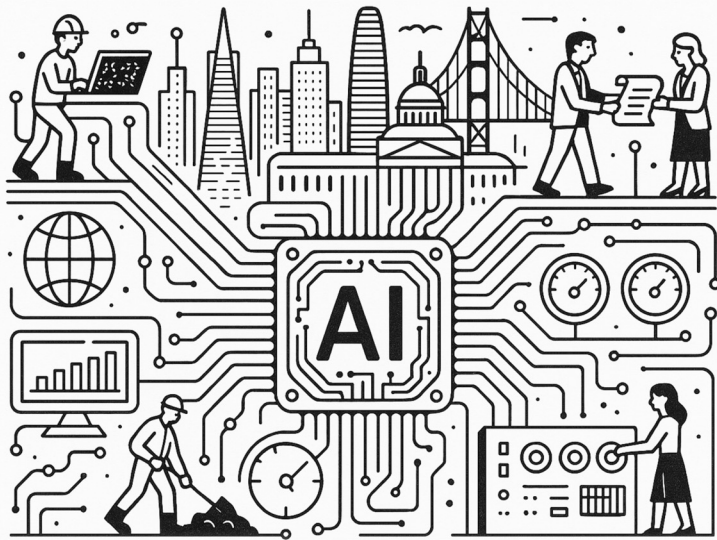


SFCGJ REPORT: TECHS IN THE CITY



Insights into AI adoption and governance challenges

— WHY AI?

Rapid Public Adoption

Evidence suggests workers and the general public are exploring AI and adopting it for daily use at a rapid rate – possibly faster than adoption of the PC or the Internet

AI's Transformative Potential

Potential step change in how humans interact with technology, with positive productivity impacts

Public Sector Challenge

Government needs to adapt technology to align with the needs and expectations of a broad public

San Francisco is the AI Capital

Deep pool of talent and expertise means San Francisco should be at the forefront of using the best AI has to offer and implementing AI well

Social, environmental and political challenges that require open discussion and exploration

AI services are infrastructure and resource intensive. Some are concerned about AI's impact on workforce. Questions should be expressed and debated, rather than avoided

FINDINGS

Concerns over the potential risks of AI have led to an overly cautious approach toward emerging technology. The city risks missing opportunities to harness new technology to improve governance and delivery of services to citizens

Governance of technology in the city is hindered because of a federated management structure across departments. Such hindrance has slowed or impaired the ability of the city to efficiently identify, pilot, test, and deploy emerging technologies.

Procurement of technology in the city is hindered because of a federated management structure across departments. This hinders the ability to find and implement useful, scalable AI and emerging technology solutions, and presents risks to enforcing quality, standardization, privacy and interoperability.

The Committee on Information Technology (COIT) is comprised mostly of non-technical leaders and has insufficient authority and influence over departments' technology plans. As a result, it is falling short of its objective to streamline ICT policy and roadmapping in San Francisco, which threatens current and emerging technology initiatives alike.



Finding 1:
Concerns over the potential risks of AI have led to an overly cautious approach toward emerging technology. The city risks missing opportunities to harness new technology to improve governance and delivery of services to citizens.

Not-So-Positives

- Caution on promotion and adoption of AI technology
- Delay in InnovateUS contract approval

Positives

- ChatGPT pilot (2,000 participants)
- Hiring the Director of Emerging Technologies

Recommendations

- Promote champions
- Increase education and technology access
- Adopt a roadmap and vision



Finding 2:

Governance of technology in the city is hindered because of a federated management structure across departments. Such hindrance has slowed or impaired the ability of the city to efficiently identify, pilot, test, and deploy emerging technologies.

