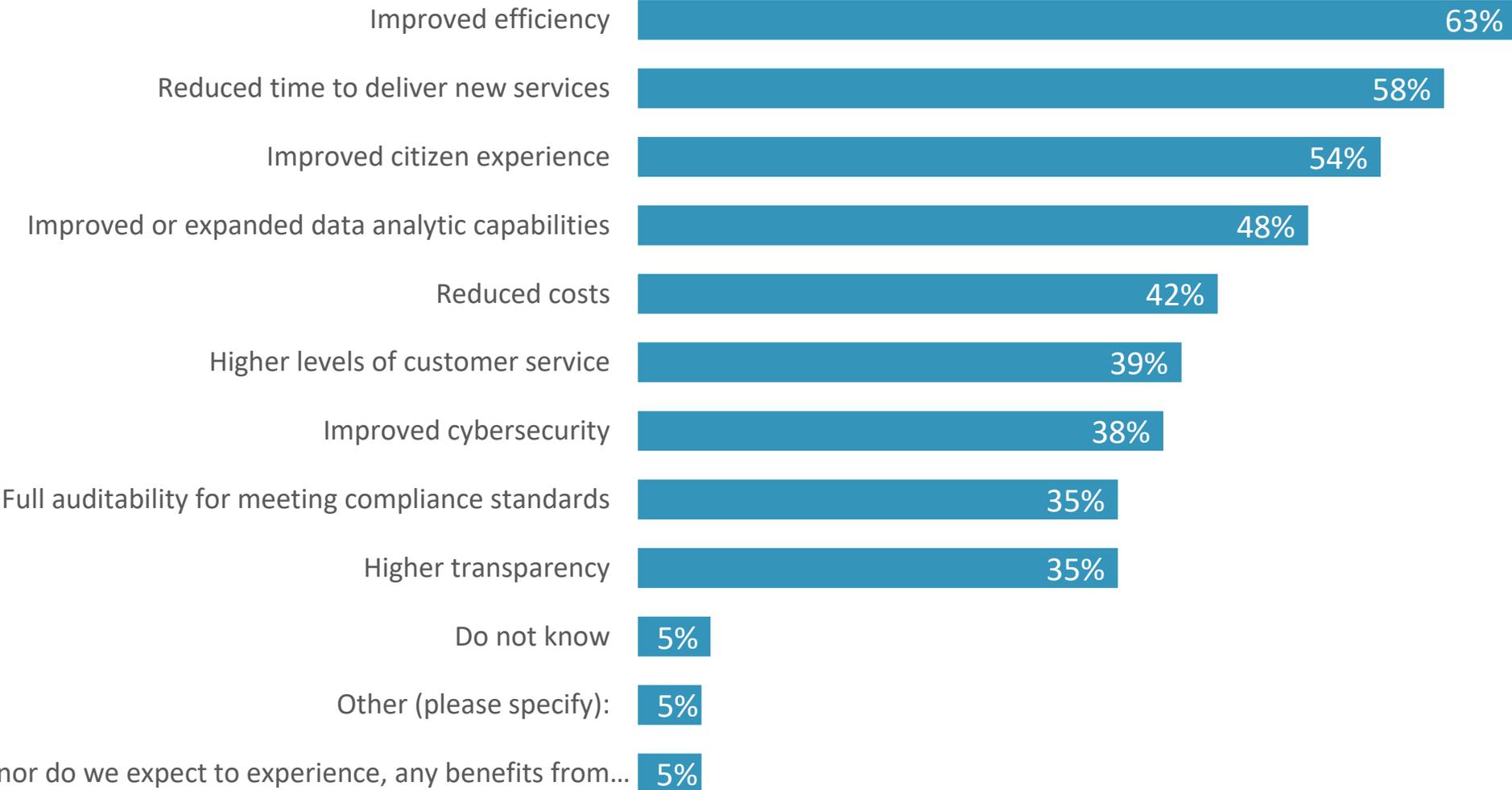Public sector employees in a
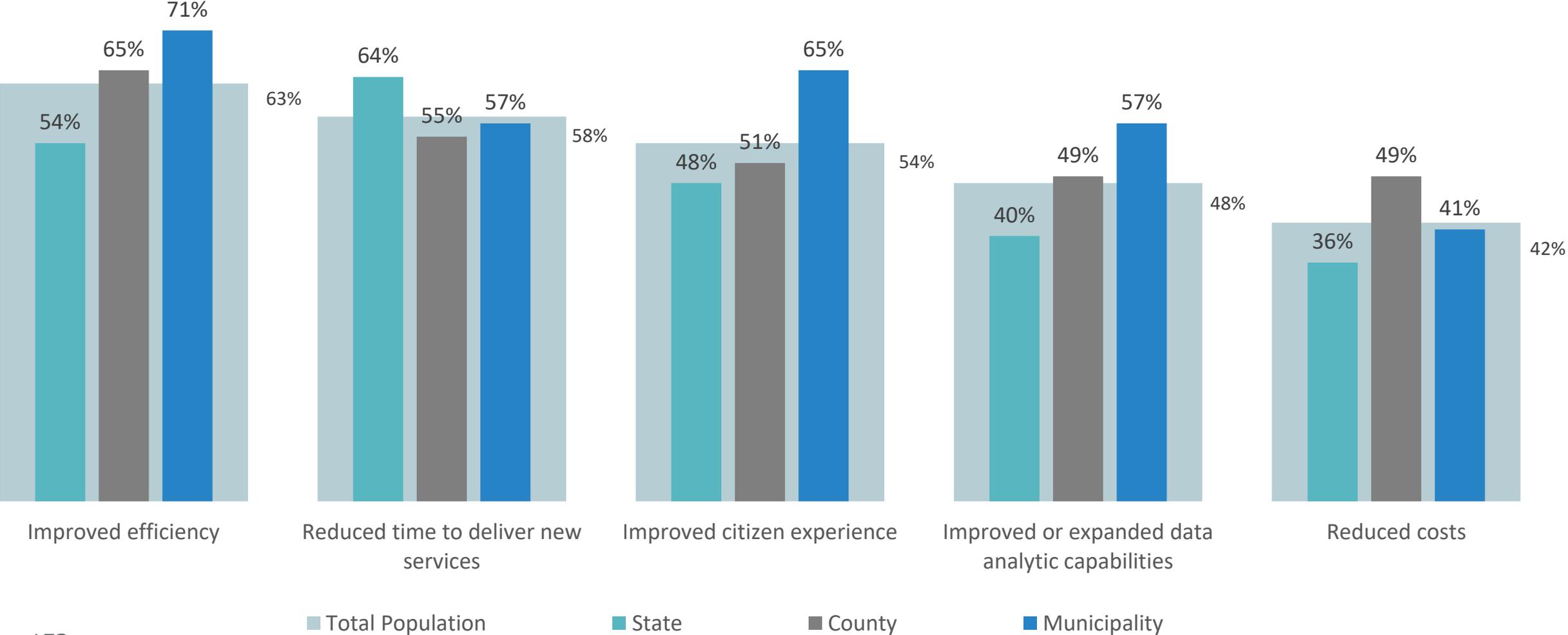regulatory role

