

**King evaluation: p.1-21**

**Campbell evaluation: p. 22-35**

### **BLAIR KING EVALUATION**

*Synopsis.* Blair King is a redevelopment specialist who has been in municipal management for 36 years, serving in 8 different cities, all in California, and almost entirely in southern or central California (Eureka 4.5 yr, Coalinga 3 yr, Soledad 2.5 yr, Imperial Beach 3 yr, Half Moon Bay 4 yr, Milpitas 3.5 yr, Lodi 5 yr, Coronado 10 yr, median time = 3.75 yr).

His major accomplishments over his tenures have been redevelopment or development projects that increased city revenues by increasing the tax base. By promoting revenue-generating development he has tried to put the cities he managed on solid fiscal footing while also providing funding for public works projects. As examples:

In Milpitas he oversaw the development of 36 acres of County property into a 721 unit high density subdivision (20 units/acre) and the construction of a new library.

In his tenure at Lodi, a rural agricultural community facing growth pressure from Stockton, he oversaw the conversion of farmland into malls anchored by Wal-Mart, Home Depot and Costco, and extended sewer service to rural wineries in exchange for them bringing tasting rooms to downtown. He oversaw the conversion of extensive farmland into commercial or housing developments in exchange for preservation of farmland elsewhere (e.g., Reynolds Ranch).

Lodi residents have generally been opposed to redevelopment efforts, rejecting ballot measures to fund redevelopment. For his part, King said it's up to the community whether it wants redevelopment, but he believes not having it puts Lodi at a 'competitive disadvantage' to other jurisdictions.

In the Wal-Mart mall development battle, a controversy sufficiently large to draw the attention of sprawl-busters.com, citizens sued the City for failure to consider the effects of climate change in their Environmental Impact Report, but lost, with the court ruling that consideration of climate change impacts by the City was discretionary but not required (Citizens for Open Government v. City of Lodi).

In Half Moon Bay, a rural seaside city near San Francisco that was facing growth pressures similar to what Bainbridge Island is currently facing, King oversaw the permitting of the Ritz-Carlton Hotel, a major tax-revenue generator that provided funds to give substantial raises to City staff and helped fund public works projects. It also put Half Moon Bay 'on the map' and drew wealthy clients looking for second homes, which had the effect of driving up home prices and creating affordable housing problems.

While at Half Moon Bay, he also advocated for a major downtown redevelopment project and advocated for the use of eminent domain to obtain land from non-compliant commercial property owners, again engendering strong public opposition. King

proposed establishing a new tax-increment redevelopment district which would include a mechanism for public-private partnerships to spur business in the area to help pay for public amenities such as helping a developer construct a movie theater on private property. King acknowledged that, the downtown (redevelopment) proposal may be criticized as a "sweetheart deal." Redevelopment deals are sweetheart deals - to achieve a public purpose," he said.

In summary, King is a self-described redevelopment specialist that has a long track record of municipal management that clarifies his tendencies. In general, he operates under a 'growth is good' management paradigm because he views housing and business development as tax revenue generators that helps to keep the municipal corporations he is charged with managing on solid fiscal footing while also providing funding for public works projects and funding for competitive salaries for his public employees. In general, population growth rates have been high in cities during his tenures.

His approach to (re)development has engendered community opposition, particularly in Lodi and Half Moon Bay, and his tenures in municipal management outside of his current position in Coronado have generally been short (3-5 yr). He does not stay in a community for long.

In Half Moon Bay and Lodi, his departures were abrupt, with the Lodi City Council completely caught off guard. In Half Moon Bay he left with most of the major staff leadership positions left unfilled, and in the midst of controversy created in part by his advocacy for a downtown redevelopment proposal and the use of eminent domain, and his insensitivity to the growing environmentalism of his constituents and their desire to more aggressively protect open space and slow growth.

King generally gets high marks from developers for his redevelopment and development efforts (e.g., Lodi real estate developer Dale Gillespie praised King as "a one-man economic development department").

In terms of suitability for Bainbridge Island, King would be a good fit in the short term if the community wants to make it a priority to redevelop Winslow as part of the upcoming revision of the Winslow Master Plan. It is easy to imagine that King would have a short but productive tenure as Bainbridge Island City Manager as his last step before retirement (he is 63), during which he would promote redevelopment of Winslow, advocate for inclusionary zoning that would increase density but also provide some affordable housing, promote redevelopment of the neighborhood centers (Island Center and Rolling Bay), develop the Suzuki property, and in general promote development as a means of keeping the city on fiscally solid ground and providing funding for public works projects and public amenities.

However, given the Island's general and growing opposition to growth and change and their growing vigilance of local government, it is also quite possible that King would face organized public opposition if he were to pursue his typical growth and redevelopment

policies, probably greater than what he faced in Lodi and Half Moon Bay. Had King been City Manager at the time, my sense is that he would have supported both the Visconsi shopping center development and the Winslow Hotel project as good things because they increase tax revenues. King does not have strong track record on issues important to Bainbridge Island such as sustainability, climate change, environmental protection, non-motorized transportation, growth management and open space preservation or community engagement. After 36 years in municipal management, it seems unlikely that he is suddenly going to change. King's proven talents seem better suited for a City seeking to promote economic development and promote growth, consistent with the rapid growth observed during his tenures in the cities he has managed.

Below are some examples of specific issues that King has been involved in during his last four tenures as City Manager, with supporting references and URL links to news articles, organizational websites, letters to the editor, etc.

**I encourage readers to look at the referenced information and draw their own conclusions as to Mr. King's suitability for the Bainbridge Island City Manager position and to communicate their opinion to the Bainbridge Island City Council at [Council@bainbridgewa.gov](mailto:Council@bainbridgewa.gov).**

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### **Additional Notes and Examples of Notable Actions Taken by King in his Tenures as a City Manager**

During his tenure in Coronado, there have been no major redevelopment projects, but population grew at a rapid rate relative to the general area (15.4% in the last 10 years, highest in the area).

Several development projects were quite controversial and opposed by environmental groups or citizen advocates (e.g. Wal-Mart, the Ritz-Carlton and the Half Moon Bay downtown redevelopment). There is little in the record to indicate that substantive attention was paid to citizen's concerns by the City(s) on these issues, some of which went to court, though in Lodi, citizens' groups and the city did reach an agreement regarding the conversion of a large ranch into a housing development.

There is not a lot of evidence that King has a strong record in conservation planning or land use planning. The only relevant example I could find was in Half Moon Bay, where a joint council and planning commission committee drafted a coastal conservation plan and then gave it to the City, which then turned it over to a consultant group to draft a final plan that was consistent with state law. According to councilmember quotes, the consultants completely rewrote the plan such that it was barely recognizable by the council and planning commission. King was unaware that substantial changes had been made by the consultants, didn't seem to be deeply involved, and left for another job (Lodi) shortly after.

During King's tenure at Half Moon Bay, anti-growth sentiment grew, in part by the City's approval of the massive Carlton-Ritz hotel. Comments by councilmembers when King was departing indicate he didn't 'prioritize open space preservation high enough' and was 'not quite in sync with the conservation efforts in the area.' King, on the other hand felt that the City had multiple goals and that 'there needed to be a better reconciliation of Half Moon Bay's tax base.'

On affordable housing, King supported some (circa 70) deed-restricted affordable housing units in Coronado, but opposed state-mandated requirements for substantially more affordable housing units (thousands).

On natural resource issues, King does not appear strongly engaged, but there isn't a lot on the record. King faced water quality problems in Coronado, but there didn't appear to be any substantial progress towards resolving them. Also while in Coronado, King opposed water conservation efforts during California's severe drought, seeking an exception to keep City landscaping alive.

