Will AI Replace City Managers?

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Panel:
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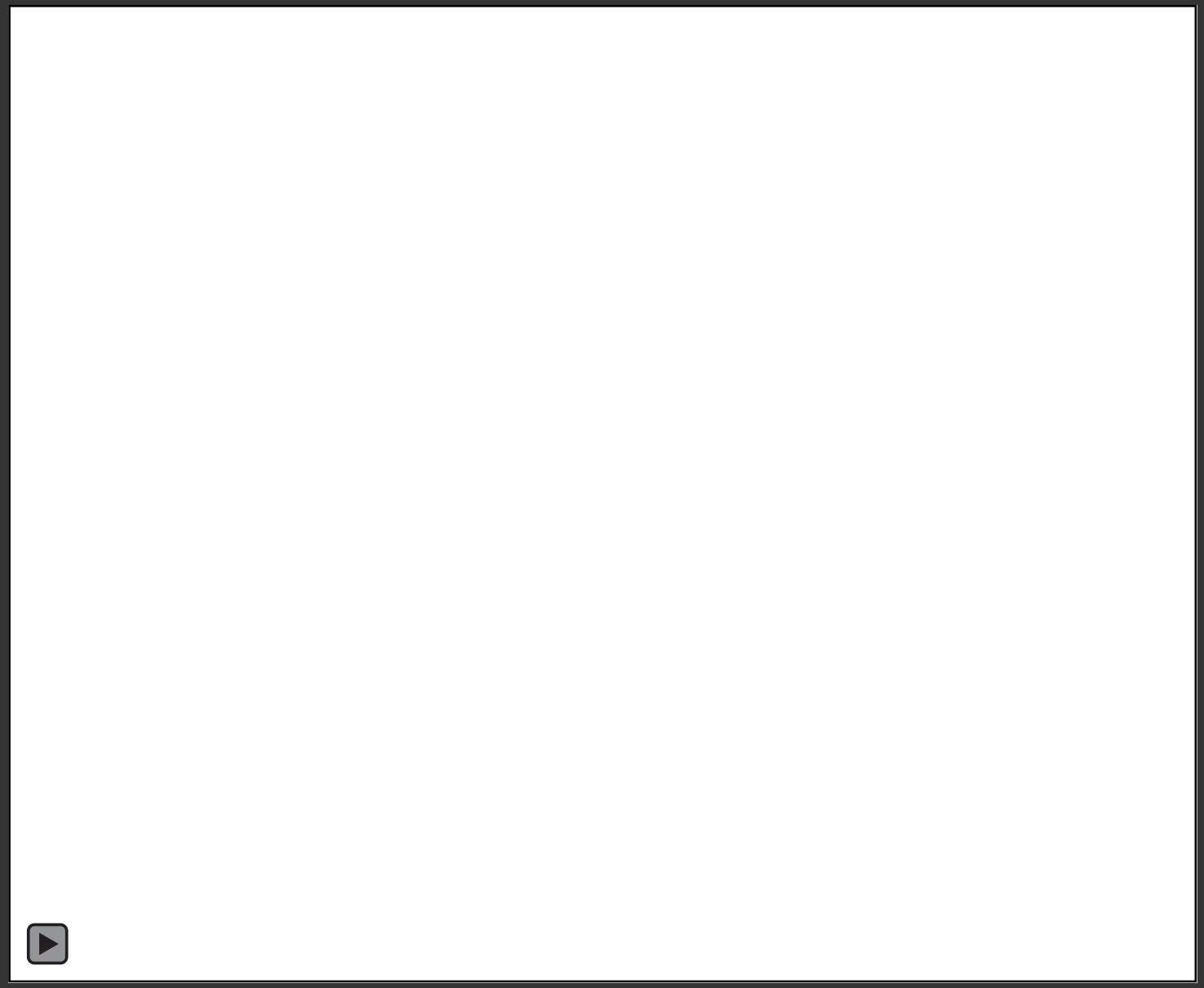
Artificial Intelligence:

A City Manager's Future



WHAT IS AI?

Contents

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> **The question is: can we actually transition people from what they're doing now to what they will need to do in the future? This will affect all of us. All of us will have a significant number of activities that machines will be able to do. Then the question is not about mass unemployment, but mass redeployment.**

— **Michael Chui**, partner, McKinsey Global Initiative

Managing a Smart City

What we have been working on is the transformation of data into relevant information for strategic decisions that we can make. This will improve immensely the governance and the efficiency of the city and ultimately the transparency of the decisions made by politicians or by public authorities.

