

HAMCO

2050

Strategic Vision, Master Plan, and Call to the Future

DR. HERMAN J. NAJOLI

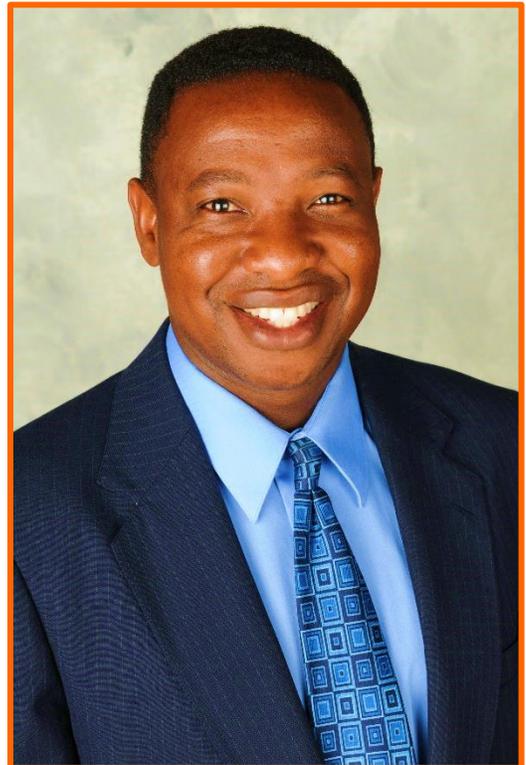
**INDEPENDENT CANDIDATE,
HAMILTON COUNTY COMMISSIONER 2020**

HAMCO 2050

Strategic Vision, Master Plan, and Call to the Future



It's Time for Change



It's Time for Herman

DR. NAJOLI for COMMISSIONER

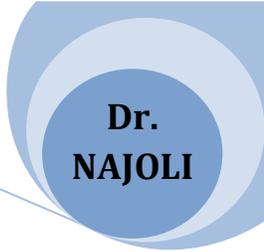


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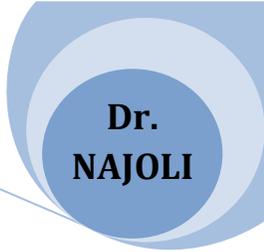
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PREAMBLE

How to Use this Platform and Planks

A platform is a formal set of goals outlined by a candidate for public office for the sake of garnering votes and support. Planks are the components of the platform that give it structure by addressing individual topics held by the candidate.



In this document, Dr. Herman J. Najoli brings all his acumen from the educational sector and the non-profit sectors to provide the most detailed and comprehensive platform ever produced by a candidate running for Hamilton County Commissioner. A document of this magnitude requires enormous thought and demonstrates that Dr. Najoli is no ordinary politician but a difference-maker. He is a public servant with a heart for impact and for people. His book, *Public Servants in Government, Education, and Non-profit Sectors* will be released in April 2020 and provides insight into his excellence of thought.

The best way to use this platform and planks is to get it into the hands and inboxes of as many residents of Hamilton County as possible. Dr. Najoli is running as an Independent Candidate, thus has no political party backing for this non-partisan role. The new ideas and crucial topics outlined in this platform and planks provide vital information on why he is the most EQUIPPED candidate to ever run for Hamilton County Commissioner.

Dr. Herman Jumba Najoli

B.A., M.O.L., M.A., Ed.D.

Most EQUIPPED Candidate for Hamilton County Commissioner - 2020 General Election

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INTRODUCTION: Genesis of HAMCO 2050

The decision-making of a region as big as Hamilton County should be based on long-term vision, comprehensive master-plans, and an eye on the future. The clarity of my ideas for this platform developed after many months of walking through the county and talking to residents while collecting signatures to run for County Commissioner. Residents' ideas were summarized into the portmanteau HAMCO, which is a combination of the sweet sound of Hamilton (HAM) County (CO). The first letters of this new portmanteau provide five clear values that drive the planning that went into developing this platform:

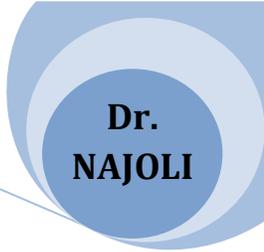
- Hamilton county should be a beacon of prosperity.
- All residents must have the highest quality of life.
- Municipalities should utilize and share their services wisely.
- City and county should unite in leadership vision.
- Outcomes should be long-term, and results based.

In thinking through a platform that is future-oriented, Dr. Najoli developed HAMCO 2050. By its nature, this is a foundational plan for a 30-year intense focus, but it will be subject to the provisions and wisdom of the two-year agenda strategy which enables focus on key priorities. The vision, masterplan, and call for HAMCO 2050 is STRATEGIC. This means:

- Specifically designed to encourage growth
- Timely yet flexible to adapt to conditions
- Realistic in improvement objectives
- Achievable yet conservative in nature
- Targeted toward supporting communities
- Expansive in terms of option-provision
- Gradual goals are based on sustainability
- Implementable for a vibrant economy
- Collaborative and partnership-oriented

Dr. Najoli's foundation for HAMCO 2050 is developed on the idea that the role of county government has a three-fold element. The county is an arm of the State. Hamilton County has 49 jurisdictions which means, ipso facto, that tremendous intercommunity partnerships must be deployed to carry out the business of the State of Ohio. All services, as a whole, may be represented by the acronym ARM:

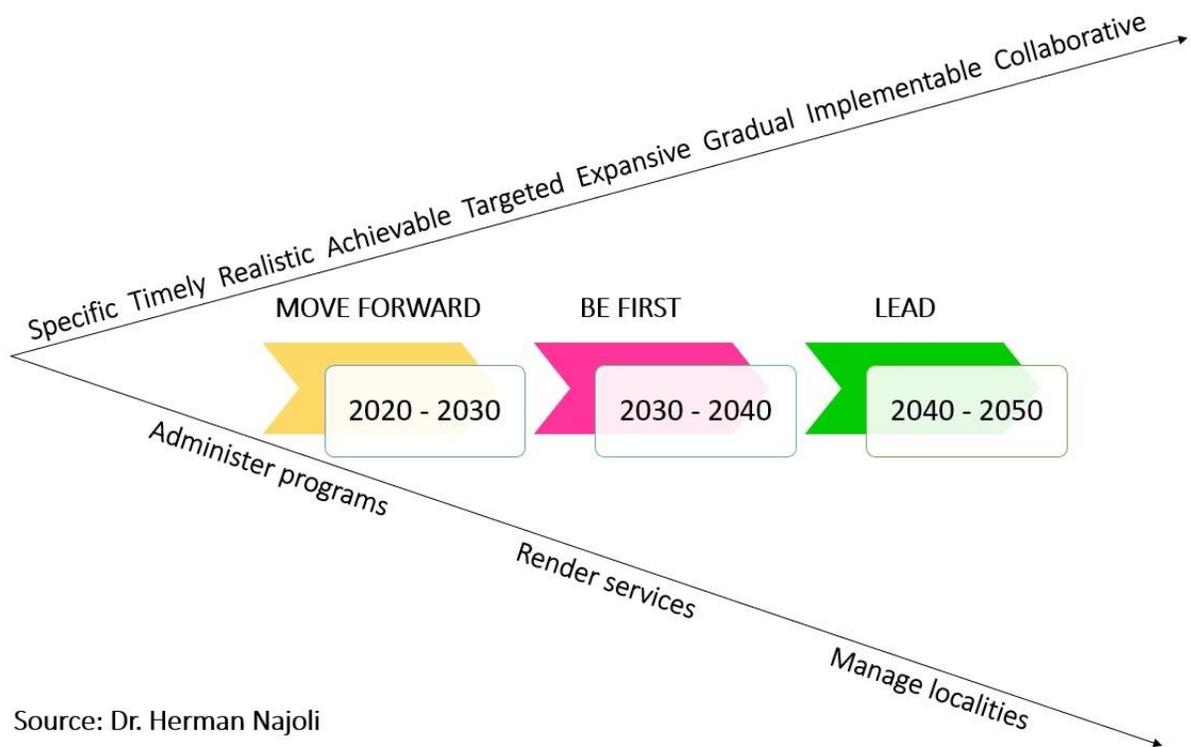
- ❖ Administer key programs like social service, foster care, and health protective services.
- ❖ Render services such as tax assessments, elections, and detention facilities.
- ❖ Manage localities as agreed with leadership within community jurisdictions.



ARTICLE ONE: THE SHORT-TERM

VISION TO MOVE FORWARD

Dr. Najoli commits to work diligently toward moving Hamilton County forward. To accomplish this, he will employ the visionary principles outlined in this document to provide leadership that is rooted in wisdom. Through specific, timely, and realistic approaches, Dr. Najoli will endeavor to administer programs that assure a prosperous life for all county residents. The following figure captures elements of the vision to move forward as related to the agenda of HAMCO 2050.



Source: Dr. Herman Najoli

HAMCO 2050: Strategic Vision, Master Plan, and Call to the Future

PLANK 1

MOVE

The goal of HAMCO 2050 is to build a bridge for transitioning from the past, taking full advantage of present-day realities, and craft a critical pathway for success into the future. In order to tap into our best future, Hamilton County will need to MOVE in four critical areas:

1.1 Metropolitan Sewer District (MSD)

“I’ll work diligently to make MSD a Major Success Demonstration”. Dr. Najoli, March 2020.

The Metropolitan Sewer District of Greater Cincinnati (MSD) is a County Sewer District operated by the City, managed by the County, and run by a Citizens Board with 5 members, 3 appointed by the County and 2 by the City. To become a major success demonstration, MSD needs to meet its programmatic performance metrics. Dr. Najoli will work with the Citizens Board to ensure that there are adequate supports for the team. We will ensure that the Wet Weather Improvement Plan is adhered to, the Sewer Backup Response program is supported, and all watershed projects are fully on target. For MSD to fully thrive, the HAMCO agenda developed by Dr. Najoli has envisioned five key things that we have summed up as SEWER:

1. **Stabilize operations** – effectively address policies, aging infrastructure, and legal matters.
2. **Enhance governance** – provide a tight leadership structure that is held accountable.
3. **Workforce excellence** – protect employees with sound policies, and diversity practices.
4. **Emphasize transparency** – advance authentic cooperation between City and County.
5. **Rate affordability** – explore new customer assistance tools for ratepayers.

Additionally, we will continue to support the continued advanced technical knowledge of MSD professionals and the implementation of the Consent Decree to safeguard our county infrastructure. We will ensure that we are making progress with the Bridge projects and rapidly accomplishing Phase 2 of Project Groundwork. Dr. Najoli will work diligently to follow-through on previous negotiations and address community needs (a primary example being the Muddy Creek Interceptor in Green Township and the Village of Addyston which currently has numerous deliverables but some right of way challenges). As Commissioner, Dr. Najoli will get MSD to move forward as a Major Success Demonstration. It is time

1.2 Opioid Epidemic

“I will advocate and labor tirelessly to COMBAT this epidemic”. Dr. Najoli, March 2020.

Hamilton County will continue to move forward in addressing the opioid epidemic. We are delighted by the work of the Addiction Response Coalition as an inter-agency model but there is more to be done. Hence, I am advocating for the streamlining of the Coalition into a new task force, the Commission to Obliterate Modern Bondage, Addiction, and Trafficking (COMBAT).

The trafficking of drugs of all kinds has led many into all kinds of bondage including servitude, addiction, debt, slavery, and so much more. As the demands for service from those in bondage continue to increase, our role as public servants to stamp out trafficking has never been clearer. We need to work with agencies that are providing the supports that limit the possibility of relapse. Dr. Najoli will enhance the work that has been done by providing it with a renewed vision that will be targeted toward a broad-based resolution. COMBAT will bring in new forward-focused initiatives and continue to push for local control of litigation funds so that agencies can provide high-quality care. It is expected that COMBAT will facilitate true and lasting shifts in attitudes toward drug trafficking in Hamilton County.

1.3 Vulnerable Persons

“I plan to fight for people living dangerously on society’s margins”. Dr. Najoli, March 2020.

We will focus on serving the marginalized and vulnerable within our society. The focus will be on groups that are dangerously isolated from the mainstream life. People may be marginalized due to many things including their age, their race, their financial status, or their neighborhood. The most VULNERABLE PERSONS in our community include Vagrants, Unemployed persons, Legal-aid recipients, Narcotic addicts, Ex-offenders, Rape victims, Abuse victims, Bullied youth, Low-income residents, Elderly and frail, Prisoners, Emotionally disturbed, Runaways, Substance abusers, Outdoor destitute, Neglected children, and Shelter residents. I have worked with many members of these groups in various capacities and cultivated numerous ideas for intervention.

As County Commissioner, I will advocate for the dignity of all peoples as we seek to achieve a more just and perfect society. I will push for the adoption of a County Office for Regional Research on Eliminating Causative Tendencies in Individuals with Vulnerability Experiences (CORRECTIVE). Our goal is to quickly bring comfort, relief, and hope in a gentler and compassionate manner to all vulnerable individuals in Hamilton County as we drastically reduce the numbers of those who live dangerously on the margins of life. Through CORRECTIVE we will work together with instrumental programs like CHANGE court which is spearheading greatly needed transformation for a very vulnerable group of offenders. We will offer help for trauma and seek to curtail the hopelessness that leads to traumatic endangerment. We will ensure that endangered children are provided with the shelter that they deserve to avoid a deterioration in behavior. We will stem the problem of runaways. We will develop new understanding of the causative agents that lead to vulnerability and ensure people are living a healthy and vibrant lifestyle that drastically mitigates problems in latter life.