At both Lodi and Half Moon Bay, during King's tenure there were major staff changes. Half Moon Bay was particularly noticeable. When King left Half Moon Bay for Lodi after a 4-year tenure, the Finance and Public Works Directors were both interim, and two key Planners had also recently left, and it was just as a major Coastal Conservation planning effort was moving forward and a major downtown redevelopment plan was being reviewed, so there was this sense from councilmembers that during his tenure he had made a lot of changes and created discord, and then left somewhat abruptly, leaving the City in the lurch.

In Lodi, there were also staff changes, some of which were due to the need to get the City on stable financial footing, but also there was mention of King wanting to get "his people" in the right positions, sounding like there was a serendipitous combination of needed budget cutting and housecleaning.

Letters to the Editor criticizing King include complaints of rapid staff turnover, large salary increases for staff, self-dealing, redevelopment that goes against community values and a desire for less growth, and to some extent, autocratic tendencies.

Economic development specialist, long history of promoting development, bringing in businesses to expand tax base to then fund public works projects and create a fiscally sound municipal corporation: major accomplishments are bringing development projects to cities Milpitas: as head of RDA agency, sold \$200 million in bonds to partners with developers to build homes on public land, on large scale (721 homes on 36 acres, 20 homes/acre), to provide funding for library and senior center, Lodi: brings Home Depot and Costco to Lodi, brings sewers to wineries in exchange for locating tasting rooms in downtown Lodi; Half Moon Bay: Brought in the Ritz-Carlton Hotel then used increase in B&O income to give police large raises, advocated for major downtown redevelopment project and advocated for eminent domain of businesses to achieve goal. "autocratic"

esp. with subservient council. Also a bit of a self-serving vibe from citizens- see LTE regarding sewer and pay raises. Doesn't stay in communities for long.

HMB General Plan/Coastal land use Plan-paid consultants nearly \$400k to modify a draft plan prepared by CC/PC and they total rewrote it. King was unaware that the consultants had made any changes. Suggests detachment from Land Use issues. Also King was more concerned about managing consultant costs than providing opportunities for public comment. Council members felt he didn't quite sync with conservation efforts, didn't prioritize open space preservation high enough. King said that one of the problems the city faces is that its priorities are not clearly stated. The community tends to focus on land use at the expense of other issues, and the city has limited funds but many demands and objectives. "There needs to be a reconciliation of Half Moon Bay's tax base,"

In Milpitas he oversaw the development of 36 acres of County property into a 721 unit high density subdivision (20 units/acre) and the construction of a new library. During King's tenure, HMB has received the Government Finance Officer Association Certificate of Achievement for Financial Reporting, secured \$11.6 million of the Highway 92 redevelopment project, developed the skateboard park near Cunha Intermediate School, implemented the growth control Measure A, and secured money for various pedestrian trail projects.

## ANNOTATED REFERENCES

### MILPITAS

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#### **Milpitas RDA sells \$200 million in bonds**

Nov 6, 2003,

<https://www.bizjournals.com/sanjose/stories/2003/11/03/daily48.html>

At a time when the giant San Jose Redevelopment Agency is dramatically scaling back its efforts, the RDA in neighboring Milpitas is charging ahead, selling \$200 million in 2003 tax allocation bonds to finance some of its projects.

Proceeds also will be used to redeem outstanding 1997 and 2000 bonds, leaving about \$130 million for new redevelopment projects in the community.

The Milpitas agency plans to construct a new 60,000-square-foot central library and renovate the existing library into a 23,500-square-foot senior center. Additionally, the agency will buy 35.6 acres of vacant land from Santa Clara County. The land will be used by KB Homes Development Co. to build 721 homes (20 homes/acres).

"The agency maintained strong underlying ratings on the bonds despite economic weakness in the region," says Blair King, deputy city manager.

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## HALF MOON BAY

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### **Police raise puts them above county average**

/ Half Moon Bay Review / September 24, 1999 DEIRDRE PETTIT

[https://www.hmbreview.com/news/police-raise-puts-them-above-county-averagedeirdre-pettit-half-moon-bay-review-september-24-1999/article\\_6ffa0e1f-972e-5d58-9603-7651769643dc.html](https://www.hmbreview.com/news/police-raise-puts-them-above-county-averagedeirdre-pettit-half-moon-bay-review-september-24-1999/article_6ffa0e1f-972e-5d58-9603-7651769643dc.html)

After nearly a year of negotiating with the City of Half Moon Bay, the Police Officers Association signed a new contract Thursday that includes big raises for its officers. King, who has been handling the negotiations with POA, said that the city previously didn't have means or will to support a salary increase. Pendergast agreed.

"I remembered when I first started here (in 1991), we were without a contract and no cost-of-living adjustment," he said. "There was a different administration at that time, and they said they had no money and said no (to) negotiations. "We were without a contract for three years."

But a substantial increase in the tax base, as well as an increased commitment on the part of the city council changed this, according to King.

"It reflects a commitment to maintain human resources," he said. "At the same time we are trying to live within our means, which is difficult."

The city projects that an increase in revenue from the Transit Occupancy Tax - \$2.5 million alone is expected from the Ritz Carlton hotel starting fiscal year 2000-2001 - will help foot the pay increase.

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### **Draft plan draws scorn**

CHRIS WILSON / Half Moon Bay Review / July 21, 2000

[https://www.hmbreview.com/news/draft-plan-draws-scornchris-wilson-half-moon-bay-review-july-21-2000/article\\_4fb3fb91-6bbb-52e1-bba8-c5d2882e2225.html](https://www.hmbreview.com/news/draft-plan-draws-scornchris-wilson-half-moon-bay-review-july-21-2000/article_4fb3fb91-6bbb-52e1-bba8-c5d2882e2225.html)

City Councilmember Toni Taylor wasted no time at the July 11 joint meeting with the Planning Commission.

First, she moved and got approved a 10 p.m. hard stop for the meeting. Then, she whipped out her verbal Victorinox and began whittling away at the EMC Planning Group's draft version of the city's General Plan/Coastal Plan.

The city of Half Moon Bay contracted with EMC Planning Group in late February 1998 to draft the General Plan. The plan forms a framework under which the city will determine land use and zoning procedures and manage natural resources.

EMC formed the General Plan draft from City Council and Planning Commission-approved documents that were written by two subcommittees made up of City Council and Planning Commission members.

City Manager Blair King said those documents went directly, unfiltered, to EMC. King said several days after the joint meeting he had not read the entire administrative draft and was not aware of any changes that were made.

"I have to take issue with this 'team' thing," she said. "You never came up. I don't feel like we're on a team. We're not in a relationship."

Planning Commission Chairman Ferreira again stated he had an overriding feeling of disconnect from the consultants.

After public comment from five of the 14 audience members, City Manager Blair King picked up the mike.

This draft was not intended so much for public consideration as for review by the panel, he said. The cost of the consultants needs consideration too, he said.

Notes: this article suggests that their PC and CC formed a draft planning document and that they then spent nearly \$400k on a consultant that then completely rewrote the plan, and that they never checked in with the CC along the way and that King was a bit disengaged and didn't seem to know that the consultants were completely re-writing the plan. He also seems more con. This fits into an emerging narrative that King is focused and engaged on economic development issues and somewhat disengaged on land use / natural resource issues.

Also, seems to have a history of getting a bunch of things going, up and running, and then leaves for another job. Not committed, not in it for the long run.

