THE RAMOS ADMINISTRATION

GOVERNING BLUEPRINT

A Strategic Plan for Leading the City of Trenton

2026 – 2030

Prepared for

Rolando Ramos

Candidate for Mayor, City of Trenton

“Leadership is measured not by promises made during a campaign, but by results delivered once in office.”

FROM TRENTON TO TRIUMPH

Prepared by Nichols & Co Strategic Advisors

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Parts I through IX, with execution detail and examples under every section.

How to Read This Blueprint

Every section follows the same structure — what the commitment is, how it will be executed, and a concrete example of what that looks like in practice.

A STATUS line at the top of a section — means it builds on a program Trenton already runs today — Continue, Expand, Integrate, or Consolidate — rather than proposing something new from zero.

The Eight Principles of Municipal Success — Public Safety, Housing, Economic Development, Infrastructure, Financial Stewardship, People, Innovation, and Leadership — every initiative in this Blueprint is tagged to at least one.

Each of the nine Parts closes with an "At a Glance" recap — a section index for that Part and a pointer to what comes next.

Numbers left intentionally blank — the Implementation Control Framework in the Appendices is not filled with placeholder figures — real baselines and costs need confirmed city data before publication.

The Appendices in Part IX — hold the Glossary of Terms, the Department Organizational Chart, the Implementation Control Framework, and the Community Partner Directory.

PART I

THE FOUNDATION

Purpose · Mission · Values · Doctrine

SECTION 1

Statement of Purpose

Leadership is measured not by promises made, but by results delivered.

This Governing Blueprint establishes the strategic direction, operating standards, implementation requirements, and public accountability system of the Ramos Administration. It is an executive roadmap for governing the City of Trenton over a four-year term.

Residents deserve more than a list of intentions. They deserve a government that defines its objectives, explains how those objectives will be achieved, assigns responsibility, uses public resources carefully, measures performance, and reports results. Every major initiative in this Blueprint is tied to a defined objective, an implementation sequence, a responsible department, a funding strategy, a timeline, and measurable outcomes.

The Ramos Administration will govern through integrity, accountability, service, collaboration, professional excellence, and results. These principles will guide budget decisions, personnel management, departmental operations, public safety, economic development, housing, infrastructure, and every interaction between City Hall and the people it serves.

Every department will be measured against the Eight Principles of Municipal Success: Public Safety, Housing, Economic Development, Infrastructure, Financial Stewardship, People, Innovation, and Leadership. Every initiative in this Blueprint is tagged to at least one Principle, and every Principle is tracked on the Mayor's Performance Dashboard and reported to the public on a fixed schedule — not at the administration's convenience.

The objective is direct: leave Trenton safer, stronger, better managed, more prosperous, and more trusted than it was when this administration took office.

SECTION 2

Foreword

"Trenton is more than the capital of New Jersey. It is home. It is where I was raised, where I built my family, and where I spent twenty-six years in law enforcement before I ever set foot in City Hall as anything other than a resident with a question or a complaint.

"This city possesses resilient neighborhoods, dedicated employees, committed business owners, educational institutions, healthcare organizations, nonprofit partners, faith communities, and residents who care deeply about its future. Trenton does not suffer from a lack of potential. Its central challenge is converting that potential into measurable progress.

"Twenty-six years taught me that results are the only thing that actually build trust. Not press releases. Not photo ops. Results — the kind a resident can point to on their own block. I did not seek this office because I liked a slogan. I sought it because I spent a career watching good policy die in the gap between what got promised and what got delivered, and I decided Trenton deserved better than that gap.

"This Blueprint is my answer to it. It is a governing plan, written before I asked for a single vote, that I am putting in front of you so you can hold me to it. Every section states what this administration will do, how it will be executed, and how you will know whether it was done. That is how this administration will operate, starting on day one.

"Twenty-six years in law enforcement teaches you to trust data over instinct, and follow-through over good intentions. That is the standard I bring to this office, and it is the standard every department head in this administration will be held to — not because I said so once at a podium, but because it is written into every section of this Blueprint, reviewed on a fixed schedule, in public.

"To the residents of Trenton: this is my promise to you, and I mean that word carefully, because this Blueprint defines exactly what a promise means in this administration — a specific commitment, with a date attached, and a public report on whether it was kept.

"From Trenton to Triumph is not a slogan. It is the standard I am asking this city to hold me to."

SECTION 3

Mission

To provide transparent, accountable, professional leadership that improves public safety, strengthens neighborhoods, expands economic opportunity, modernizes municipal government, protects taxpayer resources, and enhances the quality of life for every resident of Trenton.

HOW WE'LL EXECUTE

The Ramos Administration will make this Mission the first line of every department's annual scorecard, and the Business Administrator will personally test every new initiative against it before it goes into the budget.

> ***Example:*** *When the Budget Reform section asks whether a line item survives a zero-based review, the first question is whether it advances this Mission.*

SECTION 4

Vision

To make Trenton one of New Jersey's safest, best-managed, and most opportunity-driven cities by restoring public confidence, investing in people and neighborhoods, encouraging responsible growth, and building a municipal government recognized for excellence and service.

HOW WE'LL EXECUTE

The Ramos Administration will translate this Vision into the Eight Principles of Municipal Success in Part III, working with the Chief of Staff to carry each Principle through to the Department Scorecards in Part IX, so there is a straight line from vision to daily metric.

> ***Example:*** *A resident asking "how do I know if the city is safer, cleaner, or more financially sound this year than last?" is answered by the annual scorecard, not a speech.*

SECTION 5

Core Values

- **Integrity** — act honestly and ethically in the public interest.
- **Accountability** — establish expectations, measure performance, publish results, and correct deficiencies.
- **Transparency** — ensure residents can see how decisions are made and how money is spent.
- **Service** — place residents at the center of municipal decisions.
- **Innovation** — modernize systems and empower employees to improve how government works.
- **Excellence** — reject the belief that good enough is sufficient.
- **Collaboration** — work across departments and with public, private, labor, nonprofit, educational, county, state, and federal partners.

HOW WE'LL EXECUTE

The Ramos Administration will build these seven values into the hiring rubric, the employee performance standards in Part VIII, and the annual review process, working directly with the Director of Human Resources so they are not left as a poster in the break room.

> ***Example:*** *A department head's annual review will include a specific rating against "Accountability" and "Transparency," tied to whether their department's scorecard was published on schedule.*

SECTION 6

The Ramos Standard

Every interaction with City Hall should increase public confidence in government.

Defines the expectations for every city employee:

- Professionalism
- Respect
- Preparedness
- Responsiveness
- Ownership
- Results

HOW WE'LL EXECUTE

The Ramos Administration will print this Standard on a one-page card issued to every city employee at onboarding, and will work with the Director of Human Resources to reference it explicitly in every performance review.

Example: *A resident who calls 311 and is transferred three times without resolution is experiencing a direct violation of "Ownership" — and that call becomes a data point in the Customer Service Reform section.*

SECTION 7

Governing Doctrine

The principles that guide every decision:

- **Public Service Above Politics** — every decision will be evaluated by its effect on the people of Trenton. Personal relationships, political pressure, and short-term advantage will not outweigh evidence, legal authority, fiscal responsibility, or the long-term interests of residents.
- **Leadership Through Accountability** — every director, supervisor, employee, program, and major contract will operate under clear expectations. Accountability is not a search for blame; it is a system for defining performance, recognizing success, identifying barriers, and correcting failure.
- **Fiscal Stewardship** — every public dollar represents taxpayer trust. Budgets will reflect priorities, contracts will be handled transparently, programs will be evaluated for public value, and long-term obligations will be considered before short-term commitments are made.
- **Professionalism Without Exception** — residents will receive courteous, timely, competent, and solution-oriented service, reinforced through training, leadership development, performance standards, and consistent supervision.
- **Trust Through Transparency** — residents should understand how decisions are made, how money is spent, what progress has been achieved, and where the administration is falling behind. Public information will be accessible, understandable, and reported regularly.
- **High-Performance Public Management** — Trenton will be managed with the discipline of a high-performing organization while remaining faithful to the legal and public responsibilities of municipal government. The Mayor provides executive leadership, the Business Administrator coordinates operations, City Council performs its legislative and oversight duties, and every department remains accountable to the residents who fund and rely upon city services.

HOW WE'LL EXECUTE

The Ramos Administration will use this Doctrine as the tie-breaker whenever two priorities compete for the same dollar or the same staff time, and will lean on the Chief Financial Officer and Business Administrator to default to the option that is more fiscally responsible and more measurable.

Example: *If a proposed program cannot state in one sentence how it will be measured, it does not move forward under "High-Performance Public Management" until that question is answered.*

Every value, standard, and doctrine in this Part becomes a specific test applied to every section that follows — not aspirational language left behind after this page.

PART I AT A GLANCE — THE FOUNDATION	
Purpose · Mission · Values · Doctrine	
1. Statement of Purpose	**2.** Foreword
3. Mission	**4.** Vision
5. Core Values	**6.** The Ramos Standard
7. Governing Doctrine	

Continues in PART II — THE COVENANT

PART II

THE COVENANT

A Commitment Between the Mayor and the Residents

SECTION 8

Leadership Covenant

The office of Mayor belongs to the people. The Ramos Administration accepts that responsibility with a clear understanding that trust must be earned repeatedly through conduct and results.

- **Lead With Integrity** — the administration will conduct public business honestly, ethically, and transparently. Mistakes will be acknowledged, corrected, and used to improve future performance.
- **Place Residents First** — every policy, budget, investment, and operational decision will be evaluated by its effect on residents. Every person who interacts with City Hall deserves professionalism, fairness, dignity, and timely service.
- **Demand Excellence** — departments will invest in employees, modernize outdated systems, embrace continuous improvement, and operate under standards that reflect the importance of public service.
- **Govern Through Accountability** — goals will be established, performance measured, progress reported, and corrective action taken when results fall short.
- **Protect the Public Trust** — taxpayer resources will be managed carefully. The administration will pursue outside funding, reduce waste, and ensure that public investments produce measurable value.
- **Build Partnerships** — the administration will work with residents, organized labor, businesses, schools, faith communities, nonprofits, Mercer County, the State of New Jersey, and federal partners.
- **Prepare the Next Generation** — the administration will leave stronger institutions, safer neighborhoods, improved infrastructure, expanded opportunity, and a municipal workforce prepared to continue the work.

HOW WE'LL EXECUTE

The Ramos Administration will publish this Covenant on the City website and reprint it at the front of every Quarterly Public Report, working with the Director of Communications, so residents can hold the administration to the same six lines every quarter.

> ***Example:*** *If a neighborhood outside downtown has gone two years without a capital project, the "Place Residents First" commitment is the standard a resident can point to at a town hall.*

SECTION 9

Mayor's Oath to the Residents

"I, Rolando Ramos, Mayor Candidate for the City of Trenton, make this pledge to the residents of this city on the day I take this office, and on every day I hold it.

"I pledge to measure this administration by results, not by promises — and to publish those results on a fixed schedule, whether they are good news or not.

"I pledge that every dollar this City spends will be traceable to a purpose, and every purpose will be traceable to one of the Eight Principles: Public Safety, Housing, Economic Development, Infrastructure, Financial

Stewardship, People, Innovation, and Leadership.

“I pledge that no neighborhood in this city will be an afterthought. Investment will be tracked ward by ward, and published ward by ward, so no resident has to take my word for where the money goes.