1.4 Emergency Management

“I will ensure that we are prepared for every kind of unique scenario”. Dr. Najoli, March 2020.

Hamilton County is not immune to the unique scenarios that are being presented to local governments around the country and around the world. At a time of numerous unique emergencies like the Coronavirus, we need to be prepared for anything. I will work diligently with the Emergency Management & Homeland Security Agency (EMHSA) to coordinate and administer a responsive countywide all-hazards emergency management and review our disaster preparedness plans. We will ensure that we conduct outreach and education in conjunction with the Federal Emergency Management Agency (FEMA), provide all the training and credentialing that is required, and update all mitigation plans for eligibility toward federal funding.

As Commissioner, Dr. Najoli will outline a Standards, Education, Responsiveness, Volunteers, and Execution (SERVE) plan for coordinating all organizations active in disasters, the chiefs of police, fire chiefs, public health office, and the sheriff’s office to ensure that we are continually prepared to address public needs in every kind of unique scenario. In the wake of the Coronavirus pandemic, local governments must ensure that agencies can handle emergency scenarios. Through the SERVE plan, Dr. Najoli will work diligently to ensure that we have a sustainable pandemic strategy. His belief is that a sustainable strategy should include eight elements: Production plans for businesses, Authority plans for leaders, Nursing plans for treatment teams, Data plans for scientific analysts, Education plans for communities, Mingling plans for individuals, Intergovernmental plans for local jurisdictions, and Change plans for future control (PANDEMIC). Dr. Najoli will work diligently to ensure that these plans are carefully developed and broadly understood by all on the frontlines of addressing public emergencies.

PLANK 2

FORWARD

The short-term vision of HAMCO 2050 is to bring the County further into functioning as a future-focused 21st Century locality. We desire to move beyond the challenges of past eras and create new pathways into a more productive present. Numerous pressures exist which will exert a push to hinder the MOVE ideas discussed above. Nonetheless, we will also endeavor to press FORWARD. As County Commissioner, I will work diligently to advance a dedicated forward focus on seven critical areas:

2.1 Facilities and Stadiums

“As a global thinker, I will help craft wisdom-based partnerships”. Dr. Najoli, March 2020.

The BOCC has committed to growing Hamilton County and ensuring vitality in the economic health of the community. County facilities and stadiums are an essential part of the economic engine of Hamilton County. As Commissioner Dr. Najoli will work diligently with the Convention and Facilities Authority Board to ensure that we are making good deals that assure economic growth for our county. The tourism and sports that we engage in have a strategic position as a globally unifying opportunities for the residents and for visitors to Hamilton County. We will continue to work with the Port of Greater Cincinnati Development Authority along with all tourism and sports organizations to ensure the excellence and integrity of our facilities and stadiums. We will

- Undertake formal studies and forums on the civic pride and viability of specific facilities.
- Champion an environment where there is accountability to taxpayers on all sides.

- Cultivate out-of-box thinking to establish ingrain new value-added approaches.

The Sharonville Convention Center, the Duke Energy Convention Center, the Millennium Hotel, the FCC Stadium, the Reds Stadium, the US Bank Arena, and Paul Brown Stadium are only but indicators of the potential of our region. We must market our region as a premier convention destination. The dollars that will flow into our region through purchases and transient taxes are critical for further development. The vision of HAMCO 2050 is the existence of arenas and avenues for attracting national and international events to Hamilton County that can utilize the spaces available.

2.2 Overall Public Health

“We will GO HAM on being a healthy Hamilton County”. Dr. Najoli, March 2020.

Hamilton County residents want a healthier Hamilton County. HAMCO 2050 provides a vision through which the health needs of all segments of the population will be satisfied. As stated earlier, we will continue to work diligently in abating the opioid epidemic. Additionally, we will focus on the health of infants, nutrition needs of children, oral health needs of residents, medical needs of the under—insured, and provide opportunities for individuals to pursue healthy lifestyles. Best of all, as County Commissioner, Dr. Najoli will propose a new initiative, Good Outcomes in Health and Activity Measures (GO HAM) that will aim at advancing a higher quality of life in Hamilton County. The GO HAM initiative will challenge residents of Hamilton County to live an aggressively healthy life by putting in extra effort in walking, riding, cycling, and exercising in the County. As part of his own campaign for Commissioner, Dr. Najoli plans to go ham by running 230 miles across Hamilton County to signify the 230 years that there has never been an independent candidate on the ballot for commissioner. He will bring the go ham mindset to the GO HAM initiative which will drive positive public health.

2.3 Regionalization

“I will ensure all 49 jurisdictions are connected within our region”. Dr. Najoli, March 2020.

The growth of Hamilton County in the coming decade will benefit from the potentials of regionalization. I support the work of the Regional Economic Development Initiative (REDI) Cincinnati along with the partnership of the OKI Regional Council of Governments. As a college professor at Indiana Wesleyan University, I have taught both International Business and Global Issues, exploring trends that shape regions into models of excellence.

We must explore ways in which we can work together with neighboring counties. We cannot close county borders. We exist and live in connection with the regions around our localities. An overall agenda towards maximizing the benefits is advantageous for all taxpayers. Leaders in public service have an obligation to steward the resources of the community in good trust. As County Commissioner, my goal will be to ensure good STEWARDSHIP:

- Service over self-interest – We will put all neighborhoods first, not isolate ourselves.
- Togetherness over territorialism – We value our connection through shared resources.
- Economy over extravagance – We must manage resources with a conservation mindset.
- Wisdom over withdrawal – Wise leadership means remaining engaged in the context.
- Accountability over autonomy – We have an obligation to depend on each other.
- Relationships over rank – Our connection is more important than our position.
- Dialogue over dominance – All jurisdictions should engage in mutual conversation.
- Support over self-governance – We are branches on the same tree, not isolated limbs.
- Honesty over hierarchy – We must uplift each other, not step on each other.
- Integration over indifference – Each jurisdiction should care for the other.
- Prudence over polarization – Stewardship means coming together, not diverging.

To achieve this goal of good STEWARDSHIP throughout Hamilton County, Dr. Najoli will spearhead the nation’s first transparent and formal regionalization commission: the STEWARDSHIP COMMISSION. The commission’s work will focus on exploring ways to best steward our regional resources for the greater good of all. The objective will be to build capacity that ensures a good regional relationship that secures local resources well for the next generation. Our commitment to serving our region in this manner is key to long-term eminence.

2.4 Western Hills Viaduct

“The Viaduct is a priority for good placemaking. We will fix it”. Dr. Najoli, March 2020.

