

MARK JEFFREYS

Candidate for City Council – Responses

The Chamber reserves the right to publish responses to this questionnaire across various channels in the process of informing our members and the public about the election.

1. What motivated you to run for council/re-election, what parts of your professional and personal experience qualifies you to serve, and what measurable outcomes should voters hold you accountable for if you are elected?

I never planned on running for political office, but my ability to improve the quality of life in our city motivated me to run. Having served on council 3.5 years, I now recognize that the skill set that I bring to City Council is unique. Having run major brands in my 17 years at P&G, started two companies as an entrepreneur (and selling one of them), starting a non-profit (go Vibrant - that led the vision and building of the P&G goVibrantscape on 4.5 acres of Smale Park), and having served in non profits (Cincinnati Parks Foundation, Clifton Town Meeting), I have the leadership skills and sense of urgency to focus on outcomes that I think we need in this city.

Measurable outcomes have been a large focus during my time on council. For example, since joining council, I have been pushing the administration to be KPI focused, which has resulted in every department now setting those KPIs and measuring (Green-Yellow-Red) them. Similarly, with development, I asked the administration to benchmark our development KPIs vs peer cities - we should be best-in-class on the time it takes to develop a project in Cincinnati. Those are just two examples of how I'm pushing for us to focus on outcomes not input/in-process measures. We need our citizens to know that our tax dollars are working the hardest they can for residents.

2. Last year the Cincinnati Futures Commission released its report containing recommendations that chart a fiscally sustainable path forward for the City and develop a community-informed economic agenda for the future.

a. How would you accelerate the implementation of the Futures Commission, and which specific recommendations do you believe are the top priority for the City?

Over the past 1.5 years, I have been closely involved in a core team that is being led by the Mayor and includes CM Cramerding and the administration on evaluating and taking action on the recommendations that make sense to move on now. I personally led the push to have Cincinnati Parks take over the Cincinnati Recreation Commission for greenspace and also for Great Parks to manage more of our greenspace. On the latter, I have used data to argue that with ~30% of Great Parks levy coming from the citizens that live in Cincinnati, we

deserve to have more than 2% of their acres in the City of Cincinnati. It's only fair and also fiscally prudent. I have also pushed on advancing the Office of Strategic Growth, and also to make sure we have closer alignment on the Port/REDI & City of Cincinnati's economic development plans. In addition to the recommendations of the Future's Commission, I have also advocated for other efficiencies e.g. advocating for Ohio Highway Patrol to respond to all crashes/do enforcement on our interstates, which frees up officers for public safety on our streets, and also advocating for 'Lift fees' for Cincinnati Fire, which is ~\$1.6M in recovered revenue. The biggest takeaway on the Future's Commission work is that I am a partner - a partner with those who were involved with it, not necessarily agreeing with everything verbatim, but agreeing with the objectives of being a city that is growing and investing for growth while being more efficient with our resources.

b. Do you support the creation of the Office of Strategic Growth?

Yes. I believe an Office of Strategic Growth is an important step in achieving our economic goals. We need a "quarterback" - someone waking up every day busting barriers internally with projects to get them done, but also externally to work with stakeholders to advance growth in our city. That way growth is deliberate and we can measure/achieve our goals.

c. Are there recommendations you believe the City should not pursue?

I am not in favor of increasing the earnings tax. I have repeatedly stated that four things need to happen before we explore any earnings tax increase. First, "we need to eat our vegetables before our dessert" - meaning we need to make sure we are running the city as efficiently as possible. There is opportunity for more efficiencies, and we need to do those first. Second, we need to better align our economic development goals (mentioned above) with a clear idea of what role the Port, REDI and city has. Third, we should look to other funding sources for some of our investment needs e.g. leveraging TIF \$ either directly or through bonding against it for investments in housing combined with investments from foundations (e.g. Greater Cincinnati Foundation has committed to \$1B in investments with housing being one of their 4 pillars in the next decade - that could be leveraged). Finally, we need to get our budget process "tighter". It was understandable during COVID that we budgeted very conservatively. But when we have a "carryover budget" each year of \$20M+ that is not where we should be longer-term. Yes we want some conservative assumptions, but not to that great extent. We need to grow as a city, and there may come a time when we need to increase the earnings tax because we are facing dramatic public services cuts after even doing all of the above. But we are not there now.

3. The City's budget is constrained, with major obligations to the pension, public safety, and infrastructure. Please describe your budget priorities, including where

you believe the City can save money and where the City should grow its spending. What tradeoffs would you be willing to make to fund your key priorities?

