

DataRise Paterson

Data in Action for a Stronger City

Mayor André Sayegh

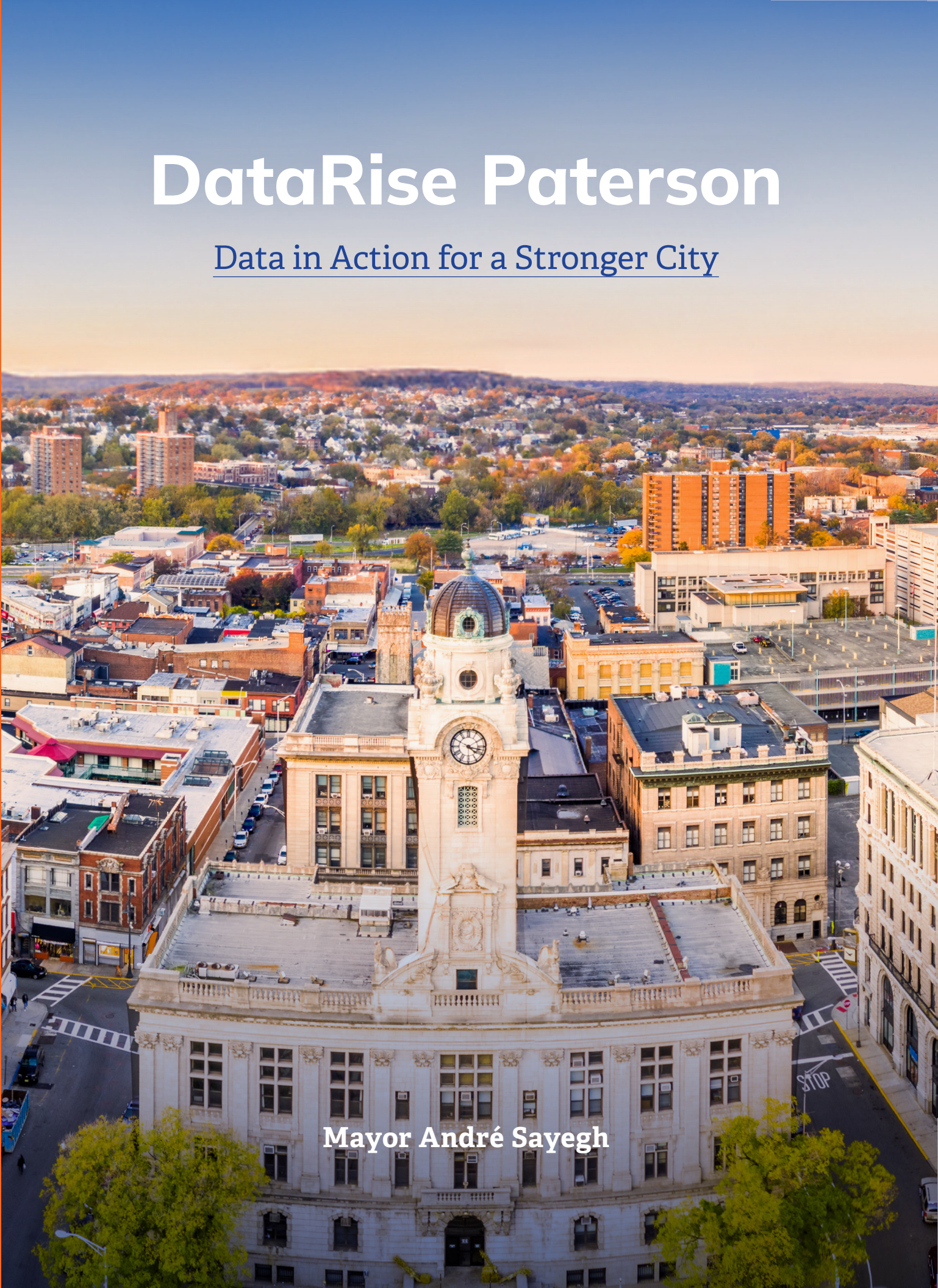






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Welcome Letter by Mayor Sayegh

In the City of Paterson, we are entering a new era—an era of data-driven accountability, transparency, and progress powered by data-driven decisions. To serve our community effectively, we must ensure that every choice we make is informed by reliable data, clear analysis, and measurable outcomes.

Paterson is a city of incredible potential, but like all communities, we face challenges that require thoughtful, evidence-based solutions. Whether it's improving public safety, enhancing education, addressing food insecurity, tackling environmental concerns, or creating economic opportunities, data provides us with the tools to identify what works, what doesn't, and where we need to focus our efforts. It enables us to allocate resources wisely, measure progress, and hold ourselves accountable to the results we promise.

