

BATTLE

Policies for One Term Only

~ Mayor of Cincinnati ~

Herman J. Najoli



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INTRODUCTION

The 2021 race for Cincinnati Mayor is the most consequential of our time. This is a battle for the character of our city. Cincinnati was named after Lucius Cincinnatus, a simple Roman citizen who served excellently in the shortest term of a statesman. By contrast, our politicians seek careers in public service as they erode all elements of virtue through their faulty decision-making. My vision is to establish **good government** practices, address issues through **better government** policies, and champion principles that position us to be the **best government**. We can make Cincinnati a flourishing first-class city in one term only. We have character. We are Cincinnati. We offer leadership. Let us make Cincinnati a shiny city where the vision, issues, and principles that we fight for form a platform of new possibility. We are a city on the verge of good, better, and best! As your **One-Term Mayor**, I will break the back of corruption and take this city over the top. Like Cincinnatus, I know what my objective is and what this era requires – virtue. Join this battle for the character of Cincinnati.

My leadership will enable Cincinnati to become the character city of the United States - a center of business and economic excellence; an international juggernaut of education and sporting events; a thriving metropolis of growing residents and home ownership; and a youthful place that cultivates equity and human potential. This document outlines how this will happen in ONE TERM ONLY. But first, the crisis.

Cincinnati is in a deep crisis. We are being slammed on all sides. We have COVID-19 coming at us combined with decades of systemic inequities along with corruption that have put our city in peril. The Queen City of the Midwest has lost the shine that once graced its crown. My unparalleled Cincy 2021 platform demonstrates a vibrant grasp of what needs to be done. As we battle for the character of our city through the elimination of dysfunction and corruption at City Hall, we will revive this great city. I know and understand that, like the Roman statesman Cincinnatus demonstrated, public service is for a season and must be accomplished with precision for the public good.

My approach for crushing the crisis in one term only is outlined in this BATTLE PLAN.

1. PLAN

This robust BATTLE PLAN captures the entire four-year span of Dr. Najoli's one term as Mayor of Cincinnati. It has been stated that if you fail to plan, you plan to fail. This is an administration with a solid plan. In fact, our goal is to approach the four years with a PLAN:

- Year 1 – **Produce** changes that set up the city for success.
 - A key highlight will be **governance systems reforms** to root out corruption.
- Year 2 – **Leverage** leadership that stimulates a comeback.
 - A key highlight will be **policing systems reforms** by hitting the reset button.
- Year 3 – **Accelerate** programs that are grounded in vision.
 - A key highlight will be **educational systems reforms** to advance equity.
- Year 4 – **Nurture** the wisdom for winning long-term.
 - The final year will focus on a **mentoring system** for future culture leaders.

Why One Term Only?

Make no mistake about it. I am running for just one term only. The example of Lucius Quinctus Cincinnatus (519BC – 430BC) inspires me. He was a Roman statesman who lived the simple life of a farmer. After an invasion, he was approached to lead the army to battle and achieved a swift victory over the invaders. Soon after, he relinquished power and returned to his farm. In doing this, he demonstrated that public service should only be for the greater good. I am running for Mayor to serve for one term only to enable our Cincinnati refine its character as a great city named after the great Roman statesman. My vision for the one term consists of establishing nine CHARACTER traits that are visible in a style of leadership inferred from the exemplary public service of the great Roman statesman, Cincinnatus (See Appendix).

2. BATTLE

To accomplish this PLAN, we will implement a series of BATTLE strategies through which the PLAN is pursued toward accomplishment. The battle for our city against the crisis we find ourselves in will be won through the PLAN outlined above. The victories will be anchored through the BATTLE system detailed below.

BATTLE is a six-phase system for getting big stuff done during my mayorship. Consider this:

- Phase 1: First 100 days – **B**uild foundations for CINCINNATIAN issues.
- Phase 2: Year One – **A**ctivate good leader behaviors in city leadership.
- Phase 3: Year Two – **T**rigger numerous wins through culture leaders.
- Phase 4: Year Three – **T**ransform city politics through a focus on people.
- Phase 5: Year Four – **L**everage achievements through broad-based action.
- Phase 6: Last 100 Days – **E**quip culture leaders for the future of Cincinnati.

2.1 PHASE I – FIRST 100 DAYS

B – Build foundations for CINCINNATIAN issues.

- **Challenge, Expectation, and Opportunity for CINCY 2021 Platform:** In our vision casting document, CINCY 2021, we have outlined 12 CINCINNATIAN issues. The foundation for addressing these issues will be laid in the first 100 days in three parts:

❖ **Part One: Lay Foundations for Priority Reforms**

1. Governance Systems Reforms

We will implement the 9 CHARACTER practices of good government. These will be detailed in my Spring First-Class City (FCC) fireside chat character series.