The Western Hills Viaduct (WHV) has been a point of conversation for too long and residents are moving on from the self-serving rhetoric of political climbers who promise to do something about it but do nothing after being elected. The WHV is without question a pillar for good placemaking within the entire County. We must fix it. Obviously, it has been very challenging for past politicians and therefore we must turn the page and allow out-of-the box thinking. We will seek avenues to fix the WHV in a responsible manner that is sustainable. This is a major infrastructure project for our region and a key economic driver for our region. I will diligently seek solutions to get it fixed during my time as Hamilton County Commissioner.

2.5 Affordable Housing

“I support the Port and CDCs in revitalizing our housing stock”. Dr. Najoli, March 2020.

Housing options are critical to the growth and development of Hamilton County. We have to throw our full support behind the work of the Port of Greater Cincinnati to enhance prosperity for all and to make undervalued properties increase value throughout Hamilton County. Home ownership is critical just as the need for denser housing options that allow more people to live anywhere in the county. Unfortunately, though, many of our residents live in

homes that greatly need to be upgraded. The efforts to rehabilitate homes in blighted neighborhoods have been commendable and should be strengthened.

I will support the diligent steps being taken through the Homesteading and Urban Redevelopment Corporation (HURC) and the Rehab Across Cincinnati and Hamilton County (REACH) program. We will work with the Health Department to ensure that people are living in good homes free of black mold. We also must work through the Housing Court to ensure that we mitigate the high rate of evictions. We have more than 10,000 annual evictions and that is not good for our county. People need help. Studies have shown that 5 out of every 100 renters in Hamilton County get evicted. We need good ordinances that serve our communities and keep people in housing. We will work with the Legal Aid Society to offer help and develop programs that offer hope to the unemployed. Organizations like HOME Cincy (Housing Opportunities Made Equal) need support to promote stable neighborhoods. Living in the heart of the city of Cincinnati, and traveling across the county, has enabled me to develop a deep understanding of the need for good, quality housing. Having served many homeless men, I have developed an empathy for the work that is needed for affordable housing throughout Hamilton County.

2.6 Robust Arts/Culture

“I will use arts and culture to transform community development”. Dr. Najoli, March 2020.

Creative placemaking is vital. We must encourage the development of arts and cultural centers in all communities, whether stable or struggling. Excellent residents are invested in the development of their own neighborhoods. When elected, I will launch the nation’s first ever Commissioner’s Union for Robust Artistic & Cultural Yearning (CURACY) which will advocate for increased opportunities for individuals, both young and young-at-heart to develop their talents, for artists to showcase their talents, and for communities to pursue cultural elements that

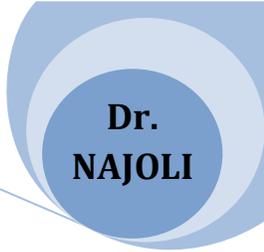
bring vitality to a way of life that is vibrant. CURACY will be an engine that advances social connection opportunities and learning that elevates quality of life. I support nonprofits like ArtsWorks, MyCincinnati, and Elementz which are catalysts of change that are transforming communities and attracting new possibilities. Cultural expressions like the Price Hill Creative Community Festival are instrumental in shaping the equitable development of our county and must be allowed to thrive and expanded. Commitment to robust arts and culture will allow us to reclaim a life of high respect, value, and prosperity for all. We can do it. We will do it.

2.7 Develop Workforce

“I plan to strengthen our County workforce for quality service”. Dr. Najoli, March 2020.

Our greatest asset in this county is the workforce. Good governance requires that we have a quality workforce. Dr. Najoli will work to strengthen our County workforce. We will launch a division that will facilitate this. The County Office for Maximum Performance, Assessment, and Support Services (COMPASS) will be a leading-edge visionary arm within the Human Resources division. COMPASS will provide a highly motivated, results-oriented staff who will drive our county forward and thrive in their professional careers. We will use advanced industry tools that enable quality assessment of performance, provide high-level challenge for growth, and establish supportive mechanisms for success on-the-job.

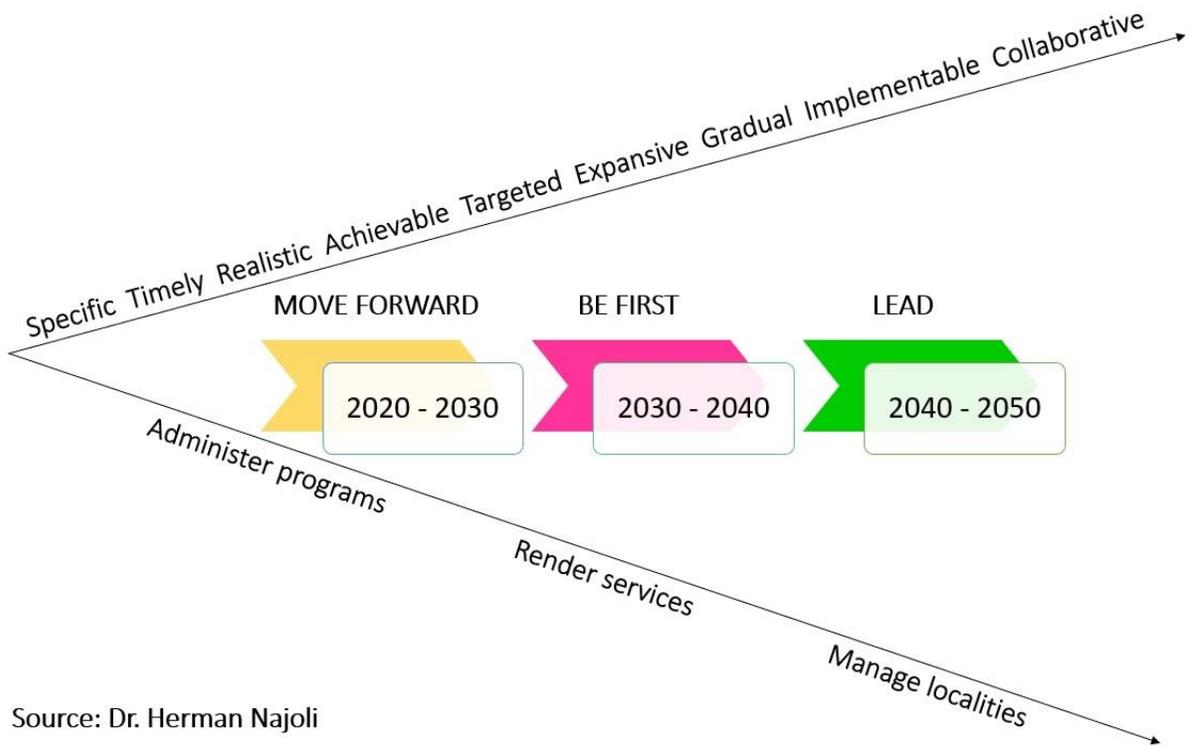
The development of County workforce will have the ripple effect of ensuring that residents of Hamilton County, particularly those that come in direct contact with County employees for services like job training, are positively impacted. We will work with job-training organizations and numerous partners in the county to ensure that our entire county workforce is developing and increasing in skill. As an educator, Dr. Najoli has an innate understanding of people development that he will make transferable to the government sector.