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### **Two planners leave**

HMBDEIRDRE PETTIT / Half Moon Bay Review / July 28, 1999

[https://www.hmbreview.com/news/two-planners-leave-hmbdeirdre-pettit-half-moon-bay-review-july-28-1999/article\\_e5fc296c-eedc-52db-9a82-d4c5be7ff10c.html](https://www.hmbreview.com/news/two-planners-leave-hmbdeirdre-pettit-half-moon-bay-review-july-28-1999/article_e5fc296c-eedc-52db-9a82-d4c5be7ff10c.html)

Turmoil surrounding planning in Half Moon Bay is prompting turnover in the Half Moon Bay City Planning Department.

Two city planners, including one just hired two months ago, have announced they are leaving.

Interim Planning Director Mike Bethke is leaving at the end of August, and Assistant Planner Mark Hofman's last day is July 28.

Bethke passed his 60-day resignation notice to City Manager Blair King during the July 20 City Council meeting.

During the meeting, Half Moon Bay Planning Commissioner Toni Taylor criticized Planning Department staff for packing the commission's schedule, not allowing

commissioners enough time to review the General Plan, which is in the process of being rewritten.

Bethke, who was being considered for the planning director position on a permanent basis, wants out of a six-month contract after two months.

"I sense that he is frustrated," King said about the decision.

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### **HMB public works director Ambrosi Smith resigns**

Half Moon Bay Review. December 7, 2000

[https://www.hmbreview.com/news/hmb-public-works-director-ambrosi-smith-resignshalf-moon-bay-review-december-7-2000/article\\_e9a4042e-6fcc-5f46-8b7b-555e2fa2ed25.html](https://www.hmbreview.com/news/hmb-public-works-director-ambrosi-smith-resignshalf-moon-bay-review-december-7-2000/article_e9a4042e-6fcc-5f46-8b7b-555e2fa2ed25.html)

Bill Smith, a former planner for the city's Planning Department, resigned his position last month. Smith is now working for the Santa Clara Valley Water District as an environmental planner.

While King said the city is set to interview applicants for Bill Smith's job, he hasn't begun to search for a replacement for Therese Ambrosi Smith.

These two resignations come just a year after the Interim Planning Director Mike Bethke stepped down from his position before his temporary contract with the city expired. Planning Director Ken Curtis assumed his position on Jan. 10.

Former city planner Mark Hoffman also resigned last year. Planner Michael Martin was hired in his place at the end of last year.

Consistent with tenure in Lodi, BK coming to a city seems to be followed by resignations of key staff members, getting his own people in place.

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### **Manager aiming to revitalize city core**

ERIC RICE / Half Moon Bay Review / January 21, 1998

[https://www.hmbreview.com/news/manager-aiming-to-revitalize-city-coreeric-rice-half-moon-bay-review-january-21-1998/article\\_2da77b70-0d12-5ae0-8c01-f387ae233f02.html](https://www.hmbreview.com/news/manager-aiming-to-revitalize-city-coreeric-rice-half-moon-bay-review-january-21-1998/article_2da77b70-0d12-5ae0-8c01-f387ae233f02.html)

Half Moon Bay's city manager wants to bring redevelopment to the downtown area as a means of revitalizing Lucky Shopping Center, building parks and repairing streets and sewers. City Manager Blair King has drafted a proposal establishing a new tax-increment redevelopment district.

King is proposing the creation of a tax-increment redevelopment district, which would include a mechanism for public-private partnerships to spur business in the area. Includes details on the mechanics of the redevelopment proposal. Very good reporting. King is suggesting that the money collected by the redevelopment agency be spent on various public projects. Among the public benefits envisioned by King are: Providing

more parking and improving the signage to the downtown retail area. A series of public works projects, including undergrounding utilities, improving streets, sewers and storm drains, and constructing new sidewalks. Building the Linear Park along Pilarcitos Creek, and better preserving historic resources, such as Pilarcitos Cemetery along Highway 92. Aiding the arts, possibly through the purchase of the Mel Mello Center For Performing Arts, purchasing public art or building a new library. Money could also be used to aid the construction of a movie theater on downtown property owned by Coastside businessman Keet Nerhan,

The city currently has one active redevelopment project, the non-tax increment South Wavecrest housing and golf course project. A war of words on the topic was waged for seven years before the North Wavecrest Redevelopment plan was defeated in 1995 by an almost 2-to-1 margin in a citywide vote. Critics charged that the plan was a sweetheart deal for big development interests and gave too much power to the redevelopment agency.

King is suggesting that the power of eminent domain be retained for commercial properties. He acknowledged that, like its predecessor in North Wavecrest, the downtown proposal may be criticized as a "sweetheart deal." Redevelopment deals "are sweetheart deals - to achieve a public purpose," he said.

King was hired as city manager one year ago, in part, for his experience with redevelopment during his tenure as city manager of Imperial Beach near San Diego.

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### **City Manager resigns**

Mar 21, 2001, Ben Schnayerson and Deirdre Holbrook

[https://www.hmbreview.com/city-manager-resigns/article\\_83007c1d-e813-5d4f-830c-10eed742e1e7.html](https://www.hmbreview.com/city-manager-resigns/article_83007c1d-e813-5d4f-830c-10eed742e1e7.html)

Considering that the city hired interim Public Works Director Bonnie Farrell on Jan. 1 and interim Finance Director John Morris on March 19, this latest resignation worries council members. "This compounds the problem because we lack a permanent finance director as well," Mayor Debbie Ruddock said. "It's not a good time," Councilwoman Naomi Patridge agreed. "We're really doing stuff now and bringing someone new on is going to be difficult. I'm not sure what we're going to do." The council is in the process of implementing a 1 percent growth measure, rewriting the Local Coastal Program and reviewing a controversial downtown redevelopment project.

Moreover, the city has been engaged in numerous public work projects and land-use lawsuits. "I think he could have done a lot better if he was given a chance to go through with some of his projects, particularly redevelopment," Councilman Jerry Donovan said. "He had the whole thing set up, and people weren't really giving redevelopment a fair shake." "My own personal feeling is that maybe he has been under-appreciated," Ruddock said. "Let's face it, we have a demanding council and a demanding city." "I saw it coming," she added. "He's been here for four years and, for a young guy, that's about right."

Some locals, like Planning Commission Chairman Mike Ferriera, felt that King was a good city manager but didn't prioritize open space preservation high enough. "He was not quite in sync with the conservation efforts on the Coastsides," "He was not quite in sync with the conservation efforts on the Coastsides," Ferriera said. "There was a lot of things that some of us wanted to fight that he didn't think were worth fighting for." On the other hand, King said that one of the problems the city faces is that its priorities are not clearly stated. The community tends to focus on land use at the expense of other issues, and the city has limited funds but many demands and objectives. "There needs to be a reconciliation of Half Moon Bay's tax base," he said.

During King's tenure, the city has received the Government Finance Officer Association Certificate of Achievement for Financial Reporting, secured \$11.6 million of the Highway 92 redevelopment project, developed the skateboard park near Cunha Intermediate School, implemented the growth control Measure A, and secured money for various pedestrian trail projects.

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### **Planners Discuss a Return to Redevelopment**

[https://www.hmbreview.com/news/planners-discuss-a-return-to-redevelopmenteric-rice-half-moon-bay-review-april-16-1998/article\\_0028498a-7beb-5df7-bd44-130895a43fe1.html](https://www.hmbreview.com/news/planners-discuss-a-return-to-redevelopmenteric-rice-half-moon-bay-review-april-16-1998/article_0028498a-7beb-5df7-bd44-130895a43fe1.html)

In the beginning was the word: redevelopment. And it begat two more words: eminent domain. And terror reigned over the land.

