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Sandy Klein

I agree with recent Council comments that their new colleague must be 'ready to hit the road running'. To do so, an applicant should be prepared, involved and experienced.

Council already has a demanding workload. Over the next 7 months two major challenges troubled finances and the Carolina North development agreement along with a number of demanding development, technology and operational issues will strain Council's capacity to deliberate and decide with the due diligence Chapel Hill's citizens expect.

I am prepared to take on both the substance of issues mundane or otherwise and the time demands (280 hours alone over the next 7 months) necessary to do the job at a level our community deserves. On many issues I'm prepared and already up to speed with no steep learning curve to climb.

Over the last 7 years Council has become familiar with my work ethic: creative, hard-working, dedicated.

I have been an entrepreneur, a consultant, a manager, an executive officer of successful startups. My experience balancing budgets, managing employees, collaborating with customers, finding pragmatic solutions and meeting tough time constraints will assist me in fulfilling Council's requirement that an applicant be ready day-one to serve.

I'm involved with a broad spectrum of local issues: protecting the environment, community outreach, increasing diversity, Town finances and fiscal responsibility, economic development, Downtown revitalization, UNC growth on main campus and Carolina North, civil liberties, affordable housing, treatment of the homeless, building a framework for mutually beneficial negotiation between Town and Gown, hands-on arts, infrastructure enhancements, election reforms, solid waste management, airport relocation and more.

I've attended hundreds of meetings, researched deeply, developed informed opinions and offered innovative improvements on many of the issues a new Council member will face.

I have also fought, irrespective of concerns of popularity and political consequence, to bring the best policy to the table. My allegiance is to my conscience. I have no hidden agenda and will continue to fight for solutions that are fair and just for all residents.

Tapping Chapel Hill's creativity is a cornerstone of my activism these last seven years. I will continue my efforts to draw in the wisest public counsel, to temper Council desires with wide-ranging public input. Without a seat on Council I have helped folks shape this Town for the better. With a seat - tapping staff resources, liaising with advisory boards, shaping Council decisions my effectiveness serving will only improve.

My experience with UNC and the Carolina North plan, my advocacy on improving the Town's financial condition and my record of promoting the broadest community outreach meshes well with the leadership requirements of the next 13 months.

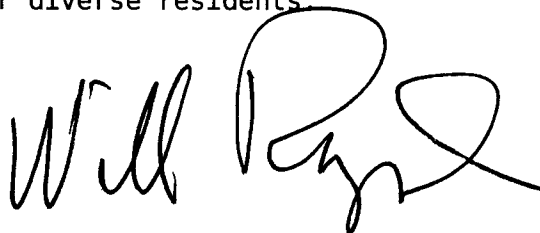
I will focus on non-controversial goals: setting Chapel Hill on a firm financial foundation, preserving those Chapel Hill qualities we cherish, creating new economic opportunities and promoting the broadest of public participation.

There are many ways to serve ones community. I've done quite a few hands-on volunteering, advisory board member, community organizer, activist. Like Flicka with her neighborhood sewer problem, I started out with a small issue and now, like her, find myself asking Council to let me serve our fine community as their colleague.

Finally, I can't fill Bill's shoes, but I will honor his memory by working-hard to improve Chapel Hill for all our diverse residents

That is my pledge.

Will Raymond  
209 Mt. Bolus Rd.  
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 Oct 31, 2008

Here is some background context, a proactive agenda of items I would like to work on and a list of boards I would like to represent Council on.

Advisory Boards/Liaison I know other members currently serve on some of these:

- Orange County Solid Waste
- Human Services Advisory Board
- Stormwater Management Utility
- Sustainable Committee
- Orange County Economic Development Commission
- Land Trust Affordable Housing Maintenance Task Force
- Citizens Budget Advisory Board new
- Downtown Parking Implementation Task Force new
- Liaison to internal technology, website and budget staff groups.
- Liaison for fiber optic deployment to DOT and other relevant groups.

As general background, as you well know I attend many Council sessions (less now that we have online access) and have participated in reviewing and shaping, directly or otherwise, issues before you.

I also attend many University, County and community events for the same purpose to influence if even slightly the course these bodies chart.

