



Report

**CITY AND COUNTY OF SAN FRANCISCO EMERGING TECHNOLOGY OPEN
WORKING GROUP
SESSION #4, SEPTEMBER 17, 2018, 2P-4P**

PRODUCED BY

OnStrategy

Submitted on October 1, 2018



EXECUTIVE SUMMARY

POTENTIAL ACTION RATINGS AND COMMENTS

On a scale of 1 to 5, session participants were asked to rate each potential action on a scale of 1 to 5 where 1 was that the potential action did not at all address the issue(s) and 5 was that the potential action addressed the issue(s) very well.

Below each row indicating where the majority of ratings were, are the themes of “Improvements Needed” to each potential Action (details on ratings and feedback can be found in the Detailed Session Notes which follow the Table of Contents).

Track	Action	Mostly Positive 4 or 5	Mostly Neutral 3	Mostly Negative 1 or 2
Collaboration & Accountability	1.1 Designate Single Point of Contact	X		
	Position or committee, not person; role is to help navigate, must remain neutral, accessible via digital, not just in-person			
	1.2 Create informal forums	X		
	Make it a public forum/process, structure evaluation (data), share previous results/lessons			
	1.3 Build relationships between cities	X		
	Departments as well, public/private consortium, publish results			
Agile Permitting & Accountability	1.4 The City should get feedback from residents	No ratings for this potential action		
	This role/department should have the authority to give definitive answers/direction			
	2.1 Develop a proactive testing / pilot permit process	X		
	Clarify that permit process is not a pilot, robust and rigid rules + enforcement required, involve neighborhoods			
	2.2 Create an interdepartmental group	X		
	Give it decision-making authority, should be happening anyway			
	2.3 Fund the true cost	X		
Hard to know true costs; could push out small businesses, Permittees to pay for this				
Community Engagement & City Priorities	2.4 Create a partner scorecard	X		
	Standards for computing scores required, City takes the lead on scores.			
	3.1 The City acts as a community liaison	X		
	Share the responsibility with community			
	3.2 The City conducts regular needs assessments	X		
	Lacked clarity, specifics			
	3.3 The City should gather regular feedback from residents	X		
Reactive, city must act on the feedback				
3.4 Companies should conduct outreach and develop programs and partnerships that benefit neighborhoods.			X	
Ensure community is heard, some confusion over this action				



Track	Action	Mostly Positive 4 or 5	Mostly Neutral 3	Mostly Negative 1 or 2
Equitable Benefits	4.1 Conduct equity impact assessment	X		
	Current state assessment needed for data-driven assessment, engage with communities, needs to be apolitical or biased to permittee, challenging to make it flexible			
	4.2 Develop citywide strategy to close the digital divide.	X		
	Must be bold, agile, resident-focused, gap of tech access, needs funding, more specifics needed, e.g., what does this deliver to residents, e.g., internet for all?			
	4.3 Create equity technology fund	X		
	Has to remain neutral, not run by tech companies, where \$ comes from? Assumes tech used only for good			
	4.4 Incentivize and promote apprenticeship programs	X		
Ensure paid apprenticeships, should be long term and required, only solves for some of the people impacted,				
Accessibility & Safety	5.1: Develop and implement a regulatory vetting process accounting for accessibility & safety compliance review	X		
	Culturally competent			
	5.2: Implement ongoing collaborative engagement process	No ratings for this potential action		
	Includer older people and disadvantaged, low income, people of color in definition of disability			
	5.3: Adopt universal design standards			X
Before test, determine if, "we need or want this at all."				
Data Sharing, Security & Privacy	6.1: establish data sharing protocols and standards	X		
	Risks to making data more public, enforcement missing, balance interests, could be more definitive, e.g., NO PERSONAL DATA			
	6.2: Hire a Chief Privacy Officer.		X	
	Needs to be broader than a person, more need for communication and policies			
	6.3 Establish a privacy advisory council	X		
	Too broad, include more than government, include citizens, standards will be necessary to reach agreement on council's decisions.			
	6.4: cybersecurity review		X	
Could be too much burden on City, need resources+SMEs, need to be able to solve for edge cases or lesser known technology, Clear opt-in or out of sharing data.				
Forecasting	7.1: Create future cities council	X		
	Clear outcomes, needs consistency and staffing, relate it to permitting, current and future.			
	7.2 Hire staff within the City to forecast into the future		X	
Make it a council or connect to the advisory council, tap in to existing talent and knowledge				



TABLE OF CONTENTS

EMERGING TECHNOLOGY WORKING GROUP OVERVIEW 5

WORKING VISION 5

PROJECT OBJECTIVES 5

PROJECT JOURNEY & PROCESS 5

..... 5

DETAILED SESSION NOTES 6

SESSION AGENDA 6

EXPECTATIONS & OUTCOMES 6

EMERGING TECHNOLOGY GARDEN 6

POTENTIAL ACTIONS 6

Track 1: Collaboration & Accountability 7

Track 2: Agile Permitting & Accountability 12

Track 3: Community Engagement & City Priorities 16

Track 4: Equitable Benefits 19

Track 5: Accessibility & Safety 24

Track 6: Data Sharing, Security, & Privacy 28

Track 7: Forecasting 31

APPENDIX 33

SEPTEMBER 17 SESSION ATTENDEES 33



EMERGING TECHNOLOGY WORKING GROUP OVERVIEW

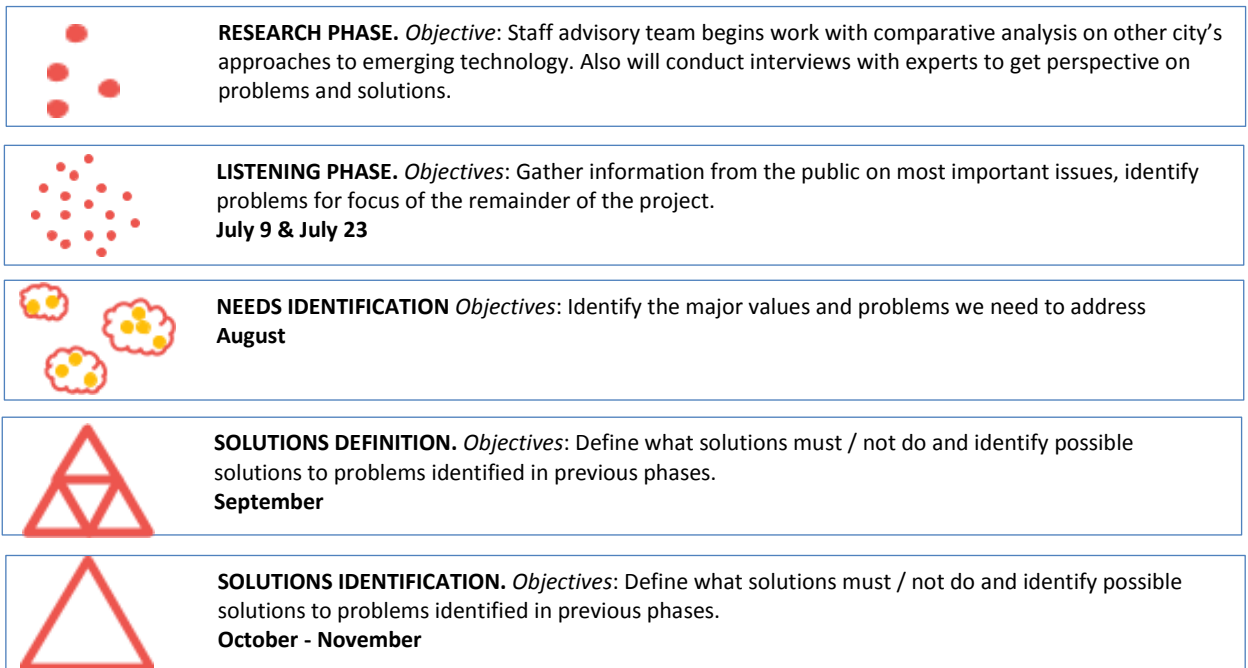
WORKING VISION

San Francisco embraces technology to enhance quality of life and our public spaces.