ARTICLE TWO: THE MEDIUM-TERM

MASTER-PLAN TO BE FIRST

The medium-term thrust of HAMCO 2050 is to enable Hamilton County BE FIRST as a region of excellence. Dr. Najoli believes that we can be first in numerous areas. Forward thinkers understand the need for visual lead time. Consider a metaphor of driving. When on the road in an urban area, drivers are advised to look 12-15 seconds ahead on the road. We will always look ahead as leaders. The figure below provides an idea of achievable, targeted, and expansive masterplan for rendering services within the context of HAMCO 2050.



Source: Dr. Herman Najoli

HAMCO 2050: Strategic Vision, Master Plan, and Call to the Future

PLANK 3

BE

The goal of HAMCO 2050 is to build a bridge for transitioning from the past, taking full advantage of present-day realities, and craft a critical pathway for success into the future. In order to tap into our best future, Hamilton County will need to BE. To BE, we will pursue:

3.1 Better Government

“I’ll bring the wisdom of the people into local county government”. Dr. Najoli, March 2020.

As I crisscrossed the county petitioning for signatures to be on the ballot, I heard one thing repeatedly from many people – we deserve a better government. The people of Hamilton County recognize that government is supposed to be for the people, of the people, and by the people.

As Commissioner, Dr. Najoli’s efforts will push for the wisdom of a better government. One idea to petition for better government will be defined by six pillars branded BETGOV – a simple combination of the words ‘better’ and ‘government’. This audacious plan will seek signatures to unite the City of Cincinnati government and the County government of Hamilton. As outlined below, the six pillars of BETGOV are established in a foundation of WISDOM:

- **Brilliance** – Widen application of organizational leadership in unified government.
- **Efficiency** – Increase competence, capacity, and capability of regional government.
- **Transparency** – Streamline operations for open accountability in government.
- **Growth** – Develop systems thinking to disentangle gridlock and transform government.
- **Ownership** – Organize more people for robust participation in their government.
- **Vision** – Modernize the delivery of services universally in local government.

The widely accepted belief at that governments cannot change easily. BETGOV is an idea whose time has come. We must do the hard work of thinking audaciously about the future. BETGOV will allow Hamilton County and the City of Cincinnati to better position itself as the most innovative regional economy in the United States. With a proper focus on who government is rather than what government is, good governing will lead to great governance. Great governance is established on having a better government. As County Commissioner, Dr. Najoli will push for wisdom in governing by focusing diligently on improving all elements of government and making our entire region better. We have a window of opportunity for establishing a better government in Hamilton County. Dr. Najoli has produced a more detailed treatise on the implementation of BETGOV that can be accessed on his website. As we embrace this massive seismic change, we will become a fiercely competitive global economy.

3.2 Economic Empowerment

“I propose a Hamilton Entrepreneurial & Economic Drive”. Dr. Najoli, March 2020.

Hamilton County is positioned to be a regional leader in the next few years as a hub for a growing entrepreneurial class. We must continue to invest in economic development efforts. We not only need strong downtowns that attract new businesses but also an ecosystem that is welcoming to small and medium sized businesses throughout the county. I support the work of the Port’s DREAM Loan Fund (Driving Real Estate to Accelerate Microenterprise) to spur place-based neighborhood serving businesses. As Commissioner I will ramp up the work of pushing for more creative place-based businesses throughout Hamilton County. This will be through the launch of the Hamilton Entrepreneurial and Economic Drive (HEED). This two-prong approach will aim at spurring economic empowerment at the entrepreneurial and at the individual level. HEED will have two components:

1. Entrepreneurial Drive

The strategic initiative that will champion entrepreneurship is the creation of an Office of Resident Advancement through Networked Growth, Entrepreneurial Creativity, and Investment in Neighborhoods for Commercial Innovation (ORANGECINCI). Through ORANGECINCI we will offer incentives for high school graduation with technical degrees that produce a skilled workforce, prioritize entrepreneurial ventures that have a mentoring component attached to them, encourage start-ups, invest in talent development with a focus on human capital advancement, and implement governance systems that facilitate more equalized neighborhood revitalization projects. All solutions will be practical and fiscally responsible with an eye on forward-thinking that will elevate our county.

A vibrant economy will guarantee a future of regional and national leadership for Hamilton County. Recent trends in the county have shown signs of thriving new businesses and growing industry. This must be encouraged and championed by the wisest and right leadership. As we work to put in place the dynamism of ORANGECINCI, I will work with all planners to ensure that we are on the cutting edge of moving forward as a county. We must make Hamilton County a platform of entry into the business world for local entrepreneurs and a platform of connectivity to the global world for local businesses.

2. Economic Drive

Hamilton County offers tremendous opportunities for economic empowerment of its residents. Unfortunately, many have failed to capture these opportunities due to many circumstances whose answers may not be easy to decipher. Good leadership, however, is the continual cultivation of puzzles that people can solve together. That is why Dr. Najoli proposes the Hamilton Economic Reinvestment Action for Local Disbursement (HERALD).

HERALD is a groundbreaking proposal in which 230 residents of Hamilton County will be provided with a monthly check for reinvestment actions that improve their living conditions. The money will need to be spent locally within the county. These residents will be chosen through a random sample but must meet certain criteria. The residents must be at least 23 years of age, registered with Jobs and Family Services (JFS) as service recipients, and live in a zip-code where the median income is at or below \$46,000. One thousand residences will be sent a preliminary invitation to be part of HERALD. Out of those who respond as per the consent, 230 will be randomly selected by a team of independent researchers. These 230 will receive \$230 monthly for at least 23 months. The program participants will be studied to see the impact of HERALD. Out of those not accepted, 230 will be invited to be part of a control group.

HERALD will not just be a hand-out to individuals. It is a hand-up that will enable County residents jump-start the drive toward economic empowerment. It is a key to abundance that will help individuals from all walks of life including those in job transitions, those out of work, those seeking to launch a new small business, those battling addiction, individuals with mental health needs, persons experiencing domestic violence, and much more. The big breakthrough with HERALD is that it will advance our community by enabling individuals to take care of the families and pursue goals that elevate their quality of life. HERALD is a uniquely powerful policy idea that will herald a new era in which commissioners take a look at how to increase an abundance of prosperity for all residents. The implementation of HERALD will hinge on a vote taken by the Board of County Commissioners after Dr. Najoli is elected.

PLANK 4

FIRST

The efforts outlined in HAMCO 2050 are geared toward ensuring that Hamilton County will be first in many county indices measured within the State of Ohio and across the entire country. We want to be first in all county performance rankings ranging from business climate, livability, health, safety, education, transportation, etc. Dr. Najoli will prioritize the following FIRST:

4.1 Fiscal Wisdom

“I will ensure that we have a fit budget that is wisely balanced”. Dr. Najoli, March 2020.