But Commission Chairman John Sullivan said that the potential use of eminent domain allowed in redevelopment law "struck fear into people's hearts" when it was included as part of the North Wavecrest project. He urged the commission to debate the topic now, despite attempts by King in his presentation to redirect the discussion toward why he is proposing are development district and its use as a tool for economic development. "It's a critical issue," Sullivan said. "That's what torpedoed it (in North Wavecrest)." Commissioner Robert Hansen compared eminent domain to the Mafia "making you an offer you can't refuse." He suggested the council jettison any possible use of it right now.

King said such action would be premature, but stressed that if the issue is going to bog down the formation of such a district, which he wants to do within a year, the city might be better off doing so. King cautioned, however, that at some future date, the public inevitably will want to do something in the district that will necessitate eminent domain and then question the wisdom of prohibiting it.

He also emphasized that unlike the North Wavecrest proposal, which was driven by developer interests, "I have no developer standing behind me pushing me to do this.

### **The Ritz-Carlton opens in Half Moon Bay**

Mar 28, 2001

[https://www.hmbreview.com/the-ritz-carlton-opens-in-half-moon-bay/article\\_47157cfa-5c63-5c66-8a53-d6a72a083f76.html](https://www.hmbreview.com/the-ritz-carlton-opens-in-half-moon-bay/article_47157cfa-5c63-5c66-8a53-d6a72a083f76.html)

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## LODI

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### **Lodi city manager stepping down**

By Zachary K. Johnson, Posted Mar 26, 2010 at 12:01 AM

[https://www.recordnet.com/article/20100326/A\\_NEWS/3260320](https://www.recordnet.com/article/20100326/A_NEWS/3260320)

Lodi's downtown revitalization began before King's tenure, with a \$16 million influx of cash for renovations and new street designs more than a decade ago. The effort has been considered a success, but in recent months, there has been more attention to make sure it stays that way.

City Hall attempted to rehabilitate more of the city through creation of redevelopment area, where the city would be able to send less tax money to the state government and use the money, instead, to rehabilitate struggling residential and commercial areas. This has been controversial in Lodi, and voter rejection of Measure W in 2009 was not the first time opponents have been able to quash redevelopment.

King said it's up to the community whether it wants redevelopment, but he believes not having it puts Lodi at a **competitive disadvantage** to jurisdictions in the region with redevelopment areas.

The **City Council had scheduled a special meeting in June to consider another attempt at redevelopment. But by June, King will have started in Coronado.**

Elsewhere in Lodi's fiscal house, general fund reserves are up to \$3.8 million.

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### **Blair King was more than just a budget balancer , Mar 27, 2010 Updated Jul 22, 2010**

[https://www.lodinews.com/opinion/columnists/guest\\_columnists/article\\_854a392d-a2aa-55c6-8f53-7283f5b97e5b.html](https://www.lodinews.com/opinion/columnists/guest_columnists/article_854a392d-a2aa-55c6-8f53-7283f5b97e5b.html)

off to the elite SoCal resort city of Coronado  
turned around Utility Dept., built up city reserves  
laid off city workers, reduced benefits raised sewer, water and electricity rates

King pushed for redevelopment, seeing it as a tool to create a better Lodi. But with no concrete plan for using the money, the voters shot down King and the City Council.

Real Estate developer Dale Gillespie called King "a one-man economic development department."

Perhaps King's most imaginative innovation involved local wineries who wanted access to the city's sewage treatment plant. Downtown Lodi needs tourists. King proposed the

city allow rural wineries access to municipal sewage lines in return for locating wine tasting shops Downtown.

He'll be off in the elite Southern California resort city of Coronado, rising to whatever challenges its wealthy citizenry throws his way.

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**And then there were three ...**

**An in-depth look at the finalists for Lodi city manager: Blair King**

By Jennifer Pearson Bonnett/News-Sentinel Staff Writer, Dec 3, 2004

[https://www.lodinews.com/news/article\\_8ee58122-11c4-5d1a-8002-e0748bf389fb.html](https://www.lodinews.com/news/article_8ee58122-11c4-5d1a-8002-e0748bf389fb.html)

In his free time, he enjoys traveling, cooking, holding dinner parties, bicycling and running 10K races.

Today, he and his wife are active in international adoption issues, even serving on a variety of adoption boards.

King, who has a master's degree in public administration from California State University, Fresno, is married with three daughters. He and his wife were born in South Korea, and they are both naturalized United States citizens.

"One of the things that I point out to people is I have served my entire municipal management career in California," he said.

He has had experience creating open space along the California coast and foothills of the south Bay Area.

In Milpitas he has been working to keep the area's hills green. He's also been working on a plan to introduce more housing into retail projects.

"That is a concept in new urbanism," he said. For this, former Half Moon Bay mayor and council member Debbie Ruddock called King a visionary. "He can see down the road and help people see the consequences of policy making."

King also has experience with redevelopment agencies, an effort that was squelched in Lodi years ago. The agencies are created to improve rundown areas through a shift in tax allocations.

Attorney Steven Mattas worked with King in both Milpitas and Half Moon Bay, and said King is knowledgeable when it comes to redevelopment law.

In Milpitas, as overseer of the 12th largest redevelopment agency in California, King created an amendment that added 691 acres to the project area and increased the tax increment level to \$2.4 million.

“I understand they can be politically charged issues. People have concerns with imminent domain ... I have worked with communities on how to use it as a tool,” King said, adding that he has held public discussions to discuss the pros and cons of such a tool.

And, when it comes to handling a budget deficit, King said he would explore what services are supported by sales and property taxes, and how to expand the city’s tax base.

He has had experience creating open space along the California coast and foothills of the south Bay Area.

Milpitas Mayor Jose Esteves said the last two years have been productive for the city and King has had his hand in many of the redevelopment projects. Among those are a new City Hall, new library and downtown development plan.

While in Half Moon Bay, King oversaw a salary survey later called flawed by the council members who felt it inflated department head salaries. During labor negotiations, King explained, it became apparent that the employees were some of the lowest paid in the area — but any adjustments had to wait until the city’s revenue was increased.

While leading Half Moon Bay, King helped obtain nearly \$1 million for a pedestrian trail, developed a skatepark and helped oversee the construction of a Ritz-Carlton Hotel.

“He was very hands on and was a strong city manager. He had a good head for what needed to be done and making priorities. I think he got along well with City Council.”

“When he came in he said he always worked well with chambers,” said Charise McHugh, adding that he helped draft a cost-sharing contract and improve relationships with local businesses.

She said, from her viewpoint, King worked well with department heads and the public. “He was very hands on and was a strong city manager. He had a good head for what needed to be done and making priorities. I think he got along well with City Council.”

McHugh said he also attended local events and chamber functions.

Mattas, too, said King gets along well with the community, the council and staff. “He’s a pretty tireless worker. He can accomplish a lot for a community.”

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**We need a report card on Blair King Mar 31, 2008**

[https://www.lodinews.com/opinion/letters/article\\_b2cf3845-0fcf-5d9f-a4f5-913baad7cc1a.html](https://www.lodinews.com/opinion/letters/article_b2cf3845-0fcf-5d9f-a4f5-913baad7cc1a.html)

Since Mr. King became city manager in late 2005, there have been 11 top management positions vacated: Joanne Narlock, Alan Vallow, Janet Keeter, Susan Blackston, Tea

Sivlestre, Rad Bartlam, Steve Baker, Tony Goehring, Jerry Adams, Richard Prima and Randy Hatch, in less than three years.

Does anyone else find this alarming? Not to mention the loss of so many longtime city employees from the ranks. Coincidence? I think not!

