

State of Customer Service

Your Community at a Glance

Your Agency is one of the fastest-growing cities in the United States. With an estimated population of 249,102 in 2025 — a 15.9% since 2020 increase from the 2020 Census — the city ranks among the top 20 fastest-growing municipalities nationally. This growth is fueled by Your Agency’s aerospace and defense economy, along with a rapidly expanding technology sector.

Metric	Value	Significance
Population	249,102	Growing 15.9% since 2020; Top 20 fastest-growing U.S. cities
Budget Per Capita	\$1,380	Classified as “Typical” (\$1,000–\$2,000 range)
Median Age	36.4	Young, tech-savvy workforce expects digital-first services
Median Household Income	\$70,778	20% above state average
Language Diversity	~8.3% non-English	Multilingual service delivery needed; 6.55% foreign-born
Government Type	Mayor-Council	Mayor Tommy Battle; 5-district council
Demographics	56.1% White, 29.4% Black, 8.1% Hispanic	Diverse community requiring equitable service access

Your Agency’s median household income of \$70,778 sits well above the state average, reflecting a highly educated, professional population. At the same time, a 13.7% poverty rate means a meaningful segment of residents relies heavily on government services. This combination — high expectations from an affluent tech workforce alongside genuine need from lower-income households — creates a dual pressure on city service delivery.

How Your Residents Interact with Government

Based on the Constituent–Government Interaction Model for a non-DSS-heavy city of Your Agency’s size and demographics, we estimate between 498,000–996,000 annual resident-to-government interactions, with a central estimate around ~750,000.

Critically, interaction volume is highly skewed. The mean resident contacts the government 2 to 4 times per year, but the median is 0 to 1. The top 10% of residents (those navigating permitting, code enforcement, utilities issues, or repeat service needs) drive 55–65% of total contact volume. This skew has important implications for where AI can have the greatest impact.

Channel Mix

Channel	Estimated Share	Annual Volume Range
Phone	35%	174,000–349,000
Digital (web, email, app)	30%	149,000–299,000
In-Person	20%	100,000–199,000
Mail / Other	15%	75,000–149,000

Your Agency’s median age of 36.4 and its deep technology workforce strongly suggest residents expect modern, digital-first interactions with their city government. Yet the phone remains the dominant channel, not because residents prefer it, but because it’s often the only reliable path to resolution. This gap between expectation and reality is a key opportunity.

Five Converging Pressures on Service Delivery

Your Agency's rapid growth is a testament to its economic strength. But growth also creates compounding pressure on the city's ability to deliver services. Five forces are converging simultaneously:

1. Growth Outpacing Capacity

A 15.9% population increase since 2020 means tens of thousands of new residents needing permits, utility connections, park programs, and police services. The city's 2,657 FTEs have not grown at the same rate. Every new subdivision, every annexed neighborhood, every new employer relocating to the Your Agency region adds demand without a proportional increase in staffing.

2. Hiring Harder Than Ever

Your Agency's median income of \$70,778 reflects a competitive labor market dominated by aerospace, defense, and tech employers. City government salaries — even with the FY2026 2% COLA adjustment — struggle to compete. The 10 new police positions authorized in this budget cycle underscore the challenge: public safety alone requires constant recruitment, while administrative and operational roles see quieter but equally damaging vacancies.

3. The Silver Tsunami

Nationally, 30–50% of local government employees are eligible to retire within the next five years. In Your Agency's, this means hundreds of employees carrying decades of institutional knowledge about city codes, permitting processes, utility systems, and community relationships. When they leave, that knowledge walks out the door — and there is no system to capture it.

4. Rising Resident Expectations

Your Agency's residents work at companies building rockets and AI systems. They order food, manage banking, and file taxes on their phones. They expect the same from their city government — instant answers, 24/7 access, and resolution without being transferred four times. The gap between what residents expect and what the city can deliver today is widening.

5. Budget Constraints

The FY2026 budget of \$343.7M is balanced only by rolling forward \$7.85M in prior-year surpluses. Sales and use tax revenue, the city's largest source, is flat. Property tax growth (24.4% of revenue) is steady but insufficient to cover the compounding costs of growth. The structural gap between revenue and rising costs is real.

The math doesn't work: More residents + fewer workers + flat budgets + higher expectations = a service delivery model under stress.

Where Your Team's Time Goes

To understand the opportunity, consider how Your Agency's 2,657 employees spend their time. Using a standard three-segment workforce model and adjusting for Your Agency's actual department composition:

Segment	% of Workforce	Est. Employees	Primary Activities
Executive	~5%	~133	Administration, crisis response, strategic planning, council liaison
Administrative	~30%	~797	Service delivery (50%), internal process (45%), strategic (5%)
Operations	~65%	~1,727	Field work (60%), internal process (20%), service delivery (15%), strategic (5%)

The critical insight: approximately 50% of administrative staff time goes to routine service delivery — answering phones, processing requests, looking up information, routing inquiries, and responding to emails. This is the most automatable category of government work. Across all segments, an estimated 31.65% of the city's operating budget supports activities that a modern AI platform can augment or automate.

Key Departments by Staffing

Department	FTEs	Notes
Police	479+	10 new positions FY26
Fire & Rescue	419+	24/7 operations
Parks & Recreation	High	Large public-facing operation
Public Works	High	Infrastructure & utilities
Engineering	Moderate	Permitting & inspections
Other (22 depts)	Remaining	27 departments total