PROJECT OBJECTIVES

- **Engage the community** and technology experts in the policy making process
- Develop **recommendations on a regulatory and permitting process** that addresses use cases on land, in the air and water, in building and underground
- Develop a nimble and responsive **governance framework** that City Departments can use with emerging technology companies to partner with the city

PROJECT JOURNEY & PROCESS



This Report



DETAILED SESSION NOTES

SESSION AGENDA

- I. Welcome
- II. Overview of Working Group
- III. Introductions (see attendee list in Appendix)
- IV. City / County of San Francisco Directions & Decisions To-Date
- V. Participant Input Facilitated Exercise
- VI. Next Steps, Upcoming Meetings

EXPECTATIONS & OUTCOMES

- Allow participants to weigh-in on the possible actions.
- Modify staff-produced possible actions.

EMERGING TECHNOLOGY GARDEN

Working Vision: San Francisco supports technology that serves the needs of marginalized communities and helps the city meet its policy goals (Like climate action, vision zero, etc.) ("Quality of life" way too vague!)

POTENTIAL ACTIONS

Continuing with the Tracks identified between the second and third Open Working Group Sessions (below), Session #4 participants were provided a number of options for Actions addressing each Track's key issue(s).

Track 1: Collaboration & Partnerships

Track 2: Agile Permitting & Accountability

Track 3: Community Engagement & City Priorities

Track 4: Equitable Benefits

Track 5: Accessibility & Safety

Track 6: Data Sharing, Security, & Privacy

Track 7: Forecasting

At the September 17 session, participants were randomly divided into 7 groups, then each smaller group was asked to

1. Determine which tracks they wanted to discuss, i.e., which topic areas were most important that they discuss and weigh-in on. Most small groups discussed approximately three tracks' potential actions.
2. Once Tracks were selected, participants were asked to rate how well the potential actions addressed the issue(s) on a scale of 1 to 5 where 1 was not at all and 5 was very well.
3. Then, each Action that was rated was discussed on two dimensions: What Works and Improvements Needed.

Below is the summary of participants' ratings of the potential actions and their discussions / suggestions.



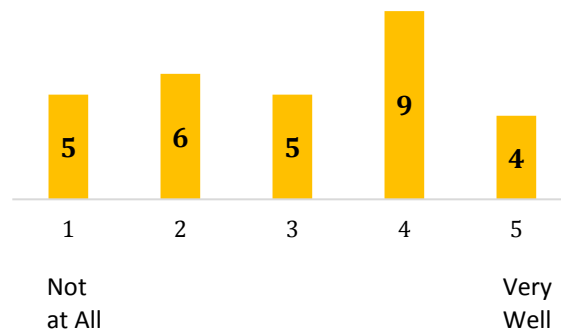
Track 1: Collaboration & Accountability

Issue Potential Actions are Intended to Solve: There is often a lack of trust and understanding between companies and local government. Each city’s regulation is different without much sharing of lessons learned as to how they addressed specific technologies. Companies find it difficult to know where to start when interested in operating in the City.

The ratings (actual numbers, not percents) are reported in the graphs; and feedback to the three proposed actions for this Track and its issue are below.

1.1 **Designate Single Point of Contact** to serve as a consistent entry point for companies seeking to deploy in San Francisco.

Ratings of 1.1



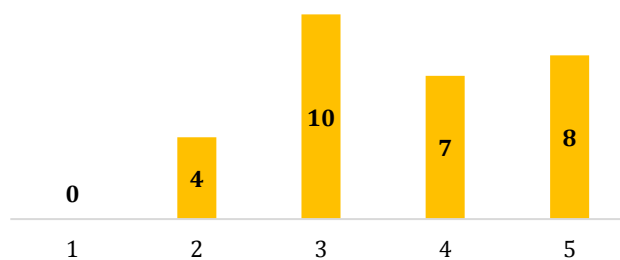
What Works	Improvements Needed
<ul style="list-style-type: none"> • City overwhelmed with cold calls -single point of direction • Single point – help with more • Government should adopt – make info more helpful for city and tech companies • Can help regulate – create a streamline process to support tech and keep community safe. • Vendor selection feels subjective how – can be more efficient – no duplicate • Increase access • City has bid portal • Show where to start • Consistent info and internal coordinator • Consistent information being shared. Ensure there is Organizational Readiness rolled out with this policy for companies in various stages of engagement: New, In Progress, Vetted. • Nothing • Removes one excuse that "disrupts" use 	<ul style="list-style-type: none"> • Making sure single point does not see interest – make connections = not just collect info. "Domain experts" • One point of entry – to make sure they connect everyone that needs to be in the loop. • Could bottleneck (needs multiple paths/POCs) • Don't solve, but funnel • Make it a position, not person • Needs to be able to navigate • Have "navigators" • Should be in depth with city-wide mandate • Capacity / budget proper resources • Are there tradeoffs • Digital vs. in person crossover and coordinator • Scope of responsibilities removed from impacts needs, operations. • How does it remain neutral and connected (to city)? • Instead of designating a single person, understanding the language (ex. Tech language)



<ul style="list-style-type: none"> • Single point of contact decreases confusion. Reassures the client. Builds confidence in doing business with the city. Develops positive relationships. Happy client - can lead to increased business. • Easy access 	<ul style="list-style-type: none"> • Central core where information is gathered • Rewrite: “Designate a TEAM...” for first response, who understand all language • Directionally right, but needs work • City responding in terms of providing language. • Creating a committee vs. a single point of contact which would quickly respond – it is premature for a single POC • Proactive vs reactionary • Ensure the proper documentation is provided and kept up to date. Inform in progress companies if there are any changes to the policy or documentation for companies still being processed. • There should be multiple points of contact to avoid corruption of the process. • You must also make this department very easy to find and accessible via email, sms, drone, avatar, or any other possible means of communication you or anyone else can think of. • Be sure the contacts are made public and details are fully transparent City contact point must be at Supervisor level, not SFMTA • Maintain contact with two - three qualified and trained personnel in the designated department. Should be able to relieve each other. • Create access through sms. Use Twilio.
--	--

1.2 Create **informal forums** for conversations with companies, investors and entrepreneurs considering deploying new technologies to engage with stakeholders and build trust.

