



**LEWISVILLE**

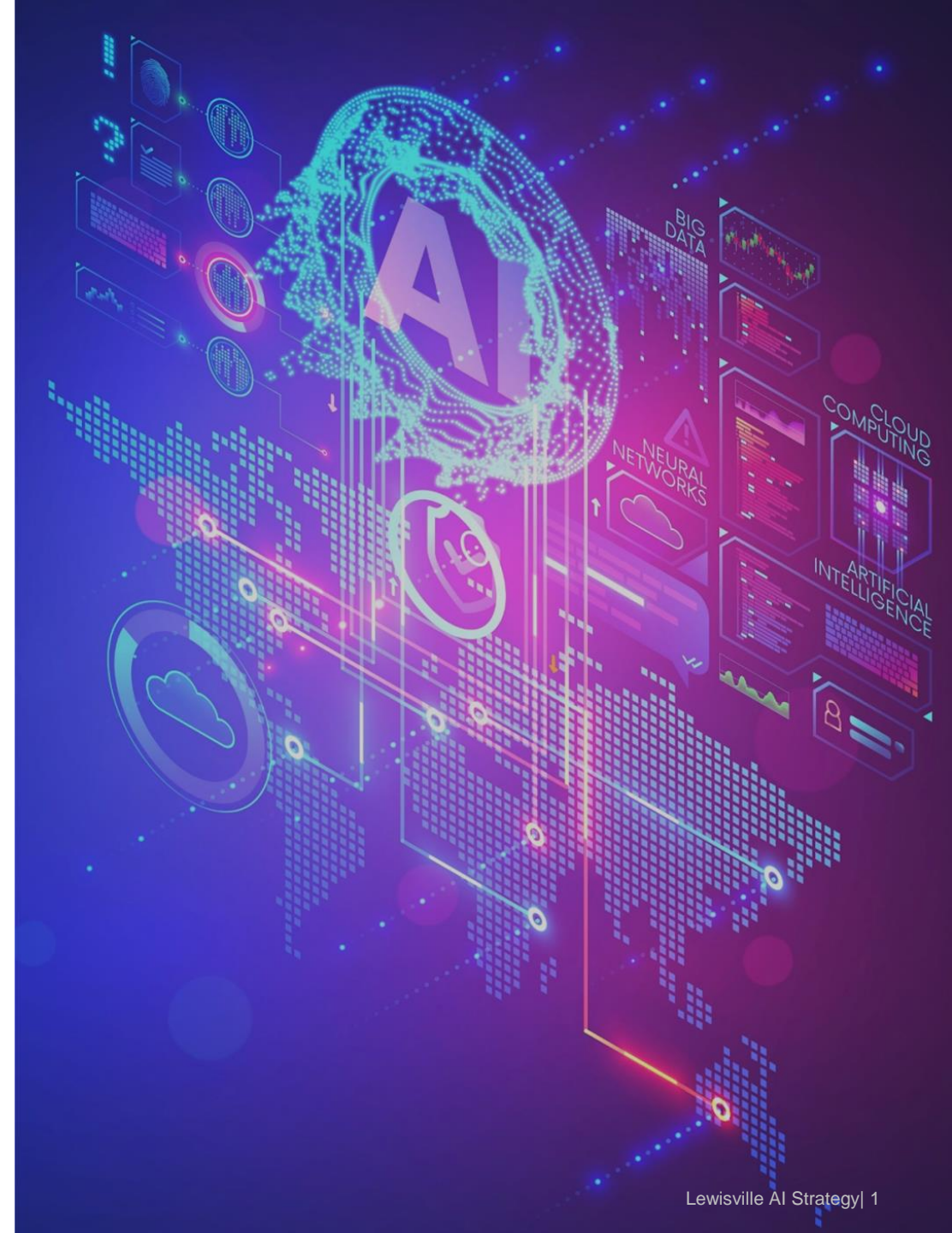
Deep Roots. Broad Wings. Bright Future.

# FY24 AI Strategy

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# Executive Summary

AI Strategy-on-a-Page

Next steps and communication



# City of Lewisville's AI Strategy

## 1 AI Vision and Mission

AI Vision: We'll use AI to work smarter, deliver better services, predict needs from our data, and do so with a commitment to safety, transparency, and fairness.

AI Mission: Our mission is to harness the power of artificial intelligence to support staff's drive for efficiency, enhanced service delivery, and an elevated customer experience. We are committed to utilizing AI responsibly, safely, and transparently. Staff will create meaningful and lasting impact for our community by leveraging AI's insights and predictive capabilities.

## 2 Our Strategic AI Guidelines

Align With Business Initiatives

Integrate With Existing Structures & Processes

Buy Over Build

Gen AI Will Not Replace Original Content

## 3 To support the business, AI will enable and transform the organization's top valued projects.

### Organizational Strategy

- Conveys the current state of the organization and the path it wants to take.
- Identifies future goals and organizational aspirations.
- Communicates the initiatives that are critical for getting the organization from its current state to the future state.