It seems like the Hutchins Street Square Foundation, the Boosters of Boys and Girls Sports, and the arts community aren't a "good fit" either. These are people that have donated countless hours serving all of the citizens of Lodi. Do we owe them the respect of asking them how the current administration has thanked them for this priceless service to our community?

Is the City Council going to respond to the many and varied complaints they have heard and read from the citizens and employees that have been treated poorly and abusively by the current city manager and his management "team?" How many ordinary citizens have to speak at the podium to the council with complaints of being ignored by City Hall before something is done? There seems to be a complete lack of compassion and empathy for the people that have made Lodi what it is-or was.

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**LTE, Apr 24, 2010**

[https://www.lodinews.com/opinion/letters/article\\_0badbae5-20a7-5d6c-911a-e9026840ca83.html](https://www.lodinews.com/opinion/letters/article_0badbae5-20a7-5d6c-911a-e9026840ca83.html)

Nancy is a passionate advocate for children. She has connected many in our community with organizations that work with young adults who have been in our county's foster care system, and to children without families to advocate for them. She is committed to helping women and children who are under-served and at risk for neglect and abuse.

Thank you, Nancy and Blair, for what you have given to our community.  
Blair and Nancy, you will be missed.

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**City Manager Blair King leaves May 7; Lodi City Council eyes next step**

By [Jordan Guinn](#) and [Maggie Creamer](#)

News-Sentinel Staff Writer Mar 27, 2010

[https://www.lodinews.com/news/article\\_10b10db6-6cf0-5984-a18f-0eab42f0a333.html](https://www.lodinews.com/news/article_10b10db6-6cf0-5984-a18f-0eab42f0a333.html)

Blair King's resignation as city manager of Lodi caught many by surprise Thursday. Among those shocked to hear of his resignation after five years were some members of Lodi's City Council.

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**City Hall's King**

By [Andrew Adams](#)

News-Sentinel Staff Writer Jan 22, 2006

[https://www.lodinews.com/news/article\\_bbc0a78b-2a41-50bc-85aa-a8547799079a.html](https://www.lodinews.com/news/article_bbc0a78b-2a41-50bc-85aa-a8547799079a.html)

Hired in January of last year from a deputy city manager job in Milpitas, King has had to deal with the city's groundwater contamination legal battle, raising utility rates and seeing the city's long-time moneymaker - Lodi Electric Utility - turn into a money drainer.

Going into the fall, King and other top city staff realized Lodi had not secured its energy for the year and would have to go out on the open market to purchase the city's power.

The council ultimately rejected a rate structure that would have placed the burden on Lodi's industrial businesses and shifted the cost to residential ratepayers. A complete overhaul of the city's electric rates is still in the works.

Problems with the city's electric utility have come to overshadow one of King's first challenges, which was balancing the city's General Fund budget. King points to balancing that budget as a key accomplishment, but one that wasn't entirely pleasant.

The city had to retain its hiring freeze, and King made the dramatic move of firing Human Resources Director Joanne Narloch and turning her department into a function of the city manager's office.

Narloch's dismissal was not the only firing by King, who also dismissed former electric utility director Alan Vallow. **Now that he's essentially put his people in to place, 2006 could prove to be a key year for King's time with the city.**

The year started off with a bang as King this week unveiled the 220 acre Reynolds Ranch proposed development that would keep Blue Shield in Lodi.

While the project has received the praise of some, Mayor Susan Hitchcock has deep reservations about the proposal.

"I'd like to make sure we don't get too tied up with economic development," she said. "We don't want to forget the importance of a General Plan." Reynolds Ranch would require an amendment to the city's existing General Plan and would be located right along the proposed greenbelt between Lodi and Stockton.

Despite Hitchcock's land use reservations, she said in her opinion, King has done a good job as city manager.

This year, King said he'll continue to focus on improving downtown Lodi with tasting rooms and possibly a hotel. The city's long-term fiscal stability will also be a permanent goal, he said.

### **Lodi out to ensure farmers' future**

By Daniel Thigpen, Posted Aug 6, 2007 at 12:01 AM

[https://www.recordnet.com/article/20070806/A\\_NEWS/708060321](https://www.recordnet.com/article/20070806/A_NEWS/708060321)

### **Walmart Ready to Try Lodi Again**

The Record – Business Section, August 18, 2007

<https://herumcrabtree.com/2007/08/18/walmart-ready-to-try-lo-di-again/>

### **Citizens for Open Government v. City of Lodi**

Filing Date: 2009

<http://climatecasechart.com/case/citizens-for-open-government-v-city-of-lo-di/>

<https://sprawl-busters.com/mayor-gives-wal-mart-a-one-vote-margin/>

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## **CORONADO**

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### **Affordable Housing Ribbon-cutting Ceremony Planned**

Sep 19, 2019

[http://www.coronadonewsca.com/news/coronado\\_home\\_and\\_business/affordable-housing-ribbon-cutting-ceremony-planned/article\\_b499080c-dbea-11e9-93f7-17445e6d7240.html](http://www.coronadonewsca.com/news/coronado_home_and_business/affordable-housing-ribbon-cutting-ceremony-planned/article_b499080c-dbea-11e9-93f7-17445e6d7240.html)

Coronado invites the community to a ribbon-cutting event on Tuesday, Sept. 24, to celebrate the completion of work to rehabilitate 35 deed-restricted affordable housing units on Orange Avenue.

The ribbon-cutting ceremony will be held at 11:30 a.m. at 406-430 Orange Ave., near Fourth Street and Orange where a majority of the work was performed. Interfaith Housing officials, City leaders and staff, as well as some resident of the units will be on hand. Refreshments will be served following brief comments and the ribbon-cutting ceremony.

“The City prides itself on being good stewards of the City’s affordable housing stock,” said City Manager Blair King. “We invite everyone to come out and see how well these units integrate into the Coronado community.”

These units are available to households in the very-low and low-income categories. The City has an inventory of 171 deed-restricted units, which may only be used as affordable housing for those who qualify.

The City has had a long-term agreement with San Diego Interfaith Housing since 2018 to renovate and manage a majority of the City’s affordable housing units.

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### **Put Citizens First**

a letter from Carol Paseman, Apr 10, 2020

Top of Form

Bottom of Form

I would like to thank the City Manager Blair King, Chief of Police Charles Kaye and councilmembers Donovan and Sandke for trying to keep citizens safe by trying to close the beach.

Coronado has a very high amount of senior citizens, 70-90 who are at extreme risk of COVID-19, which could become fatal to these citizens.

We do not need a large group of tourists and visitors when at this time the restaurants, bars and shops are closed. These people touch and use a lot of things that can possibly spread the virus from person to person. Things such as rest rooms, signal lights and the public benches are just a few things.

I don't think asking one to exercise at home for a month or so is asking too much. this alone could possibly save lives. A lot of seniors are long-time citizens wh are afraid of going out, even to obtain groceries.

City needs to put citizens first and keep the beaches closed. We don't need a gather place for tourists and visitors who can add to the possible spreading of the virus.

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#### City Of Coronado Settles With Local Property Owners

Updated Aug 18, 2017

[http://www.coronadonewsca.com/news/coronado\\_city\\_news/city-of-coronado-settles-with-local-property-owners/article\\_35620e18-843e-11e7-8013-277610bfd96b.html](http://www.coronadonewsca.com/news/coronado_city_news/city-of-coronado-settles-with-local-property-owners/article_35620e18-843e-11e7-8013-277610bfd96b.html)

The City has closed a code enforcement action against local property owners who ignored multiple requests to comply with Coronado's short-term rental ordinance. To settle the matter, the couple agreed to pay penalties totaling \$8,000 and stop renting their home on a short-term basis. Transient occupancy of homes, a period outlined in the City's Municipal Code as being 26 consecutive days or less, is prohibited in residential neighborhoods.

