CITY OF LONG BEACH

**Memorandum**

Date: November 21, 2025

To: Thomas B. Modica, City Manager

From: Lea Eriksen, Director of Technology & Innovation

For: Mayor and Members of City Council

Subject: **Long Beach AI Strategy**

The Technology and Innovation Department (TID) is pleased to transmit the Long Beach AI Strategy (attached). The purpose of this strategy is to provide a roadmap for the City of Long Beach to responsibly and proactively leverage the power of artificial intelligence (AI) systems, delivering measurable value to staff and residents, while minimizing any unintended outcomes. The strategy is critical to advancing transparency and building public trust, minimizing risks associated with AI deployment, safeguarding City data, and providing a coordinated approach for staff to build skills and enhance operational efficiency. The strategy lays the foundation for responsible innovation in AI, positioning the City as a leader in thoughtful AI adoption among municipalities.

The Long Beach AI Strategy reflects the input and expertise of a diverse group of City staff, residents, and community leaders. It builds on foundational work by TID's Technology Planning and Partnerships Division over the past two years and is grounded in a guiding vision created by the resident-led Technology Innovation Commission (TIC). To further inform the strategy, in summer 2025 TID launched an AI Community Survey to understand public perceptions on AI, as well as a second AI Staff Survey that gathered insights into current AI use and needs of City of Long Beach employees. The strategy has also been reviewed and approved by the City Attorney's Office and Office of Equity.

The strategy contains four strategic pillars for responsible AI use: AI governance, staff enablement, community trust, and AI implementation support. Each initiative consists of clearly defined goals, target outcomes, strategies, actions, and measures of success. This structure ensures that every effort Long Beach undertakes is aligned with our goals and that we have a consistent, transparent way to track progress toward achieving them.

The following is a summary of key initiatives of the Long Beach AI Strategy document:

- Establish an AI Governance Framework - Developing clear guidelines and policies governing the responsible use of AI across all City departments. This includes developing and adopting an AI Policy for the City of Long Beach.
- Strengthen City AI Capacity - Empowering the City's workforce with the skills, tools, and resources to use AI technologies safely and effectively. Key actions include establishing an AI Staff Workgroup, conducting AI Training for City staff, and piloting AI tools for staff productivity.

- Build Community & Public Trust - Ensuring the City's residents can use AI safely and responsibly to better their personal and professional lives, preventing the emergence of a digital AI divide. Key actions include hosting AI Community Workshops for residents, publishing information about the City's AI efforts on a dedicated website and developing channels for community co-design of AI tools.
- Support AI Implementation - Enabling thoughtful adoption of AI tools through launching pilots, conducting risk assessments, and developing responsible procurement practices. Key actions include establishing an inventory of AI technologies and a use case registry.

Additionally, in recognition of the environmental impacts associated with AI systems, particularly their electricity and water demands, TID will explore potential actions and mitigation strategies in alignment with the Long Beach Climate Action Plan. This work will be carried out in collaboration with the Long Beach AI Staff Workgroup and the City Manager's Office.

To ensure the strategy remains responsive and effective, regular reviews and assessments will be conducted to evaluate progress, identify challenges, and determine which strategic pivots or adjustments may be necessary. If you have any questions, please contact Lea Eriksen, Director of the Technology & Innovation Department, at (562) 570-6234 or lea.eriksen@longbeach.gov.