2. Policing Systems Reforms

We will hit the RESET button on policing. This will consist of five things:

R – Redefine the role of local police.

E – Establish equality and due process.

S – Stabilize community engagement policies.

E – Enact transparency and accountability standards.

T – Train on de-escalation and sanctity of life.

❖ **Part Two: Establish Building Blocks for the CINCINNATIAN issues**

- **C** - Champion access to opportunity for all residents through creation of Cincinnati Opportunity for Black and Brown Leadership Excellence (COBBLE) and Advisory Council for Helping Intellectual Enthusiasts, Visionaries, and Experimenters (ACHIEVE).
- **I** - Improve desirability of our communities by the implementation of Synergistic Unity Plans for People Engaged Responsibly (SUPPER) which are volunteer community leadership think-tanks in each neighborhood.
- **N** - Nurture small and start-up business enterprises. Rapid delivery of financial support for struggling local businesses, along with streamlining of permits for start-ups and small business approvals to help businesses ramp up growth quickly post-COVID 19.

- **C** - Cultivate high-level leadership brilliance through prompt creation of a Board of Residents Intelligently Leveraging Leadership to Improve, Advance, and Nurture Talent (BRILLIANT) plan for Cincinnati. This team will facilitate future excellence across the city.
- **I** - Increase multimodal transit excellence by championing a new study called Major Acceleration of a Network for Transit Leadership and Excellence (MANTLE) in Cincinnati which will explore superb new approaches for making our city more accessible to all.
- **N** - Necessitate transparency and Good Leader Behaviors by facilitating a stringent accountability process of quarterly 360-degree assessment and executive reviews with all Cincinnati city elected officials and administrators.
- **N** - Nourish living-wage jobs growth and improved health by urgent establishment of an Office of Resident Advancement through Networked Growth, Entrepreneurial Creativity, and Investment in Neighborhoods for Commercial Innovation (ORANGECINCI) which will offer practical job solutions that assure equity for all.
- **A** - Achieve affordable housing and home ownership by strengthening the Affordable Housing Task Force and immediately implementing steps to end homelessness in Cincinnati. We will conduct an actual count of the homeless within the first 100 days.
- **T** - Transform youth through an arts and culture vision through an immediate launch of a City Union for Robust Artistic & Cultural Yearning (CURACY) which will step up advocacy for increased opportunities for individuals of all ages to showcase their talent.
- **I** - Identify inequalities and attract inclusive wisdom by the formation of Signature Events for Visioning an Equity Nexus that Harnesses and Innovatively Leverages Leadership Solutions for a Lasting Agenda of Belongingness (SEVEN HILLS LAB or SHL).
- **A** - Address the needs of students and families by investing through a Cincinnati Operation for Maximum Performance, Assessment, and Support Services (COMPASS). This will be a highly motivated, results-oriented team who will drive our city forward and enable fathers, mothers, and children to thrive in every way possible.
- **N** - Normalize safety in all our neighborhoods by moving quickly to put in place the foundations of what will be a marvelous, first-in-the-country strategic approach for serving all our communities. This will be discussed within the first 100 days and implemented within my first year of mayorship.

❖ **Part Three: Champion the Success of Cincinnati's FIFA World Cup 2026™ Bid**

As Mayor of Cincinnati, I will work diligently to ensure the superb success of our FIFA World Cup 2026™ bid. As stated in the introduction, my goal is to make Cincinnati an international juggernaut of education and sporting events. We will work to develop a robust taskforce of the coalitions needed that will rapidly explore all the infrastructure, technical, safety, and accommodation needs. The FIFA World Cup will be a boon to our local economy. If the city hosts at least five games, it will add attract numerous jobs (upwards of 40,000 jobs), bring in tourists from across the country and the entire globe, and generate revenue in the ranges of more than US \$500 million. We must make the FIFA World Cup 2026™ bid a success and I will hit the ground running with this within my first 100 days as Mayor of Cincinnati.

2.2 PHASE II – YEAR ONE

A – Activate Good Leader Behaviors in City Leadership.

