

MAYOR MARTONE'S **FIRST 365 DAYS**

A CHARTER-BASED PLAN TO END THE STATUS QUO

Safer streets. Regional investment. Accountable compassion.
Recovery instead of disorder. A revitalized downtown. Healthier families.

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Executive Authority and the Path to Results

The Woonsocket Home Rule Charter makes the mayor the city's chief executive and administrative officer. The mayor manages departments, enforces laws and ordinances, appoints department heads, recommends measures to the City Council, prepares the annual budget, conducts investigations, reviews departmental regulations and may reorganize certain administrative functions by executive order.

The plan below separates actions the mayor can initiate directly from actions that require City Council funding or legislation, and from actions requiring cooperation from state agencies, private organizations, unions, property owners or nonprofit partners.

The governing principle is simple: act immediately where the charter gives the mayor authority, build public support where council approval is required, and publish clear deadlines so residents can see who is acting and who is standing in the way.

The Mayor's Core Charter Powers

- Manage city offices, departments and agencies under mayoral control.
- Enforce city laws and ordinances.
- Conduct studies and investigations in the city's best interests.
- Appoint department heads and direct their work.
- Recommend legislation and policy measures to the City Council.
- Prepare the operating budget, capital budget and annual financial message.
- Attend and address City Council and School Committee meetings.
- Create Mayoral Advisory Boards that serve without compensation and have no executive power.
- Combine or abolish departments and transfer certain functions by executive order, subject to charter safeguards.

Authorized Mayoral Advisory Boards

Chapter XI, Article 4, Section 1(B) authorizes the mayor to create boards advisory to city departments or agencies for the duration of the mayor's term. The mayor has sole appointment authority. These boards serve without compensation and possess no executive or administrative powers.

This authority supports the creation of the Regional Reach Mayoral Advisory Board and the Do Good-ER Mayoral Advisory Board. Their role is to research, coordinate, recommend and report - not to spend city money, award contracts or exercise governmental power.

Phase One: Days 1-30

Take Control, Establish Accountability and Organize the Administration

1. Issue the End the Status Quo Directive

Require every department under mayoral control to submit within 21 days:

- Current organizational chart, employee roster and vacancies.
- Department budget, remaining balances and active contracts.
- Pending litigation, compliance issues, grants and unspent grant balances.
- Outstanding permits, inspections, complaints and service requests.
- The department's ten largest operational problems.
- A 90-day improvement plan with measurable goals.

2. Conduct a Leadership and Vacancy Review

Immediately evaluate leadership in Finance, Public Safety, Public Works, Planning and Development, Human Services and the Law Department. Every department should be led by a qualified professional who understands the mission, accepts measurable goals and reports results to the public.

3. Launch a Financial and Operational Review

- Departmental spending, overtime and vacancies.
- Outside professional contracts and vendor agreements.
- City vehicles, equipment, properties and leases.
- Insurance costs, uncollected fees and grant compliance.
- Purchasing practices, bid specifications and recurring expenses.

The campaign standard becomes: Audit first. Fund priorities. Raise taxes last.

4. Establish the Martone 365 City Dashboard

Publish an online performance dashboard tracking:

- Targeted crime categories and response times.
- Vacant storefront activation and redevelopment activity.
- Permit turnaround times and inspection backlogs.
- Street repairs, illegal dumping and cleanup requests.
- Grants applied for and awarded.
- Department spending compared with budget.
- Advisory-board recommendations and outcomes.

Phase Two: Days 1-60

Create the Mayoral Advisory Structure

Regional Reach Mayoral Advisory Board

Mission: bring investment, employers, grants, redevelopment partners and regional cooperation back to Woonsocket.

Suggested membership:

- Director of Planning and Development and a Finance representative.
- Local business owners and development professionals.
- Banking, workforce-development and higher-education representatives.
- Grant-writing and regional economic-development professionals.
- At least three Woonsocket residents.

First 100-day deliverables:

- Inventory major city-owned parcels and buildings.
- Map vacant storefronts and redevelopment sites.
- Identify ten marketable development opportunities.
- Create an investor, employer and grant prospect list.
- Develop a Choose Woonsocket recruitment package.
- Produce a six-month business-recruitment calendar.

Do Good-ER Mayoral Advisory Board

Mission: mobilize private generosity, nonprofit partners, faith organizations, volunteers and qualified professionals to assist residents facing emergency needs while maintaining accountability.