ATTACHMENT

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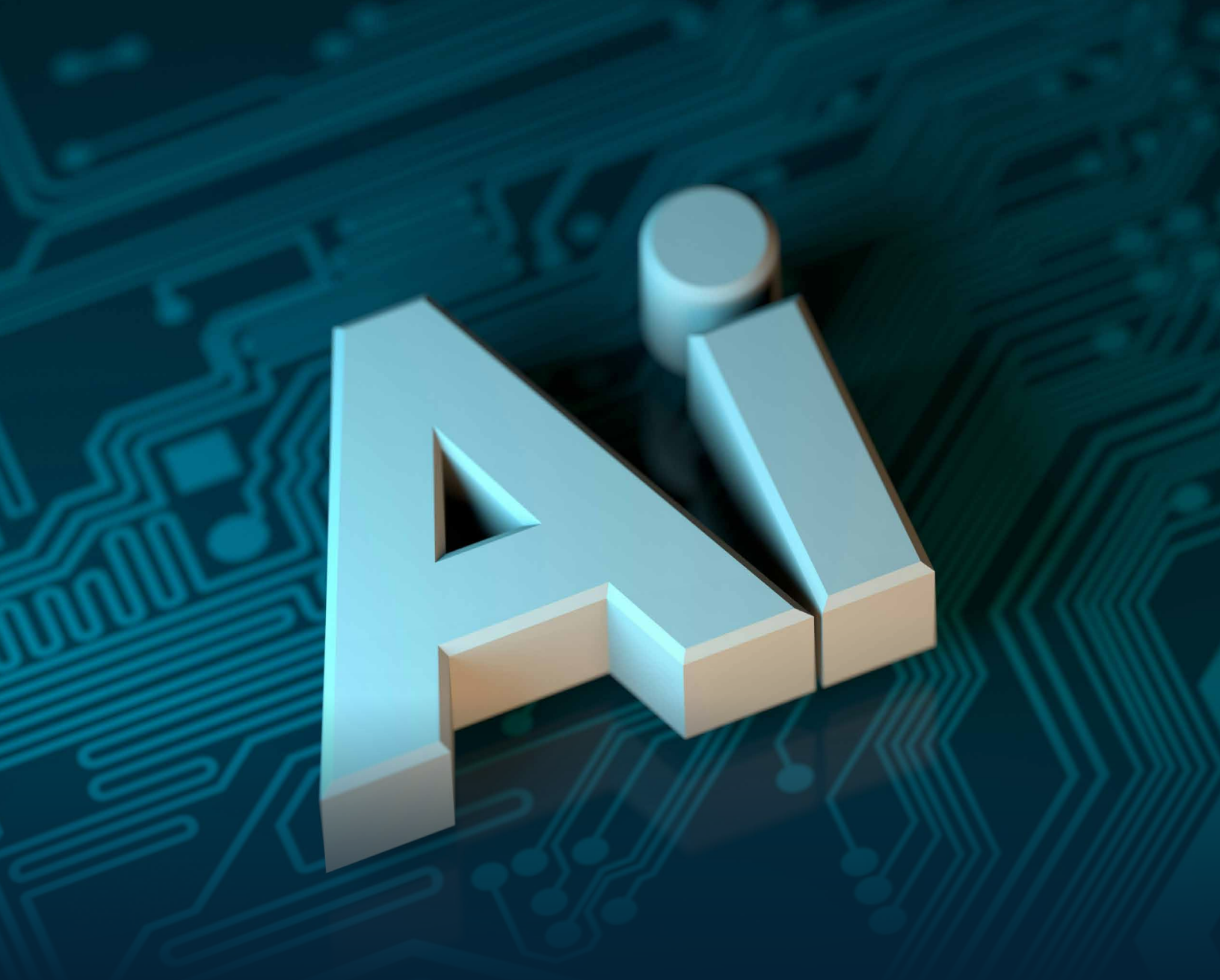

# City of Long Beach AI Strategy

# 2025

TECHNOLOGY & INNOVATION LONG BEACH

CITY OF LONG BEACH

Lea Eriksen
Director of Technology & Innovation and Chief Information Officer City of Long Beach

**Long Beach is stepping forward to explore what AI can do, and more importantly, how to do it responsibly, with care, accountability, and public trust at the center.**

# Message from the CIO

I am pleased to share the City of Long Beach's first Artificial Intelligence (AI) Strategy, which **lays a strong foundation for our thoughtful and responsible approach towards AI technologies** to improve the lives of Long Beach residents in the years ahead.