- **Restoration of Honor to City Hall is the Primary Reason why I am running and that is why Governance Systems Reform will be the key focus of Phase II:** Nothing substantial or impactful will get done at City Hall unless ethical leadership by authentic officials is restored into the cultural ethos. That is why I will dedicate this first year to establishing good government practices while undertaking all the regular duties of Mayor. This historic transformation of City Hall will be accomplished through the implementation of a Checklist of Good Leader Behaviors (CGLB).
- The CGLB is a stringent accountability process of quarterly 360-degree assessment and executive reviews with all Cincinnati city elected officials and administrators. This will be our primary tool for **governance systems reforms**. The goal is to ensure that all elected officials and city administrators embrace principles of high conduct that are rooted in moral and values-based personhood. The purpose of leadership is to model the way. This tool will provide a pathway for ensuring that we root out corruption and graft from local political service. The CGLB consists of nine traits:

Civic virtue

Humble warriorship

Authentic accountability

Responsible duty

Authority limits

Courageous followership

Transformative service

Ethical stewardship

Respectful modesty

- The full CGLB checklist will be released in July 2021 for perusal and discussion. Implementation of the CGLB will begin in May 2022. The implementation will result in the cultivation of culture leaders - see [In Search of Culture Leaders for Cincinnati Politics – Dr. Herman J. Najoli for Mayor – One Term Only \(drnajoli.com\)](#) - who will multiply value to the city.

2.3 PHASE III – YEAR TWO

T – Trigger numerous wins through culture leaders.

- **Challenge, Expectation, and Opportunity:** Year two of our administration will offer the opportunity to press forward in meeting voter expectations and surmounting the city's numerous challenges. Our success will manifest in all 12 areas identified in the CINCY 2021 platform. Following are key action points:
 - Cincinnati will champion access to opportunity for all residents through the Cincinnati Opportunity for Black and Brown Leadership Excellence (COBBLE) and Advisory Council for Helping Intellectual Enthusiasts, Visionaries, and Experimenters (ACHIEVE). Specific steps include:
 1. Facilitating summer jobs for youth through diverse employment programs.
 2. Establishing mentorships for youth with executives of established organizations.
 3. Nurturing apprenticeships for youth to build enthusiasm and vision for life.
 - Cincinnati will improve desirability of our communities by the implementation of Synergistic Unity Plans for People Engaged Responsibly (SUPPER) which are volunteer community leadership think-tanks in each neighborhood.
 1. Cultivate neighborhood chapters that will create space for neighbor engagement.
 2. Develop mentors that will offer think-tank guidance to SUPPER chapters.
 3. Pilot unity programs in all 52 neighborhoods with the aim of creating cohesion.
 - Cincinnati will nurture small and start-up business enterprises. Rapid delivery of financial support for struggling local businesses, along with streamlining of permits for start-ups and small business approvals to help businesses ramp up growth post-COVID 19.
 1. Provide a subsidy to cover 50% of worker wages at start-ups launched during COVID and 35% at small businesses affected by COVID through loss of 35% revenue.
 2. Request the State of Ohio to allow small business to keep sales tax for one year.
 3. Suspend fees for permits, and/or license renewals for small business for one year.

4. Approach credit agencies and request strategies to help businesses improve ratings.
- Cincinnati will cultivate high-level leadership brilliance through prompt creation of a Board of Residents Intelligently Leveraging Leadership to Improve, Advance, and Nurture Talent (BRILLIANT) plan for Cincinnati. This team will facilitate future excellence across the city.
 1. Build an army of volunteer champions who will coach raw talent in the city.
 2. Put noted city leaders at the forefront of generating and advancing talent in the city.
 3. Work with educators to identify brilliant learners and connect them to mentors.
 - Cincinnati will increase multimodal transit excellence by championing a new study called Major Acceleration of a Network for Transit Leadership and Excellence (MANTLE) in Cincinnati which will explore superb new approaches for making our city more accessible to all.
 1. Create a meaningful study that will once and for all address our transit challenges.
 2. Empower the MANTLE study to benchmark the projected success of new proposals.
 3. Launch a Western Hills Viaduct Commission which will drive rapid replacement.
 4. Broaden access to the table for all stakeholders in transit projects within the city.
 5. Improve the transportation to grid to provide increased safety for all users.
 - Cincinnati will necessitate transparency and Good Leader Behaviors by facilitating a stringent accountability process of quarterly 360-degree assessment and executive reviews with all Cincinnati city elected officials and administrators.
 1. Modernize and mobilize the city's elected official and administrator development.
 2. Implement the innovative CGLB quarterly assessments with all city employees.
 3. Provide the training and technical assistance needed to complete assessments.
 - Cincinnati will nourish living-wage jobs growth and improved health by urgent establishment of an Office of Resident Advancement through Networked Growth, Entrepreneurial Creativity, and Investment in Neighborhoods for Commercial Innovation (ORANGECINCI) which will offer practical job solutions that assure equity for all.