“I pledge that this government will serve you, not the other way around — that your tax dollars are an investment in this city, not a debt you owe to it.

“I pledge to hold my department heads to the same standard I hold myself: professionalism, respect, preparedness, responsiveness, ownership, and results — the Ramos Standard — applied without exception.

“I pledge that when this administration falls short, I will say so, in public, before you have to ask.

“And I pledge that four years from now, this city will be able to look back at what I said in this Blueprint on day one, and measure, page by page, whether I kept my word.

“I will measure every decision by one question: will this leave the City of Trenton stronger than I found it? If the answer is yes, I will move forward with conviction. If the answer is no, I will have the courage to choose a better path.

“This is not a campaign promise. It is my oath to you.”

— Rolando Ramos, Mayor Candidate, City of Trenton

Two short sections carrying outsized weight: the six-line promise to residents and the Mayor's personal oath, both written to be checked against the record, not just read once.

PART II AT A GLANCE — THE COVENANT	
A Commitment Between the Mayor and the Residents	
8. Leadership Covenant	9. Mayor's Oath to the Residents

Continues in PART III — THE ASSESSMENT

PART III

THE ASSESSMENT

A Full Executive Assessment of Trenton

A full executive assessment of Trenton, covering:

- Current strengths
- Current challenges
- Financial realities
- Neighborhood realities
- Organizational realities
- Service delivery
- Operational gaps
- Opportunity areas

HOW WE'LL EXECUTE

The Ramos Administration will build this Assessment from department-by-department briefings during the transition period, with every department head answering the same five questions, so we are not surprised by what we find after Inauguration Day.

> ***Example:*** *Each department head is asked the same five questions in transition briefings, and their answers are compiled into the Assessment before the 100 Days Plan is finalized.*

SECTION 10

Government Exists to Deliver Results

This section moves the conversation away from politics entirely and focuses on:

- Performance
- Leadership
- Metrics
- Department accountability
- Resident outcomes

HOW WE'LL EXECUTE

The Ramos Administration will hold every later Part of this Blueprint to this standard, and will send back any policy idea that cannot be tied to a metric in Part IX, working with the Chief of Staff to enforce it.

> ***Example:*** *A proposal to add a new city program is returned to its sponsor if it cannot answer "what number changes, and by when?"*

SECTION 11

Eight Principles of Municipal Success

- Public Safety
- Housing
- Economic Development
- Infrastructure
- Financial Stewardship
- People
- Innovation
- Leadership

Every future section of the Blueprint references these eight principles.

HOW WE'LL EXECUTE

The Ramos Administration will tag every section from here forward to one or more of these eight Principles, and will work with department heads to organize the Department Scorecards in Part IX by Principle rather than by department, so residents see results by outcome, not by bureaucracy.

> ***Example:*** *The Performance Dashboard groups Blight Elimination, Neighborhood Stabilization, and Housing initiatives under the single "Housing" Principle, even though three different departments touch them.*

The shift from politics to operations happens here — results, metrics, and the Eight Principles framework that organizes every section for the rest of this Blueprint.

PART III AT A GLANCE — THE ASSESSMENT	
A Full Executive Assessment of Trenton	
10. Government Exists to Deliver Results	11. Eight Principles of Municipal Success

Continues in PART IV — THE PROTECTION

PART IV

THE PROTECTION

Public Safety as the Foundation of Trust and Growth

SECTION 12

Public Safety Philosophy

- Safety is economic development.
- Safety is quality of life.
- Safety builds trust.
- Safety increases investment.

HOW WE'LL EXECUTE

The Ramos Administration, working with the Police Director, the Fire Chief, will use this philosophy as the filter for every public safety decision that follows, since a policy that reduces crime but destroys community trust fails the test as badly as one that builds trust but does nothing about crime.

> ***Example:*** *A proposed enforcement surge on a commercial corridor is paired with a community notification meeting beforehand, so the tactic builds trust instead of eroding it.*

SECTION 13

Safe and Constitutional Policing

Effective policing and constitutional policing are not competing goals. This section states that directly and answers the record on file, rather than routing around it.

In November 2024, a year-long U.S. Department of Justice civil-rights investigation found that the Trenton Police Department engaged in a pattern of excessive force and unconstitutional stops, searches, and arrests, and identified deficiencies in training, supervision, and accountability that contributed to those violations. The investigation was closed without a court-enforceable consent decree in May 2025. That closure does not close the underlying issue for this administration — the findings are the baseline this section starts from, not a controversy to manage around.

- Independent use-of-force review at the frequency the record requires, not just command sign-off
- Full compliance with Attorney General use-of-force and stop-reporting requirements, audited rather than assumed
- Body-camera activation and retention compliance tracked as a standing performance metric
- Early-warning system flagging officers with elevated complaint or use-of-force patterns before a pattern becomes a federal finding
- Civilian complaint process with a guaranteed response window and a status update to the complainant
- Public reporting on stops, searches, and use of force, broken out by race and ethnicity
- De-escalation and cultural-competency training as a recurring requirement, not a one-time course
- Litigation-cost tracking as a Public Safety budget metric — the City has paid more than $7 million since 2021 to resolve police-misconduct lawsuits

Trenton disbanded its Street Crimes Unit in March 2024 after the DOJ identified it as a driver of the pattern of misconduct. Any future specialized enforcement unit — under this administration or under any name — stands up only under these conditions:

- A written use-of-force and stop policy specific to the unit, reviewed before activation
- Body cameras active for 100% of unit operations, with no exceptions
- Independent review of the unit's stop and use-of-force data on a fixed schedule, not on request
- A unit commander directly accountable to the Police Director for the unit's compliance record
- Automatic suspension of the unit if independent review finds a repeat of the patterns identified in the 2024 DOJ report

Internal Affairs transparency has three distinct layers under existing New Jersey law, and this Blueprint follows the real framework rather than a single blanket rule:

- An annual public report on complaint types and dispositions — Sustained, Not Sustained, Exonerated, or Unfounded — with no complainant or officer names, already required by the Attorney General's Internal Affairs Policy & Procedures. This administration will publish it quarterly, not just the state's annual minimum.
- A public synopsis naming the officer whenever a complaint is sustained and results in termination, demotion, or a suspension of more than five days — required statewide since 2021 under Attorney General Directives 2020-5 and 2020-6, upheld by the New Jersey Supreme Court. This is not optional and this administration will not fall short of it.
- No case-level detail on complaints while an investigation is still open — consistent with the confidentiality that protects witnesses and the integrity of the investigation itself. What is published while a case is pending is the count of open cases and the average time to resolution, not the specifics of any one case.

HOW WE'LL EXECUTE

The Ramos Administration, working with the Police Director and an independent compliance function, will implement the audited use-of-force review, the early-warning system, and public reporting by race and ethnicity as among the first public safety actions of the term, not items deferred to a later year.

> ***Example:*** *The administration's first Quarterly Public Report includes a specific accounting of use-of-force incidents and stop data broken out by race and ethnicity, not just an aggregate crime-reduction number.*

SECTION 14

Public Safety Implementation Framework

STATUS: CONTINUE AND UPGRADE. The Police Department already runs a public safety data initiative under the name CitiStat / City-Stat, launched in response to the 2024 DOJ findings. COMPSTAT Plus is this administration's upgrade of that existing system — adding the Executive Public Safety Council and Neighborhood Safety Zones on top of it — not a replacement program built from zero.

- Executive Public Safety Council
- COMPSTAT Plus
- Neighborhood Safety Zones
- Executive Dashboards
- Monthly Reviews
- Quarterly Public Reports
- Interagency Coordination

HOW WE'LL EXECUTE

The Ramos Administration will convene the Executive Public Safety Council monthly with the Police Director, the Fire Chief, and relevant department heads to review COMPSTAT Plus data before it becomes a public Quarterly Report, so problems are addressed before they are announced.

> ***Example:*** *If shootings rise in a defined Neighborhood Safety Zone for two consecutive weeks, COMPSTAT Plus triggers an automatic review at the next Council meeting rather than waiting for the quarterly cycle.*

SECTION 15

Crime Reduction Strategy

- Focused policing
- Community policing
- Foot patrols
- Problem-oriented policing
- Youth intervention
- Technology
- Environmental design
- Victim support
- Officer recruitment
- Officer wellness
- Data-driven deployment

HOW WE'LL EXECUTE

The Ramos Administration, working with the Police Director, will drive deployment decisions from the data infrastructure described in the Technology section below, not from static shift schedules, so patrol resources move to where the data shows the greatest need in a given week.

> ***Example:*** *If two consecutive weeks of data show a spike in vehicle theft near a specific corridor, foot patrols and license-plate-reader coverage are shifted there the following week.*

SECTION 16

Community Policing

STATUS: CONTINUE AND EXPAND. Trenton Community Street Teams has operated since May 2022, recruiting and training community members as youth mentors and conflict mediators. This section commits to keeping it funded and expanding its reach, not relaunching it under a new name.

- Schools
- Churches
- Businesses
- Neighborhood associations
- Monthly meetings
- Community engagement
- Trust building

HOW WE'LL EXECUTE

The Ramos Administration, working with the Police Director, will assign officers to standing beats long enough to build relationships with the same schools, churches, and business owners month over month, rather than rotating officers before trust is built.

> ***Example:*** *A beat officer attends the same monthly neighborhood association meeting for a full year, so residents know a name and a face, not just a badge number.*

SECTION 17

Youth Violence Prevention

Prevention is the most cost-effective form of public safety.

- Early-intervention programs for at-risk youth
- Coordination between Police, Schools, and Youth Services
- Violence-interrupter and community mediator programs
- Safe-passage routes to and from school
- Data-driven targeting of highest-risk corridors and hours

HOW WE'LL EXECUTE

The Ramos Administration, working with the Police Director, the Director of Health & Human Services, will have violence interrupters and school resource staff share a weekly case list of flagged students, so a single at-risk student is not tracked by three departments that never talk to each other.

> ***Example:*** *A safe-passage route is mapped and staffed with community mediators during dismissal hours at schools identified as highest-risk in the data.*

SECTION 18

Technology Modernization

STATUS: CONTINUE AND INTEGRATE. Trenton's Real Time Crime Center has operated since 2020 under an agreement with the State Police. This section is about connecting it to COMPSTAT Plus and the Executive Dashboards, and adding AI-assisted analytics on top of it — not standing up a new center.

- Real Time Crime Center
- License Plate Readers
- Body Cameras
- Drone Operations
- Digital Evidence
- Cybersecurity
- AI-Assisted Analytics

HOW WE'LL EXECUTE

The Ramos Administration, working with the Police Director, the Director of Information Technology, will integrate the existing Real Time Crime Center as the single feed that COMPSTAT Plus, deployment decisions, and the Executive Dashboards all draw from, so every public safety tool in this Part reads from the same data.

> ***Example:*** *A license-plate-reader hit on a vehicle tied to an open case is routed automatically to the Real Time Crime Center, which alerts the nearest patrol unit within seconds.*

SECTION 19

Smart on Crime: The Flock Safety Network

Smart on Crime means using proven technology to solve and prevent crime while building the privacy safeguards in from day one — not adding them later because the Legislature forced the issue.