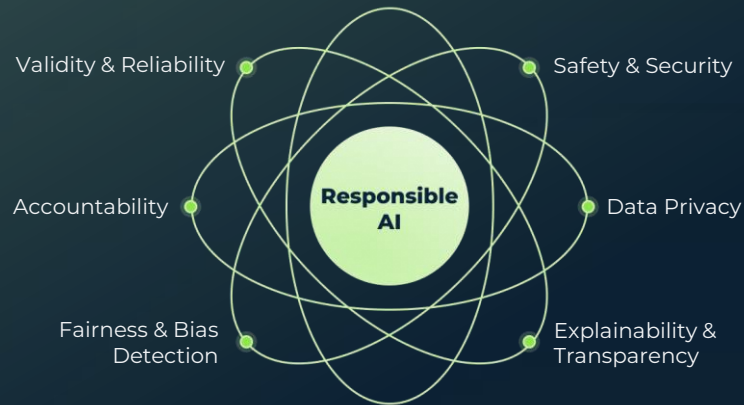
### Aligned Strategy

- Establish a business-driven AI vision and mission statement and strategic AI principles to guide the organization's AI investments
- AI goals and objectives optimization can be and should be linked, with metrics, to the corporate strategy and ultimate organizational objectives.

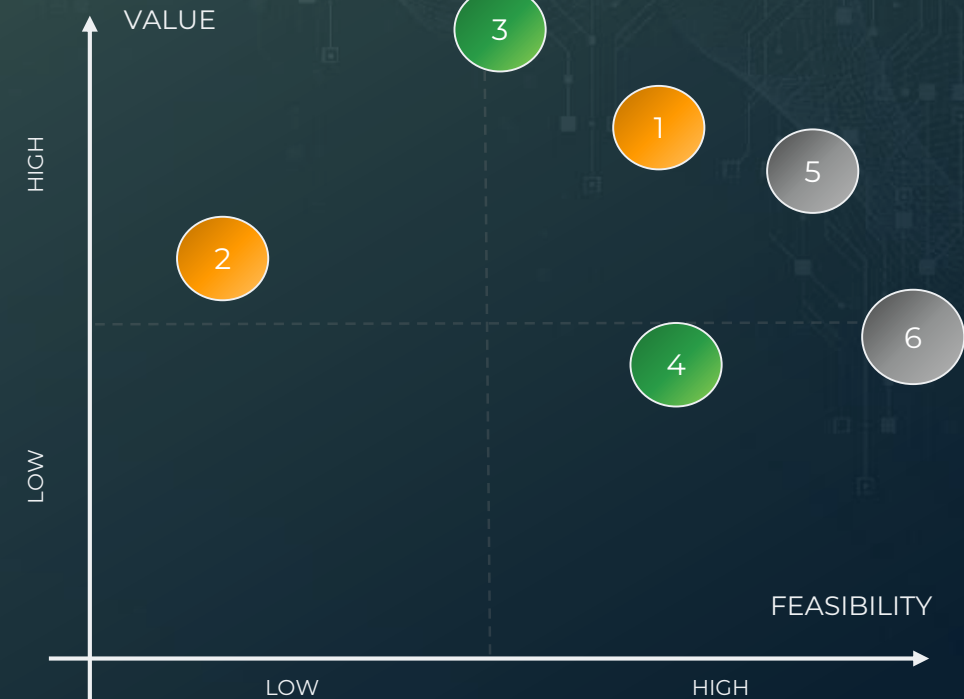
### AI Strategy

- Establish responsible AI guiding principles to mitigate the risks of deploying AI-based solutions.
- Identify AI initiatives that will support the business and key AI objectives.
- Outline staffing and resourcing for AI initiatives.
- Communicate the organization's budget and spending on AI.

## 4 To provide safeguards and to prevent unintended consequences, we have established a set of Responsible AI Guiding Principles



## 5 Our top initiatives collectively support our business goals and improve the delivery of products and services.



- |   |                         |
|---|-------------------------|
| 1 | Customer Support        |
| 2 | Social Media Engagement |
| 3 | CIP Recommendations     |
| 4 | Predictive Enforcement  |
| 5 | IT Development          |
| 6 | AI Transcripts          |

# How we defined our AI strategy

The City of Lewisville leveraged our executive team and IT group to lead the development of this AI strategy. As part of the overall approach, various stakeholders from across the organization were engaged for interviews and a diagnostics assessment of our AI capabilities. Additionally, we engaged a third-party research firm to help facilitate a creation of our AI Strategy. Our stakeholder process involved introducing debate, review, and recommendations throughout the entire planning cycle.

We leveraged Lewisville's 2025 Plan and guiding principles to help inform our AI strategy. We also leveraged the methodology prescribed to ensure a structured and disciplined approach to gather feedback and identify related challenges, risks, and opportunities.

# AI Strategy Approach

- 1 Establish an AI Vision and Align AI & Organizational Strategy**  
Spend time upfront building a unified strategy by aligning organizational strategies with the AI strategies.
- 2 Establish Responsible AI Guiding Principles**  
The use of AI within the organization will follow these responsible AI principles.
- 3 Assess Current AI Maturity**  
Assess current state: discuss with key stakeholders and SMEs and review documentation and current initiatives.
- 4 Prioritize Initiatives**  
Assess if the opportunities align with the business, responsible AI, and guiding principles. Are there sufficient resources to execute?
- 5 Define the Next Steps to Build an AI Implementation Roadmap**  
The plan should provide a vision of how you will deliver the identified AI applications by prioritizing and simplifying the actions required to deliver these new initiatives.