1. Launch avenues through which people of color and immigrants develop entrepreneurial and investment wisdom.
 2. Develop a directory of lenders who will aid residents seeking small loans.
 3. Work with Cincinnati Development Fund (CDF) to broaden real estate acquisition in low-income communities.
 4. Eliminate barriers that prevent residents from launching entrepreneurial activity.
- Cincinnati will achieve affordable housing and home ownership by strengthening the Affordable Housing Task Force and immediately implementing steps to end homelessness in Cincinnati. We will conduct an actual count of the homeless within the first 100 days.
 1. Provide increased funding to the Port Authority to facilitate affordable housing.
 2. Explore national grants and federal programs which can be injected into housing.
 3. Assist shelters to streamline programs for helping the homeless get off the streets.
 4. Stem evictions through a mix of rent controls and rent relief programs.
 5. Improve home ownership by broadening models like Price Hill Will across the city.
 - Cincinnati will transform youth through an arts and culture vision through an immediate launch of a City Union for Robust Artistic & Cultural Yearning (CURACY) which will step up advocacy for increased opportunities for individuals of all ages to showcase their talent.
 1. Engage the philanthropic community in facilitating advanced art and cultural events.
 2. Treat the artistic community as the city's curators of culture and provide support.
 3. Advocate for youth in low-income communities toward arts and culture exposure.
 - Cincinnati will identify inequalities and attract inclusive wisdom by the formation of Signature Events for Visioning an Equity Nexus that Harnesses and Innovatively Leverages Leadership Solutions for a Lasting Agenda of Belongingness (SEVEN HILLS LAB or SHL).
 1. Increase capacity for organizations to facilitate equity, inclusion, and belongingness.

2. Develop partnerships with corporations that will introduce approaches that aim at eliminating segregation across the entire city through cross-neighborhood events.
 3. Navigate the elements that engender isolation and develop robust inclusive practices that draw individuals from different walks of life together.
- Cincinnati will address the needs of students and families by investing through a Cincinnati Operation for Maximum Performance, Assessment, and Support Services (COMPASS). This will be a highly motivated, results-oriented team who will drive our city forward and enable fathers, mothers, and children to thrive in every way possible.
 1. Facilitate immediate relief on utility bills to help families catch up and move forward.
 2. Negotiate agreements with stakeholders on how to best support families and students to demonstrate measurable growth.
 3. Nurturing apprenticeships for youth to build enthusiasm and vision for life.
 4. Replicate best practices on student success from studies across the best schools.
 5. Streamline service offerings for families as they engage with the city on critical support needs.
 - Cincinnati will normalize safety in all our neighborhoods by moving quickly to put in place the foundations of what will be a marvelous, first-in-the-country strategic approach for serving all our communities. Key actions are outlined below:
 1. Accelerate the full implementation of the **policing systems reforms** across the city. The RESET process for policing systems consists of the following actions:
 - R – Redefine the role of local police. We will assess calls for service; create co-responder programs; and enhance crisis intervention response systems.
 - E – Establish equality and due process. We will decree bias-free policing; ground hiring promotion; and retention in wisdom; and evaluate all stops, searches, and arrests.
 - S – Stabilize community engagement policies. We will transform local policing plans; evaluate advisory and coaching teams; and promote community outreach practices.

E – Enact transparency and accountability standards. We will value body-worn cameras and incident reports; ensure officer wellness; and nurture accountability initiatives.

T – Train on de-escalation and sanctity of life. We will enable ethical policing approaches; advocate for smart use of force; and maintain best practices for de-escalation.

2. Prioritize implementation of the STRATEGIC path outlined in CINCY 2021. This consists of swift action, trust cultivation, robust intervention, agile systems, transformative tools, elders input, generating solutions, improved road use, and contextual benchmarking (see <https://drnajoli.com/cincy-2021/>).
3. Unlock new wisdom for implementing the STRATEGIC path to make Cincinnati a shining city in the Midwest and the entire United States.
4. Launch a City Office for Research on Reduction and Elimination of Crime, Trimming of Incarcerations, and Violence Eradication (CORRECTIVE). This office will seek remedies, be a real voice in shaping a path forward, and rectify much damage that has been done to lives.

2.4 PHASE IV – YEAR THREE

T – Transform city politics through a focus on people.

- **People are the greatest asset that a city possesses, so let us focus on the people:**
In a thriving metropolis like the Cincinnati of the future that we envision, people will be more essential than ever. City politics should not be dominated by development and deals but by the work of the people. Without people, we have no city. For this reason, as Mayor of Cincinnati, I will transform the city by depoliticizing issues so that we can focus on the needs of the people. Here are key agenda items for Year Three of my work:
 - People can champion access to opportunity for all residents as follows:
 - a). Advance the work of Cincinnati Opportunity for Black and Brown Leadership Excellence (COBBLE) through continued mentorships and apprenticeships. The culture leaders who champion this opportunity will develop broad initiatives for community.
 - b). Expand our Advisory Council for Helping Intellectual Enthusiasts, Visionaries, and Experimenters (ACHIEVE) by broadening it throughout the city. A diverse set of thinkers on this council will explore multiple avenues for supporting participants.
 - c). Both COBBLE and ACHIEVE will advance the vision of our city's youth exponentially.
 - d). Access to opportunity will increase as we facilitate networking and connection.
 - People can improve desirability of our communities as follows:
 - a). Through the continued efforts of the Synergistic Unity Plans for People Engaged Responsibly (SUPPER), individuals will deepen their volunteer service within the community and invite their neighbors to facilitate success of the chapters.
 - b). Ensure that all municipal facilities within neighborhoods run on renewable energy.
 - c). Install green infrastructure and beautify forgotten and low-income communities.
 - d). Take vacant land and reclaim it by planting fruit trees, orchards, and flower gardens.
 - e). Increase climate safe neighborhoods by drastically adding tree canopy percentages.
 - f). Attract the grants and federal dollars needed to improve community beautification.