My number one budget priority is public safety followed by public works - Safer, Cleaner, Greener. Our core job as a city is to make sure people are safe anywhere in the city, and that they live in a neighborhood that is clean - and that there are great public spaces e.g. parks. My budget motions and motions on carryover have prioritized that - moving to prioritize investing in our fleet to make sure we can clear the snow quickly or reach fire expeditiously. With the sale of the railroad, which I strongly supported, we had \$30 million more to focus on our roads, parks, rec centers. I will continue to advocate for spending that on "pave, pave, pave" and core priorities and push back on efforts to use a portion that was allocated for infrastructure before for other priorities. We must keep our promise to voters, and also show progress on our deferred maintenance being reduced. I have shared with the administration that we should have a chart that each year shows how we have reduced our \$400 million deferred maintenance each year. We must show progress on that.

I have also looked to save the city money through unique ways. For example, I spearheaded the Vacant Building Ordinance that targets the ~2,100 vacant buildings with the water turned off. These cost the city \$8.5M/year in public safety and other city services that could be better spent or saved elsewhere. I also have advocated for funding Bulk Item pick up with Keep Cincinnati Beautiful. This has reduced illegal dumping by 35%, which also saves the city money (the city spends \$4M/year on cleaning up illegal dump sites) while improving the quality of life in neighborhoods.

I have also pushed for more shared services with the County - at least 5% in the next 10 years, reimbursement from the state for highway patrol (noted above) and snow removal on state routes, and higher recreation fees for non-residents. We also need to modernize parking systems and implement cost-recovery measures like lift fees and reckless driver damage charges.

There has been a recent push to fund external organizations in the carryover. All organizations that have needs and provide important services to the city. However, our first priority must be basic services. Keeping our streets safe, picking up litter and trash, keeping our parks beautiful, plowing the snow, etc. That's the core role of government and we need to do a better job of that which is why I focus on those areas with motions that I offer on our overall and carryover budgets.

4. Do you support an increase in the City's earning tax in the next Council term? If yes, how much would you increase it and what would you utilize the revenue for?

No, not at this time - for the reasons I stated above. We need to do the 4 things I mentioned above first. Only after those are done and we are then faced with no other choice then

should we even consider an earnings tax increase. It's the last thing we do before cutting public services, not the first.

5. The City has a number of external partners like REDI Cincinnati, The Port, CincyTech, Cintrifuse, 3CDC and others that help it achieve its growth goals.

a. Do you support continuing to provide funding to these organizations?

100%. I not only support continued funding to these organizations, but led the way to fund some of them (CincyTech, Cintrifuse) in my budget priorities. I have also been an advocate for better planning and scope for what role we want the Port to play. The types of industries we want to attract to our city should roll off each of our tongues as should the sites we are leveraging to achieve that. We're not there now, but I'm confident we will get there..

b. Do you support continuing to fund the Affordable Housing Leverage Fund with the City's waterfall?

Yes. The AHLF encourages necessary residential development for a variety of income levels that just is not possible without this funding. Our AHLF and Cincinnati Development Fund (CDF) leading it is a model that is delivering. The result is clear: we built almost 3x more housing that is income restricted in the past four years than the previous four years. That's impact. Separately, I have also articulated a Big Audacious Housing Goal - building 40,000 units of housing in 10 years, and am working with stakeholders on "what has to be true" to make that happen with concrete plans. That will be a critical part of bringing prices down and making sure that Cincinnati is more affordable for all.

c. What actions would you take to support job growth and site development?

The first part of job growth is public safety. In conversations with business leaders downtown, for example, with recent concerns around public safety that has impacted their interest in investing in the city. So that is the first thing we must do as a baseline to support job growth - make sure all neighborhoods are safe. Second, we need to be best-in-class when it comes to dealing with our government on approval times for inspections, permits, etc; in other words, be and be viewed as business friendly. Third, we need to improve how we integrate planning and execution with the Port & REDI. The integration of planning/execution that we do with 3CDC is seamless. That's what we need with the Port & REDI. A part of that is being clear on the type of industries we are attracting and with that what site development we need. Fourth, we need more housing. Employers are attracted to growing regions that have adequate housing. Fifth, we must improve our integration and outcomes in Cincinnati Public Schools, which includes the partnership of the city with CPS. Companies and people are attracted to cities with strong schools. Finally, we need to rethink how we do neighborhood development with CDCs with a stronger role for CDF as we make more strategic investments.

