August 11, 2025

The Honorable Rochelle C. East
Presiding Judge, Superior Court of California, County of San Francisco
400 McAllister Street, Room 008
San Francisco, CA 94102-4512

Dear Judge East,

In accordance with Penal Code 933 and 933.05, the following is in response to the 2024-2025 Civil Grand Jury Report, *Techs in the City -Government's Opportunity to Seize the AI Moment*. We would like to thank the members of the 2024-2025 Civil Grand Jury for their interest in the City's technology portfolio, management structure, and service implementation.

We agree with the core elements of the Jury's findings, particularly regarding the need to aggressively deploy AI technologies to City departments and employees. The City has launched one of the largest public-sector generative AI rollouts in the country, making Microsoft Copilot Chat available to 30,000 City employees. This builds on a successful pilot with over 2,000 staff that demonstrated meaningful time savings through the use of AI assistant tools. We're also piloting targeted AI solutions to improve service delivery in areas like 311 response times and language translation, and are committed to expanding the use of AI technology across the City in the months and years ahead.

Additionally, we agree with the Jury's findings on the federated management structure of technology within the City, and its effects on the deployment and procurement of emerging technologies. The Office the Mayor, the Committee on Information Technology (COIT), and the Department of Technology (DT) are currently working to consolidate IT resources, update technology purchase and cost analysis processes, and identify opportunities for synergistic technology acquisition across departments that do not typically work together. The scope of this work is ambitious; we are committed to meaningful change but will need time to coordinate a transformation of this size.

We do, however, disagree with the Jury's perspective regarding the Committee on Information Technology (COIT) and its committee leadership. While COIT membership is established through the administrative code, and officially is composed of mostly department heads, the individuals doing the work are talented and experienced CIOs, including DT, MTA, the SFPUC, DPH, and other large city agencies. Their leadership and expertise are paramount in ensuring effective implementation of any technology plan. We will continue to work to strengthen and maximize coordination and leadership through the COIT process.

The City takes these findings and recommendations very seriously and is committed to rapidly expanding the role of AI technology and streamlining technology resources to improve city services and employee efficiency.

Detailed responses from the Mayor's Office, Office of the City Administrator, Office of Contract Administration, and Department of Technology are attached.

Sincerely,

Daniel Lurie
Mayor

Jennifer Johnston for

Carmen Chu
City Administrator, Office of the City Administrator

Sailaja Kurella

Sailaja Kurella
Office of Contract Administration

Nathan Sinclair for

Michael Makstman
Director, Department of Technology

Techs in the City: Government's Opportunity to Seize the AI Moment

FY 2024-2025 Civil Grand Jury Report

#	Finding	Respondent Assigned by CGJ	Response	Response Text
			Agree with the finding	No explanation needed
			Disagree, partially	Specify portion disputed and reason
			Disagree, wholly	Specify disputation and reason
F1	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.	MYR, ADM, DT	Agree with the finding	
F2	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.	MYR, ADM, DT	Agree with the finding	
F3	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.	MYR, DT, OCA	Agree with the finding	
F4	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.	MYR	Disagree, wholly	The members of the Committee on Information Technology are appointed through the administrative code, and represent department leadership to ensure buy-in. However, the individuals that routinely attend COIT and relevant subcommittees are departmental CIOs or other technical leads and have the relevant content and expertise to advise on the COIT agenda. The

			Committee makes recommendations and can set policy; individual departments appropriately make their own procurement decisions in collaboration with the Mayor's Budget Office and OCA.

#	Recommendation	Respondent Assigned by CGJ	Response	Response Text
			Has been implemented	Summary regarding implemented action
			Will be implemented	Timeframe for implementation
			Requires further analysis	Explain scope and parameter of analysis, timeframe (should not exceed 6-months)
			Will not be implemented	Explain thereof
R1.1 [for F1]	By September 30, 2025, the mayor should direct DT to produce a comprehensive AI strategy — to be published by June 30, 2026 — outlining near- and long-term implementation targets for incorporating AI into city systems and services. The strategy should include guidance on infrastructure, data sharing, ethics, pilot programs and performance evaluation, training and human resource needs.	MYR	Has not yet been implemented but will be implemented in the future	The Office of Emerging Technologies, in collaboration with COIT, is working to develop an AI strategy that will reflect the proposed items. Specific human resource needs are likely to be deferred to the budget process rather than the strategy document.
R1.2 [for F1]	By December 31, 2025, the city administrator and DT should produce a report examining the current data governance and data architecture of the city, identifying areas of concern or lack of readiness for compatibility with the future implementation of generative AI applications such as Microsoft Copilot or other similar applications that would be able to utilize access to internal city data to find information, produce insights and make inferences.	ADM, DT	Will not be implemented because it is not warranted or is not reasonable	DT and DataSF are actively advancing data governance and modernizing our data architecture to ensure the City's readiness for generative AI applications. DataSF and COIT are leading efforts to substantially revise the Data Management Policy for use in AI applications, and are onboarding City departments onto a Unified Data Platform powered by Snowflake to enable cross-departmental data integrations and analysis.