- People can nurture small and start-up business enterprises as follows:
 - a). Rapid delivery of financial support for struggling local businesses, along with streamlining of permits for start-ups and small business approvals to help businesses ramp up growth quickly post-COVID 19.
 - b). Champion support for start-ups that address food insecurity and design solutions for food access.
 - c). Allocate substantial and adequate grants to small and start-up enterprises.
 - d). Invest in workforce development particularly in reskilling that allows individuals to qualify for new technology jobs.
- People can cultivate high-level leadership brilliance as follows:
 - a). Supporting the Board of Residents Intelligently Leveraging Leadership to Improve, Advance, and Nurture Talent (BRILLIANT) plan for Cincinnati. Ordinary residents will make a big difference through their inclusion and engagement in talent needs.
 - b). Participants will nurture the local mechanisms for facilitating productive and targeted coaching to young talent within their communities.
- People can increase multimodal transit excellence as follows:
 - a). Taking the results of our Major Acceleration of a Network for Transit Leadership and Excellence (MANTLE) in Cincinnati and applying them to mobility across the entire city.
 - b). Working together for wider, wheelchair friendly sidewalks in every neighborhood.
 - c). Developing micro-transit lanes in urban neighborhoods to allow for multimodal use.
 - d). Ensuring that mobility activities are sustainable and not harmful to the environment.
 - e). Improving transportation flow and choices in every corner of the city of Cincinnati.
 - f). Advocate for a true North to South and East to West advance rapid transit corridor.
- People can necessitate transparency and Good Leader Behaviors as follows:
 - a). Facilitate the use of all stringent accountability processes of quarterly 360-degree assessment and executive reviews with all city elected officials and administrators.
 - b). Support the Mayor's initiative of a Checklist of Good Leader Behaviors (CGLB).
 - c). Follow all Cincinnati Charter recommendations regarding good government.

- People can nourish living-wage jobs growth and improved health as follows:
 - a). Broadening the work of Office of Resident Advancement through Networked Growth, Entrepreneurial Creativity, and Investment in Neighborhoods for Commercial Innovation (ORANGECINCI) to continually offer practical job solutions that assure equity for all.
 - b). Provide for an assessment of water and power supplies to ensure ability to withstand emergency natural disasters,
 - c). Assure annual growth in minimum wage adjusted to growth in inflation rates.
 - d). Ensure that all community health interventions are equitable and backed by science.
 - e). Enhance jurisdictional partnerships for economic growth and improved public health.
 - f). Secure federal and private grants to combat current economic and health challenges.
- People can achieve affordable housing and home ownership as follows:
 - a) Continue to strengthen the Affordable Housing Task Force.
 - b) Anchoring the steps to end homelessness by providing needed supports.
 - c) Provide mechanisms for property tax relief, including review of appraisals.
 - d) Explore funding for rental and mortgage assistance to keep people housed.
 - e) Foster the development of affordable housing units – both single family-owned homes and low-income units for denser accommodation.
- People can transform youth through an arts and culture vision as follows:
 - a). Champion the City Union for Robust Artistic & Cultural Yearning (CURACY) as it advocates for increased opportunities for individuals of all ages to showcase their talent.
 - b). Collaborate with the philanthropic community to provide breakthrough opportunities for transforming youth in the city through arts and culture.
- People can identify inequalities and attract inclusive wisdom as follows:
 - a). Continue driving support for Signature Events for Visioning an Equity Nexus that Harnesses and Innovatively Leverages Leadership Solutions for a Lasting Agenda of Belongingness (SEVEN HILLS LAB or SHL).
 - b). Implement equity budgeting to ensure that all neighborhoods are served fairly.