Some issues I've been involved with that are pertinent to the next year of service:

- UNC
  - Main Campus development
    - OI4 creation mainly concerned about creation process and time limits.
    - Attended most UNC outreach and progress reviews
    - Provided feedback on modifications
      - Noted disappearance of residence halls
  - Carolina North
    - Lobbied for a new negotiation dynamic. Endorsed LAC negotiation framework.
    - Attended every Carolina North meeting.
      - Posted online video of many meetings for broader community review.
      - Feedback on process and proposals.
        - Many suggestions, to numerous to list, representative examples:
          - Shift CN focus to 'green', treat new campus as 'green' laboratory
          - Parking ratios, metrics on 'greenness', building heights
          - Development agreement, traffic management, Bolin Creek
    - Attended many Carolina North Leadership Advisory Committee meetings
      - Lobbied for environmental assay, continued environmental monitoring
  - Innovation Center
    - Design review sessions.
    - Feedback on detachment from Carolina North plan.
  - Methane gas project
    - Asked Chapel Hill and OC BOCC to team on LFG recovery for TOC
    - Attended LFG proposal meeting and provided feedback
      - Constant environmental monitoring as per Cameron Power Plant
      - Noise abatement
      - Impact on Mens Shelter project
  - Horace-Williams Citizens Committee member under Julie McClintock's leadership
    - Drafted HWCC response to Chancellor Moeser's letter
    - Environmental Sub-group
      - Pushed for process to use 'best in class' metrics and continuous environmental monitoring of site
      - Help draft environmental guidelines and proposed specific criteria
    - Draft of new work proposal fleshing out the HWCC principles adopted 2004
- Finance
  - Technology Board recommendation saving \$50K yearly
  - As citizen, contributed to Citizen Budget Committee efforts
  - Suggested specific improvements 2003-2007
  - Multi-year budget horizons
  - Lobbied for permanent Citizen Budget board
- Downtown
  - Called for decent bathrooms, water fountains, sidewalk handicap accessibility, family-friendly pocket park, WIFI, comprehensive policing plan, way-signs
  - Downtown Parking Task Force
    - Pushed for new parking study Downtown Partnership commissioned one
    - Use of new customer friendly technology
    - Rebalance parking allotments lease remote, preserve prime spaces
    - Implementation team proposal with Aaron Nelson
    - Better signage
- Town Operations

- Technology
  - Comprehensive evaluation of technology use
    - Council commissioned technology assessment report
  - Operational efficiencies
    - Got \$50K yearly savings on leases
    - Proposed \$100K+ license fee reduction plan
    - Proposed trouble ticket with online access so citizens could track staff activity/responses and management could measure proficiency
  - Website overhaul
    - Non-proprietary design with eye towards permanent presence
    - ADA usability standards
    - Privacy provisions
    - Online payments
    - Online access to Council and public communications
      - Council and other relevant email posted
      - Online video of Council, Planning Board and other meetings
      - Audio of all advisory board proceedings
      - Seven day deadline for Council agendas
      - Pushed adoption of David Lawrence list-serv/'blog process for advisory board communications
    - Planning/Inspections tracking system
    - Trouble ticket process for residents to ask for and track issues
      - Streetlights out
      - Waste removal
      - Inspections
  - Open documentation and open source systems initiatives
    - Ensure Town documentation is openly available irrespective of computer
    - Use free and open-source software to reduce cost and promote open documentation initiative
  - Communications upgrades/deployments
    - WIFI
    - Fiber optic collaboration with DOT
  - Emergency Operations review
    - Suggested consolidations at TOC
- Resource use
  - 2004 Green fleet modifications
  - Bio-fuel use Public Works subsequently purchase 1,000 gals.
  - Proposed targeted reductions and staff reward process
  - Requested fuel/energy/water records to be posted on-line for citizen analysis
- Staff training/development
  - Proposed 'spot award' program
  - Merit-based raises
  - Turnover problem with up-and-coming staff
- Arts
  - Promote more community arts opportunities
    - Founding member of Friends of Lincoln Center Arts Program
      - Expand Chapel Hill's hands-on arts program
    - Locate new community arts center at Community Park or other central location
    - %1 Art Program more funds for local artists
  - Reform Arts Commissioned
- Development Process
  - Greater community outreach
    - 'Bang the drum loudly' - neighborhood presentations
    - Use of 3D models and other online tools to show scale/placement
  - Comprehensive plan reform
    - Evergreen process so new ideas/standards can be incorporated more frequently
    - Discuss metrics for measuring compliance with goals
- Orange County issues
  - Waste management siting of the transfer station
  - UNC Airport volunteered to be the Orange County representative on the Airport Authority

Laurin suggested on her 'blog 'Decide what you want to do in a proactive way on the council'. Noting 'it would be easy to sit up there and just vote on things as they come along in reactive mode, but most council members have areas that they really want to work on making changes and spend extra time on those issues that are important to them.'