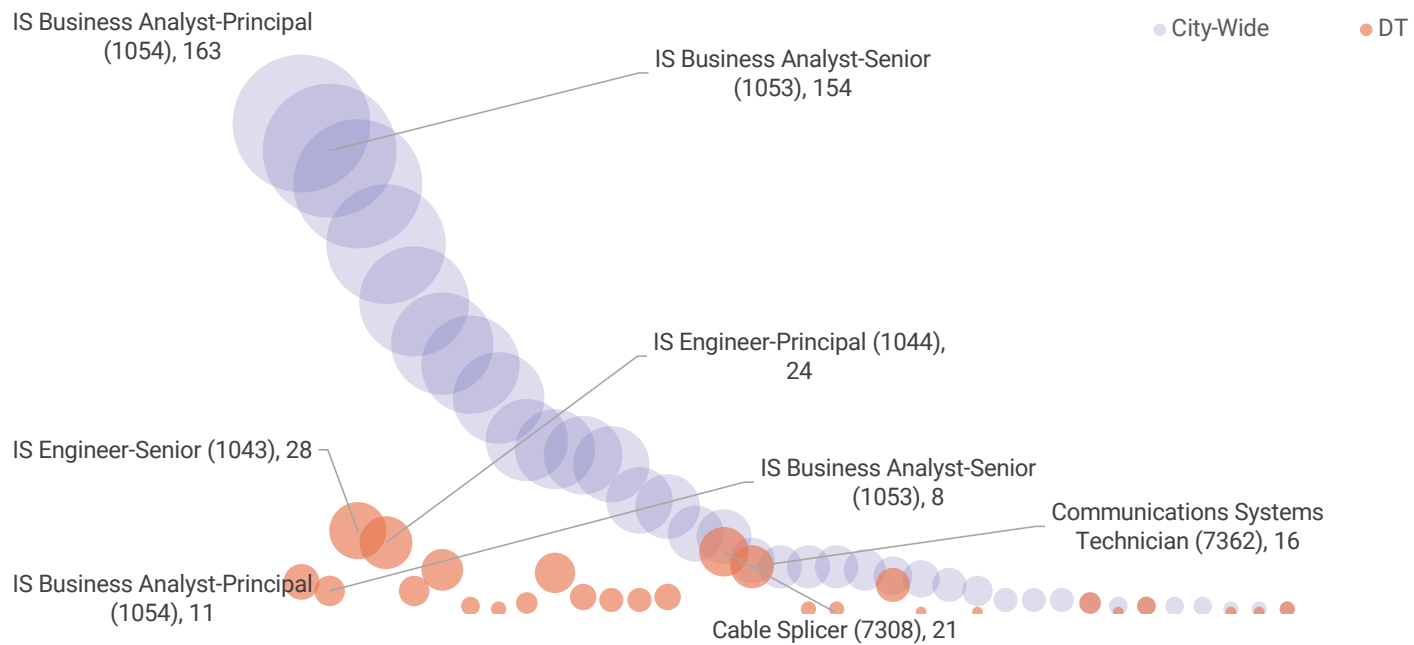
Not-So-Positives

- Authority devolved over time from DT to departments
- Diffuse resources, lack of coordination or centers of excellence

Recommendations

- Review and consolidate governance and personnel
- There is a department for technology, and it's the "Department of Technology"
- Promote shared services

TECHNOLOGY EMPLOYEES IN SF





Finding 3:
Procurement of technology in the city is hindered because of a federated management structure across departments. This hinders the ability to find and implement useful, scalable AI and emerging technology solutions, and presents risks to enforcing quality, standardization, privacy and interoperability.

Not-So-Positives

- Departments have wide latitude to make purchases
- Veto points limited to cyber risk
- Can the city buy efficiently and effectively

Recommendations

- More strategic procurement
- DT should direct buying to further a technology roadmap, not just mitigate risk

Finding 4:

COIT is comprised mostly of non-technical leaders and has insufficient authority and influence over departments' technology plans. As a result, it is falling short of its objective to streamline ICT policy and roadmapping in San Francisco, which threatens current and emerging technology initiatives alike.