First 100-day deliverables:

- Map existing services and identify duplication or gaps.
- Create a verified referral directory.
- Establish objective criteria for emergency assistance.
- Organize neighborhood cleanup teams.
- Develop winter and extreme-weather response protocols.
- Create a volunteer and in-kind donation registry.
- Identify a qualified nonprofit fiscal sponsor.
- Publish quarterly reports on assistance and outcomes.

The board will not become an unaccountable mayoral fund. Donations should be handled by a qualified nonprofit, fiscal sponsor or properly established city fund under written legal and financial procedures.

Phase Three: Days 15-100

Safer Streets and the Avant-Poste Police Outpost Plan

Direct Public Safety, Planning, Public Works, Finance and the Law Department to design a measured neighborhood police-outpost pilot using suitable storefront or city-owned space.

Days 15-30: Feasibility Review

- Map crime and call-for-service hotspots.
- Identify areas where visible police presence would add value.
- Screen vacant storefronts and city-owned properties.
- Determine security, communication, accessibility and staffing needs.
- Review labor, insurance, liability, lease and operating costs.
- Compare permanent, part-time and mobile models.

Days 31-60: Pilot Design

- Select one or two candidate locations.
- Define neighborhood-policing hours and resident services.
- Use the site for report writing, community meetings and business safety consultations.
- Protect emergency response staffing and measure all costs.

Days 61-100: Begin Pilot Operations

Open at least one pilot outpost where legally and financially practical. Publish quarterly data on use, public contact, neighborhood conditions and cost. Expand only if the evidence shows that the model works.

Phase Four: Days 1-120

Planning, Permitting and an Open for Business City Hall

Days 1-30

- Fill the Director of Planning and Development position with a qualified regional candidate.
- Publish a complete permit and inspection backlog report.
- Put existing application requirements online.
- Identify duplicate forms and unnecessary approvals.
- Create one point of contact for major development projects.
- Begin weekly interdepartmental development meetings.

Days 31-60: Permit Performance Guarantee

- Acknowledge complete applications within two business days.
- Identify missing materials in one consolidated notice.
- Publish expected review times by permit type.
- Track time attributable to the city and to the applicant.
- Provide applicants with one named contact and online status tracking.

Days 61-120: Small-Repair Reform

Present legislation for a streamlined permit category for qualifying repair work valued at \$5,000 or less, with reduced or waived municipal fees, electronic documentation and risk-based inspection, subject to state building law, life-safety requirements and City Council approval.

The goal is less cost and delay - not weaker safety standards.

Phase Five: Days 1-180

Needle Distribution, Recovery and Downtown Conditions

The administration will end any nonrequired city participation in open-ended needle distribution, document the effect on public spaces, demand accountability and pursue a recovery-first policy consistent with state and federal law.

Days 1-30: Legal and Operational Audit

- Identify every distributing entity and its legal authority.
- Determine whether city money, property, staffing or contracts are involved.
- Document distribution, collection and discarded-needle data.
- Review city authority over public property, permits, grants and cleanup.
- Inventory treatment, recovery and mental-health capacity.

Days 31-60: Public-Space Response

- Create a public needle-reporting system.
- Set cleanup-response standards.
- Map repeat discovery locations.
- Coordinate police, public works and qualified disposal personnel.
- Enforce neutral littering, dumping, trespass and public-safety laws consistently.

Days 61-180: Recovery-First Policy

- Treatment access and recovery navigation.
- Mental-health and overdose-prevention services.
- Safe collection and disposal.
- Measurable provider accountability.
- Protection of parks, sidewalks and business districts.
- Targeted law enforcement against trafficking and drug houses.

Phase Six: Days 1-240

Petition and Plan to Consolidate CCA Services

The mayor cannot simply order an independent organization to relocate. The mayor can petition, negotiate, coordinate planning, enforce applicable laws, identify property and funding, and build a coalition for a modern unified services facility outside the core downtown and Riverway redevelopment corridor.

Days 1-45: Establish the Facts

- Identify every CCA-operated location, ownership and lease status.
- Document programs, funding sources, zoning and neighborhood impacts.
- Review city contracts, grants or other financial relationships.
- Identify potential consolidation sites and required approvals.

Days 46-90: Petition and Negotiation

Launch a public petition asking CCA, state officials and funding agencies to participate in a formal siting process for a unified, accountable and accessible facility.

Days 91-150: Site and Finance Analysis

- Screen city-owned and privately owned sites.
- Evaluate transit, zoning, environmental and public-safety needs.
- Estimate acquisition, construction or renovation costs.

- Pursue federal, state and philanthropic funding.
- Plan productive reuse of vacated downtown properties.