As you well know, I have brought many issues before Council these last seven years. Over the next 12 months, most of the work I expect to do is to fill in the gaps, add my shoulder to yours, to push forward on known Council business. I do have a few ideas, old and new, that I would like to pursue. Most have to do with improving operations, environmental and resource management, technology and process enhancements, the budget, economic and Downtown development, managing growth, etc. Some, like adopting lighting guidelines as per the International Dark Skies initiative, can be grafted into current work. Others, like beginning the process of creating a new hands-on arts center, will probably have to wait.

Here's a list of items I'd like to work on in order to give you some context:

Finances.

Financial report card.

It's nice that we have maintained, even tenuously, our AAA bond rating but that cannot be the only metric we use to indicate financial health. I would like to work with Council and staff to develop and publish other metrics indicative of the Town's overall financial health.

Rebuilding our reserves.

The next few years are going to be tough. We need to start rebuilding our reserves beyond what is needed to maintain our yearly credit-rating. The recent and continuing financial crisis proves the need for prudent reserve planning.

Cutting costs.

We need to prioritize spending now, cap some expenditures and freeze some outlays. We must control costs especially energy and prepare staff for low or no salary growth. I'll take the heat for putting all discretionary spending options library bond, Lot #5, etc. - on the table. We need to aggressively pursue operational efficiencies I will ask Council to form a small tiger team to work with staff to seek 'low hanging fruit' that will cut short-term costs.

We can't do it alone.

I will call for a new Citizen Budget Advisory Board. I believe this needs to be short-term appointment and that Council needs to actively recruit citizens with professional credentials to assist in formulating our budget.

Carolina North.

Development agreement. Community benefit at every step.

I've already expressed some of my concerns on scheduling, the need for a more robust underlying zone, the necessity of negotiating with other entities and how to make the agreement successfully outlast its creators. I will continue to work those and other issues, one of which is community benefit. While Roger Perry suggested 3 million square feet as a good starting point, an investment by the University which justified significant returns like a \$45 million transit plan - to the community I believe that the Council should set goals that benefit the community at smaller increments. For example, I would like to see the bus stop south of the Innovation Center site replaced with a

multi-modal facility as part of the next step. Sidewalks should provide safe access to this facility were bicycles and scooters can be securely stored as folks switch to the bus system.

Development agreement. Standards above and beyond.

As a member of the HWCC environmental sub-group, I helped create a framework for making sure the negative environmental consequences of Carolina North were minimized. I and others proposed applying 'best in class' lighting, air particulate, ground water, emission standards that are above and beyond those required under the comprehensive plan, LUMO or other statutory instruments. Since a development agreement provides the flexibility to mandate standards outside current zoning requirements, I will ask Council to revisit this framework, add additional provisions for incorporating future 'best in class' energy and environmental standards.

'Bang the drum loudly'

As I've suggested with other large-scale development projects, I believe that our duty goes beyond inviting folks to Council hearings. We need to pursue public input. We need to use all the tools at our disposal notably the Internet to give our citizens an informed perspective on the various impacts these projects bring. I would like to team with the Planning and Technology departments and use Carolina North as a pilot project for developing a public outreach plan which can be extended to other facets of the development process.

Council meetings, discussions and transparency.

As the creation of the development agreement progresses the demand on Council time will also increase. I've already put a lot of time into Carolina North and am ready to pour even more effort into creating a framework for Carolina North's development our community and the University can appreciate. That said, it strikes me that Council could use some new tools to both keep the public informed and to communicate openly with various stake-holders. Council has already called for a new Carolina North website. I've asked for a FAQ, glossary of terms and a record of every citizen question with attendant answer. I believe we can do even better and am prepared to make specific suggestions to improve our e-governance.

Safety

'We're not Mayberry'

Chapel Hill doesn't exist in a bubble. I have been concerned about increased gang-related violence for several years. I would like Council to revisit Chief Jarvies proposals drafted after the Avalon incident. We need to make sure that Chief Curran and Captain Blue have adequate resources to train our force to meet organized violence.

Downtown

I spend a lot of time Downtown. Handicap accessibility, lighting, signage, and cleanliness continue to be problems. I would like to work with the relevant staff and boards to address some specific issues that seem to be raised over and over.

'Walking is not a crime.'