34%

Public sector employees
in a land use role

33%

n = 153

What benefits have you experienced, or would you expect to experience, from shifting to SaaS?

| Benefit	Percentage
Improved efficiency	63%
Reduced time to deliver new services	58%
Improved citizen experience	54%
Improved or expanded data analytic capabilities	48%
Reduced costs	42%
Higher levels of customer service	39%
Improved cybersecurity	38%
Full auditability for meeting compliance standards	35%
Higher transparency	35%
Do not know	5%
Other (please specify):	5%
We have not experienced, nor do we expect to experience, any benefits from…	5%

n = 153

What benefits have you experienced, or would you expect to experience, from shifting to Software-as-a-Service solutions when it comes to digital service delivery?

Improved efficiency
- Total Population: 63%
- State: 54%
- County: 65%
- Municipality: 71%

Reduced time to deliver new services
- Total Population: 63%
- State: 64%
- County: 55%
- Municipality: 57%
- 58%

Improved citizen experience
- 58%
- State: 48%
- County: 51%
- Municipality: 65%
- 54%

Improved or expanded data analytic capabilities
- 54%
- State: 40%
- County: 49%
- Municipality: 57%
- 48%

Reduced costs
- 48%
- State: 36%
- County: 49%
- Municipality: 41%
- 42%

Legend: Total Population — State — County — Municipality

n = 153

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Has SaaS shifted your organization's approach to digital transformation and digital service delivery?
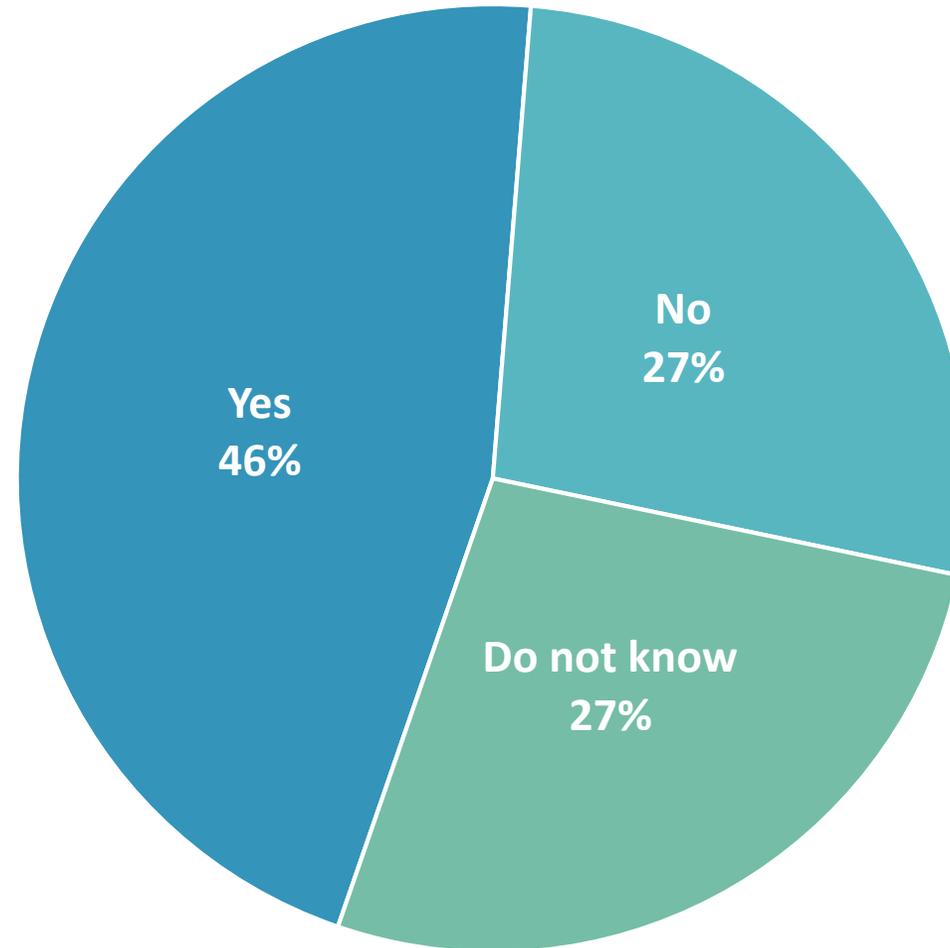
Yes
46%