- People can address the needs of students and families by investing as follows:
 - a). Through Cincinnati Operation for Maximum Performance, Assessment, and Support Services (COMPASS) we will explore our partnership with CPS School district to help students and families. Hopefully, this leveraged partnership can help champion the need for EQUITY in our system, which consists of
 - E – Educate for excellence in all neighborhoods. We will visualize new audacious goals for students; eliminate all corrupt practices and personnel; and navigate quality personalized education for all.
 - Q – Qualified teaching staff for all students. We will embrace programs that allow funding to follow students; expand scholarships for private and parochial schools; and nurture professional development for teachers.
 - U – Uplift standards of hiring and retention. We will seek specialized teachers for each subject; eliminate outdated approaches in teaching; and rid the system of substandard teachers.
 - I – Increase public school choices. We must ensure that neighborhood of origin does not determine a child’s future; tender a city-wide open-enrolment program for all; and offer parents ability to choose public school.
 - T – Transform education through charter schools. We must encourage charter school entrepreneurship; allow charter schools to lease CPS buildings; and maximize lottery opportunities for learners.
 - Y – Yield results for students, not for adult interests. We will establish accountability systems for students; stimulate flexibility in all learning systems; and provide talent development pathways for students.
 - b). Provide for schools that perform at high levels and continually model growth.
 - c). Provide any emergency rental and mortgage assistance that individuals need.
 - d). Address the digital divide and ensure that students have access to high-speed internet at home.
 - e). Support initiatives that allow individuals to complete their two and four-year degrees.
- People can normalize safety in all our neighborhoods as follows:
 - a). Broadening the work that will have been done on safety in all our communities. Details have been provided in our first 100 days plan and in our Year 1 plan for policing systems reforms. Additionally, the following steps will be consistently pursued.

- b). Implement smart safety tools that applies new and advanced anticipated technology.
- c). Advocate for swift action in all matters of public safety – every single element!
- d). Ensure trust cultivation between service providers and communities.
- e). Champion robust intervention based on circumstances, primarily mental health.
- f). Develop agile systems and accentuate models that are helpful to our region.
- g). Create transformative tools that take advantage of new and anticipated technologies.
- h). Establish an elder input circle in every community to facilitate transfer of values.
- i). Continue generating solutions and protocols for accurately addressing trauma.
- j). Utilize data for improved road use to assure safety in every Cincinnati neighborhood.
- k). Look at mechanisms in similar cities for contextual benchmarking of our ideas.

2.5 PHASE V – YEAR FOUR

L – Leverage achievements through broad-based action.

- **Challenge, expectation, and opportunity.** By this time in the mayorship, we expect to have accomplished numerous wins for the success of the city. These wins will need to be anchored into the culture of the city. Our anchoring approach will be embedded in the passion of the people for the work. We will leverage that passion through broad-based action in Year 4 of my administration. Here is how this will be done:
 - ✓ **C** - Champion access to opportunity for all residents
 - C** – Challenge: Increase commitments by elders to support COBBLE and ACHIEVE.
 - E** – Expectation: Generate phenomenal work from participants in the programs.
 - O** – Opportunity: Creation of a pipeline of access strategies for all city residents.
 - ✓ **I** - Improve desirability of our communities.
 - C** – Challenge: Facilitate desirability for many of our forgotten neighborhoods.
 - E** – Expectation: Provide avenues for equitable engagement in all communities.
 - O** – Opportunity: Enable cross-community responsibility and exchange of ideas.
 - ✓ **N** - Nurture small and start-up business enterprises.
 - C** – Challenge: Build future excellence for Black, Women, and Minority businesses.
 - E** – Expectation: Guarantee excellent services for small businesses and start-ups.
 - O** – Opportunity: Eliminate barriers to success for Black-owned local businesses.
 - ✓ **C** - Cultivate high-level leadership brilliance.
 - C** – Challenge: Anchor BRILLIANT and CORE into the city’s leadership systems.
 - E** – Expectation: Produce an army of residents who provide a reservoir of wisdom.
 - O** – Opportunity: Advance the decision-making strengths of the city of Cincinnati.
 - ✓ **I** - Increase multimodal transit excellence.
 - C** – Challenge: Prioritize all mid-term road repairs under the guidance of MANTLE.
 - E** – Expectation: Perfect the reliability of a comprehensive transit network for all.
 - O** – Opportunity: Expand the CONCEPT card to serve a variety of transit options.