New Jersey has become one of the fastest-growing markets in the country for automated license plate readers: an NJ.com investigation found 523 law enforcement agencies statewide now use the technology, nearly every agency in New Jersey. Flock Safety is one of the most widely adopted vendors of this technology nationally. Expanding Trenton's network under the Flock Safety platform means networked, real-time alerts on flagged, stolen, or wanted vehicles — shared with partner agencies, not just Trenton's own cameras — feeding directly into the Real Time Crime Center and COMPSTAT Plus.

- Solar-powered, no-wiring camera deployment sited on the corridors Crime Reduction Strategy data identifies, not deployed evenly regardless of need
- Real-time alerts on flagged, stolen, or wanted vehicles, integrated with the existing Real Time Crime Center feed
- Access to the wider regional Flock network for cases that cross municipal lines
- Optional add-on capabilities — gunshot and audio detection, drone response — evaluated and authorized separately, not adopted automatically as part of the base camera contract

New Jersey currently retains automated license plate reader data for three years — longer than most of the country — and multiple bills are pending in the Legislature to tighten that. This administration will not wait for the Legislature to act first.

- A published data-retention limit shorter than the current statewide three-year standard, reviewed annually
- No sharing of Trenton's license-plate data with federal immigration enforcement or out-of-state agencies pursuing matters that are not criminal violations under New Jersey law
- An audit log of every search — requesting officer and case number — reviewed by the independent compliance function described in Ethics and Compliance
- Annual public reporting on searches run, arrests resulting, and any audits for misuse
- Clear public signage disclosing camera locations, consistent with Attorney General guidance

HOW WE'LL EXECUTE

The Ramos Administration, working with the Police Director and the Director of Information Technology, will negotiate retention limits and data-sharing restrictions directly into the Flock Safety contract itself, not just into internal department policy, so the safeguard survives a change in administration or a change in state law.

> ***Example:*** *The City's contract caps license-plate data retention at a fixed period shorter than the state's three-year standard, with automatic deletion enforced by the vendor's system, not by staff remembering to purge it on schedule.*

SECTION 20

Officer Recruitment & Retention

- Leadership training
- Recruitment
- Retention
- Career pathways
- Recognition
- Wellness
- Equipment modernization

HOW WE'LL EXECUTE

The Ramos Administration, working with the Police Director, will publish a defined career pathway — patrol to specialized unit to command — so every officer can see what advancement requires, rather than advancement depending on informal relationships.

> ***Example:*** *An officer completing a defined set of training and evaluation milestones becomes eligible for a specialized unit assignment on a fixed timeline, not an ad hoc one.*

SECTION 21

Auxiliary Public Safety Program

The administration will complete a legal and operational review and establish an Auxiliary Public Safety Program within lawful authority. The program will support emergency management, major events, traffic and crowd assistance, community visibility, and other authorized functions under trained supervision. Auxiliary personnel will not replace sworn staffing or perform duties beyond approved authority.

- Legal and operational review completed before any personnel are recruited
- Defined scope limited to emergency management, major events, and traffic and crowd assistance
- Trained supervision at all times, with no independent enforcement authority
- Clear public disclosure of what auxiliary personnel are, and are not, authorized to do

HOW WE'LL EXECUTE

The Ramos Administration, working with the Police Director and Corporation Counsel, will complete the legal and operational review before any recruitment begins, so the program's authority is settled in writing before it is settled in practice.

> ***Example:*** *A resident who sees an auxiliary member at a community event can look up, on the City website, exactly what that role is and is not authorized to do.*

SECTION 22

South Broad Public Safety Facility

Within the first 100 days, the administration will complete a facility and deployment analysis for South Broad Street and surrounding neighborhoods. The review will determine whether reopening the former Second Precinct, creating a modern substation, establishing a shared public-safety and community hub, or using another deployment model provides the strongest public-safety value.

- Facility condition and cost assessment for the former Second Precinct
- Deployment analysis comparing a reopened precinct, a modern substation, and a shared public-safety and community hub
- Community input from South Broad Street residents and merchants before a model is chosen
- A public recommendation, with cost and timeline, by the end of the First 100 Days

HOW WE'LL EXECUTE

The Ramos Administration, working with the Police Director and the Director of Public Works, will complete the facility and deployment analysis inside the First 100 Days window, so the decision is made on data and community input, not on which option is easiest to announce.

Example: *The First 100 Days progress report includes a specific recommendation on the South Broad facility question, with the cost and timeline attached, not a promise to keep studying it.*

SECTION 23

Victim Services

A public safety strategy that forgets victims is incomplete.

- Dedicated victim advocate staffing
- Trauma-informed response protocols
- Coordination with prosecutors and courts on victim notification
- Financial and housing assistance referrals for crime victims
- Restorative justice options where appropriate

HOW WE'LL EXECUTE

The Ramos Administration, working with the Police Director, will assign a victim advocate to every violent crime case at the point of first police contact, staying assigned through court proceedings, so a victim is never re-explaining their case to a new stranger at each stage.

Example: *A domestic violence victim is connected same-day to housing assistance referrals through the advocate, rather than being handed a phone number and a pamphlet.*

SECTION 24

Performance Metrics

- Violent crime
- Property crime
- Response time
- Clearance rates
- Citizen confidence
- Neighborhood stability
- Business confidence
- Officer retention
- Quarterly reporting

HOW WE'LL EXECUTE

The Ramos Administration, working with the Police Director, the Director of Information Technology, will feed these nine metrics into the Public Safety section of the Performance Dashboard directly, with no manual reformatting between what the department tracks internally and what the public sees.

> ***Example:*** *A resident checking the Dashboard sees the same clearance-rate figure the Police Director reviews at the Monthly Review, not a simplified or delayed version of it.*

SECTION 25

Leadership Commitment

Public safety reform succeeds or fails on leadership discipline.

- Command accountability tied to Executive Dashboards
- Regular leadership review of the Public Safety Implementation Framework
- Officer wellness as a leadership priority, not an afterthought
- Direct Mayor-to-Chief accountability structure
- Public reporting on public safety leadership performance

HOW WE'LL EXECUTE

The Ramos Administration, working with the Police Director, will hold a standing one-on-one review separate from the full Council meeting, specifically to walk through command-level accountability before it becomes a public issue.

> ***Example:*** *If a Performance Metric misses target for two consecutive months, the responsible command staff presents a corrective plan directly to the Mayor, not just to the Council.*

Fourteen sections answering both halves of the public safety question at once: how crime goes down, and how policing directly answers the 2024 DOJ findings while it does.

PART IV AT A GLANCE — THE PROTECTION	
Public Safety as the Foundation of Trust and Growth	
12. Public Safety Philosophy	**13.** Safe and Constitutional Policing
14. Public Safety Implementation Framework	**15.** Crime Reduction Strategy
16. Community Policing	**17.** Youth Violence Prevention
18. Technology Modernization	**19.** Smart on Crime: The Flock Safety Network
20. Officer Recruitment & Retention	**21.** Auxiliary Public Safety Program
22. South Broad Public Safety Facility	**23.** Victim Services
24. Performance Metrics	**25.** Leadership Commitment

Continues in PART V — THE REVITALIZATION

PART V

THE REVITALIZATION

Housing, Corridors, and Neighborhoods Rebuilt

SECTION 26

Housing & Homeownership

Government should help people complete programs — not simply advertise them. This is one of the signature philosophies of the Ramos Administration.

HOW WE'LL EXECUTE

The Ramos Administration, working with the Director of Housing & Economic Development, will measure every housing program in this Part by completion rate, not enrollment rate, so a resident who starts a homeownership track and drops off halfway through is treated as a program failure to diagnose, not a statistic to ignore.

> ***Example:*** *If a Trenton Homeownership Initiative cohort loses a third of its participants before the six-month mark, that dropout point is reviewed to find out why, rather than simply enrolling a new cohort.*

SECTION 27

Trenton Homeownership Initiative

- Tier One: residents ready for homeownership within six months
- Tier Two: residents on a one- to two-year preparation track
- The City actively guides residents toward ownership, at every tier

HOW WE'LL EXECUTE

The Ramos Administration, working with the Director of Housing & Economic Development, will assign each resident a single advisor at intake who stays with them from Tier placement through closing, rather than handing residents off between departments.

> ***Example:*** *A renter who enters as Tier Two due to credit issues is reassessed every ninety days and moved to Tier One as soon as they qualify, without having to re-apply from scratch.*

SECTION 28

Housing Resource Partnership

One coordinated network, not a patchwork of disconnected programs:

- County and State housing agencies
- Banks and mortgage lenders
- Housing counselors
- Nonprofits
- Educational institutions
- Community Development Corporations
- New Jersey REALTORS®, the National Association of Real Estate Brokers (NAREB), and the National Association of Hispanic Real Estate Professionals (NAHREP)

Realtors work these blocks every day. Their first-hand knowledge of what is actually for sale, what is actually financeable, and what is actually holding a specific buyer back is a level of precision no city database replicates on its own. The administration will work directly with New Jersey REALTORS®, NAREB, and NAHREP to design creative, targeted homeownership strategies for Trenton — not generic outreach, but efforts aimed at the specific buyers, blocks, and barriers these professionals see first.

HOW WE'LL EXECUTE

The Ramos Administration, working with the Director of Housing & Economic Development, will sign a memorandum of understanding with each partner — including New Jersey REALTORS®, NAREB, and NAHREP — defining exactly what they provide and by when, so the network functions as one coordinated system rather than a list of organizations that happen to be in the same room once a year.

> ***Example:*** *A NAREB or NAHREP member flags a specific block where several longtime renters are mortgage-ready but have never been approached; that block becomes a targeted outreach effort under the Apartment Outreach Initiative, rather than a citywide flyer campaign.*

SECTION 29

Apartment Outreach Initiative

Bring City Hall directly to renters.

- Identify apartment communities citywide
- Conduct direct, on-site outreach
- Financial education and credit counseling
- Mortgage readiness coaching
- Grant education
- One-on-one advisors

HOW WE'LL EXECUTE

The Ramos Administration, working with the Director of Housing & Economic Development, will have City advisors hold regular office hours inside apartment community common areas, on a published schedule, rather than requiring renters to travel to City Hall to first learn the programs exist.

> ***Example:*** *An advisor sets up a folding table in a large apartment complex's community room every other Tuesday evening, when working residents are actually home.*

SECTION 30

Rental Safety and Inspection System

The administration will modernize rental registration, inspection, lead compliance, complaint tracking, reinspection, and enforcement into one coordinated system. The system will protect tenants, provide responsible owners with clear standards, and apply escalating lawful enforcement to repeated noncompliance.

- Complete a legal, staffing, and fee study before changing inspection frequency or contractor use
- Coordinate municipal and state inspection requirements to avoid duplication
- Require qualified, properly procured inspectors and conflict-of-interest protections
- Photograph and document violations and provide clear correction deadlines
- Track reinspections, repeat violations, unpaid penalties, and legal enforcement in one system
- Protect notice, access, appeal, and due-process rights
- Use fees to support lawful program costs rather than assuming profit
- Publish aggregate inspection performance without exposing protected tenant information

HOW WE'LL EXECUTE

The Ramos Administration, working with the Director of Housing & Economic Development and the Director of Inspections, will complete the legal, staffing, and fee study before any change to inspection frequency or contractor use, so the system is built on a defensible foundation rather than adjusted case by case.