6. Do you believe Cincinnati needs to grow? If so, what do you believe is Cincinnati's greatest opportunity for growth and what tools should City Council provide to make it successful?

100% - if we're not growing then we are dying. When we talk about growth, we need to think both about population as well as GDP growth, which comes with it job growth. The simple math that I have been using in public forums is that for every 1,000 new residents we add to the city we get ~\$1M in earnings tax if one takes average incomes. So if we add 10K new people then that's adding ~\$10M in earnings tax. Growth won't solve all of our fiscal challenges, but it will definitely go a long way toward addressing them long-term if we continue to push for it.

Our greatest opportunity for growth is to "operate as one" with the city and our economic development partners. That's why we need an Office of Strategic Growth. Additionally, we need finance tools to be competitive. For example, if other cities in the region are offering more competitive incentive packages, which is attracting more talent to their city, then we need to put forward a competitive plan. We also need to think about priority focus areas for growth and what types of public investments in roads, public spaces we need to foster that growth. Finally, I believe we need to think and act more regionally, which is something that I have been pushing through my position as Vice President on the OKI Regional Board of Directors.

7. Connected Communities was passed to increase housing supply through zoning reform. Do you support this policy? What additional zoning or land use changes, if any, would you support to add new housing in Cincinnati?

I voted in favor of Connected Communities, and would do so again. It was really pushing "gentle density" through missing middle housing. This is great for increasing the housing supply, but the city needs to do more. Streamlining the development process and land use definitions is essential to meet our goal of 40,000 units in the next 10 years. Additionally, I have put forward proposals to do more modular housing; we are issuing an RFP for just that this Fall. I have also been pushing for the city to leverage more of its land for incremental investment. Finally, with the completion of the CROWN in the next few years, there is an opportunity to build out more housing. That's why over the past year, I have been leading a project along the Mill Creek leveraging Yard & Co to partner with those communities and stakeholders on shaping a future that is growth oriented. That work - "Experience Mill Creek" will be unveiled on October 3rd.

8. In 2021 the Chamber released *Embracing Growth*, which laid out a number of policy recommendations. Since then, Council has considered a number of policies to increase housing supply.

a. What specific actions should Council take to expand housing of all kinds across the City?

Connected Communities was a great first step to increase housing in the city, but we need to do more. As articulated above, we need to do a few things. First, streamline our internal regulations so we're best-in-class. It should not take more time or cost more to do business in Cincinnati vs our peer cities. Second, make our community engagement process more predictable for all (including community leadership). It should be super clear to everyone what engagement looks like. Third, we need to make our incentive programs competitive. Finally, we need to be more deliberate about where we want more housing e.g. 20,000 can easily go downtown, but then other corridors of growth can and should be along the CROWN, along transit corridors such as Reading Road and in and around the Mill Creek with the planning we are now doing.

b. Would you restore the residential tax abatement program if presented with evidence that housing production has slowed?

Housing production in the City of Cincinnati is currently at 1,178 year-to-date (we have a whiteboard that greets everyone who arrives in Council offices in our office that has that # on it that gets updated every month.) That puts us on track for ~1,300 or more units of housing, which is pretty much what we produced as a city in each of the last two years. To be clear, that is not enough. So if there are ways to increase that number then we should look at it including with our residential tax abatement and how that is helping grow more housing in our city.

c. What role do you believe that TIF districts should play in advancing the City's growth agenda? How do you think TIF funds should be utilized? What role should City Council play in prioritizing their use?

TIF funds are a critical tool to advance our growth agenda. The reality is that we need gap financing increasingly. TIF funds can help close gaps. I am in the process of exploring opportunities to think about TIF funds more differently e.g. exploring bonding against them as a way to leverage other funding. In addition to helping to close gaps, I believe TIF funds can and should be used for other public benefit projects that help set the stage for growth in neighborhoods. For example, using the TIF fund in the West End to fund the ROMAC makes sense. The ROMAC will be one of several changes in the West End, including the redesign of Linn Street, that will help reshape the neighborhood. By changing the public space in the neighborhood, the city can help set the stage for more market demand and housing development.

d. How would you improve the city's permitting and development process?