Ratings for 1.2



What Works	Improvements Needed
<ul style="list-style-type: none"> • Discover unintended impact 	<ul style="list-style-type: none"> • 2-part process – internal and public forum • Make it a public forum

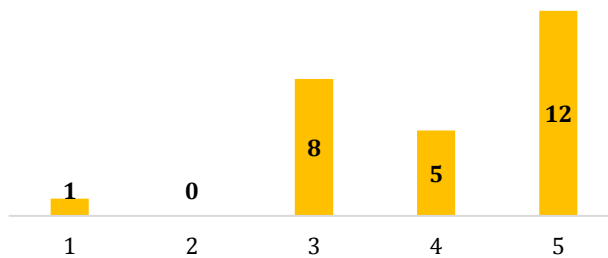


<ul style="list-style-type: none">• Topic based could be useful that create conversations if non-stressful non-confrontation• Learn what you don't know to ask for little risk• Gives you a sense of why they are making it = open conversation about why this tech will make• Critical for tech firms to understand the public sector in an informational way – transparency for tech and staff• City can be better prepared• Allows tech to get feedback from different groups like seniors and children groups.• Does it look like trade shows? (Chambers of Commerce)• Organic, fluid and not bureaucratic.• Conversation is good.• Being proactive is always a good idea. The City will be educated on the industry and on challenges and perceived advantages that the industry itself sees.• Early public engagement• Shows what is required to do business effectively with SF. Organise trade shows, tax advisors, Chamber of Commerce presence.• Informal is good start. Do this multiple times.	<ul style="list-style-type: none">• A data driven needs assessment can improve the forum• Needs to be well structured to be successful<ul style="list-style-type: none">○ What is the outcome / outputs?○ Topic oriented○ Productive – departments will take action.• A good business partner will do due diligence prior to engaging with city• Conversation should be specific to SF note a general application• Prior to conversation = needs assessment should be done - - tech should prep and target conversation to SF residents• Make sure you aggregate lessons and others can access• Need to make sure accessible• May not be transparent• Make sure something happens• Does not equal informational guidelines or ground rules• City to share needs / goals / problems > opportunities for true partnerships – how do we set the tone?• People from 1.1 should be doing this.• City approaching existing groups creating technology to ask what they need.• Having a website to guide the starting process to permitting.• “attend professional forums...” instead of creating, approaching.• Identifying subject matter experts and approaching them.• Extensive public involvement• Someone from the city of San Francisco should also attend working groups, seminars and other public events for emerging technology. There are plenty of them.• Remove the words "and built trust" - implies avenue for PR by disruptors Make it formal, not informal - fully open and transparent Require all demands by community be reported and integrated into permit.• Be consistent with information given. Review and correct promptly misinformation. Accept responsibility for any errors and apologies. Make nice.
--	--



1.3 Build **relationships between cities** to understand impacts and apply lessons learned.

Ratings for 1.3



What Works	Improvements Needed
<ul style="list-style-type: none"> • Leverage knowledge – don’t recreate the wheel • Learn from other cities • Opportunity to increase leverage as a technology based on other cities’ implementation • Learn from best practices • Discover gaps • Standardization • Negotiation leverage as cities band together • Save money by learning from what works • Power of coordination • Having a variety goals for the conversation. • Power in numbers • More likely to be adapted if there is buy in across the group (mitigating risk) • Better able to articulate evidence as to why budget and time is distinguished. • This can lead to the pooling of resources and knowledge • Lessons learned from other cities is always useful. San Francisco of course has a unique set of requirements and challenges, but it doesn't hurt to see what works and what doesn't work in other cities. • Shared learnings are good- if meetings are open to public and transparent and reported • Developing relationships help all types of agreements, builds international goodwill and we learn from each other. • Sometimes lessons don’t translate but always good to know. 	<ul style="list-style-type: none"> • Keep in mind cities and counties and states – expand as needed to others • This is a broad statement <ul style="list-style-type: none"> ○ What resources are allocated ○ Pool of funding ○ Staff time ○ Use city teams that have capacity • Identify opportunities like LA’s data roundtable • Not just cities but departments should share information • Leverage sister city connections • Make use of existing conferences empowering staff to attend – resources to do this right? (heavy lift) • Good work for interns and college partnerships • Build off from existing regulations from other cities • Establish public / private consortium • Central web site for lessons learned for the public to view. Don't be shy. • All shared information will be timely reported and publicly shared • Strengthen existing relationships with our sister cities. You want to pass on the ties to future generations.

1.4 The City should get **feedback from residents** about a new technology.

None of the session participants rated or discussed this action, however, input was provided via the online survey:



Written Comments: What other policy actions should the City consider to address this problem?

- This department should have some clout - it's nice to have someone know that autonomous vehicles are going to cause gridlock under certain circumstances, but this department should be able to "force" all stakeholders - MTA (multiple stakeholders inside of MTA), Planning, SFPD and SFFD to get together to address issues. I use autonomous vehicles as an example - there will be others. Perhaps this department should report directly to the Mayor and be in the Mayor's office.
- Make it clear up front that the City is the boss. This is not a collaboration or "partnership". Disruptors can request. But this is not a negotiation. The city (Supervisors, not SFMTA) and each local neighborhood has final say.
- Be open minded. Study and become familiar with different cultures especially when doing business become familiar with their business



Track 2: Agile Permitting & Accountability

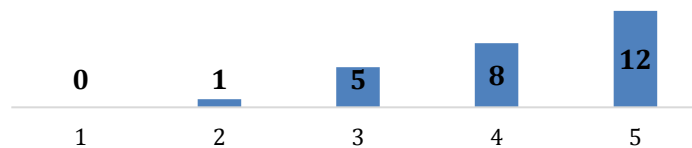
Issue this track is intended to solve: Regulation is often reactive and lacks an agile process to respond to rapidly changing technologies and business models.

Regulation is only recovering the cost for administration, and not the impact costs of using public infrastructures.

Ratings and feedback to the four proposed actions for this Track and its issue are:

2.1 Develop a **proactive testing / pilot permit process** to learn about operators, provide testbeds within the city, and define range of deployment options, which will inform the development of potential permit legislation, terms and conditions.

Ratings for 2.1



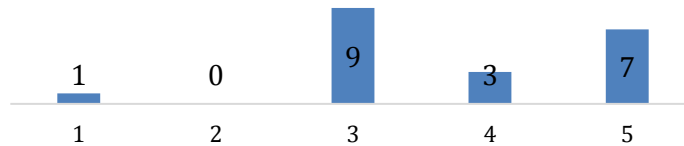
What Works	Improvements Needed
<ul style="list-style-type: none"> Nice to have feedback from pilot Love statement Avoid expensive mistakes Always a good idea to pilot and learn first, especially for ET Learn from all stakeholders Should have geography specific testbeds. Likes that the city is aware of what is in the pipeline Incentivize Gives knowledge mechanism to inform future actions Good way for the city to see technology and absorb Avoid disruption Gives people solutions for future problem solving Mitigating cost and risk by being short term It's negotiable test test test test test test test test test test test test test test test and then test some more. The faster you deploy and test and learn lessons the faster you can go into production. It phases in over time and allows ongoing adjustments Decreases frustration at the permitting system and City Hall. This might be helpful in setting the expectation that anyone or any company wishing to operate a new program or technology in San Francisco is expected to 	<ul style="list-style-type: none"> Clarify whether this is process for pilot and another for citywide – should be process Need standardized pilot process Can't envision a proactive environment unless city has its fingers on the pulse. Always somewhat reactive Clarify logistics Test pilot vs. pilot process Technology may not be in a physical space A lot of uncertainty Don't know enough detail for upcoming approach Maximum of 30 days between permit application and permit issuing/approval, else you will have the people just release their products and beg for forgiveness Pilot must have robust rules established as if it were final permit before pilot begins. Neighborhoods must be involved in setting the permit rules and monitoring and adjusting the pilot Regulate the speed of the rollout of new policies. Is this cross-departmental with existing staff or a new entity/program? How does this process address existing permitting and pilot/testing processes? Additionally, with new companies emerging all the time, it seems like it could still be a reactive process. Need to understand the process and goals more.



<p>approach the city first. Doing research on operators is great to help understand the possibilities and implications.</p>	
---	--

2.2 Create an interdepartmental group that convenes regular meetings to coordinate city departments who are regulating emerging technologies.