- ✓ **N** - Necessitate transparency and Good Leader Behaviors.
 - C** – Challenge: Reform the culture of corruption completely using systems theory.
 - E** – Expectation: Adapt principles of Organizational Culture to bring lasting change.
 - O** – Opportunity: Introduce academic dynamics that transform City Hall leadership.
- ✓ **N** - Nourish living-wage jobs growth and improved health.
 - C** – Challenge: Make every public sector job provide a living wage and benefits.
 - E** – Expectation: Leverage the ability of the private sector to increase wages.
 - O** – Opportunity: Expand health offerings and security for all segments of society.
- ✓ **A** - Achieve affordable housing and home ownership.
 - C** – Challenge: Fight displacement through public-private collaborative policies.
 - E** – Expectation: Drastically reduce evictions through good rental housing initiatives.
 - O** – Opportunity: Work with Port Authority and CDCs to ensure home affordability.
- ✓ **T** - Transform youth through an arts and culture vision.
 - C** – Challenge: Position CURACY as an engine for increasing quality of life for all.
 - E** – Expectation: Engage community leaders in place-making that elevates people.
 - O** – Opportunity: Ensure all voices are heard in arts and cultural elements of the city.
- ✓ **I** - Identify inequalities and attract inclusive wisdom.
 - C** – Challenge: Secure the legacies of all people groups in the city of Cincinnati.
 - E** – Expectation: Anchor the SEVEN HILLS LAB as a driving force for inclusion.
 - O** – Opportunity: Facilitate belongingness for all within an equity nexus.
- ✓ **A** - Address the needs of students and families.
 - C** – Challenge: Factor students and families in all our infrastructure investments.
 - E** – Expectation: Use COMPASS to launch programs like children’s savings accounts.
 - O** – Opportunity: Deepen the EQUITY work identified in city educational reforms.
- ✓ **N** - Normalize safety in all our neighborhoods.
 - C** – Challenge: Convene local leaders to build on the STRATEGIC vision.
 - E** – Expectation: Cultivate easier methodologies for residents to know their city well.
 - O** – Opportunity: Invest in anticipated smart systems that bring stability of safety.

2.6 PHASE VI – LAST 100 DAYS

E – Equip culture leaders for the future of Cincinnati.

- **Future focus:** As we enter the Last 100 days of my mayorship, the city will have been primed for its absolute best years yet. We will have set a bar for what good mayorship looks like and how character leadership is modeled. Follow along below for the close of our one term only in the last 100 days as we equip culture leaders for the future of Cincinnati.
- In the Last 100 Days of my mayorship, we will ramp up the seven best practices for equipping CULTURE LEADERS in our city for years to come. These are:

i. **Character Leadership**

Character is vital in future city leadership. As I close my mayorship, I will focus on building integrity in staff, employees, and officials at City Hall. Good character emerges from moral persons who have ethical uprightness embedded in their personality. I will champion models of good stewardship, values-based living, principle-centered dispositions, and excellent organizational leadership acumen. Using academic literature, we will develop training programs for facilitating character in public service.

ii. **Unbiased Electioneering**

We will increase the work of ensuring that voters source their information prior to arriving at the polls. Through the Elections Commission, we will eliminate unregulated campaign activity within restricted zones of polling locations. Candidates will be held accountable to attending debates and public forums during the campaign season. We will end the saturation of voters with flyers at polling locations as much of these materials becomes litter on the properties. We will find avenues for ensuring that only non-profit groups which provide unbiased information will be allowed at polling locations.

iii. **Leverage Authenticity**

Authenticity in public servants beats betrayal of public trust. Authentic servants just cannot engage in abuse of power or immoral judgment in decision-making. Authenticity is a lever for excellence and will be required in Cincinnati politics. The most authentic candidates are those who collect their own signatures. This shows a willingness to meet nominating voters and answer direct questions on why an aspirant should be on the ballot. Authentic leaders model the way of service. True transformation will continue to happen in Cincinnati through authentic leadership.

iv. **Transformational Development**

The calling of public office is to serve all people equally, not to favor segments of the population and special interests. The unscrupulous backroom deals will become a thing of the past. Any forms of 'Barter Exchange' will be eliminated from our public sphere. Quid pro quo, a cancer within government, will be eradicated. We will embrace transformational development in our communities where leaders look openly at broad needs that are more inclusive and allow experts to make wise decisions on deals that are for the public good.

v. **Unaffiliated Engagement**

Through the Charter Committee, we will continue to ensure that city elections are non-partisan. In every way possible, we will endeavor to facilitate unity and limit partisanship. Mechanisms will be incorporated to ensure that independent candidates receive a fair hearing in the marketplace of ideas. The Charter Committee's philosophy of 'no Democratic or Republican way to fix a pothole' is vitally important and will continue to be a best practice for weighing which candidate has the most innovative ideas. All candidates deserve to be judged on the merits and will be engaged evenly in all elements of the process.

vi. **Robust Resourcefulness**

The benefits of long-term vision will continue to be implemented in all arenas, including maintenance of a proper focus on all things instead of the issues of the moment, co-working to quickly quash personal squabbles, and conscious efforts to

avoid reactions to developments in other cities. In a nutshell, we will fix our priorities as city leaders. A cavalcade of ideas will emerge from the robust resourcefulness that will be germinated at City Hall. Leaders will be challenged to buckle up and focus on sharpening the long-term vision of the city. My toolkit, the Cincy 2021 platform, will be introduced as an exemplary document for developing leadership within the City Council School and other avenues for developing emerging leaders.

vii. **Extroverted Selflessness**

Cincinnati will continue to emerge as a shining city through its leaders embrace extroverted selflessness. We will advance a culture where each official is encouraged to go 'big' on being others-oriented for the sake of Cincinnati citizens and residents. The problem of egotistical greediness will be thwarted through an increased application of extroverted selflessness within the ethos of political leadership. Endless selfishness in elected leaders will be a thing of the past as we burnish Cincinnati's reputation as the character city. We will ensure that processes are implemented for the election of wise doers who are not interested in self advancement and brazen gain from public office.