In this case, the owners continued to violate the ordinance, including entering into a short-term rental agreement contract, of which the City became aware, for their Isabella Avenue property.

City Manager Blair King said the City has been consistent with its enforcement efforts, providing numerous warnings to those found violating Coronado's ordinance and asking them to stop advertising.

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#### **Who Elected The King?**

a letter from John A Frangos, Sep 14, 2020

[http://www.coronadonewsca.com/opinion/who-elected-the-king/article\\_60827af4-f6d4-11ea-820b-27f65facad70.html](http://www.coronadonewsca.com/opinion/who-elected-the-king/article_60827af4-f6d4-11ea-820b-27f65facad70.html)

A few days ago at a neighborhood backyard (and socially distanced) meeting, some neighbors referred to the City Manager as Blair “The” King. For me, that summed up what is wrong with our city governance.

On Tuesday the City Council voted as part of the Consent Agenda to increase Mr. King’s base salary by 2.75% to \$256,624/yr plus an extra \$5,000/yr to his supplemental retirement account. That amounts to a 4.75% pay hike during a time that our City has experienced the largest financial hit ever from the loss of several millions in revenue from TOT, sales tax and other income due to the pandemic. No one on City Council discussed any analysis as to why Mr. King deserved such a large raise. There was no list of the year’s accomplishments or any justification of any kind. This raise was preceded by pay hikes of 4.5% and 10.71% for the previous two years.

So who proposed this 4.75% pay raise? King’s contract amendment was written by another unelected official, Johanna Canlas, a junior San Diego attorney who works part time as Coronado City Attorney. Less than two years ago, Blair King amended Canlas’ contract with Coronado, increasing her retainer from \$144,000/yr to \$180,000/yr, a 25% hike. Council passed it on the Consent Agenda, no discussion. Well, I’ll scratch your back if you scratch mine.

During the discussion of the location of the controversial golf course sewage plant, a councilmember requested that the story poles be left up for longer than one week, say two weeks. This would allow the community to more readily determine the aesthetic impact of the project. The city engineer agreed. “The” King, however, responded that story poles are not legally required, and then asked Canlas to back him up. Instead of addressing concerns and working towards solutions for the best interests of the community, “The” King does all he can to ram through his agenda.

When I asked why the Golf Course Advisory Committee (the driving force for the sewage plant) was uniquely exempt from Coronado’s Conflict of Interest code, “The” King said it is because he appoints the committee and is only answerable to him, not the City Council. This is how he justifies violating Coronado’s residency requirement for all members of Coronado’s committees and commissions, as with the appointment of Ron Roberts. So while all City staff and committee members are subject to the Conflict of Interest code, the Golf Course committee members are exempt?

The councilmembers sheepishly accepted this explanation, and moved on. The City Manager form of government in Coronado is dysfunctional. A small autocrat has set up shop in our city, and our subservient councilmembers, our sole elected officials, have not taken their civic and fiduciary responsibilities seriously.

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**Coronado’s City Manager Flipped House Taxpayers helped finance. Was it Wrong?**

<https://www.californiacitynews.org/2017/03/coronado's-city-manager-flipped-house-taxpayers-helped-finance-was-it-wrong.html>

When King first signed on with the city, he didn't live there. Coronado is too expensive for a large chunk of the population, with average homes selling for \$1.7 million. But the city council, which wished to see King reside in the area, offered him a deal he couldn't refuse.

The council members decided to offer help in the form of a low-interest mortgage, financed with city reserves. They offered Blair King up to \$1.5-million to help pay the mortgage. King bought a home on Pomona Avenue for \$1.2-million, and paid interest as low as 2.5%, a bargain, even during a time when interest rates hit record lows. King sold the home 5 years later at a profit of \$230,000 and kept it. His next home, which cost \$1,135,000, was also financed by the City of Coronado. That rubbed open government advocate and former San Diego City Council Member Donna Frye the wrong way.

"When you have a City Manager who is making upwards of \$200-\$300,000 on an annual basis and then in addition to that salary and benefits that they're getting also gets low-interest loans at taxpayers' expense, that for me, from just a moral and ethical standpoint stinks to high heaven," Frye said.

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### **City Of Coronado Retains Law Firm To Challenge SANDAG's Regional Housing Assessment**

by David Axelson Jul 30, 2020 Updated Aug 3, 2020

[http://www.coronadonewsca.com/news/coronado\\_city\\_news/city-of-coronado-retains-law-firm-to-challenge-sandag-s-regional-housing-assessment/article\\_605273d2-d2a7-11ea-9a2b-17a728c6d4a9.html](http://www.coronadonewsca.com/news/coronado_city_news/city-of-coronado-retains-law-firm-to-challenge-sandag-s-regional-housing-assessment/article_605273d2-d2a7-11ea-9a2b-17a728c6d4a9.html)

June 26, 2020, the San Diego Association of Governments (SANDAG) Board of Directors exercised their weighted vote option to approve the Regional Housing Needs Assessment (RHNA) for 2021-2029, the die was cast. The assessment, which features a 2,000 percent increase in the required number of low income and moderately priced housing units which must be constructed in Coronado during the cycle, given existing constraints, is simply impossible for the city to attain.

In response, the Coronado City Council approved as part of the Consent Calendar for their Tuesday, July 21, 2020 meeting, the hiring of the law firm of Sloan, Sakai, Yeung and Wong, LLP, with offices in Sacramento and Berkley, as special counsel. The firm will explore Coronado's legal options with SANDAG.

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### **The strange battle to control a bunch of sewage**

<https://www.voiceofsandiego.org/topics/science-environment/strange-battle-control-bunch-sewage/>

Coronado lost a legal battle to control sewage from the Navy because they had no room for a sewage treatment plant. Instead Imperial Beach got it because they had room and they want the water to convert it to grey water. CA is that desperate for water.

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### **Imperial Beach mayor apologizes to Coronado for pollution comments**

<https://www.mcall.com/imperial-beach-mayor-apologizes-to-coronado-over-cross-border-pollution-comments-story.html>

Imperial Beach Mayor Serge Dedina has apologized to Coronado for **criticizing the city's efforts to stop cross-border sewage** during a recent radio interview with KPBS Radio.

Over the last two years, the two small coastal cities have taken different approaches to address the pollution that **routinely closes their shorelines**. While Imperial Beach sued the federal government over the spills, Coronado has adopted a more diplomatic approach by lobbying federal regulators in Washington, D.C.

On May 28, Dedina said Coronado "has done almost nothing to help us" during **an appearance on the public radio station's Midday Edition**.

"Coronado, again, a city laden with millionaires, with millions of dollars in the bank, tons of money, has done almost nothing to help us and their beaches are almost as polluted as ours," he said during the interview. "It's not fair that Imperial Beach is left holding the bag."

That appearance prompted a phone call from both Coronado Mayor Richard Bailey and City Manager Blair King expressing their disappointment in Dedina's statements.

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### **City of Coronado Names Blair King City Manager**

Coronado Eagle and Journal, Volume 100, Number 19, 31 March 201

<https://cdnc.ucr.edu/?a=d&d=CJ20100331.2.3&e=-----en--20--1--txt-txIN-----1>

Meeting in a special session March 25 that lasted a total of four minutes, the city council voted **unanimously to hire Blair King as both the new Coronado city manager and the executive director of the Community Development Agency.**

King also has a solid reputation in community development, which he discussed. "I played a role in helping Blue Shield of California. They had a small office in Lodi, with about 1 (X) workers. They were looking at constructing an office between Stockton and Modesto. We found about it late into the process and worked with local land developers and met some aggressive time lines Blue Shield had for a new office building.