No
27%

Do not know
27%
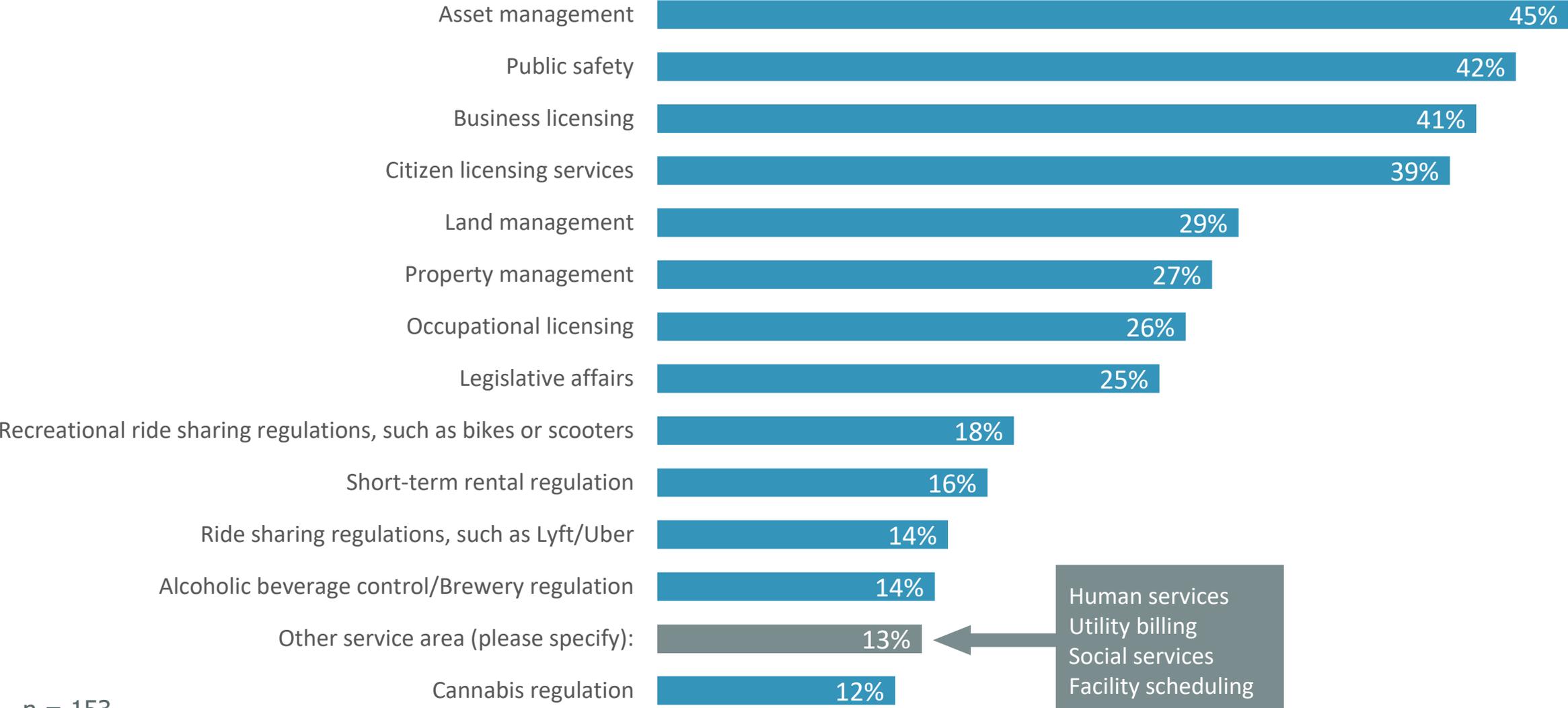
n = 153

Overall Key Findings

- ✓ Respondents are using a variety of approaches to digital services delivery and SaaS adoptions

- ✓ Finance and payment systems are most commonly utilizing SaaS tools, but asset management is seen as most likely to benefit