As your Mayor, I am committed to ensuring that our city embraces this new approach to making decisions based on data and evidence, rather than just from opinions. By leveraging technology, data, and community feedback, we can:

- **Advance the “Paterson Goes Paperless” initiative**, streamlining processes, minimizing waste, and simplifying record management for greater efficiency.
- **Enhance the delivery of vital services and programs**, ensuring they are more accessible and responsive to community needs.
- **Simplify data collection and performance tracking**, enabling us to make informed decisions and measure progress effectively.
- **Collaborate with local organizations, businesses, and community groups**, working toward common goals and fostering a stronger, united Paterson.

- **Ensure transparency in our decision-making**, providing clear, regular updates on our efforts and outcomes for greater accountability.

A special acknowledgement to the City of Paterson employees who were members of the City Data Alliance (CDA) Accelerator team. This team includes representatives from the Mayor's Office, Business Administration, the Department of Economic Development, Human Services, Public Works, the Innovation and the City Clerk Offices. They will continue to lead this important work, and we invite more members of our community to join in these efforts.

I would also like to thank Bloomberg Philanthropies and the Bloomberg Center for Government Excellence for selecting the City of Paterson to be one of the 23 cities, and the only one in New Jersey, of the third international cohort of the City Data Alliance. Their hard work and dedication as long as our employees' have been instrumental in moving our city toward a future powered by data-driven decisions.

Thank you for your belief in our great city. The future of Paterson is bright, and together, we will ensure that it shines even brighter.

André Sayegh
MAYOR OF PATERSON

What is DataRise Paterson?

Executive Summary

The “DataRise Paterson – Data in Action for a Stronger City” plan (DataRise Paterson moving forward) is a three-year citywide data strategy that will bring data-driven decision-making to city government, increase efficiency, and empower our residents. The City of Paterson, believes that using data can help create better outcomes for its residents, improve government services, and strengthen community involvement. The launch of DataRise Paterson aligns to merging Paterson with technology, in our aim to become paperless.

The DataRise Paterson will guide how the city uses and manages data across all of its departments. It also focuses on better understanding the needs of the community, improving services, and creating policies that focus on actual outcomes. DataRise Paterson serves as a guide on how the city collects, stores, and shares data, both inside and outside the government. The overall goal is to ensure that data is used responsibly, improve decision-making and eventually build a culture where data is used to support the city’s growth and development.

In the coming months, we will share updates on our efforts to incorporate data-driven strategies across all departments. The goal is to show where we are doing well, where we can do better, and how we have made progress. We invite you to be part of this journey by staying engaged, asking questions, and holding us accountable. Together, we can transform Paterson into a model of innovation and smart governance—a city where every decision is made with intention and every resident has the opportunity to thrive.

See the Frequent Asked Questions (FAQ) at the end of this document for more information.

Finally, here is how “DataRise Paterson” is structured. The work ahead and strategies rely on 5 pillars of success, which are principles to guide our data strategy. These 5 pillars are Governance, Quality, Use, Capacity and Transparency.



What is and what is not the “DataRise Paterson” plan?

WHAT THE DATARISE PLAN IS:

- **A Clear Vision:** This strategy aims to move Paterson forward by transitioning from outdated paper-based processes to more efficient digital ones, sparking action and conversations about the city's future.
- **Driving Operational Efficiency:** We currently lack proper data sharing across the city. We will appoint data coordinators who will play a key role in helping break down barriers between departments, make city services more efficient, and support sustainability.
- **A Roadmap for Building Staff Capacity:** We acknowledge limitations in technology and skills to handle city data. The city will work in opportunities to improve technology usage and train the staff for storing, processing, and analyzing data.
- **A Way to Measure Our Progress:** The data strategy explains how the city will track its progress by using key performance indicators (KPIs). By regularly checking these metrics, we can figure out what's going well and what needs improvement.
- **Implementation of Modern Technology:** To ensure residents have easy and efficient access to services, the City will improve service delivery through modern technology. Modernizing data management enables new and emerging technologies to enhance efficiency through reliable data.

WHAT THE DATARISE PLAN IS NOT:

- **An Excuse to Say No:** The strategy is not meant to delay or postpone necessary improvements to city services. The goal is to foster a culture of continuous improvement, facilitating our daily work and aligning goals to action plans.
- **Finished Product:** As the City of Paterson grows, it will have new challenges and opportunities. This data strategy will not be a one-time solution. It will be regularly updated by the Governance Committee. The lessons learnt from its implementation and the feedback will be incorporated and refined regularly.
- **Perfect Document:** This is the initial document, and the aim is to make continuous progress, improving and iterating the plan over time. No strategy is flawless from the outset, and the citywide data strategy DataRise Paterson, is no exception. Perfection is not the goal—*progress* is.
- **Quick Fix:** The City of Paterson has recognized several problems that require immediate attention such as illegal dumping. This won't be solved overnight. Our goal is to create a culture of continuous improvement, where both short-term fixes and long-term plans are aligned.
- **A Response to Every Issue:** “DataRise Paterson” focuses on key priorities but doesn't claim to address all the city's problems at once.