Whether it's streamlining how services are delivered, making internal City operations more efficient, or helping staff engage with residents in meaningful ways, AI holds the potential to transform how government serves people. But to realize that potential, **we must be intentional, transparent, and community-centered in our approach,** acknowledging and taking steps to mitigate AI's potential harms.

That's why this AI Strategy is closely aligned with the Long Beach Strategic Vision 2030, which outlines our shared aspirations for a more inclusive, sustainable, and resilient city. As AI continues to evolve, it can play a significant role in helping us achieve those goals.

I'm proud of the collaborative work of our City teams in crafting this strategy, and **I'm excited for Long Beach to lead by example.** As AI adoption accelerates across the United States, very few cities have released comprehensive AI strategies. **Long Beach is stepping forward to explore what AI can do, and more importantly, how to do it responsibly, with care, accountability, and public trust at the center.**

By taking this step now, **we position Long Beach as both a responsible steward of emerging technologies, and a leader among cities committed to ensure AI serves the public good.** Our strategy reflects the values, challenges, and aspirations of Long Beach, and I look forward to working closely with our staff, residents, and community partners to bring this vision to life.

***— Lea Eriksen***
***Director of Technology & Innovation and Chief Information Officer***
***City of Long Beach***

LONG BEACH

Małgosia Rejniak

# Message from the Program Manager, AI and Data Governance

**How do we build trust in the City's use of AI among residents?**

When I joined the City of Long Beach, my first priority was to develop a comprehensive vision for the City's work on Generative AI (Gen AI). I saw the need for a clear roadmap that not only defines our goals and desired outcomes as a City, but also specifies how we will arrive at those goals and measure our progress and success.

As daunting and complex as AI may appear, **managing it effectively is possible by applying the same principles that guide any well-run program: strong governance, staff readiness, and meaningful public engagement.** While AI introduces new challenges, cities don't need to start from scratch. **My hope is that this AI strategy not only serves Long Beach but becomes a useful framework for other cities beginning their own AI journeys.**

From the start, public trust and engagement were at the core of shaping the City's AI priorities. One of the biggest challenges we face is an **information and trust gap between the City and our residents when it comes to AI.** Many people don't know how City staff are using AI, which AI vendors we work with, or what safeguards are in place to mitigate adverse impacts. This became clear when we launched the City's first AI Community Survey and the **vast majority of residents said they felt either "not at all informed" or only "a little informed" about the City's use of the technology.** If residents don't know how the City is approaching AI, it's hard for them to feel confident that we're using it responsibly, ethically, or in ways that reflect community values. But **building trust takes more than transparency. It requires ongoing, inclusive, and proactive engagement.**

So this is the question I keep coming back to:
**How do we build trust in the City's use of AI among residents?**

This question is top of mind for me and I believe it must be at the heart of how we move forward as a City. **This AI Strategy creates a framework for building and measuring trust**, and I look forward to working alongside City staff and our community to close this trust gap and ensure AI technology serves everyone, equitably and responsibly.

***— Małgorzata (Małgosia) Rejniak***
***Program Manager, AI and Data Governance***
***Technology and Innovation Department, City of Long Beach***

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# Introduction

# Introduction

Gen AI systems have become increasingly prevalent across all areas of society today. **At its core, AI encompasses a broad set of technologies that analyze data and identify patterns to generate predictions, recommendations, and diverse forms of content.** These tools hold significant promise for local governments, offering opportunities to improve service delivery, enhance staff productivity, and address longstanding challenges more effectively than traditional methods. When implemented thoughtfully, **AI can help advance goals related to sustainability, public health, public safety, language access, and more.**

However, the use of AI comes with considerable risks, including threats to privacy, cybersecurity, and environmental sustainability, as well as the potential to reinforce bias and amplify unequal outcomes for historically marginalized communities. **The complexity and often opaque nature of AI technologies can also obscure how decisions are made, challenging traditional expectations of transparency and accountability in government** and could even cause harm through reckless and irresponsible implementation of AI systems.