- ✓ Most see SaaS as key to digital transformation and service delivery success

  - ✓ Speed and efficiency in service delivery are top benefits of SaaS

- ✓ Municipalities are leading the way with more SaaS tools adoptions and more benefits to SaaS perceived
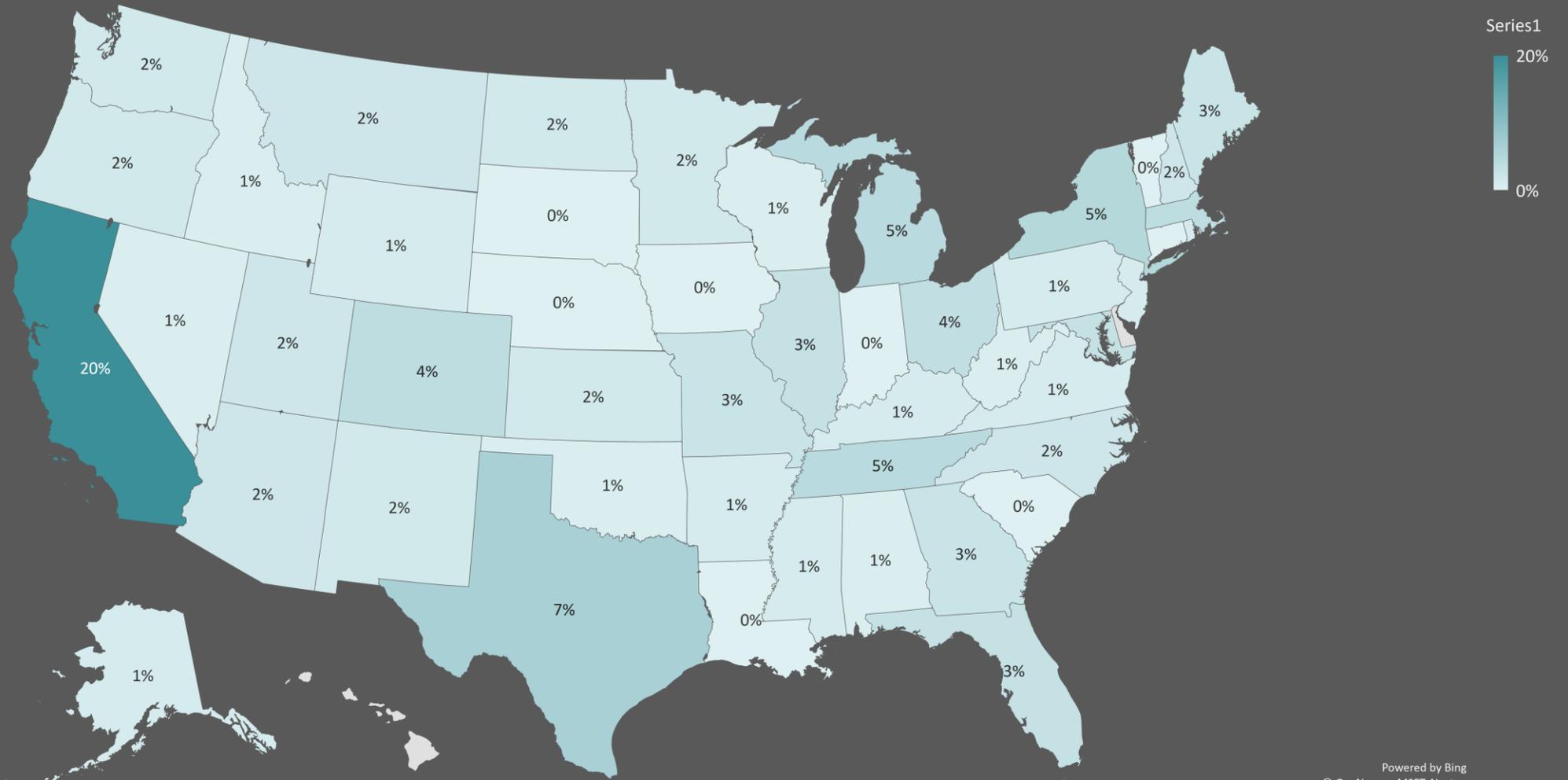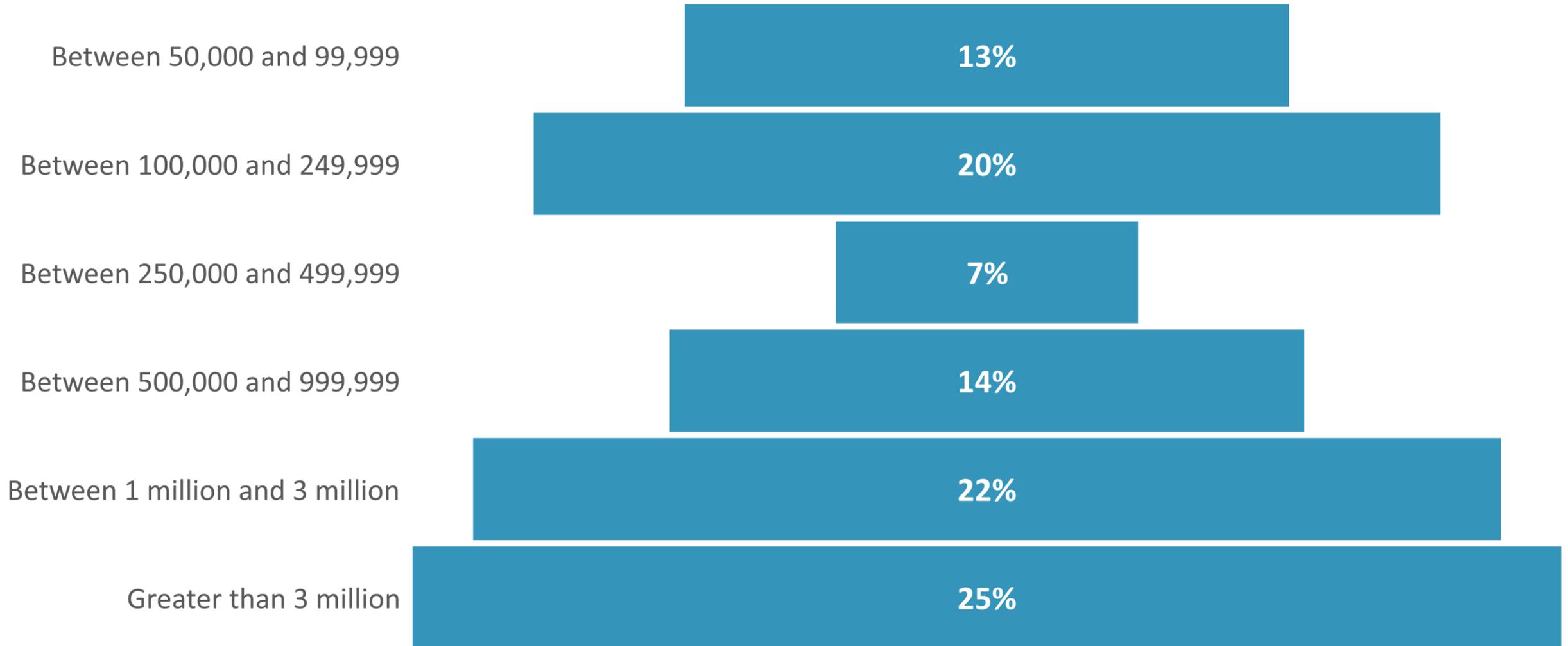
Appendix