When the Police Department announced the Orange County Community Safety

Partnership, I was concerned because it sounded like the roundly criticized Homeland Security TIPS program. It wasn't clear what kind of oversight, training or civil protections were part of the program. Pat Burns, a representative, walked me through the program and provided some insight on its operation. The training presentation has a few items I would like see addressed and I believe the community would be well-served by having Pat run Council through the process to solicit feedback. For me, the part about reporting 'persons walking through yards of residential areas or seeming out of place' needs to be clarified. You might recall a recent embarrassing incident when a young man using his cell on his street corner had the police called because he 'seemed out of place.'

#### Extending neighborhood contacts

As part of the new website revamp, I would like to provide my professional expertise in improving public safety communications between neighbors and neighborhoods.

#### Civil rights/civil liberties

We have a well-trained police force. We try to hire the best. Chapel Hill has prided itself on maintaining the highest standards protecting civil rights and civil liberties. I want to work with Council and Chief Curran to make sure we can maintain our citizens confidence that we consistently honor our duty to protect our citizens rights, privacy and liberty.

#### Downtown revitalization

##### Parking recommendations implementation.

As a former member of the Downtown Parking Task Force I'm quite familiar with the competent suggestions made by staff and task force. One, the new parking assessment I called for, is near completion. We should see this as the starting point for addressing our longterm parking needs. As Dwight Bassett scrambles to backfill the spaces being lost on Lot #5 and plans move forward for more on-street slots, now is the time to form a small implementation task force to make sure the best, practical (low-cost) recommendations are carried out expeditiously. I volunteer for that new team.

#### Security

I would like to be part of the team that improves Downtown's security.

#### Friendly experience.

There are a number of short and long term improvements that would improve folks Downtown experience. Water fountains, a decent bathroom, a family-friendly pocket park, way-signage and other amenities which don't have to be expensive could greatly improve visitors and residents Downtown experience. I will work with the Downtown Partnership, the Downtown business community, the Chamber, staff and relevant advisory boards to bring these straight-forward improvements to Downtown.

#### Development and growth

##### How high, how dense?

Last Spring, Council decided to end their pursuit of high density development zones. We need to restart that discussion. We should take the recent work on twisting RSSC into a palatable high density zone and start fresh with the density discussion. Our community might not embrace high density, but if we're going to allow high-density development to go forward civic duty

demands we have a clear, honest and open discussion among not only Council and developers wishing to use a new zone but the wider community.

What just happened?

We need to make the development and inspections process easier to understand, easier to deal with and easier to track. We can use the Carolina North process as a pilot for community outreach. We can pursue NRG's request for a straight-forward progress reporting system.

University Square, how does it fit?

The UNC Foundation is moving forward on their plans for University Square. One challenge, in the next few months, will be how to seize this opportunity to reshape one of the more troublesome aspects of Downtown. Also, incorporating the University Square development into a broader Downtown development plan is necessary if all the components of revitalization currently on the table are to work complementary. The Foundation has already expressed an interest in building a parking deck, which could elegantly solve some of Downtown's parking issues, but Council needs to work from day one to make sure that their parking solution has a wider public utility.

Measure twice...

For several years I've suggested we use more goal-based metrics in our planning process. Compliance, by necessity, requires measurement but many times the goals under which a project is approved are not measured on delivery.

Carrying capacity

Along with measurable goals, we need to establish the longterm growth limits of Chapel Hill. We only have so much water. We can only ship so much trash cost effectively to some other community. Now is the time, as the available land for development is nearly gone and as discussions of in-fill and density begin to start a community discussion on what are the resource limits to Chapel Hill's growth.

Evergreen process.

As we review our development plans and modify LUMO, I believe we need to revisit the process we use to keep these instruments current and based on the best understanding at the time.

Rogers Road, our neighbors and future residents.

As the Rogers Road Small Area Task Force's efforts draw to a close, we need to look at resolving some straight-forward issues that have long plagued this community. In next years tight budget, adequate planning must go on to deal with these long neglected items.

Miscellaneous items I would want to work on:

- Website refresh
- Technology upgrades including more use of open source and open document standards.
- The DOT fiber optic project
- Better community outreach
  - Leverage the Internet
  - Put Council email online
  - Trouble ticket system
  - Specialty sites for Carolina North and Hillsborough425



- International Dark Skies Initiative
- Waste management
  - Are part in managing waste setting long term goals - in-county or not
  - Siting transfer site - our role
- Storm Water Utility
  - Effective coordination between OWASA, Bolin Creek restoration
  - Effective oversight
- Open space
  - Preserve creeks leading to Bolin
- Arts
  - Hands-on arts in Chapel Hill
  - %1 Art funding to more local artists