I have led the way on this issue. I have been pushing - and the administration is doing - a benchmark analysis of our KPIs related to the permitting and development process. My

push: we need to be best-in-class vs our peer cities. As a result, the administration is undergoing that benchmark analysis. When this is complete then we will be able to have a data-based discussion about where we need to improve e.g. how long does it take to get a permit in Cincinnati vs Columbus or Nashville? As Chair of the Equitable Growth & Housing Committee I will then use that to monthly ask for updates on how we are doing vs our baseline. We should at minimum not be worse than our peer cities. That's how we get systemic change.

9. A number of development projects and policies in the last Council term have sparked debate over density, affordability, and neighborhood character. What responsibility does City Council have to advance pro-growth housing policy when individuals, advocates, or neighborhood organizations oppose specific projects, and how should Council weigh the importance of population growth and citywide housing needs against localized opposition?

During the last Council term it has become apparent that the current process for community engagement with development is not working for anyone - whether it's the developer or the community. There are developments on which the developer takes 2 years, multiple iterations and it goes nowhere. That's frustrating not only for the developer, but also unpredictable for communities. First, we need a predictable and streamlined community engagement process. That means that if a developer is doing "x type of development" e.g. up to \$x then they should know exactly what to expect as does the community. For example, there will be 2 public engagement sessions or whatever that number is. But everyone knows the rules and what to expect.

Second, we need to continue to share with the wider community why growth matters. Leadership does involve listening to concerns. Leadership also involves painting a picture of why issues like growth matter for our city and leading people to understand that when they might be against a specific project. In that process, we need to get out in front of concerns and engage with communities. Some developers do a great job of that e.g. Uptown now with their engagement in East Walnut Hills with a new development is doing really strong engagement, which will result in building an amazing development on the site of a former county building. How they engage communities is a model. That engagement needs to be balanced with sharing with the wider community of what happens if we do not grow: we need to cut services, which is untenable.

10. The Chamber believes economic incentives have been essential to Cincinnati's growth. What role do incentives play in Cincinnati's future growth, and which types of projects do you think most warrant increased incentives?

Economic incentives are a fact of life - an imperative tool for economic development. In the ideal world, economic incentives would not be needed to attract private investment in our city, but the reality is that the market for private investment without incentives in most of the city does not exist. That's why the city does a "but for" analysis - i.e. would the investment happen without an incentive. Other cities offer incentives and in order to be competitive for capital and talent we need to do the same.

Tax abatements are one such incentive where we need to offer them in order to be competitive. One example of why this is needed is Carew Tower. In that case, without an incentive the developer's return was 3%, which I pointed out on the floor of Council was less than my personal American Express high yield savings account of 6.2% which has zero risk. No developer is going to redevelop Carew Tower or any other building in the city with that type of return. They are better off putting it in a safe high yield account. Without incentive, this simply would not happen.

TIFs is another incentive that is an imperative tool for development, and one where we have an opportunity to leverage them more effectively. That's why I have been partnering with Pete Metz and other stakeholders on how to think about incentives - similar to how Atlanta's Beltline uses them - along the CROWN. Atlanta attracted \$1 billion in economic development along their Beltline. We have a similar opportunity with our CROWN if we have the right incentives and structure. I'm excited to partner to push that work forward.

11. Cincinnati's economy depends on attracting and retaining talent. What role should City Council play in ensuring we grow a skilled workforce and remain attractive to young professionals and families?

Attracting and retaining talent requires a multi-prong approach. First, we need to be a city where young people in particular want to live. We know that young people want to live in walkable, vibrant cities that have amenities such as trails, a great food scene, arts, outdoor recreation, etc. That's why I have been such an advocate for things like Red Bike (and working with multiple stakeholders to save and sustain it), building the CROWN trail, and even things like launching kayak rentals recently along the Mill Creek. These may seem like small things, but for young people in particular, and also families, they are important factors as they choose a city in which to live. As someone who chose Cincinnati 24 years ago, and as someone who lived in NY, Chicago, DC, Europe and Asia, I understand how these 'other factors' are critical to attracting and retaining talent. City Council plays a critical role in advancing those.

Second, we must strengthen our public school system if we are to attract more families. I recently proposed to several folks at CPS the idea of working together on building the next great cluster of public schools. Here's what I mean: today, we have a handful of great primary schools (e.g. Fairview, Hyde Park, Kilgore, Sands, etc) and High Schools (e.g. Walnut, Clark, etc). But that is not enough. How do we think differently about how we create more of these neighborhood schools through a coordinated effort. For example, perhaps we take one 'LIFT' neighborhood where we are also focusing public investment and focused private investment and have a holistic effort to build a stronger school/community rather than a peanut butter approach of funding everything. It's worth exploring.