Strategic Rollout Phases

STATUS	PHASE
● Scoped: Deliverables and deadlines are defined, outlining the necessary actions to achieve priorities.	● ○ ○ Short-Term (2025): The work has started and/or intends to be finished by the end 2025.
● In Progress: Work is actively underway but not yet fully completed.	○ ● ○ Medium-Term (2026): The work will be planned and completed by the end of 2026.
● Complete: The full scope of the initiative is completed.	○ ○ ● Long-Term (2027 and beyond): Assessment, planning, and groundwork is being done throughout the other terms. These efforts will likely be completed by the end of 2027.

Why Now for “DataRise Paterson”?

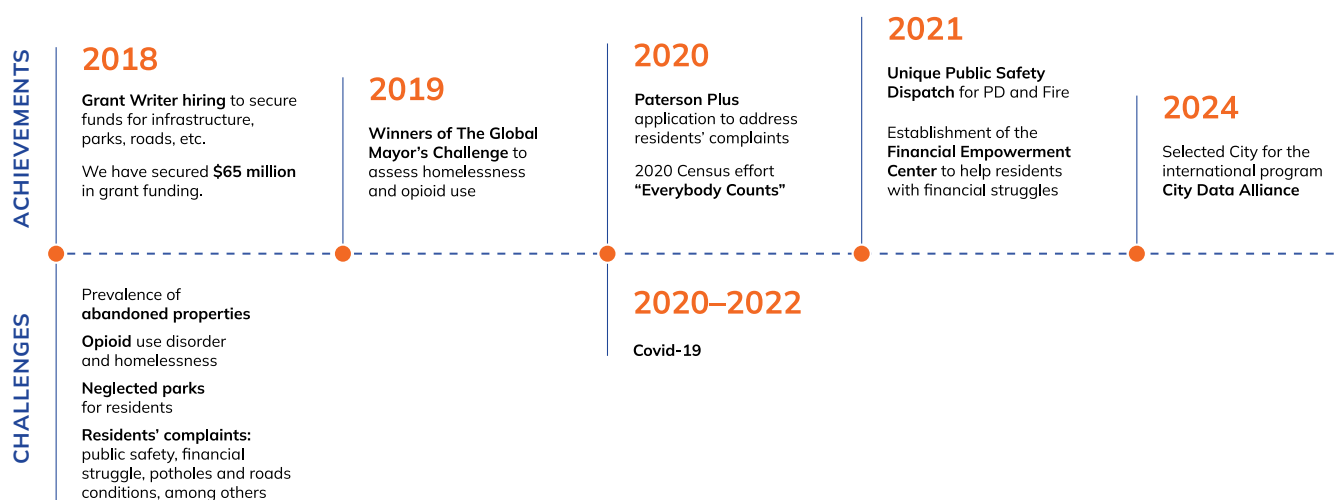
It is the right time because we have turned a corner in this administration’s efforts. After confronting numerous urgent issues that required immediate action—including navigating the challenges of COVID-19—we’ve made significant progress, but we still have hurdles ahead. One key area is leveraging technology and data to become more effective, and now we’re ready to move forward with renewed momentum.

Over the past six years, city officials have focused on addressing longstanding challenges that had accumulated over several decades. Many of these issues were well-known within the community and required action. For example, the city sewer system was not meeting EPA standards, and a plan to address this had long been needed. The problem of potholes was another critical concern that lacked a strategy for resolution. Additionally, the separate dispatch systems used by the police and fire departments were contributing to delays in response times.

These are just a few of the foundational issues Mayor Sayegh’s administration have worked to resolve since coming into office.

We are now at an inflection point where data, once used by only a few to solve specific problems, is setting the stage for a broader, more consistent practice of data-driven decision-making. While further improvements are possible, we must rely on data and facts to guide our choices. In some cases, data will highlight areas needing dramatic change, but more often, it will pinpoint opportunities for small, incremental improvements. This mindset is at the core of Continuous Improvement, a practice centered around always striving for better outcomes.

To improve our city, decisions must be based on evidence. Relying on facts, fostering continuous improvement, and building collaborative relationships will help unite the community and drive development to new heights.



The 5 Pillars of Success



Objective

Establish a comprehensive data framework that defines data ownership, stewardship, and accountability across all City Departments. Develop policies to ensure compliance with relevant laws, regulations, and ethical standards in data management and sharing. Bring awareness and set up a guideline to encourage and leverage usage of AI technology.

Why is this important?

Governance is the foundation that will foster a well-organized system where we can enhance internal employee experiences as we work together for the common goal of best serving our community.