-Rui Moreira, Mayor of Porto

Managing a Smart City

"I tend to not really like the label ‘smart cities’, because I don't think that there are dumb cities out there. There are cities that just need to harness technology to serve their citizens’ needs better, and that will vary from one city to another, depending on their needs, depending on their ability to leapfrog existing older technologies, depending on their capacity.”

-Sameh Wahba

Global Director of Urban, Disaster Risk Management, Resilience and Land Global Practice at the World Bank

Artificial Intelligence (AI)

Refers to computer systems that can perform tasks that usually requires human intelligence (e.g., learning from experiences, making decisions, and Solving problems). AI is classified by two main types:

1. Narrow AI

AKA Weak AI — computer systems designed and trained for specific tasks or narrow range of tasks, without possessing general intelligence or understanding.

2. General AI

also called Strong AI, refers to a hypothetical type of artificial intelligence that would have the ability to understand, learn, and perform tasks in a way that is comparable to human intelligence across a wide range of activities.

Gemini:

Will AI replace City Managers?

Types of AI Relevant to Local Governments

	Applications	Potential Risk
Predictive AI Systems that analyze patterns in existing data to make predictions about future events or trends.	Anticipating traffic patterns, predicting maintenance requirements for city infrastructure, assessing risk for emergency management.	Historical data may contain biases that manifest in predictions, potentially leading to unfair or inaccurate outcomes without adequate human review or oversight.
Generative AI AI that can create new content such as text, images, audio, or code based on patterns learned from existing data.	Translation services for public meetings and 311, creating data visualizations for urban planning projects, chatbots to assist staff or respond to resident inquiries.	Using generative AI that has not been procured through city government could place city and resident information at risk for exposure. Additionally, residents should be educated through literacy campaigns to use AI-generated content carefully, considering that models makes mistakes.
Perceptive AI AI tools designed to interpret and understand sensory inputs, primarily relying on computer vision and natural language processing.	Traffic monitoring and management, public safety and surveillance systems, environmental monitoring (e.g., air quality, waste management)	Perceptive AI in city government presents opportunities for enhanced services and safety using sensors and cameras. It also presents a risk of collecting and storing excessive personal data, which may violate data protection policies. However, careful data management, transparency, and consent are crucial to protect residents' privacy and uphold data.

Using generative AI (like ChatGPT) in business improves users' performance by **66%**, averaged across 3 case studies. More complex tasks have bigger gains, and less-skilled workers benefit the most from AI use.
By: Jakob Nielsen NN/g Nielsen Norman Group on July 16, 2023

Generative AI can create new content, such as images, text, or music, by learning patterns from existing data (result is human-like). Write articles, create poetry, or even craft conversational responses based on patterns based on training from a diverse range of sources...OpenAI's GPT (Generative Pre-trained Transformer, AKA ChatGBT) can generate coherent and relevant text based on prompts.
See quick demos...

ChatGPT:

Create a golf course management agreement for a City owned course.