R1.3 [for F1]	By December 31, 2025, DT should put forward a plan outlining i) the forecasted demand for Microsoft Copilot, ChatGPT, or other generative AI licenses for city workers and ii) potential sustainable financing sources, including requests from the general fund, to be submitted in the next budget cycle.	DT	Will not be implemented because it is not warranted or is not reasonable	DT will continue to monitor and evaluate City employee usage, demand, and the effectiveness of Microsoft Copilot, ChatGPT, and other generative AI tools, and consider this in our proposed FY 26-27 budget. Our team will negotiate cost-effective licenses for required AI tools, explore opportunities for potential grant funding or partnerships, and collaborate with the Mayor's Budget Office to identify sustainable financing sources. However, budgetary decisions are made on a Citywide basis through work with the Mayor's Office and Board of Supervisors.
R1.4 [for F1]	As part of completing the legislatively mandated AI inventory per Chapter 22J (due January 19, 2026), DT should work with departments to produce public reporting on the city's website with agreed upon key performance indicators (KPIs) for piloted AI technology identified in the AI inventory, as well as establish a cost/benefit framework based on identified KPIs. Software pilots should have productivity measurements, and hardware pilots should be measured against status quo metrics for problems they seek to address.	DT	Has not yet been implemented but will be implemented in the future	The Department of Technology, in coordination with COIT, will work to develop a framework for evaluating the value of an ongoing AI investment or tool toward achieving a cost-effective service delivery goal. This may not be a KPI model in particular. Individual departments will ultimately be responsible for determining the effectiveness of AI technology.
R1.5 [for F1]	By December 31, 2025, DT should establish a program to identify AI champions in city government departments, "train the trainer" programs, and broader education opportunities for city employees. This could be managed by city employees or in partnership with local	DT	Has been implemented	DT has engaged in significant employee training and has fostered an internal GenAI community of over 3,300 staff members to encourage peer-to-peer learning and experimentation. Through our recent ChatGPT pilot, we delivered over 50 hours of AI-focused workshops, webinars, and hackathons, reaching more than 4,000 city staff.

	higher education institutions or private sector organizations.			We have also partnered with the nonprofit InnovateUS to deploy specialized AI courses accessible to all city employees via DHR's SFLearning Portal. Over the next 6-12 months, we will expand and enhance our citywide AI training. We plan to organize an "AI Day" to highlight practical use cases, showcase available tools, and generate interest in emerging AI opportunities among city leaders and staff.
R1.6 [for F1]	By September 30, 2025, the CIO should designate the emerging technologies director as the formal ambassador from SF to the GovAI coalition and should appoint other representatives to the coalition at their discretion. They should work to attend all formal gatherings of the coalition and report periodically on findings from their involvement in the coalition that could improve AI implementation in San Francisco's government.	DT	Has been implemented	Both the CIO and Emerging Technologies Director actively engage with the GovAI coalition, and they will continue to involve relevant DT staff in these activities.
R2.1 [for F2]	By December 31, 2025, the mayor and city administrator should adopt a plan for unifying more technology-related organizations within DT, including digital services and other technology functions under the city administrator.	MYR, ADM	Requires further analysis	The Mayor's Office is working with the City Administrator, Department of Technology, Digital Services, DataSF and others to review and analyze the City's IT governance and delivery structure. The City expects to make recommendations to improve efficient service delivery by Spring 2026.
R2.2 [for F2]	By December 31, 2025, the mayor's office should undertake a review of current IT headcount in departments outside of the city administrator and adopt a plan for unifying IT resourcing within DT, including but not limited	MYR	Has not yet been implemented but will be implemented in the future	See answer 2.1

	to relocating IT job classifications to DT and reallocating departmental assignment of IT resources.			
R2.3 [for F2]	The mayor should mandate that departmental CIOs and other IT leaders be required to meet with DT leadership in a regular structured forum, hosted and organized by DT, to collaborate with DT leadership on IT initiatives, roadmaps and other matters. These meetings should begin by September 30, 2025.	MYR, DT	Has been implemented	Mayor Lurie has prioritized inter-departmental collaboration in his first 6 months. This collaboration continues to happen both through the COIT process and in direct work between DT and its peer departments.
R3.1 [for F3]	By June 30, 2026, the mayor and CIO should jointly conduct a detailed review and adopt new procurement guidelines for city department technology purchasing such that technology that meets certain criteria (cost, strategic relevance, overall risk level) should be prioritized, purchased and implemented through DT in accordance with the ICT plan, as affirmed by DT. The CIO and emerging technologies director should have the ability to definitively reject purchases deemed incompatible with ICT policy or vendor strategy, and/or propose alternative purchases that are better aligned with ICT strategy. Purchase orders with vendors deemed not compatible with ICT objectives should be cancelled.	MYR, DT	Will not be implemented because it is not warranted or is not reasonable	The Office of Contract Administration has a robust procurement review process, which in many cases includes a technology and surveillance review. OCA and DT may work to update that process to ensure that AI tools are procured responsibly and intentionally without additional administrative burden.
R3.2 [for F3]	By June 30, 2026, the emerging technologies director, in partnership with the CIO and OCA, should complete a review and update of policies and resources to facilitate procurement of emerging technology that meets city	DT, OCA	Will not be implemented because it is not warranted or is not reasonable	See answer 3.1