> ***Example:*** *A landlord with three unresolved violations and an unpaid penalty is visible in the same tracking system a tenant uses to check the status of their own complaint, so neither side is working from incomplete information.*

SECTION 31

Neighborhood Stabilization

- Blight remediation
- Tree planting
- Street lighting
- Parks
- Sidewalks
- Beautification
- Code enforcement
- Community pride

HOW WE'LL EXECUTE

The Ramos Administration, working with the Director of Public Works and the Director of Housing & Economic Development, will bundle these eight elements into a single ward-level work order rather than funding and scheduling them as separate, uncoordinated projects.

> ***Example:*** *A single block gets new lighting, sidewalk repair, and tree planting in the same construction season instead of each arriving on its own multi-year timeline.*

SECTION 32

Mayor's Housing Standard

Success is measured by:

- Families becoming homeowners
- Neighborhoods improving
- Property values stabilizing
- Vacant homes returning to productive use
- Generational wealth creation

HOW WE'LL EXECUTE

The Ramos Administration will limit the public-facing Performance Dashboard to these five outcomes, working with the Director of Housing & Economic Development, so program-level activity metrics stay internal and the public view stays focused on results.

> ***Example:*** *The Dashboard shows the number of vacant homes returned to productive use this quarter, not the number of outreach flyers distributed.*

SECTION 33

Blight Elimination Strategy

The recommended first move of this phase: identify, secure, rehabilitate, transfer, or demolish problem properties — while holding negligent owners accountable.

- Vacant and abandoned property inventory
- Code enforcement reform
- Property registration requirements
- Demolition-versus-rehabilitation decision framework
- Receivership, liens, and redevelopment tools
- Public reporting by property and by neighborhood

HOW WE'LL EXECUTE

The Ramos Administration, working with the Director of Code Enforcement and the Director of Housing & Economic Development, will enter every vacant property into a single inventory with a risk score and an assigned case manager on day one, so a property cannot sit unassigned and untracked for years.

> ***Example:*** *A long-vacant property flagged as high-risk is escalated automatically to the receivership track after a fixed registration deadline passes without owner response, rather than waiting for a resident complaint to restart the process.*

SECTION 34

Commercial Corridor Revitalization

Trenton's commercial corridors carry the city's economic identity block by block:

- Broad Street
- South Broad Street
- East State Street
- Chambers Street
- Neighborhood business districts citywide
- Storefront improvement programs
- Lighting, cleanliness, signage, parking, and safety standards

HOW WE'LL EXECUTE

The Ramos Administration, working with the Director of Housing & Economic Development, will give each corridor its own investment plan and its own point of contact at the City, rather than one citywide commercial-corridor program applied identically everywhere.

> ***Example:*** *The Broad Street plan prioritizes storefront occupancy and lighting, while the East State Street plan — closer to the State House — prioritizes evening activity and walkability, because the two corridors have different problems.*

SECTION 35

Small Business Growth

Small businesses grow Trenton's economy one storefront at a time.

- One-stop business assistance
- Permitting reform
- Local procurement preference
- Minority- and women-owned business support
- Startup support
- Business retention visits
- Commercial occupancy strategy

HOW WE'LL EXECUTE

The Ramos Administration, working with the Director of Housing & Economic Development, will consolidate permitting, licensing, and financing guidance into a single one-stop business assistance office, so a new business owner is not routed to five different offices to open one storefront.

> ***Example:*** *A prospective business owner meets with a single case manager who walks their application through permitting, financing referral, and procurement registration in one visit.*

SECTION 36

Downtown Trenton Strategy

As the seat of state government, downtown Trenton carries outsized weight for the city's economic identity.

- State-worker daytime activity and spending
- Restaurants and retail expansion
- Office vacancy conversion
- Arts and entertainment programming
- Evening activity strategy
- Parking and walkability
- Residential conversion opportunities

HOW WE'LL EXECUTE

The Ramos Administration, working with the Director of Housing & Economic Development and the Director of Planning, will build separate activation plans for downtown's two distinct populations — daytime state workers and evening residents and visitors — since a lunch-hour retail strategy and a Friday-night entertainment strategy require different investments.

> ***Example:*** *A vacant ground-floor office space near the State House is targeted first for a daytime lunch-hour retail use, while a similar space closer to arts venues is targeted for evening entertainment use.*

SECTION 37

Infrastructure and Neighborhood Investment

Reliable infrastructure and visible neighborhood investment build trust block by block.

- Streets and sidewalks
- Lighting
- Water and sewer systems
- Parks
- Trees and green infrastructure
- Capital planning
- Ward-by-ward investment tracking

HOW WE'LL EXECUTE

The Ramos Administration, working with the Director of Public Works, will log every capital dollar spent on streets, lighting, water, sewer, parks, and trees against a ward, and publish the running total by ward, so no neighborhood has to take our word for it that investment is being spread fairly.

> ***Example:*** *If a published ward-by-ward table shows one ward has received a disproportionately small share of capital investment two years running, that gap becomes a specific line item in the next Capital Improvement Plan.*

SECTION 38

Water Security and Affordability Plan

Trenton Water Works is the largest, longest-running operational commitment in this Blueprint, and it gets a standalone plan rather than one bullet under infrastructure.

TWW is undertaking a ten-year, $763 million Capital Improvement Plan to modernize aging facilities, distribution infrastructure, and storage — including decentralizing finished-water storage away from the single Pennington Avenue Reservoir. Within that plan, TWW is executing a $175 million Lead Service Line Replacement Program to remove more than 20,000 lead service lines system-wide, at no cost to property owners, under a state-law deadline of 2031. Roughly $70 million and 11,000 lines have been completed to date. TWW also operates under a Unilateral Administrative Order with the NJDEP covering water quality, capital advancement, and operational performance. This administration inherits that order, that deadline, and that price tag on day one.

- Ownership and regional-governance principles — TWW serves roughly 200,000 customers across a five-municipality area, not Trenton alone
- NJDEP compliance under the existing Unilateral Administrative Order, tracked as its own standing item, not folded into general Infrastructure reporting
- Capital-funding strategy across the $763 million plan: state and federal grants, the New Jersey Infrastructure Bank, bonding, and rate revenue
- Ratepayer affordability and assistance for residents on fixed or low incomes
- Lead-service-line completion tracked publicly against the 2031 deadline, phase by phase
- Staffing, certifications, and succession planning for a specialized utility workforce
- Main breaks, water loss, billing accuracy, and service-continuity metrics
- Emergency continuity planning and public reporting during service disruptions

HOW WE'LL EXECUTE

The Ramos Administration, working with the Director of Water & Sewer and the Chief Financial Officer, will publish TWW's capital plan, lead-line completion count, and NJDEP compliance status as their own standing section of the Quarterly Public Report, separate from general Infrastructure metrics, so the City's single largest financial and public-health commitment cannot get lost inside a broader category.

> ***Example:*** *A resident can check the Quarterly Public Report and see the exact count of lead service lines replaced this quarter against the running total toward the 2031 deadline, alongside TWW's current standing under its NJDEP order.*

From individual homeownership to Trenton Water Works' $763 million capital plan — the physical and financial rebuilding of every neighborhood, not just the corridors already attracting attention.

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28. Housing Resource Partnership	**29.** Apartment Outreach Initiative
30. Rental Safety and Inspection System	**31.** Neighborhood Stabilization
32. Mayor's Housing Standard	**33.** Blight Elimination Strategy
34. Commercial Corridor Revitalization	**35.** Small Business Growth
36. Downtown Trenton Strategy	**37.** Infrastructure and Neighborhood Investment
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PART VI

THE INVESTMENT

How the Administration Grows and Manages the City

This Part establishes how the administration grows the economy and manages public money — and how every major initiative will be funded, tracked, and audited.

SECTION 39

Economic Development Strategy

- Sector-focused growth targeting logistics, healthcare, state government services, and light manufacturing
- Site-readiness program for shovel-ready parcels
- Regional competitiveness positioning against peer capital cities
- Annual economic development scorecard tied to the Eight Principles

HOW WE'LL EXECUTE

The Ramos Administration, working with the Director of Housing & Economic Development, will set growth targets by sector rather than by generic job counts, because a warehouse job and a healthcare job draw on different infrastructure, workforce training, and site requirements.

Example: *The site-readiness program pre-clears environmental and zoning questions on identified parcels before a prospect ever inquires, so Trenton can respond to a site-selection request in weeks, not months.*

SECTION 40

Business Attraction and Retention

- Dedicated attraction team with a single point of contact
- Target-industry outreach campaigns
- Competitive incentive packages benchmarked to peer cities
- Structured retention visits to existing employers
- Early-warning system for at-risk employers

HOW WE'LL EXECUTE

The Ramos Administration, working with the Director of Housing & Economic Development, will give retention the same structured attention as attraction, with every major employer receiving a scheduled visit at least once a year to surface problems before that employer starts looking at other cities.

Example: *A retention visit surfaces a permitting delay that is quietly frustrating a major employer's expansion plan; the team resolves it before the employer puts the expansion out to other cities.*

SECTION 41

Workforce Development

- Employer-aligned training partnerships with community colleges and trade schools
- Career-readiness programming tied to Youth Development
- Job placement tracking as a standing performance metric
- Coordination with the Economic Development Strategy

HOW WE'LL EXECUTE

The Ramos Administration, working with the Director of Housing & Economic Development, will only fund training programs where a partner employer has agreed in advance to interview graduates, so residents are trained toward real openings, not credentials with no clear next step.

> ***Example:*** *A logistics-sector training cohort is built jointly with a warehouse employer who commits to interviewing every graduate who completes the program.*

SECTION 42

Local Hiring and Apprenticeships

- Local-hire requirements on city-funded and incentivized projects
- Apprenticeship and pre-apprenticeship pipelines
- Trade union and employer partnership agreements
- Tracking of local-hire compliance by project

HOW WE'LL EXECUTE

The Ramos Administration, working with the Director of Housing & Economic Development, will require a specific local-hire percentage in every agreement for city funding or incentives, and track compliance project by project rather than assuming it.

> ***Example:*** *A developer receiving a city incentive for a downtown residential conversion reports quarterly on what share of construction hires are Trenton residents.*

SECTION 43

Public-Private Partnerships

- Formal partnership framework with clear accountability terms
- Anchor institution collaboration: hospitals, state government, universities
- Developer partnerships tied to community-benefit agreements
- Regular public reporting on partnership outcomes

HOW WE'LL EXECUTE

The Ramos Administration, working with the Chief of Staff, will document every partnership with specific deliverables and a review date, so a partnership cannot quietly exist in name only after the announcement press conference.

Example: *A community-benefit agreement tied to a downtown development includes a specific local-hire target and a specific date for a public progress report.*

SECTION 44

Capital Improvement Planning

- Multi-year Capital Improvement Plan tied to the Eight Principles
- Prioritization matrix balancing urgency, cost, and impact
- Diversified funding: bonds, grants, partnerships
- Public project-tracking dashboard

HOW WE'LL EXECUTE

The Ramos Administration, working with the Director of Public Works and the Chief Financial Officer, will score every capital project against the same prioritization matrix before it is funded, so competing requests from different departments are weighed on the same scale.

Example: *A requested park renovation and a requested road repair are scored on the same urgency, cost, and impact matrix, and the higher-scoring project is funded first.*

SECTION 45

Budget Reform

- Performance-based budgeting tied to department outcomes
- Zero-based review of legacy line items
- Multi-year budget forecasting, not year-to-year guessing
- Public budget summary in plain language

HOW WE'LL EXECUTE

The Ramos Administration, working with the Chief Financial Officer, will require every department to justify its full budget against current performance data each cycle, not just the increase over last year, so long-standing line items are no longer grandfathered in without scrutiny.