Earned both his bachelor's degree and master's degree in Public Administration, from Fresno State, started his career in municipal government in Eureka in 1983 as a redevelopment specialist.

With 27 years of experience in municipal government. King has expertise in municipal finance and budget, economic development, land use. downtown development. capital project management. legislative advocacy, and coastal issues. As King said of his new post. "I can call on a reservoir of past experiences to help out."

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### **New City Manager has South County Ties**

By [JANINE ZÚÑIGA](#), MARCH 26, 2010

<https://www.sandiegouniontribune.com/sdut-new-city-manager-has-south-county-ties-2010mar26-htmlstory.html>

Began his career in Eureka in 1983 as a redevelopment specialist and has worked in six other cities, serving as city manager in four. King is the city manager of Lodi. King also has worked for Imperial Beach, Coalinga, Half Moon Bay, Milpitas and Soledad. Coronado yesterday hired a former Imperial Beach city manager with **extensive experience in redevelopment** and coastal issues to run the city.

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## KEITH CAMPBELL EVALUATION

*Synopsis.* Keith Campbell has been in municipal management for 15 years, and for the last 7 years has been the City Manager for Stayton Oregon. Prior to that he was the City Clerk for Shawnee Kansas (pop 113,000) for 3 yr, and County Clerk for Douglas County, Kansas (4.5 yr).

As Stayton City Manager, Campbell has tackled a number of issues similar to the issues facing Bainbridge Island. These include developing a walking and biking trail network, addressing groundwater recharge, flooding and stormwater retention issues, growth management compliance, affordable housing and accessory dwelling units, park creation, open space preservation, spurring economic development while preserving a small town atmosphere, salmon habitat restoration, maintaining high quality drinking water (Stayton has won best-tasting water awards for the past 4 years), boosting city employee morale and facilitating a more collaborative approach to government with a high degree of interaction with citizens.

Campbell doesn't shy away from requiring developers to contribute to development impacts. He is willing to challenge developers and halt development if it is not being done consistent with permit requirements. Under his leadership the City has been very successful at getting grants, including those for affordable housing. He collaborates with school district, and considers investments in schools and parks to be part of his economic development plan. He is currently integrating downtown development with park development.

Campbell is balancing economic development with community needs such as affordable housing, dog parks and stormwater retention, and in general pursuing creative, integrated solutions to complex problems. Campbell has managed growth in the face of pressures to grow from nearby urbanizing Salem. In the past ten years, population change in Stayton was 6.4%, with 486 new residents.

In summary Campbell appears to be a progressive, community-oriented City Manager in a small, rural Pacific Northwest town that is facing many of the environmental issues and growth pressures facing Bainbridge Island. Campbell seems very sensitive to the desire of Stayton to maintain its small town, rural character and not grow too fast, while at the same time promoting moderate amounts of economic development that looks to invest in Stayton's existing businesses and agricultural sector. He does not seem to be promoting growth beyond what the citizens are comfortable with and he appears to genuinely listen to and does not get out ahead of the public on growth issues.

Campbell appears to value public engagement and participation on major policy issues and this is reflected in citizen surveys that give him and the City high marks. In 2019, Campbell earned the prestigious Certificate of Achievement in Performance Management from the International City Managers Association. His focus seems to be much more on improving the quality of life in Stayton by providing parks, trails, affordable housing, police outreach, supporting local rural small businesses and

economies, etc., rather than promoting large-scale development or redevelopment to increase tax revenues to balance the City budget. Campbell is in mid-career and has a young family and is looking at Bainbridge Island as a community with good schools and progressive values into which he can easily integrate. He answers questions directly and with specific detail. His resume reflects similar detail as to what he has done during his tenures in municipal management. It is easy to imagine Campbell quickly tuning into Bainbridge Island sensibilities on growth, environmental protection, agricultural preservation, climate change issues, sustainability and economic development, engendering a high degree of civic engagement, creating an open, transparent and accountable government with high employee morale, and having a long and productive tenure as City Manager of Bainbridge Island.

Below are some examples of specific issues that Campbell has been involved in during his tenure as a City Manager, with supporting references and URL links to news articles, organizational websites, letters to the editor, etc.

**I encourage readers to look at the referenced information and draw their own conclusions as to Mr. Campbell's suitability for the Bainbridge Island City Manager position and to communicate their opinion to the Bainbridge Island City Council at [Council@bainbridgewa.gov](mailto:Council@bainbridgewa.gov).**

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### **Examples of Notable Actions Taken by Campbell in his Tenure as a City Manager**

Despite tremendous pressure from developers, he issued a stop work order against the Phillips Estates subdivision, stopping them from building more homes because they had failed to provide adequate stormwater retention facilities and were in violation of Planning Commission-imposed conditions. "We're looking out for the homeowners out there," City Administrator Keith Campbell said of the stop-work order. "But we are also looking out for the taxpayers of Stayton." City Administrator Keith Campbell added: "Our concern now is what is going to happen after we get some really good rains."

He also stood up against a developer to ensure access to a public park. That is a concern for the city of Stayton, enough so that public works crews and other city staff are examining options available to ensure that access to the bridge and park will not be obstructed. "Public Works is already looking at what the impact would be of a fence," Campbell said. "We are looking at what we have to do to make sure the park is usable and accessible."

Campbell supports park development. He worked to build the Mill Creek Park (40 acre), including picnic areas, playgrounds, basketball courts, a skate park, athletic fields and trails. 13 acres will also do double duty as a stormwater retention pond. He also promoted the development of Stayton Community Dog Park.

Campbell has been promoting affordable housing through development of an accessory dwelling unit and tiny home ordinance and actively sought community input. City Administrator Keith Campbell said the city welcomes more testimony on the issue. It's (the code amendment issue) still open, so people have a chance to comment on it; written and oral testimony is still being accepted," Campbell said.

Campbell worked to developed a code amendment, which passed unanimously, that would permit limited manufactured uses in the downtown mixed-use zoning districts. The manufacturing possibilities range widely from metal or wood-products, with restrictions, to bakeries or breweries.

Campbell has actively worked to boost City employee morale through service recognition awards. "Last year we started recognizing employees for their service, so we wanted to continue that this year," City Administrator Keith Campbell said. Campbell invests in employees career development, and recognizes their achievements explicitly.

Campbell successfully challenged Pacific Power for violation of their franchise agreement when they failed to move power poles to accommodate development of a city park and stormwater detention facility.

Campbell is working with the Army Corps of Engineers to ensure fish passage over the Detroit Dam on the North Santiam River while also preserving the delivery of high quality drinking water that Stayton receives from the same river.

Campbell has emphasized as a City Manager being open available to the community: "He is interested in which improvements people believe can be made and stresses that his is very much an open-door policy. He welcomes anyone to stop by, whether to just introduce themselves or to address an issue." "If you see me out and about, stop me in the grocery store and say hello, or ask a question," Campbell said.

Campbell pursued improving police-school relations. "City Manager Keith Campbell said Sebens and Button evaluated police resources, determined the outreach with schools was an effective use of resources and proposed the school resource officer to the city and schools." "Our intention is for Officer Butler to be visible and approachable while working in our schools," Police Chief Rich Sebens said. "As an agency, protecting and connecting with local youth is our top priority." "Communication as a whole has greatly improved between the schools and the police department since the school resource officer was implemented."