PRIORITY/ FOCUS AREA	OVERVIEW	MANAGED BY	EXPECTED COMPLETION	STATUS
Data Governance Committee	Strategic team responsible for developing recommendations and supporting the implementation of data management practices across all Departments.	Governance Committee Chair	● ○ ○ Q2 (2025)	● In Progress
Data Sharing Policy	Build, coordinate and establish guidelines relevant to the needs of the Departments that are aligned to safety and security standards. This would allow a smooth transition for a stronger, clear data management.	Governance Committee	● ○ ○ Q2–Q4 (2025)	● Scoped
Ethical AI Guidelines	Introduce awareness on AI concepts and procedures considering ethical standards of usage. Aiming to capitalize on existing technology that assists employees with efficiency and productivity.	Governance Committee	● ○ ○ Q2 (2025)	● In Progress

Implementation Timelines

DATA GOVERNANCE COMMITTEE

The Data Governance Committee will be established following this tentative schedule:

1. Phase 1 (Draft the Committee's Charter): end of November 2024
 2. Phase 2 (Soft implementation): beginning of November 2024
 3. Phase 3 (Final Policy Approval): beginning of April 2025
 4. Phase 4 (Implementation): end of April 2025
-

DATA SHARING POLICY

Establishing a Data Sharing Policy will take an approximate time of 6 to 10 months starting in 2025, with the following tentative schedule:

1. Phase 1 (Stakeholder Review – IT and Legal): end of May 2025
 2. Phase 2 (Draft Policy Completion): end of August 2025
 3. Phase 3 (Final Policy Approval): end of October 2025
-

ETHICAL AI GUIDELINES

Establishing an AI guideline will take an approximate time of 4 to 6 months starting in 2025, with the following tentative schedule:

1. Phase 1 (Stakeholder Review – Innovation, Police, IT and Legal): end of April 2025
2. Phase 2 (Draft Policy Completion): end of May 2025
3. Phase 3 (Final Policy Approval): end of June 2025

(CONT. SECTION 4:
THE 5 PILLARS OF SUCCESS)



Objective

Establish processes to ensure data is accurate, reliable and updated. Identify and implement protocols to standardize, validate and clean data when necessary. Ensure all city data is standardized, easily accessible, and regularly updated to improve decision-making, efficiency, and transparency for both employees and the public.

Why is this important?

Data quality checks and procedures are essential, particularly for Paterson, which has historically relied on paper records and lacked centralized data analytics systems. Transitioning to a more data-driven approach, as part of the “Paterson Goes Paperless” initiative, underscores the importance of ensuring the accuracy, consistency, and reliability of data.

PRIORITY/ FOCUS AREA	OVERVIEW	MANAGED BY	EXPECTED COMPLETION	STATUS
Data Inventory	Centralize all city data in a single location. This will empower employees to make more informed decisions, minimize redundant tasks, save time, and enhance overall efficiency.	Mayor's Office (Deborah Bravo) & Data Analyst (Bandana Parajuli)	○ ○ ● Q3 (2025)– Q4 (2027)	● In Progress
Data Quality Guidelines	Standardized data collection practices along with a regular data audit schedule to ensure data is easily accessible, machine-readable, and user-friendly for all stakeholders.	Mayor's Office	○ ● ○ Q4 (2026)	● In Progress
Demographic Data Use	Systematic and ethical guidelines for the collection of sensitive data to ensure the city can implement more equitable practices and allocate services more fairly.	Mayor's Office	○ ● ○ Q2 (2026)	● In Progress

Implementation Timelines

DATA INVENTORY

1. Phase 1: (Assess Current Data Use) Identify departments using paper applications and create an inventory of all existing datasets, both paper and digital: end of July 2025
 2. Phase 2: (Evaluate and Prioritize Data) Work with department stakeholders to determine which datasets are most valuable and should be digitized first: end of Dec 2025
 3. Phase 3: (Collect Data) Gather additional data using surveys and other methods to ensure completeness and accuracy before digitization: end of July 2026
 4. Phase 4: (Implement Digitization) Begin digitizing high-priority datasets, train staff on digital tools, and address any challenges during the process: end of Dec 2026
 5. Phase 5: (Maintain and Improve Data Inventory) Regularly update the inventory, ensure data accuracy, and refine the system based on employee feedback: end of Dec 2027
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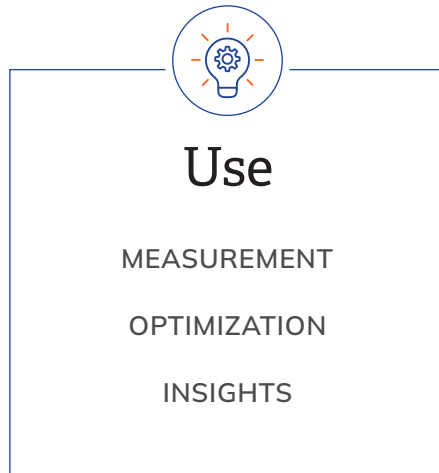
DATA QUALITY GUIDELINES