Example: *A legacy contract that has been renewed automatically for a decade is reviewed against current department performance data and either renegotiated or ended.*

SECTION 46

Grant Management

Grant dollars left unclaimed are services residents never receive.

- Dedicated grant-writing and management capacity
- Centralized grant calendar and pipeline
- Compliance and reporting systems to protect funding
- Post-award performance tracking

HOW WE'LL EXECUTE

The Ramos Administration, working with the Chief Financial Officer, will maintain a centralized grant calendar tracking every open state and federal opportunity relevant to the Eight Principles, so a department is never caught missing a deadline it did not know existed.

Example: *A federal infrastructure grant deadline is flagged ninety days in advance on the centralized calendar, giving the responsible department time to prepare a competitive application.*

SECTION 47

Procurement Reform

- Competitive bidding standards
- Vendor diversity goals
- Contract performance monitoring
- Public procurement dashboard

HOW WE'LL EXECUTE

The Ramos Administration, working with the Chief Financial Officer, will post every contract above a defined threshold to the public procurement dashboard from solicitation through award, so the bidding process is visible in real time.

Example: *A resident can look up a paving contract on the dashboard and see every vendor that bid, not just the one that won.*

SECTION 48

Financial Transparency

Trust in government starts with trust in the numbers — and residents should be able to see exactly where every dollar goes, not just take the City's word for it.

- Dollar-by-dollar spending tracker, published so residents can hold the City accountable
- Timely, audited financial reporting
- Published monthly financial dashboards
- Debt management strategy with defined limits
- Fraud, waste, and abuse reporting channel

HOW WE'LL EXECUTE

The Ramos Administration, working with the Chief Financial Officer, will publish a dollar-by-dollar spending tracker alongside the monthly financial dashboard — spending broken out by department and by purpose, not just a citywide total — so residents can see exactly where every tax dollar goes and hold the City accountable for it, released on a fixed calendar date regardless of whether the numbers are good or bad that month.

> ***Example:*** *A resident can look up exactly how much was spent on a specific paving contract or a specific department's overtime budget that month, not just the citywide total.*

SECTION 49

Fiscal Independence Schedule

Trenton received $50.5 million in direct state aid for FY2026, including $10 million in Capital City Aid — the largest state-aid award the City has received in years, and a number this administration inherits, not one it can wish away in a single term. Roughly half of Trenton's properties are tax-exempt (federal, state, and county buildings, schools, and religious institutions), which structurally limits the City's ability to raise revenue through local ratables alone. A commitment to reduce dependency on state aid has to be built on that math, not stated over it.

- A published, multi-year schedule for the structural deficit and the path to closing it
- Year-by-year transitional-aid reduction targets, reconciled against the City's actual annual aid application — not a round campaign number
- Property-tax impact modeling for every major initiative in this Blueprint before it is adopted, not after
- Payroll and overtime discipline tied to the Budget Reform and Performance-Based Budgeting sections
- A debt-service schedule published alongside the Capital Improvement Plan
- Ratables growth and development-revenue tracking tied to Economic Development Strategy
- A framework for compensation from tax-exempt state and institutional property owners, where legally available
- Shared-services agreements with Mercer County and neighboring municipalities where they reduce cost without reducing service
- Trenton Water Works tracked as its own enterprise fund, separate from the general fund, consistent with the Water Security and Affordability Plan

HOW WE'LL EXECUTE

The Ramos Administration, working with the Chief Financial Officer and the Business Administrator, will publish this Fiscal Independence Schedule as a standing exhibit alongside the annual budget, updated every year against the actual transitional-aid award the City receives — not against a projection made once and left unchanged.

Example: *If the City's FY2027 transitional-aid application requests less than the $50.5 million baseline, that reduction and what replaced it are shown side by side in the published schedule, not asserted as a talking point.*

SECTION 50

Technology Modernization

Citywide systems and infrastructure — the digital backbone that every other department depends on:

- Digital permitting, licensing, and payments
- Citywide broadband and connectivity investment
- Cybersecurity standards across all departments
- Data infrastructure supporting the Executive Dashboards

HOW WE'LL EXECUTE

The Ramos Administration, working with the Director of Information Technology, will build the shared data infrastructure that the Public Safety Technology section, the 311 System, and the Performance Dashboards all run on, so those systems are not built as one-off, disconnected tools.

Example: *A single resident login lets someone pay a water bill, check a permit status, and file a 311 request without three separate accounts.*

SECTION 51

Performance-Based Budgeting

- Department outcomes tied directly to funding decisions
- Annual performance review preceding each budget cycle
- Public performance-to-budget reporting
- Sunset review for underperforming programs

HOW WE'LL EXECUTE

The Ramos Administration, working with the Chief Financial Officer, will review each department's prior-year scorecard before its next budget is set, so funding decisions are informed by documented results rather than by which department asked loudest.

Example: *A program that consistently misses its performance targets for two straight review cycles is placed under sunset review rather than automatically re-funded.*

How growth gets funded, how the City spends, and how dependence on state aid gets reduced on a published schedule rather than a talking point.

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PART VII

THE PEOPLE

Residents and Quality of Life

SECTION 52

Youth Development

- Expanded after-school and summer programming
- Youth employment and internship pipeline
- Mentorship network tied to Workforce Development
- Youth council with direct input to City Hall

HOW WE'LL EXECUTE

The Ramos Administration, working with the Director of Recreation, will have the Youth Council meet on a fixed schedule with a standing agenda item at relevant Cabinet meetings, so youth input is structured input to policy, not a one-time listening session.

> ***Example:*** *A Youth Council recommendation on summer program hours is presented directly to the Recreation and Parks department head at a scheduled meeting, with a written response required within thirty days.*

SECTION 53

Education Partnerships

City Hall does not run the schools, but it owns responsibility for the conditions children learn in.

- City-school district coordination on safety, facilities, and youth services
- Out-of-school-time and summer learning partnerships
- Early childhood access initiatives
- College and career pipeline coordination

HOW WE'LL EXECUTE

The Ramos Administration, working with the Director of Health & Human Services, will hold a standing coordination meeting with district leadership covering safe-passage routes, shared facility use, and youth service referrals — issues that sit at the boundary between City and district responsibility and fall through the cracks without a standing forum.

> ***Example:*** *Safe-passage planning under Youth Violence Prevention is coordinated directly with school dismissal schedules at this standing meeting, rather than planned by the City in isolation.*

SECTION 54

Recreation and Parks

Parks and recreation are where neighborhood pride is built or lost.

- Park condition assessment and capital investment plan
- Programming calendar across all neighborhoods, not just flagship parks
- Youth sports and recreation league expansion
- Volunteer and adopt-a-park partnerships

HOW WE'LL EXECUTE

The Ramos Administration, working with the Director of Recreation, will assess every park in the city on the same condition scorecard and build the programming calendar to guarantee a minimum number of scheduled events per neighborhood park per season, not just at the largest flagship parks.

Example: *A smaller neighborhood park receives the same minimum quota of scheduled youth-league games per season as the city's largest park.*

SECTION 55

Senior Services

Seniors built this city. The City owes them a government that shows up.

- Senior center modernization and expanded hours
- Transportation access for medical and essential trips
- Fall-prevention and home-safety programs
- Fraud and scam-prevention education

HOW WE'LL EXECUTE

The Ramos Administration, working with the Director of Health & Human Services, will schedule transportation requests for medical appointments through a dedicated booking line with a guaranteed response window, rather than a general request line.

Example: *A senior calling to book a ride to a medical appointment receives confirmation within one business day through the dedicated line.*

SECTION 56

Veterans Services

- Veteran-specific housing and benefits navigation
- Employment pipeline partnerships with veteran hiring programs
- Coordination with Mental Health and Addiction Response
- Annual recognition and engagement events

HOW WE'LL EXECUTE

The Ramos Administration, working with the Director of Health & Human Services, will assign a single veteran-services navigator as the point of contact across housing, benefits, and employment referrals, so a veteran is not re-explaining their situation to a new office for each separate need.

> ***Example:*** *A veteran seeking both housing assistance and job placement works with one navigator who coordinates both referrals rather than two separate intake processes.*

SECTION 57

Public Health

- Community health partnerships with local providers
- Food access and nutrition programming
- Environmental health enforcement: lead, water quality, sanitation
- Public health data dashboard

HOW WE'LL EXECUTE

The Ramos Administration, working with the Director of Health & Human Services, will publish environmental health enforcement data — lead violations, water quality, sanitation complaints — on the same public health dashboard as community health partnership outcomes.

> ***Example:*** *A property with an open lead violation shows on the same dashboard tracked by neighborhood, linking directly to the Blight Elimination Strategy's property inventory.*

SECTION 58

Mental Health and Addiction Response

STATUS: CONTINUE AND EXPAND. Trenton Police has participated in the state ARRIVE Together co-responder program since 2024, pairing mental health professionals with officers on behavioral-health calls. This section commits to keeping that partnership funded and expanding its hours and coverage, not building a parallel program from scratch.

- Crisis-response coordination with Public Safety
- Co-responder and diversion program development
- Treatment and recovery service partnerships
- Community outreach and stigma-reduction efforts

HOW WE'LL EXECUTE

The Ramos Administration, working with the Police Director and the Director of Health & Human Services, will pair a trained clinician with police response on calls flagged as behavioral-health-related, so a mental health crisis is met with a clinical response alongside a public safety one.

> ***Example:*** *A 911 call flagged as a mental health crisis dispatches a co-responder team rather than a standard patrol unit alone, where safe to do so.*

SECTION 59

Arts and Culture

Arts and culture are Trenton's competitive advantage — an asset, not a footnote.

- Public art and mural programs tied to Neighborhood Investment
- Grant support for local artists and arts organizations
- Cultural heritage preservation and promotion
- Signature annual events building the city's identity

HOW WE'LL EXECUTE

The Ramos Administration, working with the Director of Recreation and the Director of Housing & Economic Development, will schedule public art installations to coincide with Neighborhood Stabilization work on the same block, so a freshly repaired sidewalk and a new mural land in the same season.

> ***Example:*** *A mural project is timed to complete alongside a Neighborhood Stabilization lighting upgrade on the same block.*

SECTION 60

Community Engagement

Government that listens governs better.

- Regular neighborhood town halls across all wards
- Resident advisory councils tied to the Eight Principles
- Transparent, accessible public meeting practices
- Feedback loop from resident input to City Hall action

HOW WE'LL EXECUTE

The Ramos Administration, working with the Chief of Staff, will log every town hall question that requires a follow-up with an assigned department and a response deadline, and report the resolution back at the next town hall.

Example: *A resident question about a pothole raised at a town hall is logged, assigned to Public Works, and its resolution status is reported at the following month's meeting.*

SECTION 61

Language Access

A resident's ability to get help should never depend on English fluency.

- Multilingual staffing at key resident-facing departments
- Translated public documents and notices
- Interpretation services at public meetings
- Language-access compliance tracking

HOW WE'LL EXECUTE

The Ramos Administration, working with the Director of Community Affairs, will have every resident-facing department identify its top languages spoken by residents it serves, and staff or contract for interpretation in those languages specifically.