# Key Stakeholders

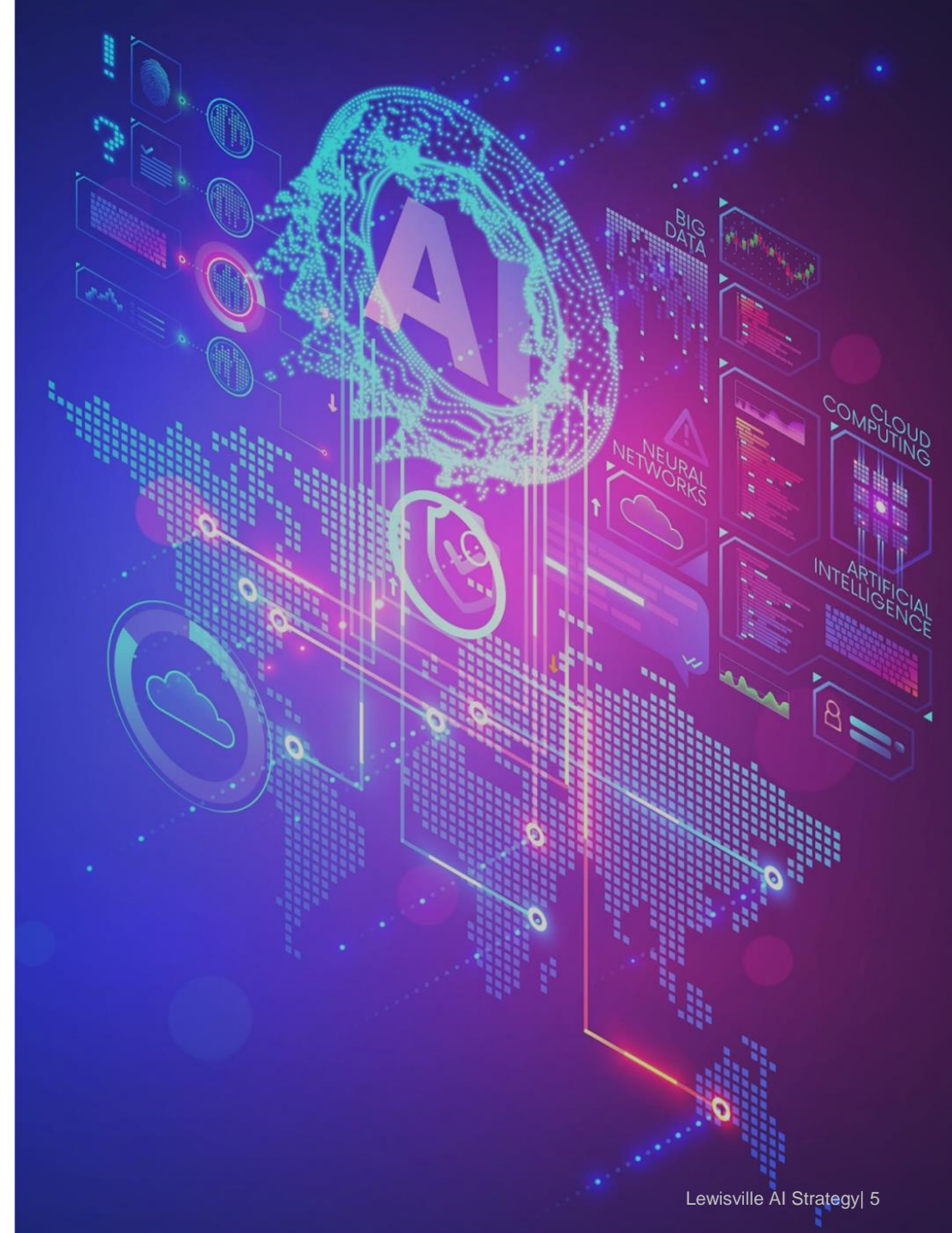
Engagement helps inform AI strategy

## Executive Leaders

- Gina McGrath– Deputy City Manager
- Chris Lee– Chief Information Officer
- Brook Rollins – Police Chief
- James Kunke – Community Relations and Tourism Director
- Thomas Harris – City Secretary
- David Erb – Finance Director
- Tadd Phillips – HR Director

## Others

- Jason Kirkland – Data Intelligence Officer
- David McAlister– Infrastructure Technology Officer
- Nick Martinez– Chief Information Security Officer



# City of Lewisville's AI vision

Our vision for the use of AI at the City of Lewisville is aligned with our overarching IT and organizational mission and vision statements, which inform our guiding principles for the use of AI.

## AI VISION

We'll use AI to work smarter, deliver better services, predict needs from our data, and do so with a commitment to safety, transparency, and fairness.

## AI MISSION

Our mission is to harness the power of artificial intelligence to support staff's drive for efficiency, enhanced service delivery, and an elevated customer experience. We are committed to utilizing AI responsibly, safely, and transparently. Staff will create meaningful and lasting impact for our community by leveraging AI's insights and predictive capabilities.

# Strategic principles for our AI strategy

The following guiding principles define the values that drive our AI strategy in Year 1 and provide the criteria for our 12-month planning horizon.

01

## Align With Business Initiatives

AI initiatives must deliver business value and align with Lewisville's strategic objectives. We will prioritize AI use cases that enable or create business capabilities aligned with the organization's key initiatives.

02

## Integrate With Existing Structures and Processes

AI use cases should not be viewed in isolation. AI initiatives and technology should be integrated into existing business processes and workflows to optimize and streamline them. AI governance should be incorporated into existing governance structures as well.

03

## Buy Over Build

We will prioritize the sourcing of existing market solutions over the in-house building of machine learning models.

04

## Continuous Improvement and Scalability

We will focus on continuous improvement and scalability to ensure AI solutions evolve and grow, adapting to changing business needs.

# Our responsible AI principles

The use of AI within the organization will follow these responsible AI principles.