Cities across the globe are now grappling with how to harness the benefits of AI while mitigating its potential harms. Local governments have a critical role to play in establishing safeguards, setting ethical standards, and ensuring equitable access, while also avoiding the opportunity cost of delaying thoughtful adoption of these powerful tools.

**The City of Long Beach recognizes the opportunity for a guided and responsible approach to using Gen AI** that embraces the potential improvements to efficiency and service delivery, while minimizing the risks around AI bias, privacy, and cybersecurity. With this in mind, we are launching a comprehensive AI Strategy, guided by our principles: safety & security, empowerment, exploratory mindset, transparency & accountability, and equity & inclusion. **With this strategy, Long Beach aims to lead with intention, embracing innovation while remaining deeply committed to the rights, well-being, and trust of our residents.**

# Long Beach Principles

The City of Long Beach is committed to using Gen AI in a way that reflects our values and responsibilities to the public. The following principles guide staff in using this technology ethically, safely, and effectively. They are rooted in feedback from City employees and align with Long Beach's Code of Conduct and Ethics, Smart City Initiative Guiding Principles, and Data Privacy Guidelines.

## North Star: We embrace AI for responsible progress—driving efficiency, transparency, and inclusivity to strengthen city operations and help our community thrive.

1

### Safety & Security

We must be mindful of safe data privacy practices for our constituents and minimize security risks presented by Generative AI. We commit to protecting personal data to the greatest extent possible by ensuring that data that is sensitive and proprietary is never used in publicly available Gen AI apps.

2

### Empowerment

Gen AI should help staff deliver better, faster, and more equitable services and products to our residents. With the right tools and training, we trust our employees to exercise good judgment and act in the public's best interest.

3

### Exploratory Mindset

We are committed to learning together as this technology evolves. We encourage responsible experimentation that can unlock new ways to improve City operations and services and advance positive outcomes.

4

### Transparency & Accountability

We acknowledge that we cannot foresee all consequences of adopting this ever changing technology and that further research may reveal issues that require more restrictions on its use. Staff are accountable for their use of AI tools. Technology enhances our work but does not replace our responsibility for its outcomes.

5

### Equity & Inclusion

We acknowledge that AI systems have the potential to perpetuate inequities, discrimination, harm, and bias against Long Beach residents, and the City will commit to using a racial equity lens to examine the burdens, benefits, and unintended consequences of Gen AI. Gen AI should uplift all communities and help close, not widen, digital and social divides.

6

### Environmental Impact

We recognize that AI systems carry environmental impacts, including significant energy and water demands. In alignment with the Long Beach Climate Action Plan, we are committed to exploring mitigation strategies and prioritizing efficient technologies that reduce the environmental footprint of AI tools.

# Overview of the Strategy

The Long Beach AI Strategy consists of four strategic initiatives focused on AI policy, staff enablement, community trust, and implementation support. Together, these initiatives chart a forward-looking path for the City of Long Beach to responsibly and proactively leverage the power of AI, delivering measurable value to staff and residents while minimizing any unintended outcomes.

# Key Initiatives

1 **Establish an AI Governance Framework**
Developing clear guidelines and policies governing the responsible use of AI across all City departments.

2 **Strengthen City AI Capacity**
Empowering the City's workforce with the skills, tools, and resources to use AI technologies safely and effectively.

3 **Build Community & Public Trust**
Ensuring the City's residents can use AI safely and responsibly to better their personal and professional lives, preventing the emergence of a digital AI divide.

4 **Support AI Implementation**
Enabling thoughtful adoption of AI tools through launching pilots, conducting risk assessments, and developing responsible procurement practices.

## Collaborative and Informed by Research

Developed by the City's Technology and Innovation Department (TID), this strategy reflects the input and expertise of a diverse group of City staff, residents, and community leaders. It builds on foundational work by the Technology Planning and Partnerships Division over the past two years and is grounded in a guiding vision created by the resident-led **Technology Innovation Commission (TIC)** in the form of a "North Star". The Commissioners played a vital role in shaping both the overarching vision and the final AI Strategy by providing valuable insights into community needs, resident engagement, and ethical considerations around AI over the course of multiple meetings in the first half of 2025.