1. Phase 1: (Define Data Standards) Establish clear rules for collecting, storing, and managing data to ensure consistency across all departments: end of Dec 2025
 2. Phase 2: (Develop Quality Checks) Create processes for regularly reviewing data accuracy, completeness, and reliability: end of Dec 2026
 3. Phase 3: (Standardize Data Collection) Implement uniform methods for gathering common information to improve system compatibility and interoperability: end of Jan 2026
 4. Phase 4: (Identify and Resolve Data Issues) Set up procedures to detect errors, address inconsistencies, and improve data quality over time, ensuring accessibility and maintenance (ongoing process): end of Dec 2026
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DEMOGRAPHIC DATA USE

1. Phase 1: (Define Data Standards for Demographics) Establish clear guidelines for collecting and categorizing demographic data, including race, ethnicity, language, disability, and other key identifiers using the REALD+TA framework. Distribute and implement guidelines: end of Dec 2025
2. Phase 2: (Develop Employee Guide on Demographics Data Collection) Create a user-friendly, one-page guide outlining how to collect, store, and use demographic data accurately and consistently across departments to encourage implementation of guidelines: end of Dec 2025
3. Phase 3: (Train Staff and Gather Feedback to refine and maintain guidelines) Provide training for employees on the importance of demographic data, how to collect it respectfully, and address concerns while continuously gathering feedback for improvement: end of June 2026

(CONT. SECTION 4:
THE 5 PILLARS OF SUCCESS)



Objective

Make data accessible and user friendly for both internal and external stakeholders, while encouraging its use whereby opinions and decisions are supported by facts. Create practices of performance measurement, Continuous Improvement and Innovation.

Why is this important?

The use of data brings value because it provides knowledge, allows us to identify problems, take actions, make informed decisions and challenge “anecdote-based” arguments with facts. Using data relates directly to well-informed leaders and residents, who thanks to data can hold accountable the elected leaders.

PRIORITY/ FOCUS AREA	OVERVIEW	MANAGED BY	EXPECTED COMPLETION	STATUS
Selecting and Applying Performance Metrics	The purpose is to identify metrics to communicate the Department's work aligning goals with action plans, and measure how well the city is doing in delivering services.	Innovation Office	○ ● ○ Q1 (2026)	● In Progress
Performance management framework	Using metrics while identifying key services, documenting processes and seeking their improvement, will allow us to establish a framework to evaluate our performance.	Innovation Office	○ ● ○ Q4 (2026)	● In Progress
Centralized data platform	Creating a unique and shared space as a data repository, will facilitate data access across Departments. It will also allow us to optimize the systems that currently operate citywide.	Information Technology Division and Innovation Office	○ ○ ● Q1 (2027)	Not Started

Implementation Timelines

SELECTION OF PERFORMANCE METRICS

Establishing Performance Metrics will take an approximate 15 months starting in 2025, with the following tentative schedule¹.

1. Phase 1: (First Tranche of Metrics for Each Department) Engage with Department Heads and identify 2–3 metrics per Department: end of April 2025
 2. Phase 2: (Estimations and documentation) Coordinate the data access and frequency of updates of the identified metrics. Develop a 1–2 page report to show the metrics for at least 3 Departments: end of June 2025
 3. Phase 3: (Reporting) Coordinate internally the Department's report and create a version open to the public. Establish frequency of updating those reports: end of Aug 2025
 4. Phase 4: (Process iteration with another set of Departments): end of March 2026
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PERFORMANCE MANAGEMENT AND CONTINUOUS IMPROVEMENT FRAMEWORK

1. Phase 1: (Plan and introduction to the PMCI framework) Develop a plan to communicate, guide and engage Department Heads about the Performance Management and Continuous Improvement (PMCI) framework: end of March 2025
 2. Phase 2: (Stakeholder engagement and implementation for the first set of metrics) Once 2 or 3 Departments are identified and have available metrics, coordinate, support and monitor the implementation of the PMCI levels (Processes oversight, Change Management Processes, Performance Improvement, Create Documentation Repository) as a pilot: end of Sept 2025
 3. Phase 3: (Iteration #1) Given the experience of the pilot, iterate the process for a second set of (at least 2 or 3) Departments with selected metrics. Adjust the process as needed with the first set of Departments: end of February 2026
 4. Phase 4: (Iteration #2) Complete the process with the remaining Departments and keep monitoring the implementation of the PMCI framework: end of 2026
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CENTRALIZED DATA PLATFORM

1. Phase 1: Provision of Metrics on the Open Data Portal. Identify Intended or Initial Repository.
2. Phase 2: Provision of Underlying Data on the Open Data Portal.
3. Phase 3: Provision of Story Telling on the Open Data Portal: end of 2026

¹ Timelines may be adjusted upon a Department's request for specific cases, while we remain committed to meeting deadlines.

(CONT. SECTION 4:
THE 5 PILLARS OF SUCCESS)



Objective

Identify the existing resources, capacities, and improvement areas across Departments. Tailor plans to upskill and foster a data driven culture, ensuring the sustainability of this data strategy.

Why is this important?

By building capacity, the city ensures that its workforce is equipped with the necessary skills to handle, interpret, and use data effectively in their roles, driving better service delivery and operational efficiency. This empowers teams and encourages collaboration.

