

May 13, 2025

Honorable Mayor and City Council  
City of Long Beach  
California

**RECOMMENDATION:**

Recommendation to approve the Technology and Innovation Department's Information Technology (IT) Strategic Roadmap (TID28) to ensure a connected, secure and future-ready Long Beach. (Citywide)

**DISCUSSION**

The Technology and Innovation Department (TID) provides a customer-focused environment that integrates people, process and technology to increase the efficiency and effectiveness of City services. TID is also responsible for providing the workforce with fast and reliable communications infrastructure, enhancing workforce productivity by delivering cost effective technology products and support services, and providing innovative solutions to enable open and transparent government in partnership with the City departments. TID also ensures that the confidentiality, integrity and availability of the City's information and security of the network is the highest priority.

On September 23, 2023, the City Council authorized the City Manager to enter into a contract with ThirdWave Corporation (ThirdWave) to create a short-term IT Strategic Plan that articulates a clear and achievable vision, principles, strategic focus, and implementation roadmap for TID to have in place by the end of 2025 to achieve the City's 2030 Strategic Vision. ThirdWave has 37 years of experience and has consulted on over 200 IT Strategic Plans, including plans for six of the largest ten cities in the State of California. ThirdWave's IT Strategic Plans have an approval and implementation rate of 98.3 percent.

Following this direction from the City Council, TID worked with ThirdWave to conduct tasks necessary to create an IT Strategic Plan, including compilation of background research on TID's current structure and challenges, benchmarking with three peer municipalities, comprehensive stakeholder engagement – described below, and a rigorous prioritization and feasibility assessment of potential strategic initiatives. This thorough and intentional strategic planning effort culminated in the creation of the Long Beach TID 28 IT Strategic Roadmap (TID28). Though TID intended to have the Roadmap in place to guide the Department's actions through the end of calendar year 2025, the Roadmap's timeline was extended to 2028 to allow more time for robust stakeholder engagement and to align the Roadmap with the Elevate 28 Infrastructure Investment Plan and 2028 Olympic and Paralympic Games Long Beach Strategic Roadmap.

TID28 provides a four-year roadmap that contains actionable recommendations to guide and shape how the City delivers innovative, cost-effective, and efficient technology services throughout the organization and to the Long Beach community at large. The objectives of TID28 are to (1) define a clear vision, set of guiding principles and actionable, time-bound strategic priorities for accomplishing the City's objectives, and (2) serve as the framework for how information technology services will be delivered to the City with an enterprise focus.

Participatory stakeholder engagement is the cornerstone of TID28, which seeks to address the challenges and opportunities surfaced by TID staff, Citywide leadership, frontline City staff, and members of the Long Beach resident, business, and tourist community. Over 875 unique individuals shaped TID28, including 72 TID staff that participated in one or more focus groups, 19 City Department leaders that participated in a one-on-one management interview, 481 frontline staff that participated in an online survey, 272 community members that completed an online survey, and 32 community members who participated in accessible, in-person workshops. TID28 is the product of immense collaboration and inclusive engagement. Furthermore, the Technology and Innovation Commission (Commission) has been a critical partner in the development of TID28. An ad-hoc committee of three Commission members was formed to provide support to TID staff with strategic planning. This ad-hoc committee vetted the community survey, and designed, facilitated, and analyzed findings from the two in-person, community workshops. The full Commission formally approved TID28 on April 30, 2025.

TID28 contains a set of 31 actionable recommendations (prioritized from an original 125 requirements identified through stakeholder outreach) as well as budget estimates and a four-year roadmap for execution of these 31 recommendations. These recommendations reflect the City's commitment to providing secure, easy-to-use services online, anytime, and anywhere - and focus on fortifying our constituents' trust in the City and enabling equitable access to technology for Long Beach's diverse communities. These recommendations also reflect our commitment to give City staff the technological tools and skills to succeed. Lastly, these recommendations include critical foundational technology infrastructure and system needs (Initiative O8: Implement Critical Needs 2.0 Technology). The first round of critical technology needs were approved by City Council on December 5, 2017, and are either completed or in process. Implementation of these recommendations will unlock new, more efficient ways of providing services. TID28's proposed four-year budget and funding plan will ensure investments in strategic business technologies are sound and deliver the highest possible value to the City and its constituents. Implementation of the TID28 IT Strategic Roadmap will also position TID to assist the City in achieving its 2030 Strategic Vision.