Example: *A code enforcement notice sent to a household is translated into the household's primary language based on Census-tract language data for that block.*

SECTION 62

Disability Access

Full participation in city life should not depend on physical ability.

- ADA compliance audits of city facilities and sidewalks
- Accessible communication formats
- Accessibility input built into capital planning
- Dedicated point of contact for accessibility concerns

HOW WE'LL EXECUTE

The Ramos Administration, working with the Director of Public Works, will include an accessibility checklist on every capital project reviewed under the Capital Improvement Plan before it is approved, so accessibility is designed in from the start.

Example: *A sidewalk repair project scoped under Infrastructure and Neighborhood Investment includes curb-ramp compliance as a line item before construction begins, not as a change order after.*

SECTION 63

Volunteer and Civic Service Corps

Civic pride grows when residents are given a real role to play.

- Centralized volunteer coordination office
- Skills-based volunteer matching for city priorities
- Neighborhood cleanup and beautification corps
- Volunteer pipeline into City boards and commissions

HOW WE'LL EXECUTE

The Ramos Administration, working with the Director of Community Affairs, will match volunteers to specific, scheduled projects tied to real city priorities, such as a Neighborhood Stabilization cleanup date, rather than a generic sign-up list with no defined task or date.

> ***Example:*** *A resident who signs up through the coordination office is matched to a specific cleanup date on a specific block that same month, not placed on an open-ended waiting list.*

Twelve sections organized around one test: does a resident's experience of city government improve, regardless of age, language, ability, or which ward they live in.

PART VII AT A GLANCE — THE PEOPLE	
Residents and Quality of Life	
52. Youth Development	53. Education Partnerships
54. Recreation and Parks	55. Senior Services
56. Veterans Services	57. Public Health
58. Mental Health and Addiction Response	59. Arts and Culture
60. Community Engagement	61. Language Access
62. Disability Access	63. Volunteer and Civic Service Corps

Continues in PART VIII — THE TRANSFORMATION

PART VIII

THE TRANSFORMATION

Reforming City Government From the Inside

The internal government reform section of this Blueprint.

SECTION 64

City Hall Reorganization

Structure should follow strategy, not habit.

- Department structure review against the Eight Principles
- Elimination of duplicate or unclear functions
- Clear reporting lines from department to Mayor
- Change-management plan for affected staff

HOW WE'LL EXECUTE

The Ramos Administration, working with the Business Administrator, will map every department against the Eight Principles during the transition period, and flag any function that does not clearly serve a Principle or a resident-facing service for consolidation or elimination before the new budget is set.

> ***Example:*** *Two departments found to be independently running overlapping small-business assistance functions are consolidated into the single office described under Small Business Growth.*

SECTION 65

Center for Municipal Excellence

The City will establish a coordinated municipal training and performance program led by the Business Administrator and Human Resources. Existing staff and outside partnerships will be used before new administrative overhead is created.

- Leadership development for directors, supervisors, and emerging leaders
- Customer-service certification for resident-facing employees
- Municipal operations training in budgeting, procurement, grants, records, ethics, labor relations, and project management
- Technology training in productivity systems, cybersecurity, GIS, digital permitting, asset management, and appropriate artificial-intelligence tools
- Department-specific technical training and required certifications
- Succession planning and knowledge-transfer programs
- Employee recognition for service, innovation, leadership, and teamwork

HOW WE'LL EXECUTE

The Ramos Administration, working with the Business Administrator and the Director of Human Resources, will build this program from existing staff expertise and outside partnerships first, and will only add administrative overhead once a specific training gap cannot be filled that way.

> ***Example:*** *A veteran supervisor with strong budgeting expertise teaches the Center's municipal operations course rather than the City contracting an outside trainer for a skill it already has in-house.*

SECTION 66

First 100 Days Workforce Listening and Performance Review

Every City employee will be given a structured opportunity to identify what works, what prevents effective service, what equipment or training is missing, what processes waste time, and what leadership should understand. The process will be designed as an improvement initiative, not an interrogation or disciplinary sweep.

- Issue a written non-retaliation and purpose statement before the listening process begins
- Use standardized interviews, small-group sessions, and anonymous surveys
- Include directors, supervisors, professional staff, clerical staff, field crews, public-safety employees, and frontline workers
- Group findings by operational theme and protect confidential personnel information
- Require departmental corrective-action plans
- Publish a public summary of major operational improvements without identifying individual employees
- Use findings to shape training, equipment, technology, staffing, and workflow reform

HOW WE'LL EXECUTE

The Ramos Administration, working with the Business Administrator and the Director of Human Resources, will issue the written non-retaliation statement before a single interview is scheduled, so every employee understands the process is designed to fix problems, not assign blame.

> ***Example:*** *A public works crew flags a recurring equipment failure that has quietly slowed response times for years; the finding becomes a specific line item in that department's corrective-action plan, not an anecdote that goes nowhere.*

SECTION 67

Department Accountability

- Department-level performance agreements
- Regular executive review meetings
- Public department scorecards
- Corrective-action process for underperformance

HOW WE'LL EXECUTE

The Ramos Administration, working with the Business Administrator, will have each department head sign a performance agreement at the start of the term with specific, numeric targets tied to their Department Scorecard, reviewed at fixed intervals rather than only at budget time.

Example: *A department that misses two consecutive quarterly targets on its scorecard is required to present a written corrective-action plan at the next executive review.*

SECTION 68

Employee Performance Standards

The Ramos Standard applies to every city employee, not just leadership.

- Clear, written performance expectations by role
- Regular performance reviews
- Recognition for high performance
- Fair, documented process for addressing underperformance

HOW WE'LL EXECUTE

The Ramos Administration, working with the Director of Human Resources, will give every city role a written expectations document referencing the Ramos Standard directly, used in onboarding and in every subsequent review.

Example: *A 311 call-center employee's written expectations reference "Responsiveness" directly, tied to the specific response-time commitment set in the 311 Resident Service System section.*

SECTION 69

Customer Service Reform

Residents are customers of city government, and should be treated like it.

- Customer service training standards
- Response-time commitments by department
- Resident satisfaction tracking
- Front-line staff empowered to resolve issues directly

HOW WE'LL EXECUTE

The Ramos Administration, working with the Business Administrator, will give front-line staff documented authority to resolve common issues on the spot without escalation, and require each department to publish its own response-time commitment.

Example: *A front-desk clerk can approve a routine fee waiver directly under documented guidelines, instead of referring the resident to a supervisor who is not available that day.*

SECTION 70

Permitting and Licensing Reform

Slow permitting is a hidden tax on every resident and business.

- Permit and license process mapping and simplification
- Published timelines by permit type
- Single point of contact for complex projects
- Digital submission and tracking

HOW WE'LL EXECUTE

The Ramos Administration, working with the Director of Housing & Economic Development and the Business Administrator, will map every permit type step by step and publish a maximum timeline before this reform is considered complete.

Example: *A storefront renovation permit under the Small Business Growth section has a published maximum review window, and a resident can track their application's status against that window online.*

SECTION 71

311 Resident Service System

STATUS: CONSOLIDATE AND UPGRADE. Trenton already offers an online Report-an-Issue system with tracking numbers. This section is about consolidating that tool and other department-specific request lines into one unified Mayor's Office of Resident Service and Accountability — not building tracking from scratch.

- Accept requests by telephone, web, text, mobile interface, and in person
- Assign a unique tracking number to every request
- Route the matter to the responsible department with a service category, priority, and response standard
- Send the resident confirmation and a realistic response window
- Escalate overdue or high-priority matters to supervisors and the Business Administrator
- Allow residents to challenge an incomplete closure
- Give Council members visibility into constituent cases without turning legislative offices into dispatch operations
- Publish a dashboard showing requests received, resolved, overdue, average completion time, and department performance

The Mayor, Business Administrator, and directors will review unresolved high-priority work orders at executive performance meetings. Leadership will receive dashboards and escalations rather than being copied on every routine request.

HOW WE'LL EXECUTE

The Ramos Administration, working with the Director of Information Technology and the Business Administrator, will assign every 311 request a case number the resident can check online at any time, and measure the responsible department on resolution time against a published standard.

Example: *A resident who reports a broken streetlight receives a case number by text and can check its status online, rather than calling back repeatedly to ask for an update.*

SECTION 72

Digital Government

Residents should be able to do business with the City online, not just in person during business hours.

- Digital-first design for high-volume city services
- Online payments, applications, and scheduling
- Website and service-portal modernization
- Accessibility built into every digital service

HOW WE'LL EXECUTE

The Ramos Administration, working with the Director of Information Technology, will redesign and digitize the highest-volume services — permits, payments, and 311 requests — first and end to end, rather than spreading a limited technology budget thinly across every service at once.

Example: *A resident pays a water bill and schedules a bulk-trash pickup from the same online account used to check a 311 case, without separate logins.*

SECTION 73

Data and Performance Office

- Centralized office to maintain city performance data
- Standardized metrics across departments
- Support for Department Scorecards and the Mayor's Performance Dashboard
- Public data availability where appropriate

HOW WE'LL EXECUTE

The Ramos Administration, working with the Director of Information Technology, will stand up this office to own the definitions behind every metric on the Performance Dashboard, so "response time" means the same thing in every department's scorecard.

Example: *When two departments each report a "response time" metric, this office confirms both are measured from the same starting point before either appears on the public Dashboard.*

SECTION 74

Ethics and Compliance

A 2026 forensic audit — ordered at the state Department of Community Affairs' urging after reporting on no-bid recreation contracts — found the City had skipped competitive-bidding rules on more than $1.7 million in contracts and identified broader purchasing irregularities. Generic ethics language is not a sufficient answer to a documented, dated finding. This section is the direct answer to it.

- Updated code of ethics for employees and appointees
- Conflict-of-interest disclosure requirements
- Independent complaint and investigation process
- Regular ethics training
- Anti-contract-splitting controls, closing the specific gap the 2026 forensic audit identified
- Overtime preauthorization and after-the-fact verification
- A written purchasing-card policy with monthly reconciliation
- Public quarterly report closing out each open audit finding by name, until the list reaches zero

HOW WE'LL EXECUTE

The Ramos Administration, working with the Corporation Counsel, will require conflict-of-interest disclosures annually from every employee involved in procurement or permitting decisions, reviewed by an independent compliance function, not by the employee's own department, and will publish a corrective-action report against the 2026 forensic audit findings within the First 100 Days.

> ***Example:*** *A staff member reviewing bids under the Procurement Reform section discloses any financial relationship with a bidding vendor before the review begins, on file with the independent compliance office.*

SECTION 75

Hiring and Promotion Standards

- Merit-based hiring and promotion criteria
- Standardized interview and evaluation practices
- Career pathways within city government
- Diversity in the applicant and promotion pipeline

HOW WE'LL EXECUTE

The Ramos Administration, working with the Director of Human Resources, will use the same standardized interview rubric, scored by a panel, for every open position, rather than a single hiring manager's independent judgment.

> ***Example:*** *A promotion decision is supported by a scored panel evaluation on file, available for review if the decision is ever questioned.*

SECTION 76

Labor and Workforce Relations

Reform succeeds when it is built with the workforce, not imposed on it.

The Mayor and Business Administrator will meet with every recognized bargaining representative during the transition and maintain scheduled labor-management sessions. The administration will address grievances, staffing, safety, equipment, overtime, recruitment, retention, planned operational changes, contract obligations, and employee ideas through early and professional engagement.

