Artificial Intelligence's Impact on Municipal Economies

Background: When the Grand Challenges in Public Administration were announced in November 2019, the Academy identified Make Government Artificial Intelligence (AI) Ready as a key public administration challenge for the nation. Recent progress in AI transforms entire sectors, advances new industries, and fosters new economic activity; it also, however, raises concerns about bias, security, transparency, and budget and procurement processes. Municipal economies that wish to leverage AI's potential and proactively avoid falling behind must solve these issues while limiting negative impacts on growth. This study will investigate both the overall impact of AI on municipal economies and the steps local, state, and federally focused state programs can take to proactively navigate the AI transition.

About the National Academy of Public Administration

Chartered by Congress to provide non-partisan expert advice, the Academy is an independent, non-profit, and non-partisan organization established in 1967 to assist government leaders in building more effective, efficient, accountable, and transparent organizations. Learn more at **www.napawash.org**

Project Description

The Academy Study Team will support Google by conducting a twelve-month, detailed examination of the impact that AI has on municipal economies. This project is designed to comprehensively analyze AI's benefits and challenges and deliver an actionable and clear framework to local governments. Phase one will include detailed Case Studies. Phase two will include a Public Policy White Paper and Municipal Economy Readiness Framework. Phase three will focus on public engagement and report dissemination.

The Academy has appointed a five-member Expert Advisory Group (EAG) to oversee and guide this study. Information on the EAG and Study Team is provided on the next page. A final report with findings and executive briefings on the report will be completed by November 30, 2025.

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Expert Advisory Group

Lisa Benjamin,* President and Chief Executive Officer, Atlanta Habitat for Humanity. Former Vice President and Chief Operating Officer, Atlanta Beltline, Inc.; Enterprise Assets Management Officer, City of Atlanta; City Manager, City of East Point; Assistant City Manager, City of Austin; Former Positions with Broward County: Assistant to the County Manager, Quality Control Director-Public Works Department, Information Technology Business Manager, Budget and Management Analyst.

Marcelo Giugale: Currently an Independent Consultant to governments and international institutions, Marcelo Giugale is the former Director of the World Bank's Department of Financial Advisory and Banking Services—the team of professionals who help governments in emerging and developing countries manage their assets, their debts, and their risks. Also a former Director of country, sector, and practice departments, his more than thirty years of experience span the Middle East, Eastern Europe, Central Asia, Latin-America, and Africa, where he led senior-level policy dialogue and over thirty billion dollars in lending and insurance operations across the development spectrum. An Adjunct Professor at Georgetown University and a Fellow of the US National Academy of Public Administration, he has published on macroeconomic policy, finance, subnational fiscal rules, development economics, business, agriculture, and applied econometrics. Notably, he was the chief editor of collections of policy notes published for the presidential transitions in Mexico (2000), Colombia (2002), Ecuador (2003), Bolivia (2006) and Peru (2006). In 2017, he authored the second edition of "Economic Development: What Everyone Needs to Know", a featured volume by Oxford University Press. His opinion editorials have appeared in the leading newspapers and blog-sites of the USA, Europe, Latin-America, and Africa. He received decorations from the governments of Bolivia and Peru, and taught at the American University in Cairo, The London School of Economics, and the Universidad Católica Argentina. A citizen of Argentina, Italy and the USA, he holds a PhD and a MSc in Economics from The London School of Economics, and a Summa-Cum-Laude BA in Economics from Universidad Católica Argentina.

Nick Hart,* Nick Hart's career reflects a dynamic engagement with evidence-informed policymaking and data advocacy. Mr. Hart is currently President & CEO of the Data Foundation, championing data-driven approaches to governance and the use of data. Previously, Mr. Hart directed the Evidence Project at the Bipartisan Policy Center from 2017 to 2019, where he remains a Fellow. As Policy and Research Director of the U.S. Commission on Evidence-Based Policymaking from 2016 to 2017, he helped formulate unanimous recommendations that became the basis of the Foundations for EvidenceBased Policymaking Act (Evidence Act). His service in government included roles as a Senior Program Examiner within the White House Office of Management and Budget, focusing on education, income maintenance, and labor programs from 2012 to 2017, as a Special Assistant from 2011 to 2012, and as a Program Examiner for natural resources programs from 2009 to 2011. Mr. Hart is an Adjunct Professor at George Washington University's Trachtenberg School of Public Policy and Public Administration in program evaluation.

Chris Morrill,* Executive Director/CEO, Government Finance Officers Association of the United States & Canada; City Manager, City of Roanoke, VA; Assistant City Manager, City of Savannah, GA; Senior Municipal Finance Advisor to South African National Treasury, Research Triangle Institute; Fellow, Kellogg National Leadership Program; Research & Budget Director, City of Savannah, GA; US Peace Corps Volunteer, Ukraine 1, US Peace Corps; Research & Budget Director, City of Savannah, GA; Senior Management Analyst, City of Savannah, GA; Senior Budget Analyst, Catawba County, NC; Downtown Project Manager, City of Lynn, MA.

Costis Toregas,* Dr. Costis Toregas is the director of the Cyber Security and Privacy Research Institute at The George Washington University, where he manages and conducts education, research and service projects in cybersecurity and privacy, and has a courtesy faculty appointment at the GWU Trachtenberg School of Public Policy and Public Administration. He is also the IT Adviser to the Montgomery County MD County Council. He is a consultant to the National Cybersecurity Training and Education Center and serves on several non-profit boards including the National Cyber League, Ecocity Builders, Women in Cyber Security and is a Trustee of the Institute for Pure and Applied Mathematics at UCLA.

PROJECT STAFF

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