Third, we need more housing to attract and retain talent. Talent will not come or stay in a city where the cost of housing is increasing and they can't afford a home. My Big Audacious Housing Goal that aspires to build 20,000 units downtown and 20,000 outside of the urban core is a critical part of that. This will ensure that individuals and families moving to Cincinnati for work have an adequate housing supply to choose from. City Council has a strong role in advancing this work through reducing internal regulatory barriers, helping to facilitate a more predictable community engagement process for everyone and having an incentive program that is competitive.

There is no one thing that will help attract and retain talent, but by having a vibrant, dynamic city with amenities, having a stronger public school system and housing we will greatly improve outcomes and help businesses attract and retain the best and the brightest whether they come from Cincinnati or elsewhere to our great city.

12. Violent crime, quality of life issues, and residents' perception of safety are all pressing concerns in Cincinnati. What short- and long-term strategies or policies would you champion to improve actual safety and strengthen the community's sense of security, especially in the urban core? How would you measure success in both areas?

My platform - Safer, Cleaner, Greener - is about creating the building blocks for opportunity. A clean and green city are also building blocks for safety. But we know that cities fall apart if we do not have safety. We can have the best universities, parks, zoo, and arts institutions in the world, but if people don't feel safe then they won't succeed, and neither will our city.

Short term that means addressing the very real issues in our urban core, but also in hot spot neighborhoods e.g. West End, Price Hill. That's why I have been a strong advocate for funding more police overtime, additional Downtown/OTR Ambassadors, the drone program, walking patrols, more lighting/cameras, etc. These are imperative to make sure residents are and feel safe. Additionally, I have been supportive and advocated for the youth curfew, which has worked. I have also been vocal that we need to enforce quality of life crime issues. These are "little" but felt by our residents. And we have to crack down on bad actors, which

is why I recently pushed an ordinance to regulate hours for Hookah bars, which are the source of a lot of nefarious activity late at night.

Long term, we must reach our police complement which is why I have supported adding 150 police officers this year through 3 police recruit classes. Another part of that public safety is building capacity by having Ohio Highway Patrol respond to crashes on our interstates. These crashes pull our officers away (for hundreds of thousands of hours/year) from public safety on our streets. We also need a long-term downtown/urban core plan that not only provides economic vitality through organizations such as 3CDC, but also core public safety. 25 years ago, we came together to form 3CDC - shaped by the business community. I believe now is a similar time to take a step back and assess whether we need other structural interventions in our urban core to address public safety. For example, do we need police sub-stations, regular walking patrols, and changes in public spaces to encourage more vibrancy and feelings of safety - these are the issues on which I look forward to engaging all stakeholders including business leaders as we shape the Downtown plan for which I advocated funding. The last Downtown plan was developed in 1985. It's time we shape the future of our urban core together - and public safety needs to be at the core of that long-term plan.

What is one concrete way you would engage business leaders to improve public safety outcomes, and how would you ensure accountability?

I regularly engage stakeholders throughout our city whether it be through my recent initiative to walk all 52 neighborhoods to talk about all issues including public safety, but also informally meeting with business leaders around public safety. One concrete example: I recently hosted a Developer's Roundtable to hear from stakeholders on what they need from the city to provide more opportunities for growth and public safety. I heard lots of insight at this which I heavily consider when making decisions on Council. I then also consider input from small business owners who are facing public safety challenges and work with them on ways to improve that. I have met many of them as I have walked the 52 neighborhoods. Additionally, I have recently engaged with 3CDC to improve public safety outcomes and accountability downtown and in OTR, which resulted in me putting forward a proposal to fund more Downtown Ambassadors who clean up litter, remove graffiti, which all contribute to improving public safety. Lastly, as Vice President of the OKI Regional Board of Directors, I often work with regional business leaders and stakeholders. I will continue to be this advocate throughout my next term on Council. Business leaders whether of a Fortune 500 company or a mom & pop neighborhood store need a partner at City Hall willing not just to listen to their issues, but then act. I have proven in my 3.5 years on City Council that I am such a leader.

13. Cincinnati's small businesses are the lifeblood of neighborhood business districts. How would you support long time and new small business entrepreneurs?