PRIORITY/ FOCUS AREA	OVERVIEW	MANAGED BY	EXPECTED COMPLETION	STATUS
Centralized Data Leadership	A centralized leadership to oversee data governance is critical to ensure a cohesive and sustainable plan that encourages facts over anecdotes and objective information over assumptions to drive decisions.	Governance Committee	● ○ ○ Q1–Q4 (2025)	● Scoped
Data Workforce Training	Building a data curriculum ensures that staff across all departments knows how to use data in their daily work.	Governance Committee and Department Heads	○ ● ○ Q2 (2026)	● Scoped
Building a Data Culture	Plan to ensure that all leaders and employees in the organization understand the importance of data and are encouraged to use it in their decision-making and daily tasks.	Mayor and Department Heads	○ ● ○ Q2 (2026)	● Scoped

Implementation Timelines

CENTRALIZED DATA LEADERSHIP

Developing these activities will take an approximate time of 6 to 12 months starting in 2025, with the following tentative schedule. It's important to note that both related tasks as the Governance Committee and the Engagement with internal stakeholders, are activities that started in the second half of 2024:

1. Phase 1 (Implementation of the work that started in 2024): end of May, 2025
 2. Phase 2 (Leadership data practices): end of June, 2025
 3. Phase 3 (Develop data practices and reporting): end of December, 2025
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DATA CURRICULUM TO ENHANCE WORKFORCE SKILLS

1. Phase 1 (Review of existing courses and resources): end of May, 2025
 2. Phase 2 (Interviews): end of June, 2025
 3. Phase 3 (Strategizing and develop proposals): end of September, 2025
 4. Phase 4 (Implementation): end of June, 2026
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INITIATIVES TO BUILD & SUSTAIN A DATA CULTURE

Developing these activities will take an approximate time of 12 to 18 months starting in 2025, with the following tentative schedule.

1. Phase 1 (Implementation of the work that started in 2024): end of May, 2025
2. Phase 2 (Finalize the Department Heads engagement and start showcasing success stories): end of June, 2025
3. Phase 3 (Implementation of Cross-Department collaboration): end of June, 2026

(CONT. SECTION 4:
THE 5 PILLARS OF SUCCESS)



Objective

Engage and communicate with our constituents with simplified language, developing an open data portal and innovating regular reporting mechanisms. Encourage the access to relevant, non-sensitive information about operations and performance.

Why is this important?

Internally and external effective communication is essential to show the work being done by the multiple teams in the City of Paterson and to have a collaborative environment. Joining data in this effort, will provide clarity and facts to residents about decision making and will help leaders have access to strategic information to monitor progress and decision making.

PRIORITY/ FOCUS AREA	OVERVIEW	MANAGED BY	EXPECTED COMPLETION	STATUS
Open data policy and playbook	Institutionalize the sharing of government information to empower residents and stakeholders, enable informed decision-making, and increase government accountability. Covers non-sensitive data publicly shareable without compromising privacy, security, or legal constraints.	Data Analyst (Bandana Parajuli)	○ ● ○ Q3 (2026)	● In Progress
Data Communications Strategy	Effective communication of data within the city and with the public is important for trust, transparency, and good decision-making. The City of Paterson works to remove barriers, increase public awareness, and encourage collaboration.	Data Analyst (Bandana Parajuli)	○ ● ○ Q3 (2026)	● In Progress
Data Dashboard Guidelines	Establishing a data dashboard inventory is a critical step toward a more data-driven and transparent city government. By systematically implementing best practices, the City of Paterson ensures that municipal data is not only accessible but also meaningful and actionable.	Data Analyst (Bandana Parajuli)	○ ● ○ Q3 (2025)– Q4 (2026)	Not Started

Implementation Timelines

OPEN DATA POLICY AND PLAYBOOK

1. Phase 1: Draft the open data policy: end of December 2024
 2. Phase 2: Finalize the Data Governance Committee and appoint departmental Data Coordinators: end of July 2025
 3. Phase 3: Conduct a comprehensive inventory of datasets across all city departments: end of July 2025
 4. Phase 4: Design and launch the portal with initial datasets and basic features: end of July 2026
 5. Phase 5: Conduct workshops and webinars to educate the public on using the Open Data Portal: from Jan 2026
-

DATA COMMUNICATIONS STRATEGY – COMMUNICATING WITH DATA INTERNALLY AND EXTERNALLY

Establish Guidelines for communicating with data internally and externally will take an approximate time of 21 months starting in 2025, with the following tentative schedule:

1. Phase 1: Gather the input from the Fire Department, about the communication: end of Dec 2024
 2. Phase 2: Engage with key stakeholders, including department heads, community leaders, and technical staff: end of July 2025
 3. Phase 3: Develop standardized protocols for cross-departmental and external stakeholder collaboration in data management: end of Dec 2025
 4. Phase 4: Prepare the guidelines to communicate with the data externally by identifying the demographics of the City: end of Dec 2025
 5. Phase 5: Introduce regular training sessions for city employees on data-sharing best practices, privacy regulations, and ethical considerations: from March 2026
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DATA DASHBOARD GUIDELINES: INVENTORY AND BEST PRACTICES