	standards and objectives. This may include drafting new vendor standards for AI-related technology procurement (addressing model training, privacy, etc.), template vendor contracts specific to AI technology, and the negotiation of enterprise agreements with AI vendors who meet city ICT standards.			
R3.3 [for F3]	As part of completing the legislatively mandated AI inventory (due January 19, 2026), DT should provide procurement recommendations specifying whether identified technologies should continue to be purchased, and/or moved to a different vendor.	DT	Will not be implemented because it is not warranted or is not reasonable	See answer 3.1
R3.4 [for F3]	By September 30, 2025, the mayor should issue guidance to all departments mandating both that i) departmental procurement leads should be required to attend a regular forum with DT to discuss technology procurement goals and initiatives, and ii) DT host such forums on a regular (monthly, quarterly, semiannual) basis.	MYR	Has been implemented	The City has established robust forums that fulfill the intent of this recommendation through existing governance structures. The Committee on Information Technology (COIT) and its Budget & Performance Subcommittee meet regularly, providing a structured platform for technology leadership and city leadership to discuss technology procurement goals, initiatives, and strategic priorities. DT also hosts a biannual Citywide Technology Procurement Forums for department procurement leads and CIOs.
R3.5 [for F3]	By June 30, 2026, the emerging technologies director and CIO should submit a formal report to COIT (or a successor body) recommending updates to the 22 AI inventory questions outlined in recent legislation, with the aim of streamlining the inventory process.	DT	Has not yet been implemented but will be implemented in the future	COIT and DT agree with this recommendation. DT has made significant progress implementing the Chapter 22J reporting requirements and will use this practical experience to inform potential changes to the reporting process. DT will seek to submit recommended updates to the Chapter 22J process to COIT by Jun 30, 2026 and COIT will review the recommendations after submission.

R4.1 [for F4]	By June 30, 2026, the city should enact an ordinance amending the Administrative Code to eliminate COIT and centralize a replacement advisory body under DT. This ordinance could be enacted through the customary legislative process established in the Charter. In the alternative, by December 31, 2025, the mayor and the board of supervisors should each recommend to the Commission Streamlining Task Force (established by Proposition E, November 2024) that it include COIT in an ordinance the Task Force would introduce to eliminate certain commissions.	MYR	Will not be implemented because it is not warranted or is not reasonable	The City Administrator disagrees with this recommendation. COIT serves a vital role, providing independent oversight, strategic guidance, and cross-departmental coordination for the city's technology initiatives. COIT also provides a forum for consensus building on technology policy and brings visibility to technology planning and funding decisions. This important function would benefit from enhanced authority, clearer mandate definition, and improved resource allocation. We recommend focusing on structural improvements to increase COIT's effectiveness rather than dissolution.
R4.2 [for F4]	By December 31, 2025, the mayor should mandate that all departments produce a technology roadmap in a form and substance to be agreed with DT, which would include departmental technology initiatives as well as automation goals and potential applications for AI and emerging technology. Roadmaps that contain milestones and deadlines for major initiatives should be submitted to DT and refreshed on an annual basis.	MYR	Has been implemented	The Committee on Information Technology already publishes a coordinated technology roadmap in the form of its annual Information and Communications Technology (ICT) Plan. The Mayor has asked COIT to update this roadmap to include additional accountability measures.
R4.3 [for F4]	By December 31, 2025, the city should pass an ordinance amending the Administrative Code to create a permanent seat on COIT for the emerging technologies director, pending its action related to Recommendation 4.1.	MYR	Has not yet been implemented but will be implemented in the future	The City supports this recommendation and will begin the necessary steps to implement the creation of a permanent seat on COIT for the emerging technologies director. Implementation will require amending Section 22A.3 of the Administrative Code, which currently defines COIT's membership composition, to formally add the emerging technologies director as a voting member of the committee. COIT will work with

			the City Attorney's Office to draft the necessary ordinance amendments and aims to introduce the legislation to the Board of Supervisors well in advance of December 31, 2025, to allow for sufficient time for the legislative process to be completed.