Survey demographic information
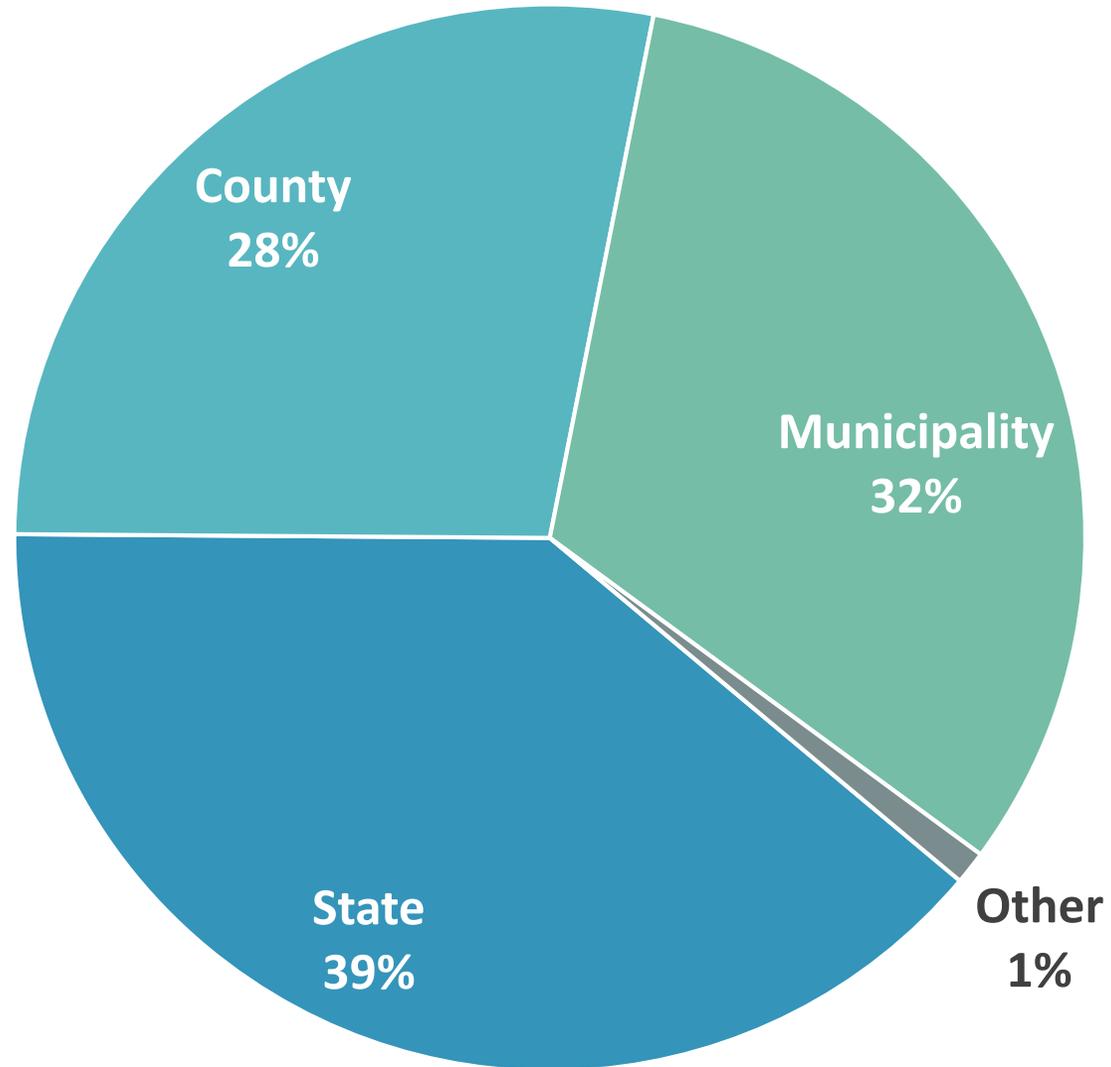
Respondents' State of Residency