Establishing a Plan for establishing a data dashboard inventory and best practices will take an approximate time of 24 months starting in 2025, with the following tentative schedule:

1. Phase 1: Conduct a comprehensive audit of existing city data sources and dashboards across all departments: end of July 2025
2. Phase 2: Identify key performance indicators (KPIs) relevant to city operations and resident services for a first set of Departments: end of September 2025
3. Phase 3: Design and develop an interactive and user-friendly data dashboard portal for public and internal users: end of February 2026–2027
4. Phase 4: Monitor dashboard usage and effectiveness through analytics and reporting tools and conduct internal training sessions for city employees to make best use of the data dashboard: from February 2026
5. Phase 5: Collect feedback from internal and external users to improve dashboard functionalities: end of June 2026
6. Phase 6: Repeat the process with a second set of Departments: end of Dec 2026.

WHO: ROLES AND STAKEHOLDERS

T • E • A • M

TOGETHER **E**VERYONE **A**CHIEVES **M**ORE



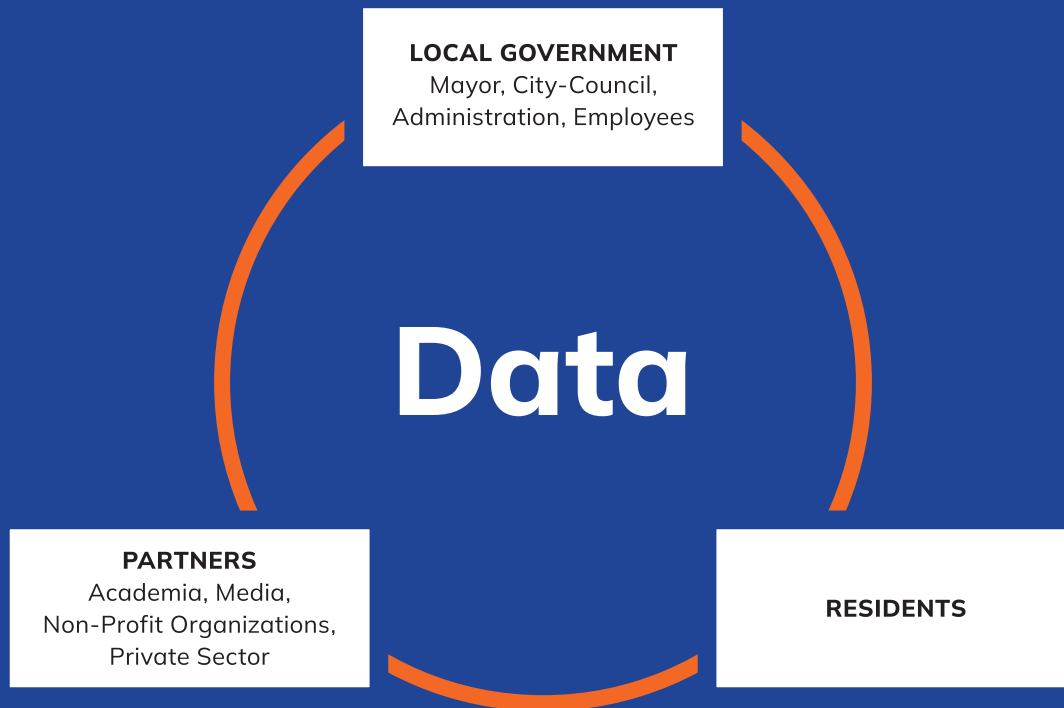
YOU are an essential piece of our T.E.A.M.!

Our diversity of skills and ideas makes us stronger and allows our collective strengths to be our greatest asset as we **work together** toward our shared vision of success

YOU ARE THE MISSING PIECE

T • E • A • M

TOGETHER **EVERYONE** **ACHIEVES** **MORE**



How can YOU contribute?

By holding our local government accountable and providing feedback.

How will YOU benefit?

By having more accessibility to on-line services and being better informed.



Next Steps

The strategy outlined here represents a significant and collective effort. Together, we're building an ongoing narrative of how we can transform everyday data into meaningful, positive change for the City of Paterson.

How can residents engage?
















Residents are the most important stakeholder, and the center of the efforts outlined here. Reading this strategy, engaging and asking questions, holding us accountable with the implementation of "DataRise Paterson", expecting data points and better communication in decision-making are a few ways of being involved. We will also upload surveys on the website, to gather your feedback along this journey.

In Year 1 (2025), our focus will be on laying a solid foundation for data governance. This includes establishing a data governance committee and implementing essential policies, such as data-sharing protocols and ethical AI guidelines. We'll also begin work on enhancing data quality and use, setting the stage for long-term improvements.