- Regular, structured engagement with labor representatives
- Clear communication of reform timelines and rationale
- Fair grievance and dispute-resolution processes
- Joint labor-management improvement committees

HOW WE'LL EXECUTE

The Ramos Administration, working with the Business Administrator, will review every major reform in this Part — reorganization, performance standards, customer service changes — with labor representatives on a defined timeline before implementation, not after the fact.

> ***Example:*** *The City Hall Reorganization plan is shared with labor representatives at a joint committee meeting before it is finalized, with a documented comment period.*

SECTION 77

Municipal Operations and Productivity Review

Efficiency will be pursued by improving planning, equipment, workflow, supervision, and deployment — not by attacking employees or lowering safety standards.

- Map recurring municipal tasks and expected service standards
- Track crew size, travel, setup, equipment condition, completion time, output, and rework
- Verify that equipment is functional before dispatch
- Establish reasonable performance ranges developed with supervisors and frontline employees
- Identify avoidable delays, duplicated work, poor routing, equipment failure, and inadequate supervision
- Review results with departments and unions where terms and conditions of employment are affected
- Reinvest documented savings in training, equipment, technology, and frontline capacity

HOW WE'LL EXECUTE

The Ramos Administration, working with the Business Administrator and department directors, will develop performance ranges jointly with supervisors and frontline employees before applying them, so the standard reflects real working conditions rather than a desk estimate.

> ***Example:*** *A public works crew consistently outperforming its route estimate is studied for what it is doing right, and that practice is applied to other crews, rather than the crew simply being assigned more work.*

SECTION 78

Citywide Physical Inventory and Fleet-Control Audit

Within the first 100 days, every director will certify a complete inventory of municipal assets.

- Vehicles, heavy equipment, tools, radios, computers, specialized systems, furniture, property, and facilities
- Age, condition, assigned location, responsible employee, maintenance history, replacement priority, and operational status
- Take-home vehicle authorization, public purpose, mileage, fuel, after-hours use, and maintenance cost
- Duplicate, obsolete, underused, missing, or unrecorded assets
- Departmental replacement plans tied to the capital budget

HOW WE'LL EXECUTE

The Ramos Administration, working with the Business Administrator and every department director, will require a signed certification of each department's complete asset inventory within the First 100 Days, so accountability for city property rests with a named director, not an unowned spreadsheet.

> ***Example:*** *A take-home vehicle with no documented public purpose on file is flagged in the first audit cycle and either justified in writing or reassigned.*

SECTION 79

Succession Planning

Strong institutions outlast any single administration.

- Leadership development pipeline within city government
- Documented processes and institutional knowledge capture
- Cross-training across departments
- Clear lines of authority and emergency succession protocols

HOW WE'LL EXECUTE

The Ramos Administration, working with the Business Administrator, will have every department head document their core processes in a standard format maintained by the Data and Performance Office, so a departure does not take institutional knowledge out the door with it.

Example: *When a department head leaves mid-term, a documented process handbook and a cross-trained deputy allow the department to continue operating without a gap in service.*

The internal reform Part — City Hall's own structure, standards, and systems, built so the rest of this Blueprint has something capable of delivering it.

PART VIII AT A GLANCE — THE TRANSFORMATION	
Reforming City Government From the Inside	
64. City Hall Reorganization	65. Center for Municipal Excellence
66. First 100 Days Workforce Listening and Performance Review	67. Department Accountability
68. Employee Performance Standards	69. Customer Service Reform
70. Permitting and Licensing Reform	71. 311 Resident Service System
72. Digital Government	73. Data and Performance Office
74. Ethics and Compliance	75. Hiring and Promotion Standards
76. Labor and Workforce Relations	77. Municipal Operations and Productivity Review
78. Citywide Physical Inventory and Fleet-Control Audit	79. Succession Planning

Continues in PART IX — THE LEGACY

PART IX

THE LEGACY

Converting the Blueprint Into an Implementation System

SECTION 80

First 100 Days Plan

The first hundred days set the tone for the entire term.

- Department leadership assessment and confirmation
- Immediate public safety and constituent-service quick wins
- Launch of Executive Dashboards across departments
- Public corrective-action report against the 2026 forensic audit findings
- Public 100-day progress report

HOW WE'LL EXECUTE

The Ramos Administration, working with the Chief of Staff, will assign each of the five bullets above a specific week within the first hundred days on the Implementation Calendar, so the first hundred days is a scheduled sequence of actions, not a general aspiration.

> ***Example:*** *Department leadership assessments are scheduled to conclude by week four, so Executive Dashboards can launch with confirmed leadership in place by week eight.*

SECTION 81

First-Year Action Plan

Year one turns the Blueprint's priorities into scheduled, funded work.

- Quarter-by-quarter priority sequencing
- Budget alignment with Year One priorities
- Early wins identified across each of the Eight Principles
- Public year-one progress reporting

HOW WE'LL EXECUTE

The Ramos Administration, working with the Chief of Staff, the department heads, will identify at least one early win per Principle scheduled for delivery within the first two quarters, so residents see visible progress across Public Safety, Housing, and the other Principles simultaneously.

> ***Example:*** *The Blight Elimination inventory launches in Quarter One as the Housing Principle's early win, while the 311 System launch serves as the People Principle's early win.*

SECTION 82

Four-Year Roadmap

Every year of the term is mapped to the Eight Principles, with defined milestones.

- Year One: stabilize operations, launch core initiatives
- Year Two: scale proven programs, expand capital projects
- Year Three: mid-term performance review and course correction
- Year Four: consolidate gains, prepare transition materials

HOW WE'LL EXECUTE

The Ramos Administration, working with the Chief of Staff, will use the Year Three mid-term review to compare actual Department Scorecard results against the targets set in Year One, and let those results directly shape what gets scaled versus restructured in the final year.

Example: *A Year Two pilot program that beat its Department Scorecard targets is expanded citywide in Year Three, while one that missed targets is restructured or ended.*

SECTION 83

Department Scorecards

Results are reported on a schedule the public can rely on.

- Department-by-department performance scorecards
- Public release on a fixed schedule
- Metrics tied directly to the Eight Principles
- Year-over-year trend tracking

HOW WE'LL EXECUTE

The Ramos Administration, working with the Chief of Staff and every department head, will release scorecards on the same calendar date every quarter regardless of results, using the standardized metric definitions maintained by the Data and Performance Office.

Example: *The Police Department's scorecard and the Housing Department's scorecard are both published on the same fixed date each quarter, side by side on the City website.*

SECTION 84

Mayor's Performance Dashboard

Real-time visibility keeps every department accountable between scorecards.

- Public-facing digital dashboard by department
- Live metrics: safety, housing, permitting, finance
- Monthly internal executive review
- Resident-friendly visualizations, not raw data dumps

HOW WE'LL EXECUTE

The Ramos Administration, working with the Director of Information Technology, will pull the Dashboard directly from the same data infrastructure built under Technology Modernization, so the numbers residents see online are the same numbers reviewed internally each month.

Example: *A resident checking permitting wait times online sees the same live figure the Mayor reviews at the monthly executive review, updated on the same schedule.*

SECTION 85

Quarterly Public Reports

Residents should not have to wait a year to know how things are going.

- Structured quarterly report format across all Eight Principles
- Public release date fixed on the calendar
- Direct comparison to prior quarters and annual targets
- Plain-language summary alongside the full report

HOW WE'LL EXECUTE

The Ramos Administration, working with the Chief of Staff, the department heads, will follow the same fixed template across all Eight Principles in every report, so a resident can compare this quarter to the last one section by section.

Example: *The Public Safety section of each Quarterly Report always leads with the same nine Performance Metrics, in the same order, quarter after quarter.*

SECTION 86

Annual State of the City Review

One moment each year where the administration answers for the whole record.

- Public address covering all Eight Principles
- Published companion report with full-year data
- Resident Q&A component
- Media and community briefings

HOW WE'LL EXECUTE

The Ramos Administration, working with the Chief of Staff, will structure this address around the same Eight Principles used everywhere else in the Blueprint, with a companion report providing the full-year data behind every claim made in the address.

> ***Example:*** *Every claim made in the Mayor's address about, say, blight reduction is backed by a specific figure in the companion report a resident can look up that same night.*

SECTION 87

Transition Team Structure

A strong transition sets up a strong administration.

- Policy committee structure aligned to the Eight Principles
- Department head selection and vetting process
- Public engagement during the transition period
- Coordination with the outgoing administration for continuity

HOW WE'LL EXECUTE

The Ramos Administration, working with the transition team, will stand up a policy committee for each of the Eight Principles, feeding directly into the Assessment in Part III, so the Assessment reflects structured committee work rather than a single transition memo.

> ***Example:*** *The Public Safety policy committee's transition findings become the direct source material for the Public Safety Philosophy section in Part IV.*

SECTION 88

Cabinet Meeting Structure

- Regular cabinet meeting cadence
- Standing agenda tied to Department Scorecards
- Cross-department issue escalation process
- Documented decisions and follow-up tracking

HOW WE'LL EXECUTE

The Ramos Administration, working with the Chief of Staff, the department heads, will open the standing cabinet agenda with scorecard review for any department showing a missed target, before moving to new business.

> ***Example:*** *A department with a missed Q2 target presents its corrective-action plan as the first item on the following cabinet meeting's agenda.*

SECTION 89

Risk Register

Naming risks in advance is how an administration avoids being surprised by them.

- Standing register of financial, operational, and reputational risks
- Risk owner assigned for each item
- Quarterly risk review at the cabinet level
- Mitigation plans tracked to completion

HOW WE'LL EXECUTE

The Ramos Administration, working with the Chief of Staff, will assign a named owner and a mitigation plan with a target date to every risk on the register, reviewed quarterly at cabinet, so a known risk cannot quietly sit unaddressed for a full term.

> ***Example:*** *A known infrastructure risk, such as an aging water main under a major corridor, is entered on the register with a named owner and a mitigation timeline tied to the Capital Improvement Plan.*

SECTION 90

Implementation Calendar

A blueprint without dates is a wish list.

- Master calendar tying every initiative to a target date
- Department-level implementation tracking
- Public-facing summary calendar for major milestones
- Regular calendar review and adjustment

HOW WE'LL EXECUTE

The Ramos Administration, working with the Chief of Staff, will put a target date on the master calendar for every initiative named anywhere in this Blueprint before the term begins, so nothing in Parts IV through IX exists only as an idea without an owner and a date.

> ***Example:*** *The Blight Elimination property inventory, the 311 System launch, and the first Quarterly Public Report all appear as dated milestones on the same master calendar.*

SECTION 91

Closing Message from Rolando Ramos

"Trenton has given me more than I could ever give back. Not in speeches — in twenty-six years of showing up for this city's families. I did not write this Blueprint to make promises. I wrote it to make commitments: commitments this administration will be measured against, year by year, block by block. From Trenton to Triumph is not a slogan. It is the standard I am asking every department, every employee, and myself to be held to. Let's get to work."

SECTION 92

Final Administrative Standard

Listen to employees. Respect labor. Equip departments. Track work. Answer residents.

Protect taxpayer resources. Publish results. Correct failure. Build trust.

These are not draft concepts. They are governing commitments of the Ramos Administration and will be translated into departmental directives, budget priorities, performance scorecards, and implementation calendars.