Ratings for 2.2

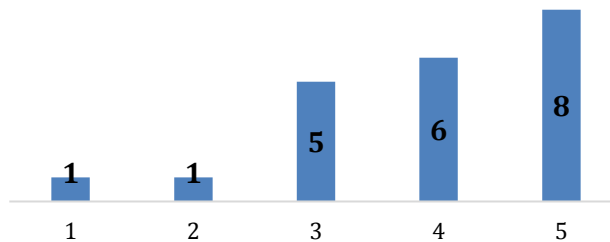


What Works	Improvements Needed
<ul style="list-style-type: none"> ET often affects many departments should have cross department communication, collaboration and knowledge sharing across all departments Everyone at same table so we know all bases are covered. Interdepartmental Being able to try / deploy Establishes guardrails allows for getting in real time Show pathway from pilot to full program Wireless permits is a 6+ month process currently. Needs to be sped up Sounds good - don't waste too much time in meetings. Allow emerging technologies to flourish. Maybe even change the term "regulating" to "monitoring." It creates a different mindset. It changes the way we see things and transforms our thinking from "control" to "open, creative and curious?" Keeps departments on the same page Allows for a diverse group with differing skill sets. Keep updated to prevent a backlog of outstanding issues. Leverages existing expertise and resources. Avoids duplicating efforts. 	<ul style="list-style-type: none"> Need to establish "good governance" Need decision-making authority Define jurisdiction and authority Conversation needed better with industry before permit collaboration "Meh" identify which departments. Too broad This should be happening anyways Are there tools to accomplish 2.2 instead of a meeting Potentially in the wrong bucket. Maybe move to track 1 No coordination "Assist emerging techs" vs. multiple departments trying to regulate Having a group vs. points of contact in each department Problems can be from 1.1 can be fixed with this Force meetings to occur - don't just look for a good date. You can't spend your life waiting for a good date. Have departments move their meetings to accommodate yours. Don't screw around. Be big. Language is imperative when it comes to transformation. Full community involvement. Fully transparent reporting of these interactions Accountability is key. Better define the role/goals of this group.



2.3 Fund the true cost of effectively running a permit and enforcement program.

Ratings for 2.3

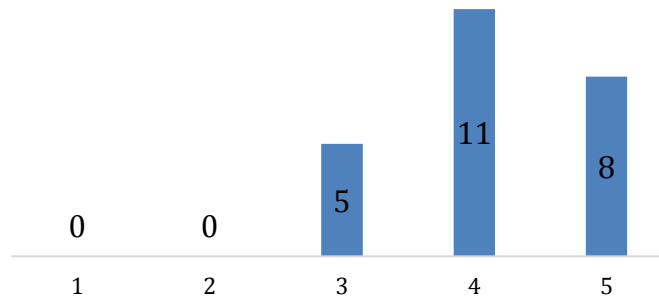


What Works	Improvements Needed
<ul style="list-style-type: none"> Well-funded so we can recover the true cost Find the cost for enforcement Fund true costs and may offset Implementation may deter some costs Money is important Looking at why the concept of permitting was even required without enforcement is imperative. Funding this doesn't seem realistic if the why hasn't been answered and the status quo has been accepted. It's a minor start toward permittees paying for what they get Public Infrastructure will be happy as it makes it fair to everyone, depending on their budget. Addresses the fact that these efforts do require city resources. 	<ul style="list-style-type: none"> How much do you actually need to charge to recover costs? A lot more to unpack. Calculate true cost to include benefits of the ET as well. What if it delivers a COT of mobility of equity benefits? Changes to state or other charters. May need other actions. Careful to not push out small businesses Transparency on true costs Make the permittees pay for this. Permittees should be charged far above just the cost. They should be required to pay for all impacts and mitigations for the disruption they cause to neighborhoods, businesses, - The city must secure significant moneys far and above even costs and mitigations. City profit or no permit! Maintain excellent accounting records. Left over funds should be carried over to the individual department's budget for the following year. Identify where the funding is expected to come from. Depending on the funding source, the structure of permit/pilot agreement, and the pilot results, funding this program might look like taxpayers funding R&D for select tech companies without reaping civic benefits. While the City should foster innovation, any program needs to be a partnership and permittees need to have some skin in the game.



2.4 Create a **partner scorecard** that tracks company compliance and tracks performance in the City.

Ratings for 2.4



What Works	Improvements Needed
<ul style="list-style-type: none"> Scorecard can help with compliance Sharing info among departments (i.e., Mobility greenspace) departments have different missions holistic view Good to have objective measures Their partnership history into acct for approving pilots. Sounds good -make sure this is public and updated every day. This is a good idea, but again, like the permitting, if the information comes back that change is required, who will enforce the required change? It's an ok idea if it has robust underlying criteria - not a checkbox Necessary to ensure the companies compliance and reveals areas that need improvement. Transparency! 	<ul style="list-style-type: none"> Who are the partners? arbitrary/same industry? "LIMP" "CUTE" compliance needs an enforcement piece How does the city compute the scores? Depends on how you administer 2.1, can't be achieved if 2.1 is not done Need standards Outcomes Have scorecard mounted on every vehicle or scooter - like restaurants with their health score. I will only ride scooters with an "A" rating. Why not? Stop calling them partners - they are permittees. City is boss. Neighborhoods should also create scorecards that have final say in any changes required Encourage feedback from companies to help evaluate our system.

Written Comments: What other policy actions should the City consider to address this problem?

- I suggested this at the meeting - use software to do this, like Jira. Atlassian is a company with HQ in San Francisco that specializes in Jira deployments both public and private - get them to help you. Someone must know someone there.
- Board of supervisors, not SFMTA must have final say
- Become good listeners. Yearly review of forma.



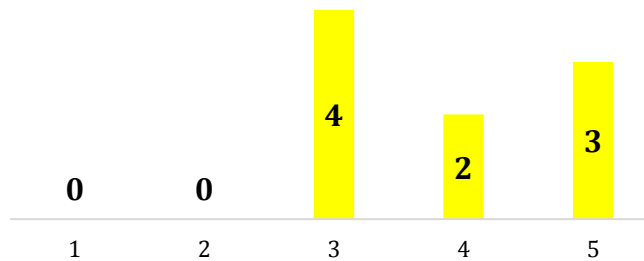
Track 3: Community Engagement & City Priorities

Issue Potential Actions are Intended to Solve: The City could better communicate its strategic goals, challenges and priorities in a way that identifies areas that technology can solve. Companies then need help with understanding community needs and opportunities and engaging with residents in neighborhoods.

Ratings and feedback to the four proposed actions for this Track and its issue are:

3.1 The **City acts as a community liaison** to facilitate communication between companies and neighborhood groups.

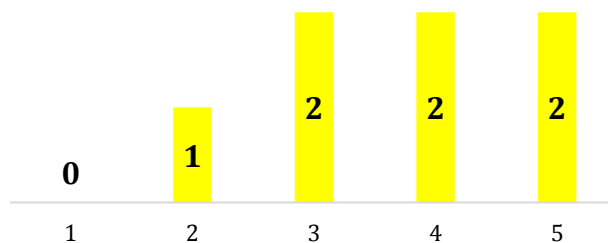
Ratings for 3.1



What Works	Improvements Needed
<ul style="list-style-type: none"> Who else would do it if not the city? Defining neighborhood groups would be good because this is an opportunity for an agile way of creating change. Will the neighborhoods believe that the city can perform this function? The city can require these communications and monitor actual changes made by permittee 	<ul style="list-style-type: none"> Too much burden on the city. Shared responsibility Combine with 3.2 Be clear to permittee that it must enter into a memorandum of understanding with the community before permit will be issues for that neighborhood

3.2 The City conducts **regular needs assessments** in each supervisor district and makes information publicly available via Open Data Portal.