We want to manage and improve the budget process for us to have a better government and economic empowerment. Multiple voices must be included in the process for it to benefit from the wisdom of Hamilton County’s communities. As a leader in this area, Dr. Najoli proposes the following six things, branded FISCAL, regarding the county budget:

1. Facilitate partnerships for budget implementation

The process of budget creation and implementation is the most critical role of County government. County commissioners are under constant financial pressure as they must find ways to do more with less. Given their constraints, they cannot pass the buck but they have to build viable partnerships. This is an important first step that Dr. Najoli will focus on.

2. Identify lard and apply a scalpel to excesses.

One of the great tasks of leadership is that of getting things done the right way. County leaders are obligated to make government more efficient and adopt policies that sufficiently fund public services. We will eliminate waste and implement measures for a lean budget.

3. Stimulate shared services opportunities within jurisdictions.

The consolidation of services within the Hamilton County region has been a challenge in recent past. The merger of service points should be considered as an avenue of sound fiscal policy. We want to see more joint service agreements in our jurisdictions. Continued conversations are critical for the purpose of stimulating a shared services model.

4. Collaborative conversations between Board and Agencies.

As the budget year unfolds, the BOCC and Agencies in Hamilton County should remain in collaborative conversation, and sometimes confrontation, to assure that all decision-making is prudent. Increased interagency interaction will be a vital part of our administration. Oversight is critical for the success of budgetary decision-making. A collaborative attitude is extremely useful and necessary for the success of local government.

5. Adhere to set budget and constraints tightly.

There needs to be clear cost containment programs and directives that urge department heads to implement good policy measures and do more with less. Careful and rigorous tests must be administered and maintained on the budgetary allocations. Appraisals will be undertaken to facilitate any redesigns that may be essential for streamlining service production. Reviews of expenditure are vitally essential and must be done on time within set deadlines.

6. Leverage opportunities for revenue growth.

The County commissioners' oversight is critical for optimizing revenues. Business investments that spur revenue growth must be allowed to thrive. An environment that is attractive to new business development is critically needed. Incentives should be provided to prospective companies as approved and enacted by statutory law and jurisdictional powers. A stable environment that allows revenue growth is necessary.

4.2 Innovative Inclusiveness

“Let’s innovate. I will establish a SEVEN HILLS LAB”. Dr. Najoli, March 2020.

We want to foster a government and economic development climate that is welcoming to all. We want to ensure particularly that underserved communities are included within the lifeblood of government and economic engine of their county. Let us innovative inclusiveness.

As County Commissioner, Dr. Najoli will seek to establish a partnership with a local institution of higher learning which can house a new innovative approach for inclusion. This new idea will be called Signature Events for Visioning an Equity Nexus in Hamilton that Innovatively Leverages Leadership Solutions for a Lasting Agenda of Belongingness (SEVEN HILLS LAB). The SEVEN HILLS LAB will have a simple mission: to develop seven events annually that showcase radical efforts that are being made by forward focused organizations on the forefront of making Hamilton County an equity nexus where innovation and belongingness thrive.

Through the SEVEN HILLS LAB, we will continue to ensure that all individuals have access to all the tools that enable financial stability ranging from banking to asset building. We will enhance the financial education of youth, increase access to the financial mainstream for low-income households, implement savings pilots for children, advocate for bank branches in underserved neighborhoods, and work with the Economic Inclusion Advisory Council to implement measures that enable our county to be first in innovative inclusion.

4.3 Responsible Leadership

“Leadership is more than just talk. It is about taking responsibility”. Dr. Najoli, March 2020.

The residents of Hamilton County expect to have great County Commissioners. A great commissioner is first and foremost, a student of leadership. A leader who approaches work and life as a student is more apt to be authentic and to learn from mistakes. We have seen too many

arrogant leaders who are not willing to embrace higher level wisdom and not willing to admit any mistakes. A County Commissioner should be held accountable because he or she is a representative of the people. A popular saying points out that ‘everything rises and falls on leadership’. Great leadership is more than just talk. It is action and responsibility.

As soon as he is elected, Dr. Najoli will institute a community leadership think-tank. This think-tank will be a Synergistic Unity Plan for People Engaged Responsibly (SUPPER). The idea is very simple and is a practice that the Najoli family has been engaging in for many years. Residents within a community will band together to open their homes and rotate monthly invitations to neighbors for common suppers. Through SUPPER chapters, engaged families will be able to talk to about actions that they can take responsibly to improve their neighborhoods. As individuals and families take leadership responsibility for their neighborhoods, Hamilton County will begin to see the benefits of how governing is truly of the people and by the people.

Responsible leadership is a dynamic interactive process in which individuals relate wisely with each other toward the accomplishment of common goals that enable community to move forward, be first, and lead. Having completed doctoral studies on organizational leadership, Dr. Najoli envisions bringing new leadership thought into county government to facilitate broad-based seismic change that is qualitative and positively impacts our entire community. SUPPER is one such idea. With a deep understanding of state constitutional and statutory requirements, we can modernize county government. We can ensure that the idea of government is diffused throughout the community as the actions of neighbors with each other as opposed to the current predominant view that government is the actions of elected officials. Rigorous and advanced thinking will be utilized to ensure that all levels of county government are operating with a deep sense of responsible leadership.

4.4 Smarter Safety and Services

“I advocate for smarter strategies for safety and service provision”. Dr. Najoli, March 2020.

Existing safety approaches and service provision within Hamilton County should endeavor to be smarter in the utilization of modern technologies. The best and most advanced trainings must be offered to county personnel to assure applicability to the challenges of the new millennium. We want to have a smarter county and smarter neighborhoods where individuals are thriving. Neighborhoods cannot be left behind. None of the neighborhoods of Hamilton County should feel like a ‘forgotten community’. In every neighborhood there should be a feeling of smarter safety provision and service production. Under Dr. Najoli’s leadership as County Commissioner, service provision will consist of the following SMARTER seven elements:

- Swift action – Moving quickly to address gaps and issues.
- Masterful application – Utilizing quality specialists in all work.
- Agile systems – Ensuring that solutions evolve collaboratively.
- Resourceful people – Engaging individuals at all levels.
- Transformative thinking – Rooting intervention in wisdom.
- Expert input – Seeking the guidance of technical leaders.
- Responsible leadership – Consulting with local communities.

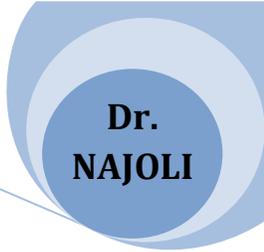
Since I moved to Hamilton County, I have lived in Price Hill. One of the most startling developments was when a local politician called the Governor in July 2019 asking him to send the National Guard to my neighborhood to curb recent violence and crime. I was shocked. Troops with body armor, helmets, and automatic weapons in my neighborhood? That is not a smart idea! As County Commissioner I will push for smarter ideas for safety and services. We will work with transformative organizations to unleash the very best ideas.