- **Validity & Reliability**

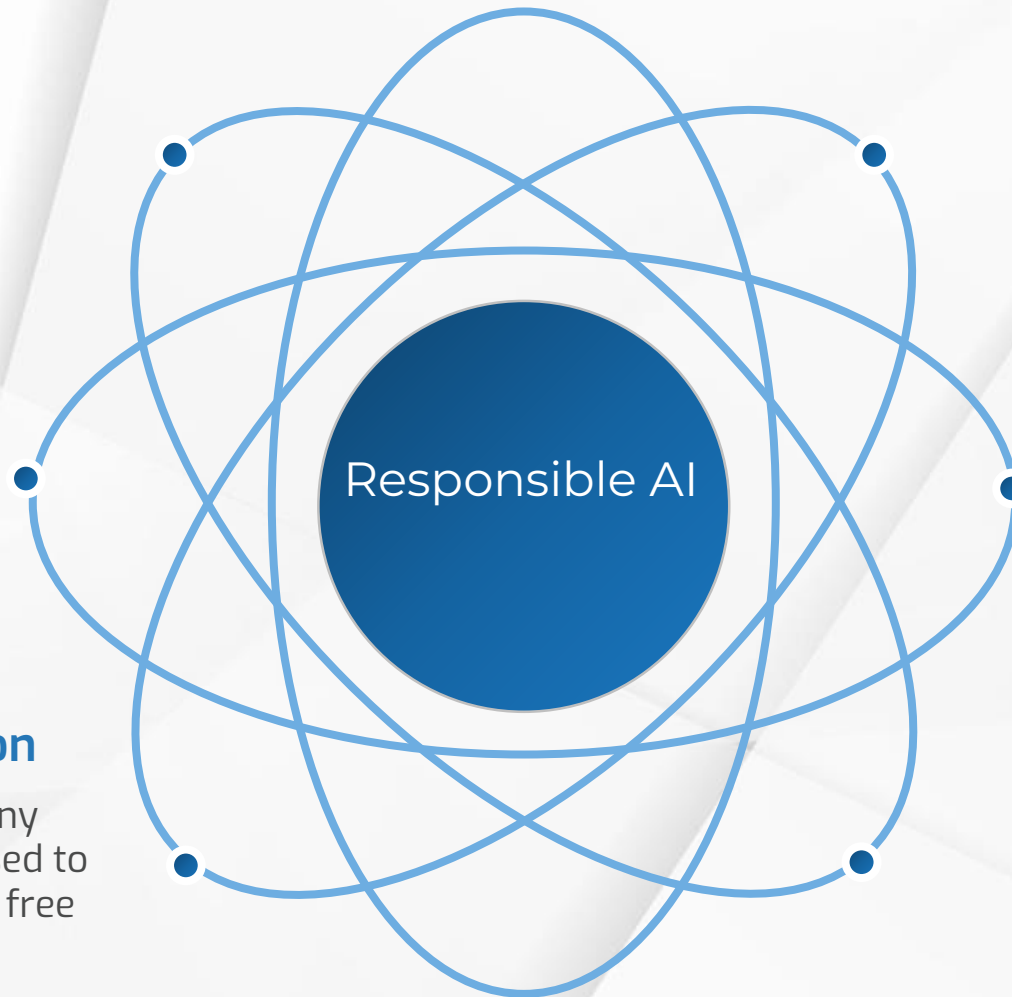
AI systems should perform reliably and as expected.

- **Accountability**

We will identify accountability for the outcomes of AI systems and decisions that are made as a result of the model.

- **Fairness & Bias Detection**

We will endeavor to ensure any models, systems, and data used to make predictions are fair and free from bias.



- **Safety & Security**

AI models and systems should be resilient, secure, and safe throughout their entire lifecycle.

- **Data Privacy**

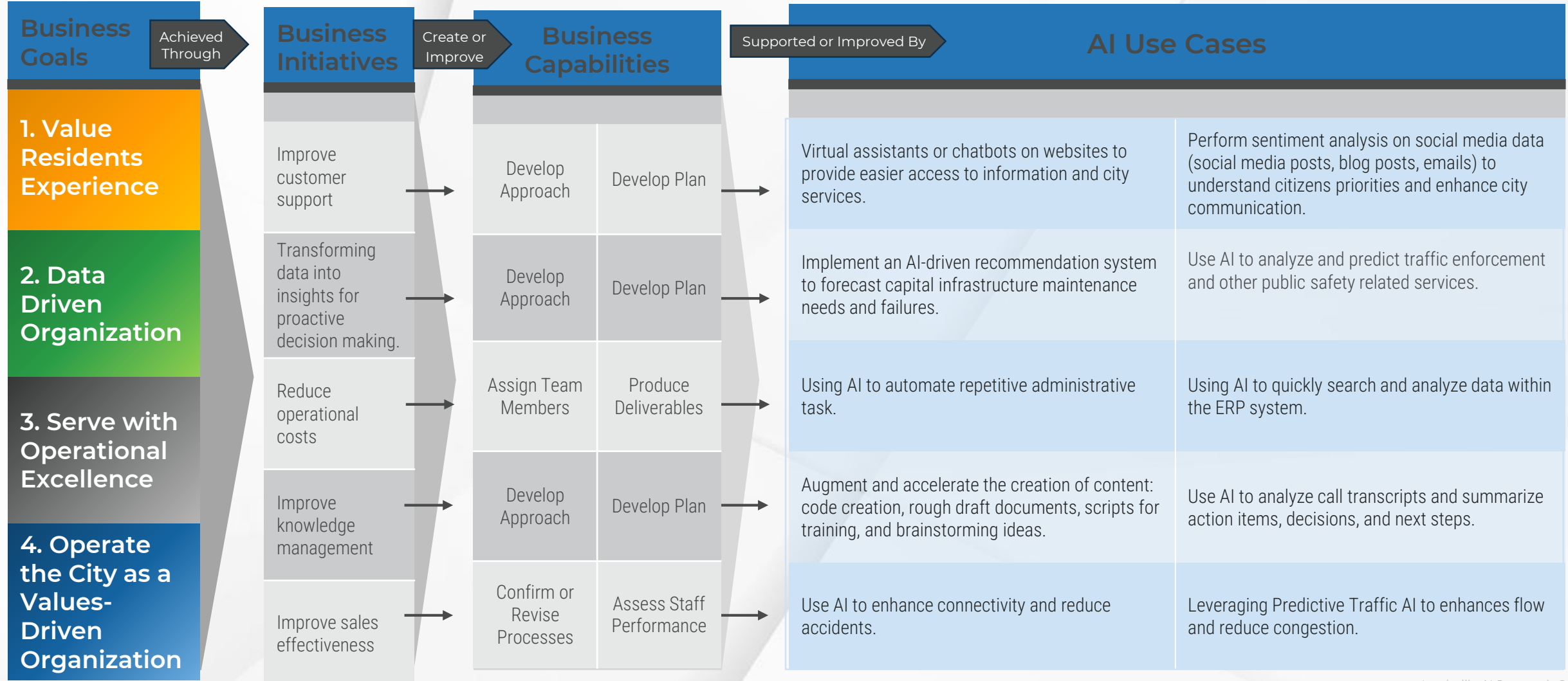
Privacy values such as anonymity, confidentiality, and control will guide our choices for AI model/system design.