Ratings for 3.2

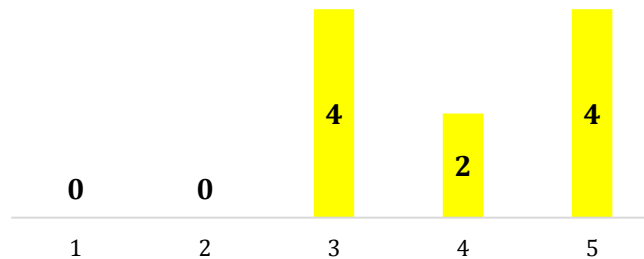




What Works	Improvements Needed
<ul style="list-style-type: none"> The supervisors' involvement 	<ul style="list-style-type: none"> What is a "needs" assessment Odd?!? Confusing language Data portal vs. specific district needs Assessment I unfortunately don't have enough context here. Be clear that "needs" will sometime be "we need you to not be in this neighborhood"

3.3 The City should gather **regular feedback from residents** about a new technology.

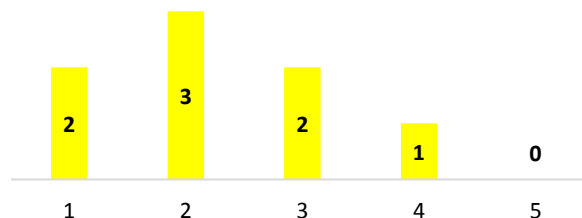
Ratings for 3.3



What Works	Improvements Needed
<ul style="list-style-type: none"> citizen involvement 	<ul style="list-style-type: none"> An emerging tech is going to be \$ on the high spectrum oxymoronic Has a reactive stand Bring a +2 to the forums started on 1.1 (bringing residents) Again, I'm not clear about the problems being solved so I'm not helpful. The city will act on that feedback to modify the permit

3.4 Companies should conduct outreach and **develop programs and partnerships that benefit neighborhoods.**

Ratings for 3.4





What Works	Improvements Needed
<ul style="list-style-type: none">• Good practice• benefits neighborhood	<ul style="list-style-type: none">• 3.2 and 3.2 may be covered by companies by combining it should develop into a roadmap• Maybe covered in Track 4• How does the community voice get heard? (Bottom-up vs. top down)• Doesn't make since / wouldn't work• Specific partnerships (e.g. with one business) cannot override the neighborhood memorandum of understanding

Written Comments: What other policy actions should the City consider to address this problem?

- Top priority is equity in low income and neighborhoods of color. Cultural competency as defined by these communities must be met



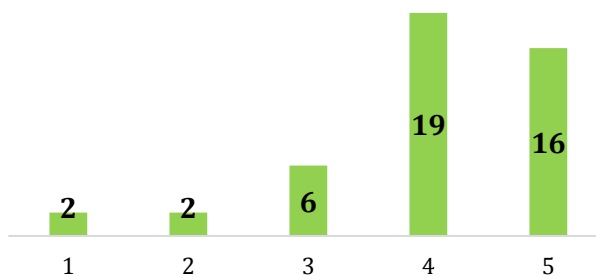
Track 4: Equitable Benefits

Issue Potential Actions are Intended to Solve: Technology is underutilized in improving equity, and in some cases only benefits certain types of people, expanding social and digital divides. Further, impacts from automation disproportionately affect workers from underserved communities.

Ratings and feedback to the four proposed actions for this Track and its issue are:

4.1 Conduct **equity impact assessment** as a standard tool to evaluate new technologies.

Ratings for 4.1



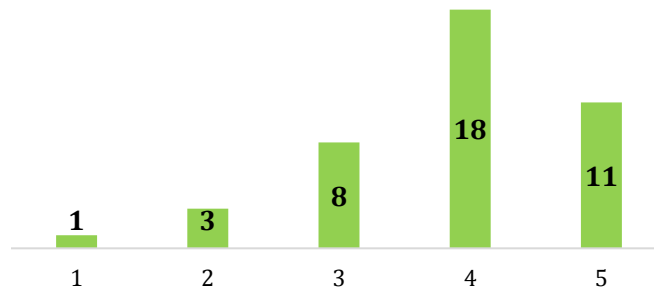
What Works	Improvements Needed
<ul style="list-style-type: none"> • New ventures may not appreciate SF diversity • Impact assessment • Depends on implementation – filling assessment i.e., CEQA – barrier to entry • Should be standard across city • Use properly and intended • It’s a good start • “Why not?” • Important to define negative impacts to community like... lack of service. • Learn to predict future refine accuracy • Ongoing assessment for performance review • Road map • Even playing field for comparison and analysis • Temperature check • Workforce • Include all critical stakeholders • City needs to include equity to avoid unintended consequences • Ensure services are valuable • Mechanism to incentivize • City has committed to be more equitable • Need to operationalize the goal • Assessment to make sure tech does it • Assess tech against each other – develop baseline • Reduces unaligned one-off assessment • Look at gaps from research 	<ul style="list-style-type: none"> • Data needs / research • Can’t standardize something you don’t know (New tech always appearing) • “To understand current affairs...” • Should come later once understanding current state • “Impact” screening negative should also include positive • Could be gamed by applying with money • Agile > track #s • Can be expensive and not be trusted. Show things down • Easier to file • If + assessment > shorter form • To be developed via community feedback • Should be able to evolve with changing needs • Neighborhoods should benefit equity • Should line up with proactive plan leading to equitable benefits (KPIs etc.) public sector • But we don’t know what we don’t know • Equity impact should be built with engagement from impacted communities • Interact • But... how does this challenge innovation • But are we okay with that if it doesn’t benefit everyone • How to make process timely and efficient



<ul style="list-style-type: none"> • There is serious inequity within our walls (City, city supported organizations). How can we solve these problems outside ourselves when we have these problems internally that create serious morale issues? • it clearly the most important thing 	<ul style="list-style-type: none"> • Political concern • Vulnerability if not structured correctly • Need to have appropriate level of participation • Define metrics! And evaluate metrics • Provide specificity in “equity” • Define process • Must be transparent • Publicly available • Create a one-size fits all will be hard • How do you make it flexible for an emerging space? • May require to do it well • Beyond a checklist – real-time in-depth understanding • Framework for balancing trade-offs • Permittee will fund, but contractor choice and scope of assessment will be done by the impacted community
---	---

4.2 Develop **citywide strategy to close the digital divide.**

Ratings for 4.2



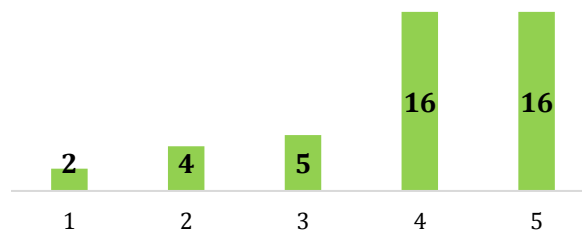
What Works	Improvements Needed
<ul style="list-style-type: none"> • Everyone has access to internet; training; literacy to improve quality of life • Holistic approach • Strategy = open to more stakeholders • It would add clarity for 4.3 and 4.4 • Digital access is and will impact all residents – is the underlying foundation of ET – must ensure access • Technology is ever changing • Creating a more detailed, specific problem statement here is imperative to completing this action • It's a good idea 	<ul style="list-style-type: none"> • Must be disruptive/bold • Don't focus on skills being displaced • Must be quick and be agile • (Avoid 1 sure fit all solutions) • Identify which areas could be better served • Unbaked, undocumented poor credit > let's address this language • Grants (what role could they play?) • Focus on employee within company • Gap with department technology practices > better services for San Franciscans • Does this strategy do anything other than provide information? • Emerging tech does not equal basic tech needs