I am an entrepreneur myself, so I understand the joys and challenges of being one - including issues of cash flow that I never had to bother with in my almost 17 years at P&G. The city has a role along with the start-up ecosystem of organizations from MORTAR, Cintrifuse, CincyTech, Flywheel, Lincoln & Gilbert, to help build strong small businesses. That could come through some operational support, which we do for many of these organizations, but also through other programs that help small businesses such as the Commercial Tenant Improvement Program and Neighborhood Business District Improvement Program, which expand opportunities for owners in Cincinnati. The other way we need to improve is around regulations - we need to make it easier to pull a permit, get approval for inspection. For example, owners of food trucks share with me that they have so many hoops to jump through to get started. We need parameters to protect public health and safety, but also need to make sure we make it easier to do business in Cincinnati.

The other way that I believe we can support small businesses is by opening up opportunities for them to work with the city on solving real challenges for the city. On this front, I have worked closely with organizations like Cintrifuse and UC's 1819 Innovation Hub to spearhead my initiative "City as a Lab". This is an initiative designed to make Cincinnati a real-life testing ground for innovative technology and will help grow small businesses. In May of 2025 we introduced AirTrek at the Lunken Airport; a technological solution to cleaning debris off runways, which also has applications in cleaning bike paths or parking lots. My office is now working with Cintrifuse, Alloy, UC and others on expanding this initiative e.g. 3D printing of parts for our snow plow fleet that are no longer being made. This City as Lab initiative sends a message to small businesses: Cincinnati is a willing partner that is excited to work with you to grow your business right here.

14. What is one existing barrier to growing small, minority, or women-owned businesses in Cincinnati, and what is the City's role in removing that barrier?

There are multiple barriers for individuals that may not have access to capital or access to a network to advance their business. The one barrier that the city can help with is the slow and often unpredictable access to city contracting (especially long payment cycles and often complex certifications), which chokes cash flow and keeps small, minority and women-owned firms from bidding or scaling. There are a few things that the city can do to help. First, pay faster (e.g. adopt 15-day terms for small vendors vs 30-day terms); second, unbundle contracts, which means breaking up large projects into smaller scopes to SMBs can prime or competitively subcontract; third, when it comes to certifications, streamline them by offering reciprocity with state/federal certifications, a single online application and rolling approvals; finally, lower the barriers to entry by raising small-purchase thresholds or require prime contractors to set and report S/MBE/WBE utilization with real enforcement. These measures would directly improve cash flow and make City work more attainable for small, minority and women-owned businesses.

15. The City funds arts, cultural institutions, and major events in different ways. Which types of cultural or tourism investments do you believe should be prioritized, and how would you pay for them?

Countless studies - including those of the chamber - have shown what impact the arts, cultural institutions and major events have on our city, not just economically in hard numbers, but also in building a more vibrant city in 'softer measures'. The city plays an important role in helping facilitate investment in these both big and small. Big events such as BLINK and River Roots are critical to our city's dynamism, but so is figuring out how we invest in neighborhood arts organizations such as the ROMAC or CCAC, which are anchors for community gathering and vibrancy in those neighborhoods. For large capital projects with these organizations, I have articulated that we need a principle e.g. city can help up to 10%. The capital stake for these projects needs to be diverse including federal, state, foundation, and private dollars. The city can and should participate and catalyze other investments, but cannot be the majority. In terms of the source of that funding, I recently pushed for leveraging neighborhood TIFs to fund the ROMAC and CCAC, which for some projects might make sense given there are public benefits to these investments. However, we need to figure out a more sustainable long-term funding source for arts and culture investments. The recent passage of a bill in the state legislature to enable counties to levy "sin taxes" for sports and cultural investments could be one new tool but there may be others.

16. Solving major policy challenges, delivering efficient public services, and funding critical infrastructure projects requires the City to work with county, regional, state and federal leaders, some of whom are from different political parties. How will you engage these leaders to support the City's needs?

As the city's representative on OKI, and Vice President - the first time in 25 years Cincinnati has had a leadership role at OKI - I actively work with county, regional, state and federal leaders. In fact, I led an initiative with Anderson County Trustee Josh Gerth & Judge Executive Kris Knochelmann - both Republicans - on an initiative we just completed called Much in Common that brought regional leaders together. Additionally, I have a once/quarter lunch with the three Judge Executives in NKY to talk about regional issues, regular breakfasts with other OKI leaders most of whom are of a different political party. Point of all of that: to advance our city's interests whether it be policy, delivering efficient public services or funding we need leaders who have strong relationships with others, and know how to get things done. That's the type of leadership that we need in our city. I have proven that I do just that.