Percentage of responses by state

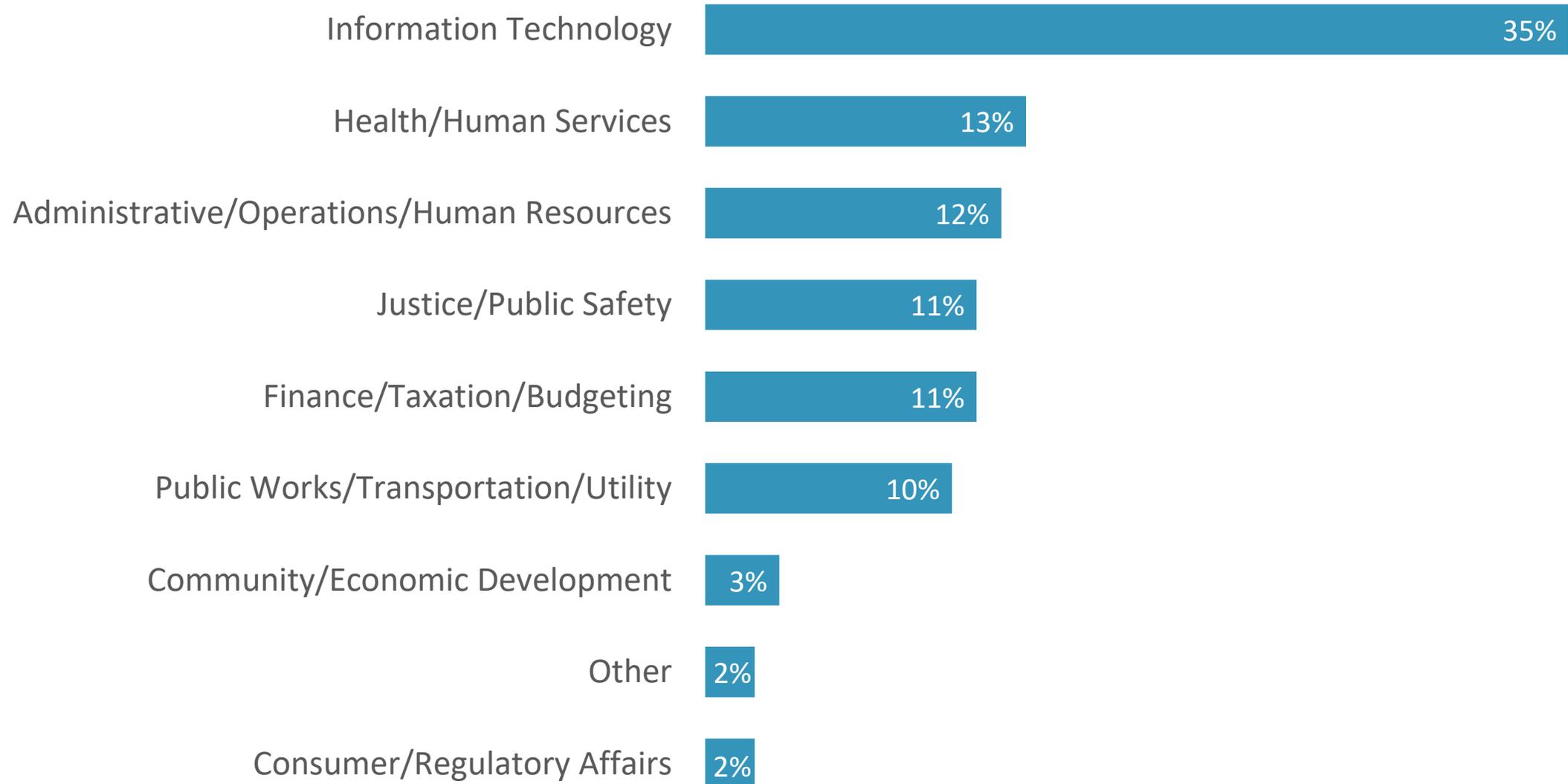# Respondent Jurisdiction Populations

Between 50,000 and 99,999 — **13%**

Between 100,000 and 249,999 — **20%**

Between 250,000 and 499,999 — **7%**