To further inform the strategy, TID launched an **AI Community Survey** in April 2025 to understand public perceptions on AI, including residents' hopes, concerns, and training interests. In parallel, a second **AI Staff Survey** was conducted that gathered insights into current AI use among employees and identified areas where support is needed. Thanks to these efforts, the strategy represents the knowledge and expertise of a diverse group of city employees and community members.

To ensure the strategy remains responsive and effective, regular reviews and assessments will be conducted to evaluate progress, identify challenges, and determine which strategic pivots or adjustments may be necessary.

In the following pages, we lay out the essential components of our four key strategic initiatives. Each initiative consists of clearly defined goals, target outcomes, strategies/actions, and measures of success. This structure ensures that every effort we undertake is aligned with our goals and that we have a consistent, transparent way to track progress toward achieving them.

# 1

# Establish an AI Governance Framework

# Initiative 1

## Establish an AI Governance Framework

## Goals

Establish an adaptable framework for AI governance that embraces values of innovation, safety, fairness, transparency, accountability, inclusivity, and efficiency while mitigating the bias, data privacy, and cybersecurity risks inherent in AI adoption.

**Target Outcomes:**

a. The City's actions on AI are guided by clear policies and processes consistent with the City's vision and values.
b. City departments are engaged in co-designing AI governance and coordinated in their implementation efforts.

**Actions/Strategies:**

a. Establish an AI Policy Implementation Committee.
b. Establish Guiding Principles and Definitions.
c. Develop AI Guidelines.
d. Develop and adopt an AI Policy
e. Embed the AI Policy in the procurement and contracting processes.
f. Embed the AI Policy in TID's forthcoming IT Governance framework.

**Measures of Success:**

a. Establish and convene an AI Policy Implementation Committee of at least 10 members by the end of June 2025, meeting at least once every two months.
b. City-wide AI Policy is drafted by end of 2025 and adopted by mid-2026.

# 2

# Strengthen City AI Capacity

# Initiative 2

## Strengthen City AI Capacity

## Goals

Empower the City's workforce to use AI safely and responsibly, taking advantage of the benefits to efficiency, while mitigating the risks around AI bias, privacy, and cybersecurity.

### Target Outcomes:

a. City staff are aware of and understand City policies around AI use and procurement and abide by them in their day-to-day work.
b. City staff are equipped with knowledge and resources to exercise sound judgement for the safe and responsible use of AI.
c. City staff feel safe and encouraged exploring AI use cases.
d. City staff report AI improving their job efficiency and satisfaction.

### Actions/Strategies:

a. Establish an AI Staff Workgroup.
b. Identify high-priority AI skills needs and conduct AI Training for City staff.
c. Foster information sharing across departments through the Data Learning Community.
d. Pilot AI tools for staff productivity (e.g. Microsoft Copilot for Enterprise).
e. Explore developing in-house AI capabilities for high-value use cases, e.g. internal LLM/GPT.
f. Explore opportunities to bring AI talent into City government for limited-term projects through university and civil society partnerships.

### Measures of Success:

a. Establish and convene an AI Staff Workgroup of at least 100 members by mid-2026, meeting at least once every two months.
b. AI Survey for City staff launched by mid-2025 and attains a 5% response rate.
c. AI Training offered at all major departments by the end of 2026.
d. 25% of City employees attend a training on the City's interim AI Guidance or AI Policy by end of 2026 and 50% by end of 2027.
e. 80% of training participants report having a better understanding of AI thanks to the curriculum.
f. 90% of City employees are aware of and have read the City's AI policy by end of 2027.
g. Achieving a 3 out of 5 average score (1=don't agree at all; 5=agree completely) among surveyed City staff for how much they believe AI improves their job efficiency/satisfaction.
h. AI pilots demonstrate at least 2 work hours saved per month per City staff from AI automation vs. previous manual processes.
i. AI pilots demonstrate operational cost reductions from AI automation vs. previous manual processes at least equivalent to the cost of the pilot.