- **Explainability & Transparency**

AI models/systems should provide meaningful information and be transparent and explainable to end users.



# We identified specific AI use cases that will enable Lewisville's strategic initiatives



# We evaluated our ability to support AI projects in five key areas

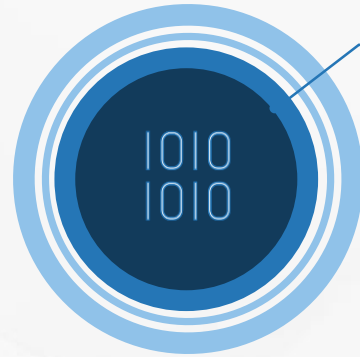
## AI GOVERNANCE

Our ability to govern AI-related risks and ensure expected value realization from AI.



## DATA MANAGEMENT

Our ability to deliver accessible, high-quality data sets that drive business insights in line with our principles and best practices.



## PEOPLE

The skills, experience, knowledge, and resources required to support governance, data, processes, and technology to support AI capabilities.



## PROCESS

The processes and resources to design, develop, deliver, and support AI applications.

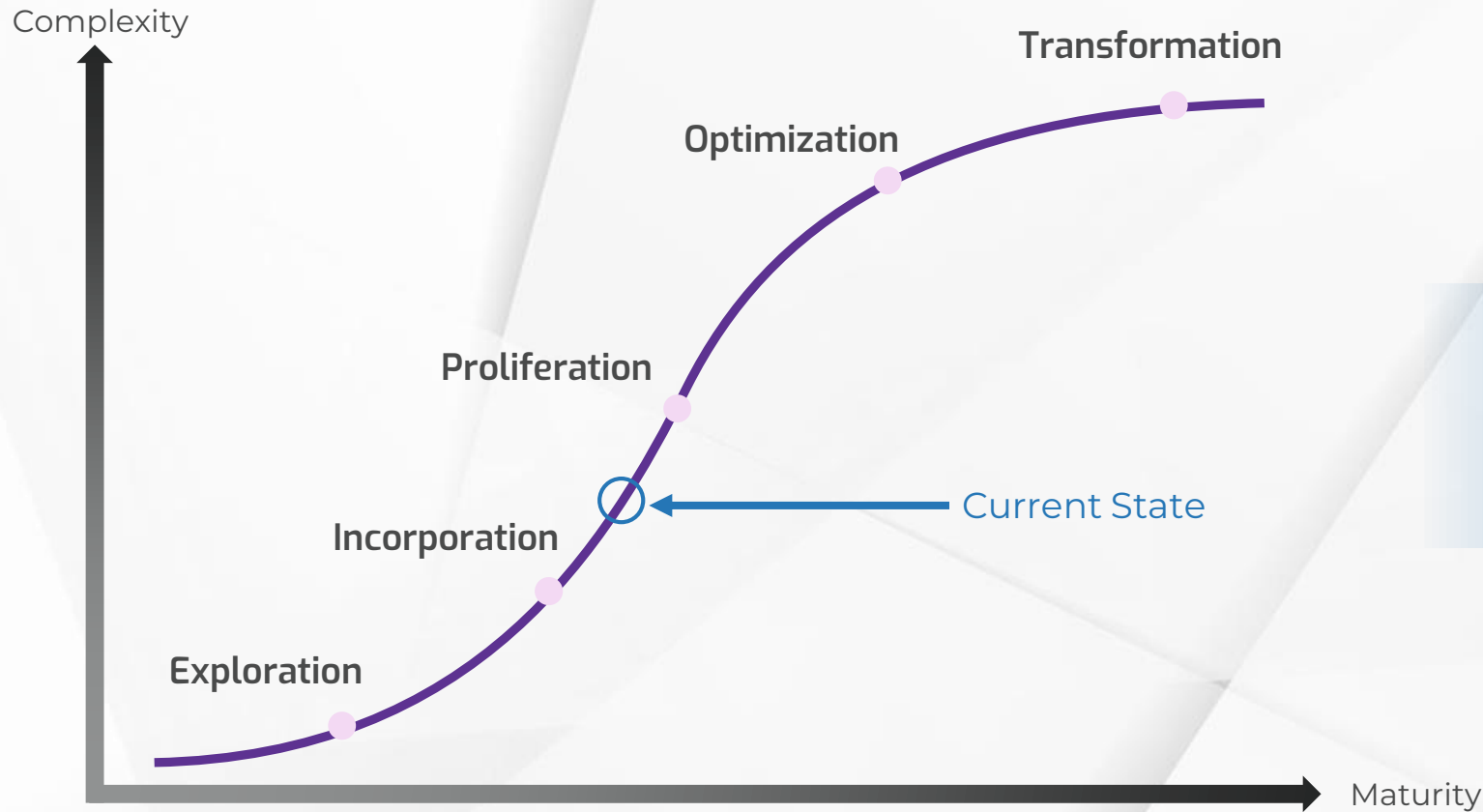


## TECHNOLOGY

The technology infrastructure required to support AI applications.



# We evaluated our current AI capabilities using Info-Tech's AI Maturity Model



Each of the five key AI domains were assessed using this maturity scale.

## Technology Centric

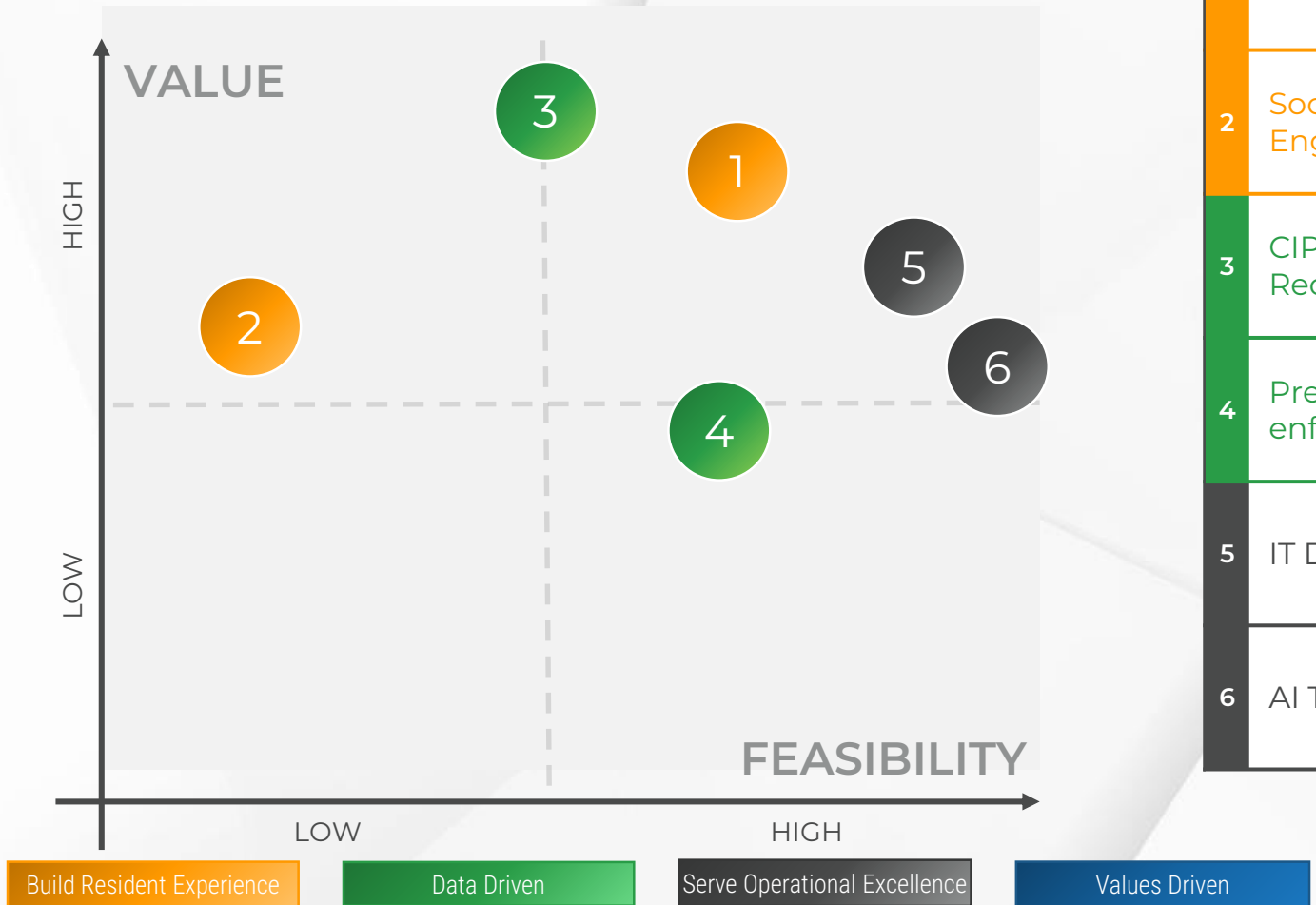
Exploring and piloting AI technologies, starting by addressing the technical challenges of building a functional AI model.

## Principles Based

Principles are adopted to guide model development in a responsible manner to address consumer and government demands.

# Prioritizing AI initiatives

Each AI use case was scored against the predefined value and feasibility criteria to prioritize the initiatives with the highest potential value and feasibility to execute.