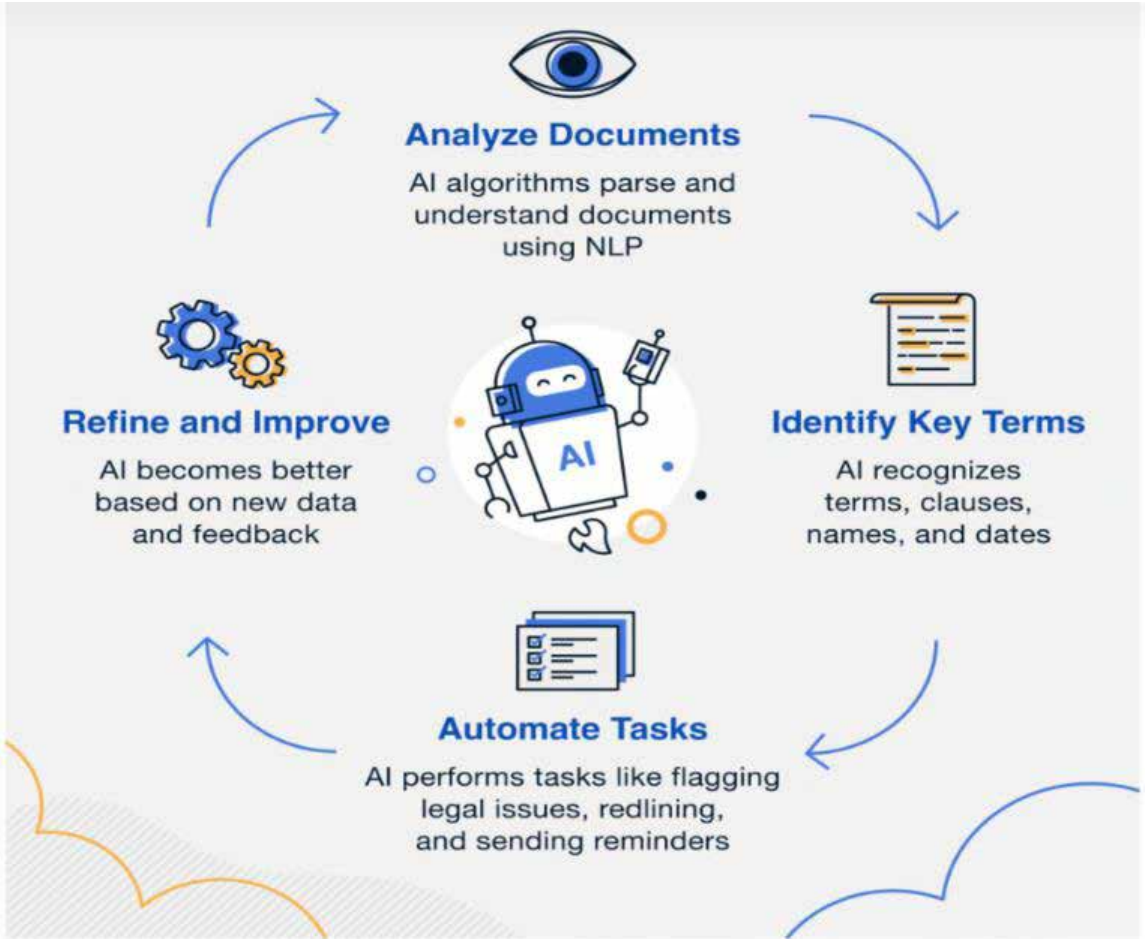
- Prepare a PowerPoint
- Summarize Meeting
- Improve a Letter or Email
- Ask Questions

Prompt: Draw a picture or photograph of an iguana standing on two legs on a golf course.

Benefits to a City Manager

- Faster Research
- Enhanced Document Review
- Predictive Analytics
- Improved Analysis
- Saving Time and Reducing Costs
- 24/7 Virtual Assistance
- Consistency and Accuracy?

One Example:
Document Creation/Editing Lifecycle



ContractSafe Product – 4/21/23 by Randy Bishop “What is AI in Contract Management?”

How Are Cities Already Using AI?

- **Traffic –**Signal synchronization and historical traffic data on crashes to assess risk and make recommendations on safety improvements.
- **Document retrieval--** Advanced search of city documents to immediately access information and increase efficiencies.
- **Creation of Staff Reports** – Automate reports with internal and online data.
- **Energy Conservation—**Lights, water systems.
- **License Plate Readers—**Improving safety and investigation assistance.
- **Voice Dictation** - Cellular Devices, Tablets (iPhone, iPad, SurfacePro, Laptop, etc.)
- **Speech to Text Translation-** In-time Spanish to English translation at City Council meetings.
- **Code Enforcement** – Identifying illegal short-term rentals.

Responsible Use of AI

AI technology has the potential to improve government services and expand the capacity of local governments but also comes with risks that governments must closely consider. While many cities are exploring, testing, or implementing generative AI, most have not developed staff capabilities and use policies. An October 2023 survey by Bloomberg Philanthropies found that 96% of mayors expressed interest in using generative AI6. While only 2% of respondents were actively implementing generative AI, 69% reported that they were exploring or testing the technology for their municipality.

- *How many city employees are using AI?*
- *Do you have an AI Use Policy? Do you need one?*
- *Are AI searches subject to a Public Records Act request?*

Transparency Efforts in San Jose, CA

San Jose has published Generative AI Guidelines that are regularly updated in response to changing laws, technologies and best practices. Employees must record their use of generative AI through the city's generative AI reporting form and are encouraged to join AI working groups to help enhance the city's guidelines. The city also maintains an algorithm register to review and approve of all AI tools in use. Their AI review framework mandates that all algorithmic systems must be assessed by the city's Digital Privacy Office.