SECTION 93

Appendices

Supporting materials referenced throughout this Blueprint:

- Glossary of Terms
- Department Organizational Chart
- Implementation Control Framework
- Community Partner Directory (sample)
- Data sources and methodology notes
- Public engagement summary log

SECTION 94

Glossary of Terms

Plain-language definitions for the recurring terms used throughout this Blueprint, so any member of the administration — not just the department that coined a term — can read it and know exactly what is meant.

ARRIVE Together
The existing New Jersey co-responder program, active in Trenton since 2024, pairing mental health professionals with police on behavioral-health calls. See Co-Responder Model.

Annual State of the City Review
The yearly public address and companion data report covering all Eight Principles, described in Part IX.

Cabinet
The Mayor and department heads meeting as a standing body on a fixed agenda, described in the Cabinet Meeting Structure section.

Capital Improvement Plan (CIP)
The multi-year plan that ties capital projects to funding sources, priority scoring, and the Eight Principles.

CitiStat / City-Stat
The Police Department's existing public safety data initiative, launched in response to the 2024 DOJ findings. COMPSTAT Plus builds on it.

Co-Responder Model
Pairing a trained clinician with police response on calls flagged as behavioral-health-related, described in Mental Health and Addiction Response.

COMPSTAT Plus
The data-driven public safety review process used by the Executive Public Safety Council to track crime data and deployment.

Community-Benefit Agreement

A negotiated agreement tying a development project to specific public benefits, such as local-hire targets or public reporting.

Data and Performance Office

The office that owns and standardizes metric definitions across departments so every Scorecard and Dashboard is measuring the same thing the same way.

Department Scorecard

The quarterly, publicly released performance report for a single department, described in Part IX.

Eight Principles of Municipal Success

The eight outcome categories — Public Safety, Housing, Economic Development, Infrastructure, Financial Stewardship, People, Innovation, and Leadership — that every initiative in this Blueprint is tagged to.

Executive Dashboards

Internal, department-level performance tracking tools that feed the public-facing Mayor's Performance Dashboard.

Executive Public Safety Council

The monthly meeting of the Police Director, Fire Chief, and relevant department heads to review public safety data.

Fiscal Independence Schedule

The published, multi-year plan for reducing Trenton's dependence on state transitional aid, reconciled annually against the City's actual aid award.

Flock Safety

A widely used automated license-plate-reader and public safety camera vendor. See Smart on Crime.

Governing Doctrine

The six operating principles — Public Service Above Politics, Fiscal Responsibility, Leadership Through Accountability, Operational Excellence, Data-Driven Decision Making, and Continuous Improvement — used to resolve competing priorities.

Implementation Calendar

The master, dated schedule tying every initiative named in this Blueprint to a target date and a responsible owner.

Implementation Control Framework

The ten-field control block — objective, authority, ownership, baseline, First 100 Days, Year One, Years Two-Four, funding, reporting, risk and correction — used to turn a policy direction into a measurable public commitment.

Internal Affairs Policy & Procedures (IAPP)

New Jersey's statewide rules governing how police complaints are investigated and disclosed — anonymous statistics annually at minimum, named officers for major sustained discipline, confidentiality for open cases. See Safe and Constitutional Policing.

Land Bank / Receivership

Legal tools used to take control of chronically vacant or abandoned properties for redevelopment, described in Blight Elimination Strategy.

Mayor’s Performance Dashboard

The public-facing, regularly updated digital dashboard tracking city metrics by department.

NAHREP

The National Association of Hispanic Real Estate Professionals, a partner in the Housing Resource Partnership focused on sustainable Hispanic homeownership.

NAREB

The National Association of Real Estate Brokers, whose members are called Realtists, a partner in the Housing Resource Partnership focused on Black and minority homeownership.

New Jersey REALTORS®

The state's REALTOR trade association and a partner in the Housing Resource Partnership, formerly known as the New Jersey Association of REALTORS® (NJAR®).

Neighborhood Safety Zone

A defined geographic area used for targeted public safety deployment and monitoring.

Performance-Based Budgeting

A budgeting approach that ties department funding decisions to documented performance results rather than prior-year totals.

Quarterly Public Report

The administration's regular public report on progress across all Eight Principles, released on a fixed calendar date.

Ramos Standard

The six behavioral expectations — Professionalism, Respect, Preparedness, Responsiveness, Ownership, Results — applied to every city employee.

Real Time Crime Center

The centralized public safety technology hub feeding live data to COMPSTAT Plus and patrol deployment decisions.

Risk Register

The standing, owner-assigned list of financial, operational, and reputational risks reviewed quarterly at Cabinet.

Smart on Crime

The Blueprint’s approach to public safety technology: adopt proven tools like the Flock Safety network, but negotiate retention limits, data-sharing restrictions, and audit logging into the vendor contract itself, not just into internal policy.

Sunset Review

A scheduled review that can end funding for a program that consistently misses its performance targets over multiple review cycles.

Tier One / Tier Two

The two readiness tracks in the Trenton Homeownership Initiative — Tier One (ready within six months) and Tier Two (a one- to two-year preparation track).

Transition Team

The policy committees, organized by the Eight Principles, that prepare the incoming administration before Inauguration Day.

Trenton Water Works (TWW)

The City's water and sewer utility, operating under an NJDEP Unilateral Administrative Order and a ten-year, $763 million Capital Improvement Plan. See Water Security and Affordability Plan.

Unilateral Administrative Order

NJDEP's binding directive governing TWW water quality, capital advancement, and operational performance, in effect since 2023 and inherited by this administration.

Ward-by-Ward Investment Tracking

The practice of logging and publishing capital spending by ward so investment can be checked for fairness across the city.

Water Security and Affordability Plan

The standalone section covering TWW's capital plan, lead-line replacement, ratepayer affordability, and NJDEP compliance, described in Part V.

Zero-Based Review

A budget review method requiring every line item to be justified from zero each cycle, not simply carried forward from the prior year.

SECTION 95

Department Organizational Chart

This chart reflects the City of Trenton's department structure as set out in the City Code (Section 2, Article III, Administrative Organization) at the time this Blueprint was prepared — it is the structure this administration inherits on day one, not a structure this Blueprint invents.

Department names, reporting lines, and titles are set by City ordinance and by each sitting Mayor's organizational choices, and they can change — including under the City Hall Reorganization initiative outlined in Part VIII. Treat this chart as a current reference to confirm against the City Clerk's office and the current City Code before final publication, not as a locked, permanent structure.

MAYOR	
CITY COUNCIL — 7 Members (3 At-Large, 4 by Ward) Legislative Branch — Independently Elected	**CITY CLERK** Appointed by Council — Clerk of the Council
CHIEF OF STAFF Mayor's Office	**MUNICIPAL COURT** Municipal Judge — Judicial, Independent

Administration & Finance Business Administrator	**Law** Law Director / Corporation Counsel
Housing & Economic Development Director	**Inspections** Director / Construction Official
Public Works Director	**Water & Sewer** operates Trenton Water Works Director
Health & Human Services Director	**Fire Department** Fire Director
Police Department Police Director	**Recreation, Natural Resources & Culture** Director

Ten operating departments, each headed by a Director the Mayor appoints with the advice and consent of Council. The City Clerk is appointed by and serves the Council, not the Mayor — shown here on the Council's side of the chart, not the Mayor's. The Municipal Court is a separate, independent judicial function.

SECTION 96

Implementation Control Framework

This Blueprint uses the words "specific" and "measurable" throughout. This is the control block that makes that true: the ten fields every major initiative in this Blueprint should carry before it is presented to the public as a commitment, not just a policy direction.

The fields are intentionally left blank here rather than filled with placeholder numbers. Current baselines, costs, and funding sources require confirmed data from the sitting administration's finance and department records — response times, vacancy counts, current spending levels, and available fund balances are not public in the specificity this framework requires, and a guessed number is worse than an honest blank one in a document that asks residents to hold this administration accountable to it. Each section's major commitment should be run through this framework, with real figures, before public release.

Field	What It Captures
Objective	The public problem and the specific, measurable result
Authority & Approval	Mayoral action, administrative action, Council action, procurement, labor process, or state and federal approval required
Ownership	Lead executive, lead department, supporting departments, and outside partners
Current Baseline	The present number — response time, vacancy count, completion rate, dollar figure — before this administration takes office
First 100 Days	Legal review, staffing, procurement, engagement, pilot, and initial deliverables
Year One	Launch, training, service standards, and the specific measurable result
Years Two–Four	Expansion, institutionalization, evaluation, and sustainability

Field	What It Captures
Funding	Operating budget, capital budget, reallocation, grants, state or federal support, and partnerships
Reporting	The fixed schedule and channel where residents will see the result — Quarterly Public Report or Department Scorecard
Risk & Correction	The primary legal, financial, labor, operational, or public-trust risk, and the escalation or recovery plan if performance falls behind

Priority order for applying this template: the Water Security and Affordability Plan, Safe and Constitutional Policing, and the Fiscal Independence Schedule first, since those are the three sections most likely to be tested publicly against real numbers.

SECTION 97

Community Partner Directory (Sample)

This is a sample directory structure, showing the partner categories already referenced throughout this Blueprint. It is a template to be filled in, not a list of confirmed partners — specific organizations should be added only once a real point of contact and, where appropriate, a signed agreement is in place.

Partnership Category	Sample Organization	Partnership Focus
Housing Counseling	*[Organization name — TBD]*	Homeownership readiness, credit counseling (Housing Resource Partnership)
Banking / Mortgage Lending	*[Organization name — TBD]*	Mortgage products for Trenton Homeownership Initiative participants
Community Development Corporation	*[Organization name — TBD]*	Neighborhood revitalization, housing rehabilitation
Workforce Training Provider	*[Organization name — TBD]*	Employer-aligned job training (Workforce Development)
Higher Education / Trade School	*[Organization name — TBD]*	Career pipeline, apprenticeships, internships
Health Care Provider	*[Organization name — TBD]*	Community health partnerships (Public Health)
Behavioral Health / Addiction Services	*[Organization name — TBD]*	Co-Responder Model treatment referrals
Senior Services Organization	*[Organization name — TBD]*	Transportation, fall-prevention programming
Veterans Services Organization	*[Organization name — TBD]*	Benefits navigation, employment referrals
Arts & Culture Organization	*[Organization name — TBD]*	Public art, cultural programming
Faith-Based / Community Organization	*[Organization name — TBD]*	Community policing outreach, neighborhood trust-building

Partnership Category	Sample Organization	Partnership Focus
Chamber of Commerce / Business Association	*[Organization name — TBD]*	Small Business Growth, corridor revitalization

Eighteen sections turning every prior commitment into a dated, owned, and publicly reported implementation system — the mechanism that makes the rest of this Blueprint more than a plan.

PART IX AT A GLANCE — THE LEGACY	
Converting the Blueprint Into an Implementation System	
80. First 100 Days Plan	**81.** First-Year Action Plan
82. Four-Year Roadmap	**83.** Department Scorecards
84. Mayor's Performance Dashboard	**85.** Quarterly Public Reports
86. Annual State of the City Review	**87.** Transition Team Structure
88. Cabinet Meeting Structure	**89.** Risk Register
90. Implementation Calendar	**91.** Closing Message from Rolando Ramos
92. Final Administrative Standard	**93.** Appendices
94. Glossary of Terms	**95.** Department Organizational Chart
96. Implementation Control Framework	**97.** Community Partner Directory (Sample)