



Reimagining Licensing, Permitting and Inspections in the Cloud

State and local government regulatory agencies sit at the intersection of a community's economic vitality and safety — an enduring truth which has been highlighted during the COVID-19 pandemic. As governments continue to manage the gradual reopening of a range of businesses, licensing, permitting and inspections (LPI) will play a crucial role in restoring and supporting communities' engines of economic growth while ensuring citizens remain safe. This brief explores the opportunities and challenges involved in continuing to digitize these processes for the benefit of governments, businesses and citizens.

Accelerating Needs

Ranging from professional, commercial and recreational activities to major life events, licensing, permitting and inspections are at the center of ensuring state and local economies operate effectively and safely. Nationwide, 30.7 million small businesses have nearly half (47.3 percent) of the entire workforce,¹ and more than 1.9 million permits for residential construction were issued in 2019 alone.² One in four workers (25 percent) hold an occupational license,³ and licenses governing everything from marriages and driving to recreational activities such as fishing touch virtually all citizens. Together, these activities drive the economies of states and localities, generating sales and income tax revenues that provide vital services. For state and local governments, the direct impact of licensing and permitting fees also is substantial — ranging from six to 40 percent of budgets in some cases.⁴

But LPI processes have often been challenging and cumbersome for both governments and their constituents. Different types of licenses and permits are typically overseen by different departments or agencies, often with siloed systems and processes.

"Sometimes entrepreneurs have to go to 30 different websites to open a business in a city," says Andrew Randall, vice president of product management for Salesforce.

The COVID-19 pandemic, which prompted widespread business shutdowns followed by gradual reopening procedures that instituted additional health and safety regulations, has intensified the need to address these challenges. The pandemic

also poses new complications for inspectors tasked with ensuring businesses are complying with new social distancing and occupancy requirements along with existing regulations.

"In the best of times, LPI is a complex process," says Casey Coleman, Salesforce senior vice president for government digital transformation. "Now, modernizing these processes is not only necessary, but even more urgent because businesses and the public require guidelines and the ability to reopen safely."

The acceleration of digital services during the pandemic provides an opportunity to rethink LPI processes in ways that make them easier for citizens, businesses and government employees. Doing so, says Coleman, will ensure governments can continue to respond to constituents' needs as conditions evolve in the coming months.

During the pandemic, "some organizations have put in stopgap solutions and relied on heroic efforts," she says. "Those things have gotten them through the early days, but they're not sustainable. It's time to think strategically to ensure you have a platform that scales and evolves as the situation changes."

Modernizing LPI

Building on efforts to empower governments during the pandemic with solutions ranging from contact tracing to supply management with its cloud-based platform, Salesforce has developed new tools around licensing, permitting and inspections that offer governments the opportunity to streamline and unify disparate processes and better serve constituents. Key capabilities include:

A single source of truth. Creating a common data model that integrates information from different departments and systems involved in licensing and permitting can help provide what Salesforce Senior Vice President Tommie Fien Jr. calls a "360-degree view" of requirements for each customer. "If I apply for a beautician license, maybe I own a small business," he says. "I can go into one portal and with one click see all my license requirements."

These data models also can create unified dashboards that governments can use to better understand trends in their communities or regions.

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