	<ul style="list-style-type: none"> • Gap between access and knowledge and tech available • Need clear goals and clear actions • Do research, having clarity of goals • Data needed • Should assume data compilation • A strategy is necessary but not sufficient • More than a strategy must ensure... funding, a route to achieve, resources to implement, all groups are accounted (K-12) • This action assumes that technology is used for good. Technology can also be used for bad things, too. • Must be more specific. if it means free internet to low income homes - yes
--	--

4.3 Create **equity technology fund** to support access for low-income communities.

Ratings for 4.3



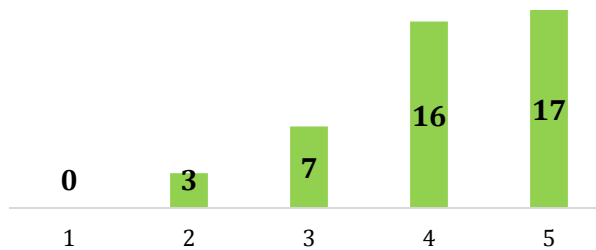
What Works	Improvements Needed
<ul style="list-style-type: none"> • Bring more money to communities • Bring new people to table • Need resources • Endorsement like to self-generate rev. based on history practices. • Tools and education money opportunities • Could help remove barriers • Could provide universal access • Resources to reach more people • Money can fund public spaces with a strategic benefit • Make sure everyone has an app • Why is not one in existence now • it's good equity 	<ul style="list-style-type: none"> • Would tech be utilized? • Don't do at cost of what companies should be doing • Goal for fund (?) robust means? Timeline • Marginalized vs. low income • Communicate / access for resources (how does it chip @ this) • Who is administering this fund? • Don't trust tech to do it • Where does the money come from? • Shouldn't come from existing funds • "Healthy SF" tax on technologies/services to the users – Congestion tax? • If you're not being equitable, you should pay into the fund... if you are being equitable there no payment into the fund • Need clear definition of needs to ensure money spent efficiently



	<ul style="list-style-type: none"> • Data privacy • Need to ensure money used in an appropriate / beneficial way • It is not understandable • Technology fund form: San Francisco Foundation • 4.1, 4.2, 4.4 act as a tool for this • Encourage the market to include an equity component vs. the city to subsidizes • Not just focused on ET – more broadly • Use fund toward emerging technology in schools • This action assumes that technology is used for good. Technology can also be used for bad things, too.
--	---

4.4 Incentivize and promote **apprenticeship programs** at companies.

Ratings for 4.4



What Works	Improvements Needed
<ul style="list-style-type: none"> • Exposure and mentorship is important • Responsibility for companies • Educational side • Good if done well • apprenticeships work 	<ul style="list-style-type: none"> • Make sure integrated • Ensure good wages • Apprenticeship but training • Where / who will this focus on • Is there SFUSD • Apprenticeships should be paid • Similar to a fellow's program? • Can fund from 4.3 pay to incentivize apprenticeships? • Should be sustained long term programs with meaningful pathway to employment onsite • Maybe people wouldn't want to work at companies that have apprenticeships • How does apprenticeship solve for equity impacts holistically? • Some jobs are highly technical and specific > hard to place people • Knowing "who" mapping how influence trial the apprenticeship programs to measure the impact



	<ul style="list-style-type: none">• Having an idea of wanted outcomes in measuring success• This action assumes that technology is used for good. Technology can also be used for bad things, too.• How about require, rather than incentivize?
--	---

Written Comments: What other policy actions should the City consider to address this problem?

- Track 4 Equitable Benefits' proposed actions assume that technology is the solution, but what about Equitable Costs? For example, 4.2 action is a strategy to close the digital divide, which assumes technology is good. However, technology is not an end, it is a means. What people do with technology matters more than the technology itself, and sometimes what people do with technology is bad. For example, Airbnb made it easy for speculators to illegally break land use law and convert housing to hotels, decreasing the supply of housing. While one solution might think we should give everyone access to Airbnb, it ignores the real problem: lack of housing. There should be an equity action that addresses the negative externalities of what the technologies enable. Not only are not all the benefits equitably distributed, but not all of the costs are equally distributed, either. Where is that in the actions?
- Listing very specific problems and tackling them each is going to provide better solutions



Track 5: Accessibility & Safety

Issue Potential Actions are Intended to Solve: Emerging technologies can reduce accessibility and it is hard to share the needs of disabled community members with technology companies. As a result, the disabled community is excluded from new technologies.

There were no participants who rated or gave feedback to the actions in this track.

5.1: Develop and implement a regulatory vetting process accounting for **accessibility & safety compliance review** and user impact of technology on communities, including people with disabilities.

One person rated this potential action and gave it a “5”

What Works	Improvements Needed
<ul style="list-style-type: none"> • Too many "new technologies" are only for the young, rich, and fit • When the needs of all users are considered, ideally by including those users in testing, it is possible to improve the likelihood that the emerging technologies will be of benefit to those users, as well as others. Further, as more cities and organizations require accessibility to be part of the process, more technology creators will be aware of it in their design process. • Access for people with disabilities doesn't happen by accident, so this issue must explicitly addressed throughout the process of developing and implementing new technologies. • It's important to included members of disability communities to engage in discussion with experience, user functions, understanding and then supporting the projects. • It anticipates a process to implement and monitor legally required access. • It encourages technology providers to think about accessibility upfront as a regular cost of doing business rather than it being an afterthought. 	<ul style="list-style-type: none"> • It must be culturally competent. Most people don't understand that for example, a red bike is a user safety issue in communities with gang activity • It needs to have knowledge and teeth behind it. The evaluation team have to actually understand accessibility themselves, and not just look at VPAT's and other such documents taking it on faith that the technology vendor knows what they are talking about. Further, if a technology is adopted which later turns out to be inaccessible, there needs to be consequences for the manufacturer until those concerns are remedied. • Make sure that regulations explicitly require adherence to known accessibility best practices, such as WCAG 2.0, Section 508, etc. • Like I said - invited members of disability (in all range) communities to involve in this. We are not separate group. Only larger society separate themselves from us because they don't know how to work with us (still assuming and thinking they must help us - wrong). • Provide penalties to companies and local governments that fail to follow the process. The penalty should be injunctive - the technology cannot be marketed or used until compliant, as well as financial. If only financial penalties are involved, companies would just treat it as a “disability tax.” • Who is responsible for the vetting process? Does it apply to all permitting or only "emerging technologies"?



5.2: Implement ongoing **collaborative engagement process** with disability stakeholders and product development companies.

What Works	Improvements Needed
<ul style="list-style-type: none"> • it's earlier in the process • It brings the relevant stakeholders, who are the experts in their own field to the table to actually discuss the real issues that would otherwise be encountered, instead of having people guess, often incorrectly, what the needs of a population is. • It's proactive! • It is critical that the voices of people with disabilities be heard throughout the process of including accessibility in the design and implementation of new technologies. We who live with disabilities know best what effective accommodation looks like. • As long as pwd's are paid for their time, this is fine. It is not the disability community's job to provide this help for free. • Pushes technology/product development in the right direction. 	<ul style="list-style-type: none"> • Must include older people and disadvantaged low income people of color in definition of "disability" (inequity is a social disability) • Ensure that there is a diverse pool of users. Blind users can no more speak for the needs of the deaf, than someone who is sighted and hearing. Further, a single deaf user cannot speak for the entire population, nor can a single blind or visually impaired person speak for the entire group. • Require meaningful input from people with disabilities, such as disability advisory committees that have real influence on decision-making. • Keep on connecting to communities. I know this city have wide range of population groups with different backgrounds. • Require market rate compensation. • Think about how this process can be made attractive to companies concerned about sharing information or insights with their competitors. Think about how this can be made attractive to disability stakeholders who have competing priorities for their time!