Between 500,000 and 999,999 — **14%**

Between 1 million and 3 million — **22%**

Greater than 3 million — **25%**
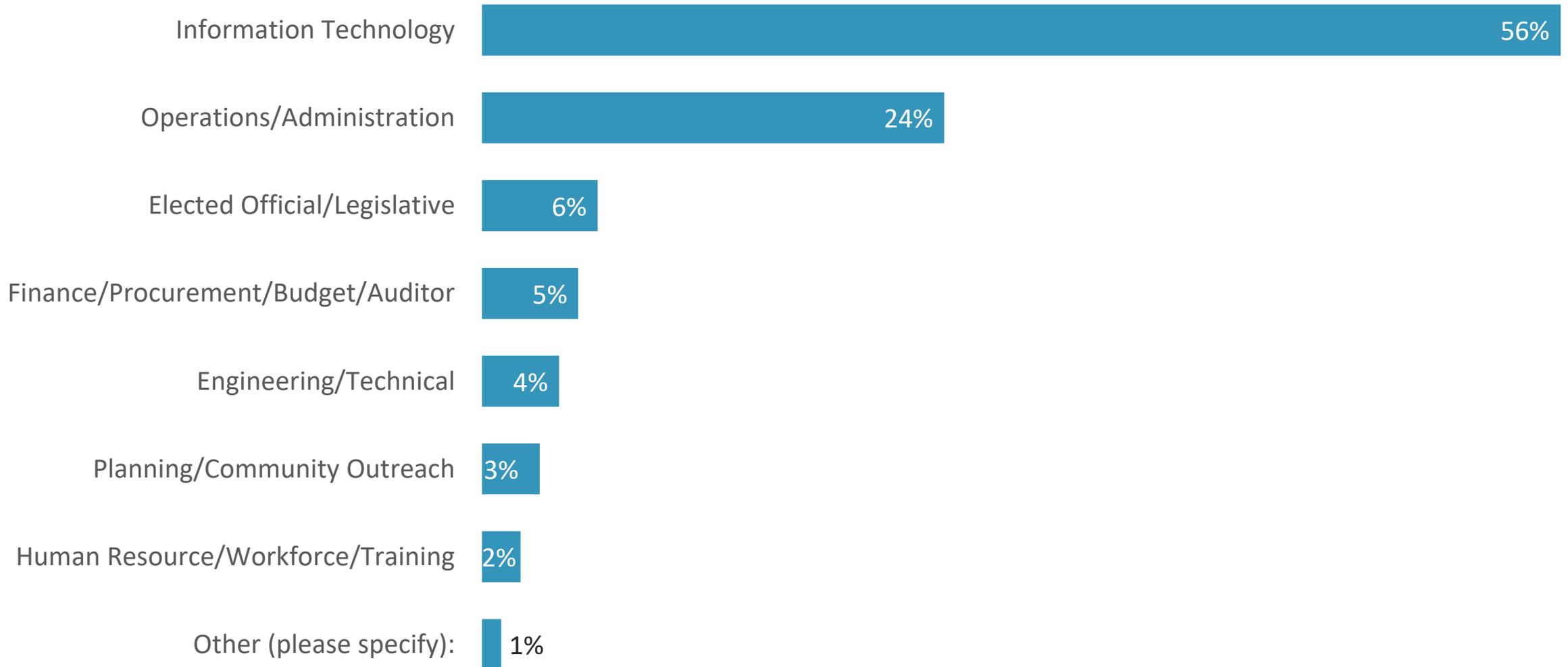
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