- The legacy of my public service as the 70th Mayor of Cincinnati will be the establishment of a new breed of culture leaders in Cincinnati politics. I will know that I have succeeded in this role when we look back in 2026 and note the achievement of all the items in this battle plan. We anticipate that final speech and the announcement that the battle has been won for the city of Cincinnati.

3. CITY VICTORY

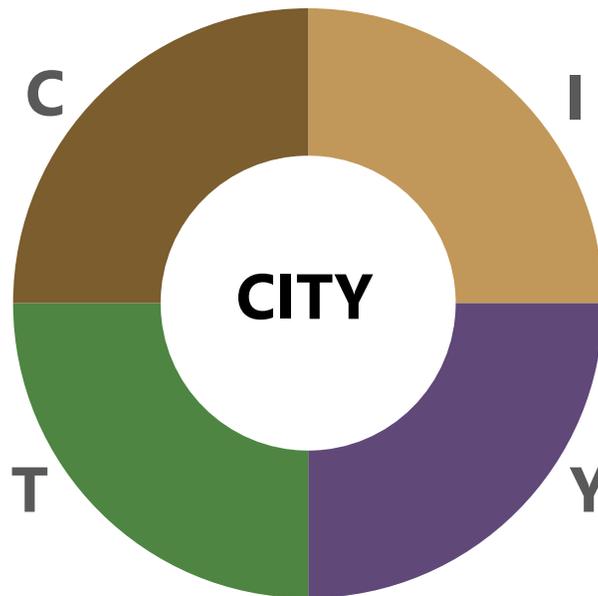
- After the May Primary and in the event of a win that makes me one of the final two candidates, I will release a very comprehensive and detailed VICTORY plan that goes beyond the elements listed in this BATTLE plan. It will capture an agenda for making Cincinnati a perpetual center of business and economic excellence; an international juggernaut of education and sporting events; a thriving metropolis of growing residents and home ownership; and a youthful place that cultivates equity and human potential – a CITY that the entire world will behold with marvel. See below for a brief preview of the Najoli CITY VICTORY™ quadrant:

Center of excellence

- Vision for businesses
- Industrial innovation
- Character in leadership
- Terrific movers/makers
- Opportunities for all
- Robust economy
- Yearly improvements

Thriving metropolis

- Volume supply/demand
- Identity of distinction
- Capacity for growth
- Trendsetting design
- Organized spaces
- Risk-taking thinkers
- Yearning for progress



International juggernaut

- Valuable partnerships
- Infrastructure advances
- Crucible of culture
- Technology excellence
- Outstanding people
- Resource availability
- Yields new products

Youthful place

- Values that endure
- Increasing diversity
- Civic engagement
- Territorial quality
- Outcomes for impact
- Resident pride in all
- Young and old thriving

Figure: Najoli CITY VICTORY™ quadrant

4. CONTACTS

WEBSITE

www.drnajoli.com

SOCIAL MEDIA

www.facebook.com/ElectDrNajoli

www.medium.com/@DrNajoli

Twitter: @DrNajoli

Instagram: @DrNajoli

Medium: @DrNajoli

PHONE

513-LEADERS

EMAIL

candidate@drnajoli.com

POSTAL MAIL

Friends of Najoli, PO Box 7112, CINCINNATI, OH 45205

RESIDENCE

West Price Hill

APPENDIX

Cincinnati will be the CHARACTER city!

A Najoli mayorship will feature 9 good-government practices of CHARACTER:

Civic virtue

Humble warriorship

Authentic accountability

Responsible duty

Authority limits

Courageous followership

Transformative service

Ethical stewardship

Respectful modesty



These 9 practices will be detailed in my upcoming Spring Fireside Chats CHARACTER series for a First-Class City.

Please support this remarkable campaign:

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- Corporate funds cannot be used for political contributions.
- Individual donations to 'Friends of Najoli' are limited to \$1,100.
- Donors must be an American citizen or a Permanent Resident (Green Card holder) ages 18 and older.
- Spouses can donate separately.
- Donations to a political candidate or campaign are not tax deductible.

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