5.3: **Adopt universal design standards** to be applied throughout the public right of way, that account for accessibility, safety, and opportunities for technological innovation.

One person rated this potential action and gave it a "1"

What Works	Improvements Needed
<ul style="list-style-type: none"> • Don't even think about SFMTA's "one size fits all" mentality. They have made the city nearly unlivable. • It is broad, and helps to hit the basics for many people. • Universal design standards are great way if again collaborate with communities. • It is smart to adopt and maximize universal design concepts. • A city-wide commitment to universal design! 	<ul style="list-style-type: none"> • Before we test, accommodate, or promote a new technology, as "do we need or want this at all" • It is important to remember and plan for ways in which the universal design might cause a specific group additional difficulty, or may be inadequate. For instance, on the older BART trains, the overhead announcements are often not loud or clear enough to assist blind passengers in keeping track of where they are. This does not mean that the signs should not be used, but instead that it is important to think through the ramifications of implementation. Another example would be touch screen devices that do not offer alternate forms of input as some users would find buttons easier to manipulate, or reach.



	<ul style="list-style-type: none"> • All contracts should mandate that the parties adhere to relevant accessibility standards. • Without clear guidelines, compliance is hard to gauge. We don't want litigation around what "might" have been done better. • This could be dangerous for being so general/high-level. We need to get into a lot more detail here - where are we currently lacking a commitment to universal design standards? Which agencies are responsible for reviewing and implementing these projects and how are they falling short when accounting for accessibility, safety, and innovation? What are the barriers to adopting universal design standards?
--	--

5.4: Proactively engage with product development companies so that emerging technologies can be part of an accessibility solution to an existing problem.

What Works	Improvements Needed
<ul style="list-style-type: none"> • Its bringing accessibility to the front of the issue, and making it very clear that it is important. Hopefully, this will mean that companies will be thinking of accessibility during design when it is easiest and most productive to implement. • Again, accessibility must be explicitly addressed in the development of products, and this can best be done by compliance with accessibility standards and including input from consumers with disabilities in the design process. • Yes. Don't left US out of the emerging technology. Communication engagement and connection are very important to work. Keep in mind - included person of disabilities as part of the on-going projects. Otherwise you will end up having a lot of resistance to new emerging technology. • Who is doing this proactive engagement? The government? The disability community? This is private company's individual obligations and smart marketing. • Possibly follows a more traditional/established procurement process and could be "fast tracked". 	<ul style="list-style-type: none"> • It always needs to be more than a rubber stamp. Again, members of the community who have various disabilities should be ideally part of this proactive approach • See above. • This is very vague. Have no idea who is engaging and what it means to "engage." • Is this an incubator? A procurement? Great potential but the devil is in the details.



5.5: Establish fund so that emerging and adaptive technologies can be available and accessible to lower income residents with disabilities.

What Works	Improvements Needed
<ul style="list-style-type: none">• The awareness of the regular intersection of disability and low income is an important one to consider. Giving people access to tools of independence often gives them the best opportunity to succeed and hopefully improve their situation.• Because many people with disabilities lack the financial resources required to purchase needed accommodations, more robust systems need to be established to bring access technology to consumers at affordable prices.• Yes. It's important to have budget or affordable equipment for all to be able to use the technology without barriers.• Yes, we are moving to new technologies that cost money, people with disabilities and most poor people will be left behind.• Assistive technology can make a huge difference in an individual or family's life!	<ul style="list-style-type: none">• Where necessary, there needs to be opportunities for users to learn of the accessible tools, and how to make the best use of them. Don't hide the good work under a barrel or your target audience won't find it either.• Building accessibility into more mass-produced mainstream products. Accessible smartphones are a fine example of this approach. More access technology financing vehicles, such as low-interest loans, would help, as would access technology libraries where people could borrow equipment until they are in a position to purchase it for themselves.• It's important to note: work with agencies that works with customers.• I'm not sure how workable solution is.• Technologies that are permitted through the city, especially those being operated in the public right-of-way, should have a low-income requirement and be accessible to all. What kinds of costs are applicable through this fund?

Written Comments: What other policy actions should the City consider to address this problem?

- The city could seek out existing successful programs and use them as templates for implementing locally.



Track 6: Data Sharing, Security, & Privacy

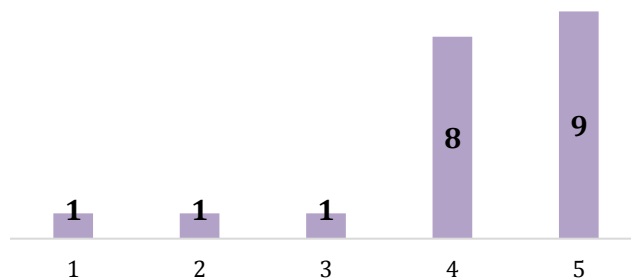
Issues potential actions are intended to solve: There is no standard process to share data between local governments and companies.

Resident privacy is not always protected.

Ratings and feedback to the four proposed actions for this Track and its issue are:

6.1 Permits should include language to **establish data sharing protocols and standards** and promote data sharing through the open data portal.

Ratings for 6.1

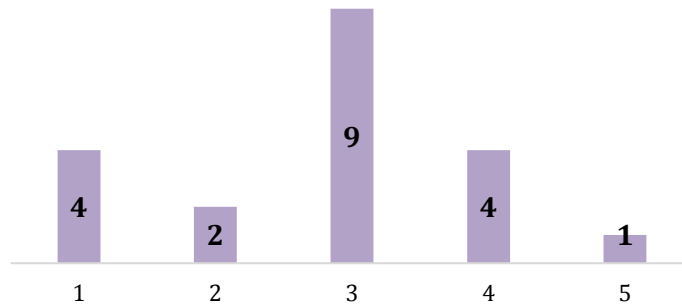


What Works	Improvements Needed
<ul style="list-style-type: none"> • Proactive • Data is valuable to city • Can create better partnerships > market it that way • Guidelines are necessary for transparency and setting expectation for how it’s being used • Enables data sharing and compatible and inter-operational • Ideally a feedback loop metric • Open and usable data • Standard process • One point of contact • Addresses data sharing • Good idea • We see all data that the permittee sees 	<ul style="list-style-type: none"> • Conversation can move to ethical use • Devil is in details • Need to know what to ask for in advance • Could make city data more public • Cross jurisdictional • Who sets standard? NAETO • Bridging gap between what city needs and what business will • Take into account what is presented • Proactively controls data • Missing enforcement needs standards to establish what is allowed • Competing measures at the state level and city level • City isn’t agile enough to stay ahead of tech • Too prescriptive • Doesn’t address security and privacy • Doesn’t balance interests • Use any published public protocols. Get NIST involved if needed • Tell companies - Tell companies no personal data / demographic collection allowed. None sold. None shared



6.2: Hire a **Chief Privacy Officer**.