TID is seeking the City Council's approval of the TID28 IT Strategic Roadmap, but not the appropriation of the full four-year proposed budget indicated in the Roadmap. If the City Council approves the TID 28 IT Strategic Roadmap, TID will work with the City Manager's Office and the Financial Management Department to develop a funding strategy for any recommendations that require additional funding. This will be presented to the City Council for approval before implementation of these recommendations can begin. Lastly, if TID28 is approved, TID will develop a user-friendly version of the Plan to host on its webpage which will provide transparent information to the public upon completion of the plan and its impact on City service accessibility and delivery.

This matter was reviewed by Deputy City Attorney Adam Jacobs on April 15, 2025, and by Budget Analysis Officer Greg Sorensen on April 17, 2025

### TIMING CONSIDERATIONS

City Council action is requested on May 6, 2025, to ensure that TID28 is approved so TID can begin implementation of recommendations with budget appropriations, and work with other City Departments to develop a funding strategy for recommendations that are unbudgeted.

### EQUITY LENS

The City has incorporated the Equity Toolkit in this recommendation, as requested by the City Council on April 21, 2020. TID28 closely aligns with and advances the City's equity, accessibility, and inclusion goals so all Long Beach residents, businesses, and visitors can benefit from City services. The first principle in TID28 is to "listen and respond," meaning that TID will foster trust and collaboration by ensuring people feel valued, respected, and empowered – and listen to diverse perspectives and responding leads to improved service delivery, inclusivity, and stronger relationships, ultimately enhancing the quality of life for all.

In addition, TID engaged Long Beach stakeholders in an equity-informed and language-accessible manner, closely working with the resident-led Technology and Innovation Commission. Workshops were designed to be a warm, inclusive, and engaging space for residents and business owners to share their thoughts and provide feedback on City technology services. Participants were provided with free beverages, dinner, snacks, and door prizes. Residents had access to language translation services and ADA accommodations, emphasizing the City's commitment to inclusivity and ensuring everyone's voice is heard.

### FISCAL IMPACT

There is no fiscal impact associated with the recommendation for the City Council to approve TID28. TID28 serves as a strategic roadmap and policy document outlining the City's approach to ensure a connected, secure and future-ready Long Beach. It includes specific recommendations, budget estimates, and an implementation timeline for actions to be taken over the next four years. This is an aggressive plan to upgrade and modernize the City's technological infrastructure, and may need to be broken into distinct focus areas and alternative timelines due to funding availability and other competing City Council priorities. While the General Services Fund spreads cost of technology improvements to appropriate non-General Funds as well, in general about 60 percent of the expenses of the fund have a General Fund impact. This budget impact will need to be closely monitored as the City addresses a multi-year structural deficit.

The TID28 IT Strategic Roadmap is currently projected to cost approximately \$60 million over the next four years. These figures are preliminary estimates and are expected to evolve as procurement processes, contract negotiations and the fiscal landscape are taken into account. The plan includes a combination of new staff, reoccurring systems costs, one-time professional

services costs, and hardware and systems costs. The projected fiscal impact of the plan through CY 28 (FY 29) would result in annual incremental structural costs in the range of \$2.0 million to \$3.3 million in the General Services Fund Group, for a total annual impact of \$10.8 million by FY 29. Of this amount the projected General Fund Group impact ranges from \$1.0 million to \$1.7 million a year over the next four years, for a total annual impact of \$5.3 million by FY 29. However, as part of TID28, there are certain assessments planned, including an application rationalization assessment, that is anticipated to generate savings once completed and implemented. Once realized, these efficiencies may reduce some of the fiscal impact of this plan by eliminating redundant and ineffective systems and associated costs. Funding for these initiatives will primarily come from debt financing to cover hardware and associated professional services, with hardware assets expected to have life cycles ranging from 5 to 15 years. In contrast, staffing, some professional services and software costs will be treated as direct expenditures and funded annually through the operating budget. As the TID28 implementation plan is further developed, the Technology and Innovation Department will return to the City Council to seek approval for specific hardware and software acquisitions, as well as any budget adjustments.

At this time, there is no additional funding requested for the implementation of TID28. City staff will bring implementation items forward for approval to the City Council once implementation costs and funding sources have been identified. There is no local job impact associated with this recommended action. This recommendation is consistent with existing City Council priorities and positions TID to assist the City to achieve its 2030 Strategic Vision.

**SUGGESTED ACTION:**

Approve recommendation.

Respectfully submitted,



LEA D. ERIKSEN  
DIRECTOR  
TECHNOLOGY AND INNOVATION

APPROVED:



THOMAS B. MODICA  
CITY MANAGER