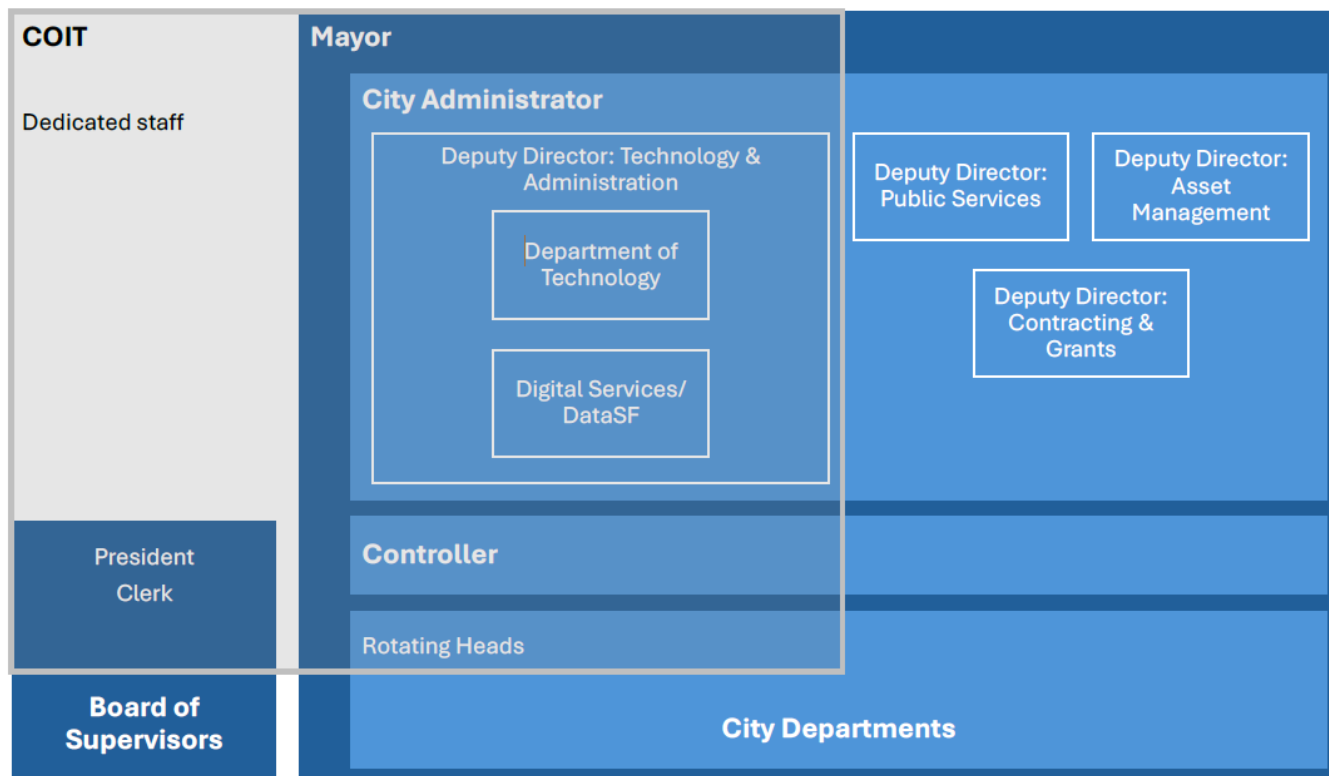
Not-So-Positives

- COIT isn't solving the problems that led to its creation
- Executive authority is lacking
- ICT plan feels more like a suggestion
- Departments can use COIT for budget, but don't need to

Recommendations

- Eliminate the body and centralize governance in DT
- Department roadmaps should have binding commitments

COIT





CONCLUSION: SHAPING THE FUTURE OF AI IN SAN FRANCISCO GOVERNMENT

Strategic Leadership

Effective leadership is crucial to guide AI integration in government services for community benefit.

Governance Reform

Updating policies ensures AI is used ethically and responsibly within government operations.

Workforce Development

Training employees empowers them to effectively implement AI technologies for public service.