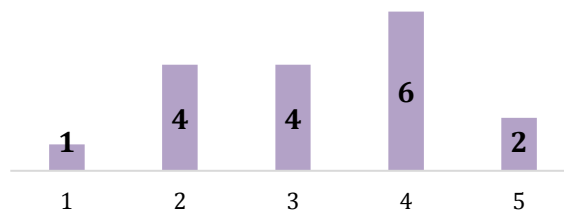
Ratings for 6.2



What Works	Improvements Needed
<ul style="list-style-type: none"> • Needed to encourage trust and transparency. Shows commitment to public • Useful to have someone running the show – what is their charge? • Someone looking out for us. 	<ul style="list-style-type: none"> • “Ethical use officer” • Just one position > needs broader city support • Hard for one person to know all of the companies • More red tape – nebulous • Too limiting. Should include sharing > Chief data officer • Too many chiefs / cooks in the kitchen – not enough communications • Clarify responsibilities • Establish policy • This person should reside in the city attorney’s office for maximum impact

6.3 Establish a **privacy advisory council** to establish a governance framework for data sharing, cybersecurity and privacy with companies operating in public spaces.

Ratings for 6.3



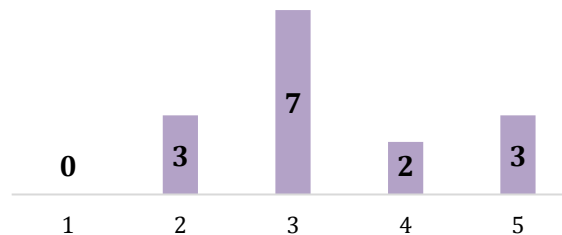
What Works	Improvements Needed
<ul style="list-style-type: none"> • Ongoing discussion, sense of activity • Established a democratic process • Stakeholders / engagement process • Stakeholder / engagement process (ties to 6.1) 	<ul style="list-style-type: none"> • Companies have to run MVP through > identify harm potential • Too broad of mandate • Unknown security concerns (e.g., Strava incident)



<ul style="list-style-type: none"> • Provides education to companies / public • Case logging. Review on a case by case basis • Governance framework "Advisory" Needs to be stronger "Cute" • Open forum • Transparency • Always good to get outside input on these topics. • The citizens are involved 	<ul style="list-style-type: none"> • "Operating in public spaces" include private spaces • Council should be ALL inclusive and not solely government • Well getting 2 security gurus to agree is difficult. Getting more than 2 to agree is almost impossible. You will need to ride herd on the cats to get anything done. • Council must be balanced with citizens, not be tech industry skills
---	---

6.4 New technologies operating in public spaces should be subject to a **cybersecurity review** during the permitting process.

Ratings for 6.4



What Works	Improvements Needed
<ul style="list-style-type: none"> • Cybersecurity • Makes sense to review projects • Likes that it's during the permitting process • Gives us a head start on unintended consequences • Always a good idea 	<ul style="list-style-type: none"> • Lots of burden on city > have a 3rd party • Require mitigation plans • Solve for edge cases > be less prescriptive • Potential to be extremely onerous • Too reactive. Needs to be proactive • Needs resources to effectively implement • Subject matter experts needed • What about existing technologies. Be careful on how it is worded • Leverage existing reporting • Depending upon the technology, you may want two teams - "white box" testing (where you know the underlying architecture) and "black box" testing (where you don't know the underlying architecture). Do this on a regular basis without announcement. Do extensive regression testing before major releases.

Written Comments:

- Any user must have clear choice "I opt into collection of data" or "I opt out of collection of data. This must be separate, up front and not part of any "terms of use document". Opting out may not preclude or change any costs or other conditions under the "terms of use". Use is granted, with or without data collection.



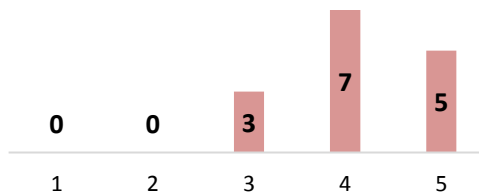
Track 7: Forecasting

Issues Potential Actions are Intended to Solve: There is no formal structure with subject matter experts to talk about the future of technology and its impact on cities, making it difficult for local government to anticipate impacts and proactively respond to new technologies.

Ratings and feedback to the two proposed actions for this Track and its issue are:

7.1: Create **future cities council** to anticipate upcoming technologies that may impact San Francisco.

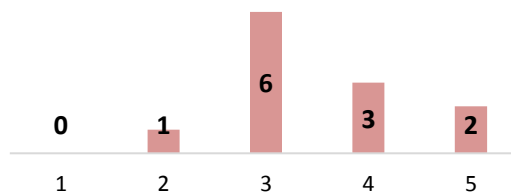
Ratings for 7.1



What Works	Improvements Needed
	<ul style="list-style-type: none"> • Connect to action and have mandate • Regularity • Staffing • What are outcomes this group is intended in to fulfill? • Who will the group actually inform? • Important to understand what is happening NOW • How does this relate to permitting

7.2 Hire staff within the City to forecast into the future and use this intelligence to get ahead of regulatory issues.

Ratings for 7.2



What Works	Improvements Needed
<ul style="list-style-type: none"> • More focused than 7.1 	<ul style="list-style-type: none"> • Difficult • Connect with data advisory council • People within departments may already have knowledge > how do you bring out? • What about commission instead of council / staff?



	<ul style="list-style-type: none">• Advisory group? "Fix it team"• What do we do when we get this information?
--	---



APPENDIX

SEPTEMBER 17 SESSION ATTENDEES

Name	Organization	Are you a registered lobbyist?
Abhijeet Mohapatra	Symbium	N
Alice Armitage		
Anya Deepak		N
Arlene	SF Department of Technology	
Benny Tan	SF Recreation and Parks Department	
Bob Planthold		
Brian Roberts		
Bulbul Gupta		N
Cammy Blackstone		Y
Cathy DeLuca	Walk San Francisco	N
Chris Wilkinson	Minerva School at the Keck Graduate Institute	
Daniel Quach	SF Office of the Assessor-Recorder	
Darryl Yip		N
Darton Ito	SF Municipal Transportation Agency	
Debs Schrimmer	Lyft	N
Drew Yukelson	Samaschool	
Erica Maybaum	Office of Supervisor Norman Yee	
Galen Alexander	Riff City Strategies	N
Hillary Brown	Tenderloin Neighborhood Development Corporation	
Jacalyn Mah	COIT	
Jadie Wasilco	SF Municipal Transportation Agency	
James R Anderson	Cathedral Hill Neighborhoods	
Joe Partida	Oakland Latino Chambers	N
Joshua Tovar		
Ken Bukowski		
Kenya Wheeler	SF Recreation and Parks Department	
Laurie Sanchez		N
Leslie Bienenfeld		N
Luke Kim	ViteLabs	N
M Thorne	Terra Centric Press	N
Makaela Stephens		N
Mateja Kovacic	University of Sheffield	
Murcher Jagai		



Nicole Soutanov		
Oliver Feuerhahn	Minerva School at the Keck Graduate Institute	
Petter	Minerva School at the Keck Graduate Institute	
Scott Mauvais	Microsoft	Y
SCOTT PATERSON	Adventuring Ventures	
Shamsi Soltani	SF Department of Public Health	
Stewart Goldberg	SF Recreation and Parks Department	
Susan Poor	SF Tech Council	N
Thomas Borawski	SF Recreation and Parks Department	
Tiffany Chu	Remix	
Tiffany Soares	SF Recreation and Parks Department	
Timothy Skowronski		N
Tom Kolbech	The East Cut	
Tom Mercer	Remix	
Vignesh Ganapathy	Postmates	
Walter Rosenkranz	Car2go	N
William Barkis	Orange Silicon Valley	
William Franklin	HealthRIGHT 360	