	Initiative	Description
1	Customer Support	Use AI to leverage the organizations existing knowledge base to ensure that customers are provided accurate and up-to-date information.
2	Social Media Engagement	Perform sentiment analysis on social media data (social media posts, blog posts, emails) to understand citizens priorities and enhance city communication.
3	CIP Recommendations	Implement an AI-driven recommendation system to forecast capital infrastructure maintenance needs and failures.
4	Predictive enforcement	Use AI to analyze and predict traffic enforcement and other public safety related services.
5	IT Development	Use AI to assist in code creation and review.
6	AI Transcripts	Use AI to analyze call transcripts and summarize action items, decisions, and next steps

# Generative AI Guidelines

## Permitted Uses

**Summarization:** Use generative AI to summarize large documents or reports.

**Drafting:** Generate initial drafts of routine communications, presentations, or reports.

**Brainstorming:** Utilize AI tools to generate ideas and explore creative solutions.

**Research:** Employ AI to gather information and insights from various sources.

**Code Generation:** Use AI to assist with basic code generation or debugging tasks.

## Prohibited Uses

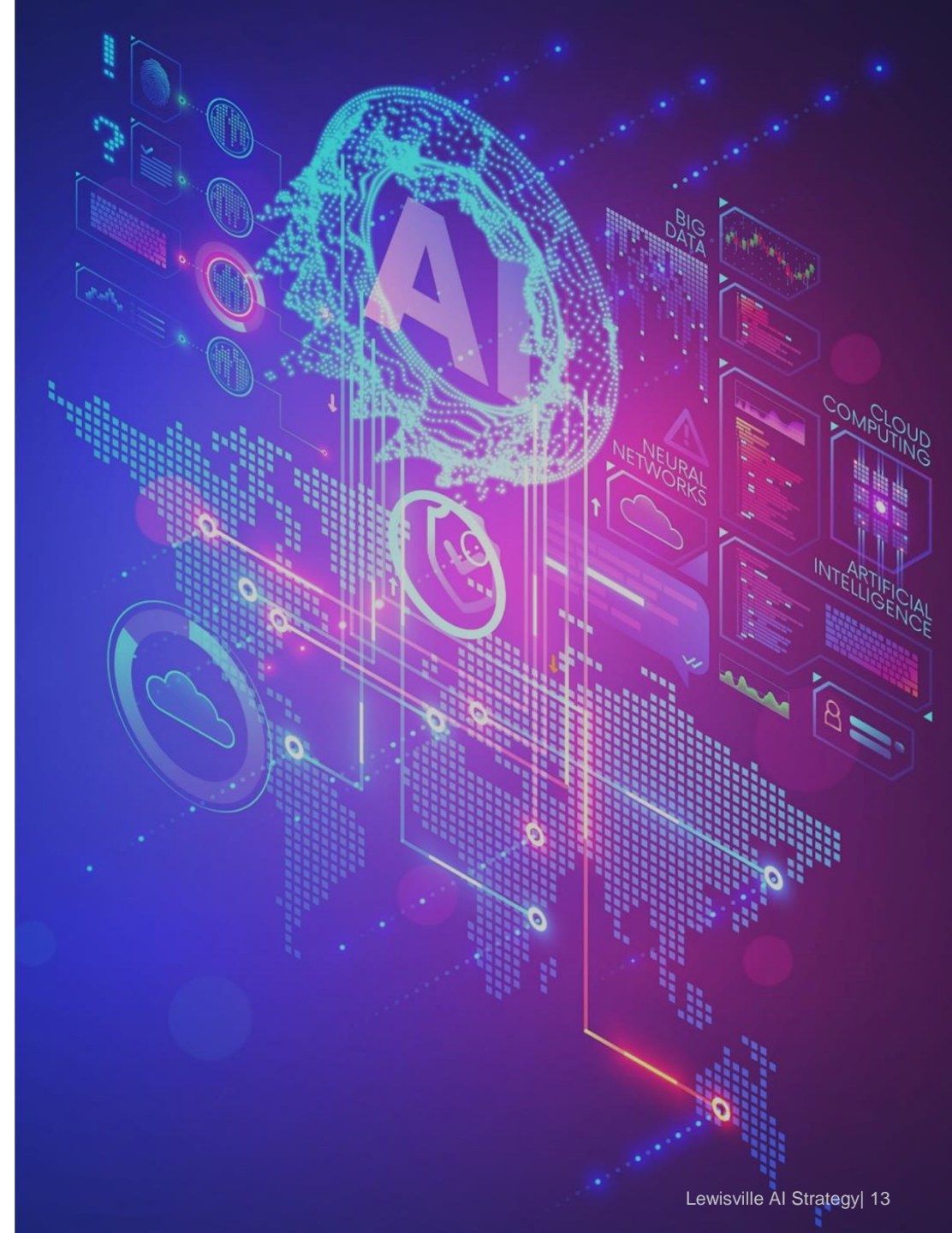
Creating official documents or communications without thorough review and required approvals.

Sharing confidential, protected or sensitive information with AI tools.

Using AI to make decisions that impact individuals' rights or benefits.

Relying solely on AI-generated content for critical analysis or decision-making.

Using AI to impersonate individuals or misrepresent information.









# Strategic vendors and partnerships

We will leverage existing vendor relationships wherever possible to support our AI strategy.