Procurement and Accountability in Seattle, WA

Seattle's policy mandates that all software, even free or pilot products, must be submitted for approval through the city's procurement process. The policies also address intellectual property, attribution, reducing bias and harm, data privacy, and public records. Seattle IT plans to collaborate with stakeholders to research future policy implications, indicating a commitment to continual improvement.

City Policy on AI and Risk Considerations

Generative Artificial Intelligence tools such as ChatGPT, Gemini and others have been in the news quite a bit in the past twelve months. Using AI tools in your profession will likely be a great opportunity, but at the present time ***it also raises important ethical and risk management issues***.

- Data Privacy and Security
- Bias and Fairness
- Reliability and Accuracy
- Lack of Human Oversight
- Regulatory and Ethical Concerns
- Interpretability and Explain-ability
- Liability and Accountability
- High Implementation Costs
- Truth and Honesty

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LAWS IN CALIFORNIA

General Laws Across Industries

- Social Media
- Political
- Entertainment
- Health Care Services
- Privacy
- Government-Generative Al Accountability Act
- Education
- Opt Out Preferences

Fear Not, For AI Has Always Been Here!

Internet of Things (IOT)

"Smart" systems and appliances – from traffic controllers to coffee makers

Innovations and Intelligence

Designing routines and functions based on knowledge and modernizations

Nutrition, fitness and wellness

Shortcuts, Menus and Hacks

From Bots to Phone-trees to Voicemail to Answering Machines to Greeting Cards

AI in the Workplace

Automation and Machine Learning Replace the Mundane & the Replicable

- Formerly the boogeyman of blue-collar workers
- Digital communication replaces the “secretary”; AI now hunting for the “assistant” and analyst

Specific Conditions Demanded for Success

- Clean data, defined roles, training & integration

Surely, the Boss’s Judgement and Instinct Cannot Be Replaced?!?!?!

AI Affecting the Role of the Executive

Professional Sports as an Ideal AI Laboratory

Plentiful data points – trend analysis, video analytics, motion-capture

Gratification & feedback – data deployment/utilization, biomechanical adjustment and repetition, assessment & response

Connection between risks and rewards – clear definition of success: championships, money, adoration

Has AI Made Head Coaches' Jobs Easier? Rendered Coaches Superfluous?

AI Affecting the Role of the Executive

AI Winners & Losers…Why?

Money? Intelligence? Luck? Commitment?

Developing the Balance Between Analytic Transparency & Gut Instinct

LA Dodgers, NY Giants, Boston Celtics

AI Affecting the Role of the Executive

Blind Spots and Challenges

Cost and Accessibility – is AI a "Great Leveler" or does it facilitate parity?
Data Privacy and Ethics – what is fair game to be tracked/trended?
Integration & Training – high quality data, scalability, maximizing ROI
Recognizing Context – political and societal frameworks
Managing Uncertainty – the world is an imperfect place
Over-specialization – teaching the test; eroding fundamentals
Organization Motivation – Consistency vs. Greatness

Can Coaches Learn to Coexist, Appreciate & Advance?

Culture Wins the Day!!!

Culture Wins the Day

- **Resilient public service-driven organizations focus on empathy** (versus sympathy) **and equity** (versus equality)
  - Uniquely human and constantly evolving

- **Limitations of "scientific management"**
  - Been there, done that; limitations in a service model
  - Lack of meaningfulness

- **Power of "Quilting"**
  - Competent management needs AI, but AI needs competent manager

- AI does not create culture. It amplifies the one that already exists.

There's Always a BIG But...

Executive Leadership & Newtonian Physics

A Strength Overdone Becomes a Weakness

Making space for technology, automation, and co-piloting

Demands of future, younger City Councils

Newton's 3rd Law

Learn to "resist like water"; appreciate the forces of push and pull

"Cult" is Short for "Culture"

Successful, resilient organizations survive their leaders

AI works best as a copilot, not an autopilot - leadership still has to fly the plane.

As AI increases speed and force, leadership judgment becomes the stabilizing counterweight.

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THANK YOU