Days 151-240: Present the Framework

Deliver preferred site criteria, estimated cost, funding plan, transportation plan, public-safety plan, community-engagement process and a written timetable. The first-year goal is a serious agreement, identified site and financing pathway - not an empty promise.

Phase Seven: Days 30-365

Mayor Martone 365 Challenge

Challenge Woonsocket families to give the city 365 days of healthier choices: eat better, get active, walk together, use city parks and build stronger family routines.

Days 30-60: Design

- Family walking and age-appropriate fitness.
- Healthy eating and preventive health.
- Youth recreation and senior mobility.
- Mental wellness, recovery and neighborhood pride.
- Partnerships with healthcare providers, schools, gyms, grocers, restaurants and employers.

Days 61-100: Citywide Launch

- A mayoral one-mile family walk.
- Free screenings by qualified providers.
- Park-based fitness demonstrations.
- Healthy-food partners and youth activities.
- Recovery, mental-health and community resources.

Monthly Themes

Month	Theme
January	Begin Again
February	Heart Health
March	Walk Woonsocket
April	Clean Parks, Active Families
May	Youth Fitness
June	Healthy Food
July	Outdoor Recreation
August	Back-to-School Wellness
September	Recovery and Resilience
October	Senior Strength
November	Family and Gratitude
December	365 Results

Phase Eight: Days 90-270

Budget, Taxes and Government Restructuring

The first proposed budget will be built around qualified leadership, public safety, planning and development, street and park services, grant writing, permit modernization, human-services coordination, transparency and protection of the city's fiscal reserve.

Budget message: Audit First. Fund Priorities. Raise Taxes Last.

Position and Department Review

- Eliminate vacant or duplicative funded positions where lawful.
- Reallocate salary funding toward critical vacancies.
- Consolidate overlapping administrative functions.
- Revise departmental staffing tables through the budget process.
- Fund qualified planning, assessing and grant-management leadership.

Tax Assessor Accountability

The mayor does not directly appoint the City Assessor. The Finance Director appoints the assessor. The mayor's responsibility is to appoint a qualified Finance Director, fund the position adequately and hold that director accountable for selecting a qualified, independent assessor.

Phase Nine: Days 180-365

Move from Pilots to Permanent Policy

Days 180-240: Six-Month State of the City Report

- Financial findings and savings opportunities.
- Department vacancies filled.
- Permit and inspection improvements.
- Police-outpost results.
- Needle cleanup and recovery data.
- CCA consolidation progress.
- Grants pursued and investment contacts.
- Regional Reach, Do Good-ER and Martone 365 outcomes.

Days 241-300: Permanent Policy Proposals

- Small-repair permit reform.
- Strategic property redevelopment proposals.
- Downtown business incentives.
- Blight and vacancy measures.
- Procurement and transparency reforms.
- Funding for successful public-safety pilots.
- Priority capital projects.

Days 301-365: Public Accountability Meeting

For every major promise, publish:

- The promise and action taken.
- The measurable result.
- Money spent or saved.
- Council or state action still required.
- The next deadline.

First-Year Measurable Commitments

Area	Day 365 Result
Regional Reach	Board formed, investor inventory completed and grant pipeline established.
Do Good-ER	Board formed, fiscal sponsor identified and service reports published.
Police Outposts	At least one measured pilot operating.
Permitting	Public timelines, digital tracking and a reduced backlog.
Planning	Qualified director appointed and redevelopment pipeline published.
Needle Policy	Legal audit completed, cleanup system operating and recovery-first policy presented.
CCA Consolidation	Site criteria, negotiations and a written consolidation framework completed.
Martone 365	Citywide launch, monthly activities and participation data.
Finances	Departmental review, public dashboard and priority-based budget.
Accountability	100-day, six-month and 365-day public reports.

The Commitment to Woonsocket

As mayor, I will not wait for permission to lead. The charter makes the mayor Woonsocket's chief executive. I will appoint qualified department heads, demand measurable work plans, create authorized mayoral advisory boards, investigate waste and dysfunction, prepare a priority-based budget and bring necessary legislation before the City Council.

Some actions will require council votes, state cooperation or agreements with private organizations. I will identify those barriers publicly, bring everyone to the table and make clear who is acting - and who is standing in the way.

My first 365 days will be built around safer streets, regional investment, accountable compassion, recovery instead of disorder, a revitalized downtown and healthier families. That is how we begin to end the status quo.

Charter Reference Note

This plan is based on the uploaded Woonsocket Home Rule Charter compilation published by ClerkBase in 2020. Before formal executive orders, ordinances or contracts are issued, the City Solicitor should confirm that no later charter amendments, state laws, collective-bargaining agreements or court decisions alter the cited authority.