# 3

# Build Community & Public Trust

# Initiative 3

## Build Community & Public Trust

## Goals

Empower the City's community members to use AI safely and responsibly in their personal and professional lives, taking advantage of its benefits, while minimizing personal risks. Build trust with community members around the City's AI programs and use of AI tools.

**Target Outcomes:**

a. Community members from all backgrounds, including those traditionally underserved by technology, pursue avenues for public engagement to shape the City's decisions on AI.
b. Community members are well-informed about the City's AI programs and trust that the City uses AI responsibly and safely, protecting their data and counteracting bias.
c. Community members are equipped with knowledge and resources on AI and use it to better their personal and professional lives.

**Actions/Strategies:**

a. Identify high-priority AI skills needs and concerns among residents.
b. Conduct an AI Community Education Campaign targeting diverse populations.
c. Regularly publish information on City's AI efforts, including through a dedicated website.
d. Develop channels for community co-design and regularly solicit public input on City's AI efforts, including by engaging TIC or LB Co-Lab model.
e. Explore partnerships with community organizations, model research institutions, civil society organizations, and others to enhance public engagement efforts.

**Measures of Success:**

a. AI Community Survey launched by mid-2025; reaches 250+ responses.
b. 100+ in-person and/or virtual participants in AI Community Education sessions by the end of 2025 and 200+ by the end of 2026.
c. 80% of session participants report having a better understanding of AI thanks to the curriculum.
d. Public-facing AI City website live by end of 2025.
e. Achieving a 3 out of 5 average sentiment score (1=very concerned, 5=very excited) towards the City's use of AI, among surveyed residents.
f. Achieving a 3 out of 5 average score (1=not at all informed, 5=very informed) among surveyed residents, for how informed they feel about the City using Gen AI in its operations and services.

# 4

# Support AI Implementation

# Initiative 4

## Support AI Implementation

## Goals

Establish clear rules, processes, and support for AI vendors to engage with the City and for departments to make decisions on AI procurement. Improve delivery of services through transparent, safe and responsible deployment of AI, encouraging discovery and scaling of successful AI pilots.

**Target Outcomes:**

a. City departments and AI vendors are compliant with the City's AI Policy and supported in their contracting efforts.
b. City officials engage in responsible discovery and scaling of AI pilots and rely on clear rules and processes for procuring AI tools.
c. City operations and service delivery are improved thanks to the transparent, safe and responsible deployment of AI, uplifting communities and businesses.
d. The City's use of AI does not perpetuate inequities, discrimination, harm, and bias against Long Beach residents. The City uses a racial equity lens to examine the burdens, benefits, and unintended consequences of AI.
e. The City's use of AI minimizes negative environmental impacts, including energy consumption and water usage. AI adoption and procurement decisions are evaluated through a sustainability lens consistent with the Long Beach Climate Action Plan.

**Actions/Strategies:**

a. Provide preliminary AI Use Cases.
b. Develop AI Procurement Guidelines and AI Risk Assessment that integrate equity and environmental impact considerations.
c. Establish and maintain an AI Use Case registry and an inventory of AI technologies, supported by Vendor AI Factsheets.
d. Support AI piloting, success measurement, and iteration within City departments, ensuring compliance with the City's pilot procedures.

**Measures of Success:**

a. 100% of procurement staff have read the AI Procurement Guidelines by end of 2027.
b. 10 completed Vendor AI Factsheets by end of 2026.
c. 10 projects/procurements across all City departments undergo an AI Risk Assessment and Project Review Process by end of 2026.
d. 5 high-priority AI use cases / challenge statements created by City staff by end of 2026.
e. 3 AI pilots launched by end of 2027.
f. 100% of AI pilots establish and report on performance metrics to demonstrate the impact of AI on delivery of City services.

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To request this information in an alternative format or to request a reasonable accommodation, please contact Financial Management at 562.570.6225. A minimum of three (3) business days is requested to ensure availability. Reasonable attempts will be made to accommodate request made within less than three (3) business days.