In Year 2 (2026), with our data management framework in place, we will refine our efforts around data quality and usability. This will include initiatives focused on performance management, data collection standards, and data classification. Additionally, we will launch a robust, user-friendly open data portal, making our data more accessible. We'll also start building the capacity of our team through a tailored data workforce training program.

By Year 3 (2027), our goal is to establish a data-driven culture across the city. This will be achieved through greater data transparency, ongoing internal initiatives to upskill staff, and the use of performance metrics to guide decision-making, ultimately ensuring better resource allocation for the city.

How does this 3-year journey look like?

	2025	2026	2027
Q1		 Data inventory	 Data quality toolkit
Q2	 Data Governance Committee  General AI guidelines	 Performance management  Data culture  Data curriculum	
Q3		 Guidelines for communicating with data  Open data policy	
Q4	 Data sharing policy  Centralized data leadership	 Centralized data platform  Data collection guidelines  Data dashboard inventory	 Performance metrics



Governance



Quality



Transparency



Use



Capacity

Frequently Asked Questions

WHAT IS THE CITYWIDE DATA STRATEGY?

The Citywide Data Strategy outlines how the City of Paterson will collect, manage, and utilize data to improve city services, enhance decision-making, and promote transparency. This work is based on the following 5 pillars of success: **Governance, Transparency, Data Quality, Data Usage, and Data Capacity.**

WHY IS DATA IMPORTANT FOR OUR CITY?

Because data helps identify community needs, measure the effectiveness of city programs, allocate resources efficiently, and engage residents in the decision-making process.

Although data might sound boring, scary or inconvenient, transparency is a priority of this administration. Data also helps to stick to the facts and get things done by being evidence-driven instead of anecdote-driven.

HOW WILL THIS STRATEGY BENEFIT RESIDENTS?

By leveraging data, the city aims to provide better services and create a more responsive government that addresses the needs of all residents.

The “Paperless Paterson” strategy is based on the principles of this plan, and aims to develop online services so you, as a resident, have the option to have a 24/7 local government from the comfort of your home.

This plan also includes the development of policies to oversee data quality, data sharing processes, data privacy protection for open data, among others. We invite you to review our “DataRise Paterson – Data in Action for a Stronger City”.

HOW OFTEN WILL THE DATA STRATEGY BE UPDATED?

We plan to track the progress on how we will be developing the policies and priorities included in each of the 5 pillars. The time frame of “DataRise Paterson” is 3 years, but we aim to provide updates every 6 months.

HOW CAN RESIDENTS PROVIDE INPUT ON THE DATA STRATEGY?

We are planning to have a landing website where this plan will be uploaded and its progress will be tracked. Part of the content will be uploading feedback surveys for the community.

For example: Once we make more progress in the priorities, the goal is to have an Open Data Portal. We would like to hear your thoughts on how this will be helpful for you.

WHAT ARE THE 5 PILLARS OF SUCCESS?

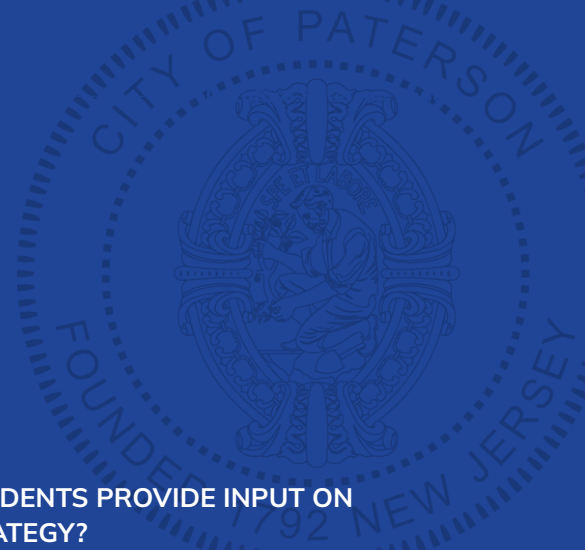
These are principals that will guide the development of a solid data culture. Here is an explanation of each of them:

- **Governance:** Aims to keep a set of house rules and responsibilities to manage data. Relates to concepts as **Leadership, Management and Ownership.**
- **Transparency:** Openness on how data is being used and how decisions are made. Relates to concepts as **Accessibility, Accountability and Communication.**
- **Data Quality:** Aims to have reliable information through data process reviews. Relates to concepts as **Accuracy, Consistency and Interoperability.**
- **Data Usage:** How we can better use data to be more effective and make better decisions. Relates to concepts as: **Measurement, Optimization and Insights.**
- **Data Capacity:** Having the tools and knowledge to manage, leverage and analyze data in a better way. Relates to concepts as: **Upskilling, Collaboration and Engagement.**

WHERE CAN I FIND MORE INFORMATION ABOUT THE DATA STRATEGY?

Additional information will be available on the city’s website, entering this link:

www.PatersonNJ.gov/DataPaterson



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