4.5 Transit Excellence

“I support a comprehensive multi-modal transit system in our county”. Dr. Najoli, March 2020.

Transit excellence is vital for Hamilton County. I will work with colleagues and partners to ensure that we have a multi-modal transit system that moves the region forward. Besides that, many of our roadways need widening; many streets need sidewalks and better traffic operations; many bridges need to be replaced; many highways need improvement; many communities need transit centers with amenities for passengers; many turns need to be widened; many bicycle lanes need to be added; many road shoulders need clearance; many interchanges need to be reconfigured; and the Western Hills viaduct needs to be replaced. There is work to do and it is time to roll our sleeves even higher.

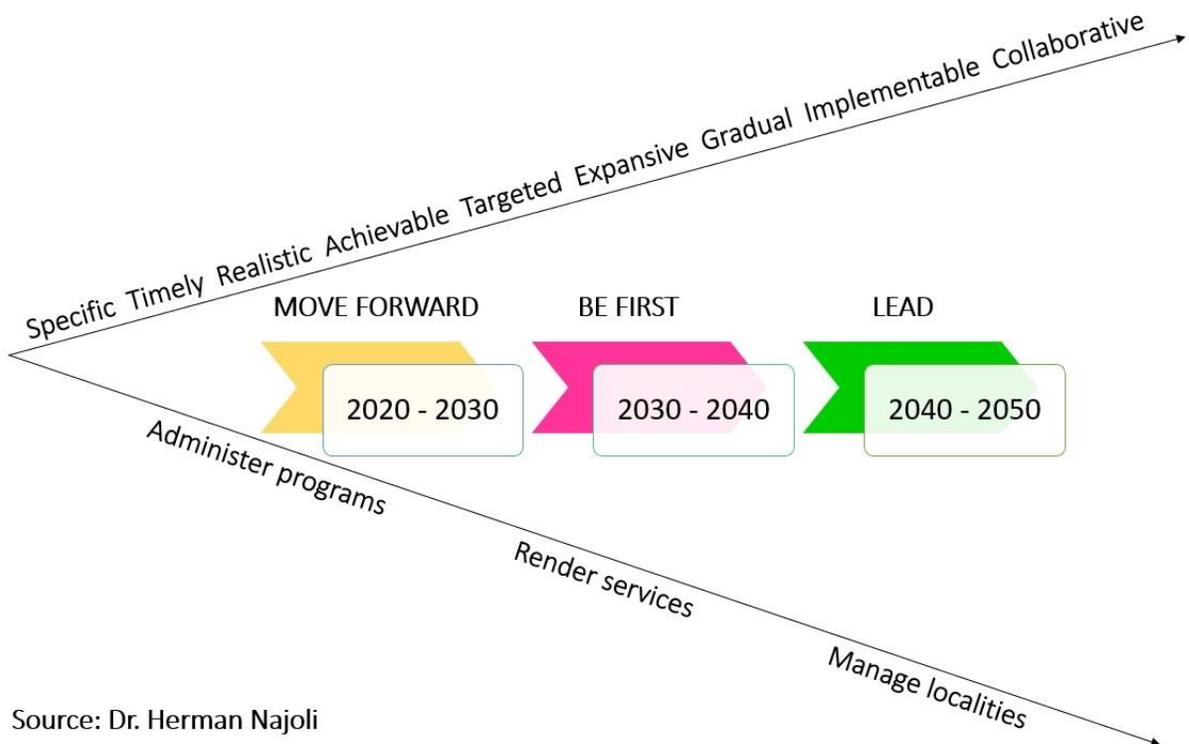
As County Commissioner, I will seek to be deeply involved in improving our transportation district. I will ensure that recommendations from the Transportation Priorities Survey are adhered to and community considerations followed. I propose the implementation of a new county-level study that we will call Major Acceleration of a Network for Transit Leadership and Excellence (MANTLE). Through MANTLE, I will work diligently with the other commissioners to develop and shape systems that facilitate the best transit region in the country. We want a better run transportation system. One idea that I will introduce is the possibility of having one ticket that will be valid across the whole region, allowing one to take as many journeys as they choose within a specific time frame. We will call this a Convenient Option Network Card for Extended Public Transportation (CONCEPT) card. Customers will be able to top up their CONCEPT card online, see their journey histories, and so much more. Through MANTLE and CONCEPT, it is expected and will be necessary for Hamilton County to be first in public transportation rankings for the State of Ohio and the entire country.



ARTICLE THREE: THE LONG-TERM

CALL TO LEAD

Dr. Najoli understands that leadership is vital to the future of the county. Hamilton County has an inherent call to lead in the State of Ohio and in the entire country. The following figure demonstrates the gradual, implementable, and collaborative leadership that can occur in the management of our localities as related to the agenda of HAMCO 2050.



Source: Dr. Herman Najoli

HAMCO 2050: Strategic Vision, Master Plan, and Call to the Future

PLANK 5

LEAD

The proposed vision and masterplan in HAMCO 2050 contain recommendations that are aimed at guiding Hamilton County toward a future of leadership. Attaining such leadership requires thinking out-of-the-box in a variety of areas as outlined within this platform. As stated clearly in Plank 4 we want to be first. This final plank aims at providing grounding that is rooted within the community's interests and will enable us to LEAD:

5.1 Leverage the Wisdom of Seniors and Retirees

"I'll deploy local government to enhance quality of life for the elderly". Dr. Najoli, March 2020.

We will find ways to deploy our seniors and retirees to their most valuable years. Some of the most talented individuals in Hamilton County are those who retire with a wealth of experience. Many of them are looking for a Second Act that would allow them to make a difference in society. They want to make the second half of their lives better than the first half. One initiative that I propose is the County Office for Networking Visionary Elders for Relational Transformation (CONVERT). CONVERT will be an avenue for retirees who have been hardworking citizens of Hamilton County to catch a new vision. This initiative will be the nation's first-ever Commissioner-led initiative to provide seniors and retirees with an abundantly fulfilling, constructive, and creative way to invest their time. We want to provide seniors and retirees with an opportunity to convert their latter years into their best years yet. This will be through being connected with opportunities for mentoring small business owners, coaching entrepreneurs, advising youth, challenging the homeless, developing kids, and giving back.

5.2 Enable the Excellence of Women and Girls

“I support the Commission for Women and Girls”. Dr. Najoli, March 2020.

It has been exciting to follow the new initiatives being paved by the Commission for Women and Girls. The positive push toward higher percentages of women pursuing and breaking all sorts of glass ceilings is encouraging to young girls and to our community. The ongoing work toward equal pay in all sectors must be supported at all levels. The redeeming work of organizations like Women Helping Women is uplifting and much needed. Efforts should be made to strengthen this work and extend it throughout the county. I am confident that under the leadership of Commissioner Denise Driehaus this will continue to happen.