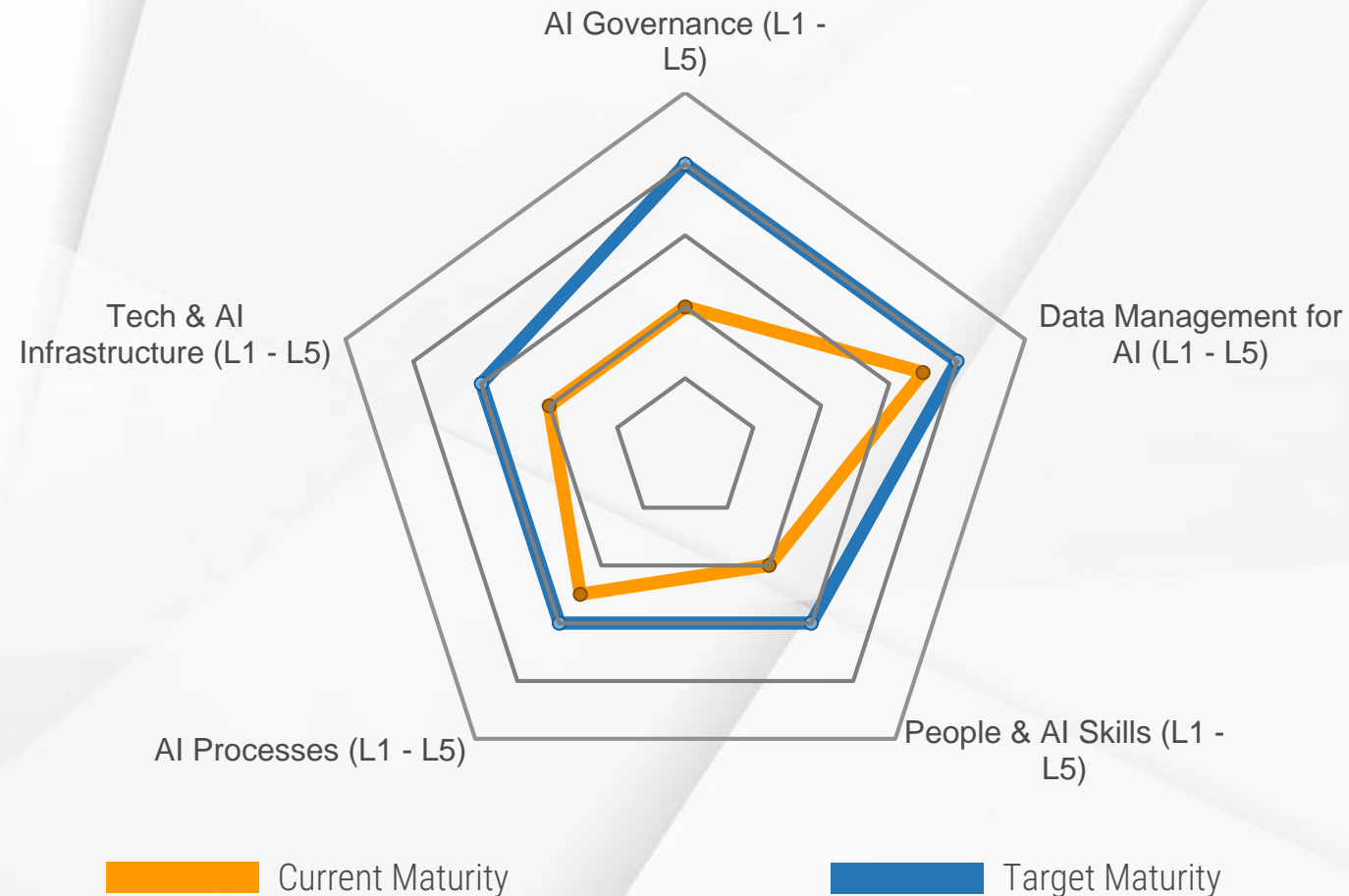
In keeping with our guiding principles, we will focus on using off-the-shelf AI models and solutions rather than building our own. This approach will lower costs, decrease time to delivery, and reduce investment risks. We will also rely on our current vendor relationships to support our AI initiatives to the extent that they have the necessary capabilities to do so.

The core vendors and use cases we will leverage to support our AI strategy initiatives are highlighted on the right.

Vendor	Primary Uses
 Microsoft	Office productivity
 	Web and content management
 	Billing and CRM
	Meeting and recordings and analysis

# Our most significant gaps are in AI governance, AI infrastructure, and skills

Current state was identified through discussions with key stakeholders and SMEs and reviews of documentation and current initiatives. Our target state was determined based on our assessed need in each area to support business goals.



# We identified gaps in foundational AI capabilities to support our strategic initiatives

## GAP ANALYSIS

### Current State (Year 0)

### Target State (Year 1)

#### Level 2: Incorporation

- Defined role and scope for AI governance.
- We have initiated pilot projects to gain practical experience and insights into AI applications.
- We have only deployed a few AI applications at scale.
- We're focused on learning from the outcomes of pilot projects.

#### AI Governance

We need to create and adopt a Generative AI policy for the organization.

#### Data Management Operations

We need to strengthen existing capabilities around data integration, management, cleansing, and preparation for analysis.

#### People & Skills

We need to augment our AI skills by either training our staff or acquiring the skills necessary for successful implementations.

#### Technology Infrastructure

We need to provide a platform to support and optimize performance for the AI application.

#### Level 3: Proliferation

- We will use tools to automate and validate compliance with policies, principles, and standards.
- We will support implementation of AI applications at scale.
- We will move beyond the experimental stage and operationalize AI systems in specific business functions.
- AI systems will be integrated with business processes and workflows.



Questions