As the father of a wonderful daughter with her own great dream for own future, I am rooting for girls in Hamilton County to defy expectations and provide amazing leadership. More importantly her mother, my stunning wife of 16 years, is a woman who steadfastly pursues her own great dreams. She moved from her birth city of New York, NY at age 18 to pursue undergraduate education in Nashville, TN then proceeded to chase her calling to serve people. May we see more women and girls of excellence emerge and flourish in Hamilton County.

5.3 Affirm the Leadership of Men and Boys

“I will create Advisory Councils for Men and Boys”. Dr. Najoli, March 2020.

Numerous studies across the entire country have shown that minority males have higher unemployment rates, lower graduation rates, higher rates of incarceration, and lower access to health care. The outcomes for men and boys of color have been dissatisfying. Society has come too far for us to sit back and allow the status quo to continue. There is much work to be done. No segments of our community will be left behind. These advisory councils will be wisdom circles that allow for wholistic development of individuals.

As County Commissioner I will pursue the creation of a Council for Outstanding Black and Brown Leadership Excellence (COBBLE). As currently envisioned, the work of COBBLE will aim at shining a light on outstanding Black and Brown leaders, both men and boys, to provide the wider community of minorities with the support needed for continued excellence. It is expected that information, analysis, and advice will be generated to facilitate new understanding and applicable strategies for the myriads of obstacles that hinder Black and Brown men and boys from pursuing their full potential. COBBLE will seek a working relationship with Black and Brown girls within the Commission of Women and Girls so that our community grows together. Through this commission, we will institute an annual COBBLER Award (Commission for Outstanding Black and Brown Leadership Excellence Recognition Award) which will be offered annually to minority leaders, both men and boys, who model the espoused principles of excellence that will be cultivated.

I will also pursue an Advisory Council for Hamilton's Intellectual Enthusiast, Visionaries, and Experimenters (ACHIEVE). The work of ACHIEVE will be focusing on inspiring a new generation of emerging creators who have an eye for the future and a desire to excel in bringing new ideas into the public space. This council will bring together the very best thinkers in the adult world with sensational youth who are actively developing new concepts. Participants will be identified through works presented within their communities and their schools. ACHIEVE will be open to all young males across Hamilton County and will be expected to have some collaboration with the Commission for Women and Girls. Through ACHIEVE, we will institute an annual ACHIEVER award (Advisory Council for Hamilton's Intellectual Enthusiasts, Visionaries, and Experimenters Recognition Award) which will highlight the accomplishments of teams of phenomenal masterminds working together.

5.4 Define County Approaches for Immigrants and Refugees

“Alexander Hamilton found a pathway. I propose a CORRIDOR plan”. Dr. Najoli, March 2020.

Hamilton County is named after one of America’s Founding Fathers, Alexander Hamilton, an immigrant from the West Indies. He found a pathway that enabled him to become one of the greatest Americans ever. Similarly, modern refugees, immigrants, and outsiders (for example asylum seekers) have to be provided a corridor into the American dream. The County Office of Refugee Reception, Immigrant Dignity, and Outsider Resettlement (CORRIDOR) is an initiative that will offer a simple conversation point for individuals who are on such a journey. The idea is very simple – to be a welcoming county to guests but also a helpful agent in ensuring individuals find their ultimate destination based on their needs. No one lives in a corridor. The corridor is simply a venue for conversation, not a final solution for individuals. This is simply a short stop on the journey to one’s ultimate place of comfort.

ABOUT DR. NAJOLI

Dr. Herman J. Najoli is a father, a friend, and a futurist. His love is to be a father to his two kids and a husband to his wife whom he met in 2003 in Nashville, TN. His joy is to be a member of his community thus being a friend to many in his neighborhood and beyond. His interest is in carving out a future in which people flourish in service to one another. Dr. Najoli's own growth as a public servant has flourished in the education sector and in the non-profit sector.

In the education sector, Dr. Najoli has served as a high school teacher in Gypsum, CO; a family teacher in Omaha, NE; and a university professor in Cincinnati, OH. As an educator, his passion is to see the growth and development of students and adult learners into excellent intellectuals who have a capacity to make impact in their communities. This passion prompted him to pursue his Doctoral degree in Organizational Leadership, completing his dissertation on *Wisdom and Organizational Citizenship Behavior in Leaders*.

In the non-profit sector, Dr. Najoli has served as a youth development specialist in Garden Valley, TX; a program specialist in Springfield, MA; a program manager in Nashville, TN; and a case management leader in Cincinnati, OH. As a non-profit leader, his joy is to model servanthood. Dr. Najoli's passion for service was highlighted as he was named a winner of the Forty Under 40 Award by the Cincinnati Business Courier in September 2015.

Dr. Najoli's next quest is to be a public servant in the government sector. He is serving on the Hamilton County Tax Incentive Review Commission (TIRC). He has lived in Price Hill since 2007, elated by the stories of two Germans, a blacksmith named Herman, renowned for his strength, who lived in the Warsaw hamlet in the early 1800s and a prosperous baker named Herman who owned a huge home in Price Hill in the 1950s. Dr. Najoli and his wife have two children. He serves as a youth coach for soccer, basketball, and track & field. He is a lay leader at his place of worship, a volunteer for festivals, fish fries, golfing events, and many other local organization initiatives.

Between May 2019 and January 2020, Dr. Najoli personally collected 6,845 signatures for the purpose of running for Hamilton County Commissioner. Having turned in enough valid signatures, he is now a Candidate on the November 2020 General Election ballot. This was his second time petitioning after collecting 3,499 signatures in 2018. In April 2020, Dr. Najoli is releasing his fourth published book, *Public Servants in Government, Education, and Non-Profit Sectors* sub-titled as *A Handbook of Administrative, Managerial, and Innovative Leadership Theory for Organizational Networking*. His books are available through Amazon. HAMCO 2050 is his 30-year platform and planks for election as the first Independent ever to the non-partisan role of Commissioner in the 230-year history of Hamilton County.

SUPPORT DR. NAJOLI

Dr. Herman J. Najoli is running for history to be the first Independent Commissioner in the 230-year existence of Hamilton County.

Please support his remarkable campaign:

ONLINE

www.drnajoli.com/donate

PayPal.Me/FRIENDSOFNAJOLI

BY MAIL

PO Box 7112, CINCINNATI, OH 45205

(Make checks to Friends of Najoli)

Please Note:

- Corporate funds cannot be used for political contributions.
- No limits to personal donation checks mailed to 'Friends of Najoli'.
- Donors must be an American citizen or a Permanent Resident (Green Card holder).
- Spouses can donate separately.
- Donations to a political candidate or campaign are not tax deductible.

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