Campbell appears to be good at getting grants, including non-motorized grants, grants for a housing rehabilitation program whereby repairs to homes of low income (< 80% AMI), are facilitated through interest free loan repaid when home is sold. No monthly payments; community improvement grants to owners of trailers who don't own the land on which they sit, a grant for a housing rehabilitation program to preserve affordable housing stock, community improvement grants, Big Jump grant, open space grants, neighborhood improvement grant program whereby community members can submit for

neighborhood improvements such as solar, paths, benches, vegetation management, playgrounds and open space improvements. The “Big Jump” grant will put bikes at the center of connecting people to the places where they live, learn, work and play.”

Campbell worked on an economic development plan that includes agriculture and food processing, wood products and forestry, with an emphasis on investing in the businesses that are already present.

Keith is working in a city that has a comprehensive plan with goals that are very similar to Bainbridge Island in terms that it values access to nature, a rural environment and a small town atmosphere with ties to agriculture, and seeks retention and expansion of existing local businesses.

Campbell has managed growth; Population change in Stayton was 6.4%, with 486 new residents in the past ten years.

## ANNOTATED REFERENCES

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### What happened in 2014

<https://www.statesmanjournal.com/story/news/local/stayton/2015/01/01/happened/21167777/>

At a special meeting Aug. 11, Stayton City Council voted to uphold the city staff’s position regarding transportation system development charges, overturning a developer’s appeal and denying reimbursement.

On Nov. 3, the Stayton City Council voted 4-1 to allow seven housing projects in Phillips Estates to continue, but no more. The council responded to a stop-work order issued a couple weeks earlier due to city staff concerns about potential flooding in the subdivision.

Stayton City Council adjusts system development charges for transportation, water, parks and wastewater, but it postpones establishing a storm-water fee until more input is received.

New court project approved: With the need for establishing a municipal court becoming more immediate by the day, Stayton City Council gave the nod to push plans forward and begin renovating a city building.

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### Stayton residents give a thumbs up in survey

<https://www.statesmanjournal.com/story/news/local/stayton/2015/08/20/stayton-residents-give-thumbs-survey/32077751/>

“Administration of the survey was part of an ongoing effort for City officials and staff to maintain a connection with public opinion, and provide Stayton residents with a means to communicate their concerns and opinions,” Campbell imparted to the council.

Notes: this is a good article in that it shows that Keith went out of his way to solicit community input on what they liked about the city and where they wanted to go. Also, that Keith is working in a community that shares BI values, “small town atmosphere”, good place to raise a family, desire for good schools, youth programs, walking/biking trail system, fitness trail. 80% would recommend Stayton.

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**City: Where will the water go?**

<https://www.statesmanjournal.com/story/news/local/stayton/2014/11/19/city-will-water-go/19260897/>

The city imparted its concerns that the storm-water infrastructure serving Phillips Estates and adjacent Quail Run is barely adequate to retain runoff from current development, a fraction of the subdivision’s potential, and that additional impervious surface area, or concrete, would likely exacerbate retention issues. Those issues could affect homebuyers, but also the city as a whole if flooding down the road requires city resources and responsibility.

“We are deeply, deeply troubled by the precedent that’s being set here by a city placing a stop-work order in a subdivision in which the lots have been legally platted -- and the city’s issued building permits,” said Mike Erdman, executive director of the Homebuilders Association of Marion & Polk Counties.

Some who addressed the council suggested the rift was between developer Bill Martinak of JCNW Family and the city of Stayton, while homebuilders, contractors and subcontractors became “collateral damage” in the crossfire.

“It’s not Bill Martinak: it’s water needs to go somewhere – that is the concern here,” Mayor Scott Vigil asserted.

“We’re looking out for the homeowners out there,” City Administrator Keith Campbell said of the stop-work order. “But we are also looking out for the taxpayers of Stayton.”

While permits already issued by the city were given the green light, the order stipulates that Martinak needs to address the order’s concerns before more will be issued.

Note: This shows KC’s ability and willingness to stand up to developers who don’t follow the rules in terms of compliance with stormwater retention requirements. The PC conditioned the development and KC is making them stick to the conditions.

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**Storm-water issues stymie Stayton development**

<https://www.statesmanjournal.com/story/news/local/stayton/2014/11/13/storm-water-issues-stymie-stayton-development/18985857/>

"We're looking out for the homeowners out there," City Administrator Keith Campbell said of the stop-work order. "But we are also looking out for the taxpayers of Stayton."

(I think this is basically the same particle as above.

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### **Stayton, developer appear to be at an impasse**

<https://www.statesmanjournal.com/story/news/local/stayton/2014/12/18/stayton-developer-appear-impasse/20600621/>

City staff expressed concerns with how quickly the pond is filling this year, its slow rate of dropping due to high water tables, and ultimately what liability the city may incur down the road if flooding conditions do emerge.

City Administrator Keith Campbell added: "Our concern now is what is going to happen after we get some really good rains."

Campbell said city maps further indicate that the natural gravitational seepage Martinak describes is not moving water to Mill Creek; it's moving it to Salem Ditch, and that's out of accord with local water-district stipulations.

The original work agreement for the area calls for a drainage channel, mixed pipeline and ditch, to efficiently stream the runoff to Mill Creek. It's not an inexpensive feature; Martinak said the agreement requires him to pay for 36 percent of it, a number he estimated as roughly \$750,000. Campbell cites the "Developer-City Construction Agreement" signed June 6, 2013, that stipulates the developer is responsible for financing the entire storm-waterway, a price tag in the vicinity of \$1.9 million or more. That appears to be a significant piece of the of the impasse.

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### **Development fence could crimp Riverfront Park access**

<https://www.statesmanjournal.com/story/news/local/stayton/2015/05/27/development-fence-crimp-riverfront-park-access/28034549/>

"We are just fencing for insurance purposes," Horvat said in an email Friday afternoon.

That is a concern for the city of Stayton, enough so that public works crews and other city staff are examining options available to ensure that access to the bridge and park will not be obstructed.

“Public Works is already looking at what the impact would be of a fence,” Campbell said. “We are looking at what we have to do to make sure the park is usable and accessible.”

On Friday Campbell walked down to the area, pointing out the markings and where those adjustments will likely need to be made, including relocating the kiosk standing before the bridge, the boulders fixed in place before the kiosk, and a narrow lane of Florence Street where the city has right of way. (shows that he gets out and looks at things, not just at his desk all the time).

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### **You can have lots of trees, but not be a Tree City**

<https://www.statesmanjournal.com/story/news/local/stayton/2015/04/15/can-lots-trees-tree-city/25844895/>

Stayton City Administrator Keith Campbell said working toward the Tree City flag is a possibility down the road.

“The last city I worked in, Shawnee (Kansas), had been a member for 15 years,” Campbell said. “At this time we don’t qualify. But I like the program, and I like its purpose, and I hope during my tenure here to look to achieve the designation.”

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### **Stayton City Council to look at plans for new park**

<https://www.statesmanjournal.com/story/news/local/stayton/2017/10/06/stayton-city-council-look-plans-new-park/737958001/>

“I think it’s a very important topic and an exciting opportunity to have a positive impact on our city with recreational opportunities and expanded trail system...it’s a beautiful, bucolic area out there,” Campbell said

Dog park dedication

Public Works Director Lance Ludwick is happy to see Stayton’s new dog park getting steady use.

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### **Stayton council considers code addressing density**

<https://www.statesmanjournal.com/story/news/local/stayton/2017/08/26/stayton-council-considers-code-addressing-density/602882001/>

City reports note that Stayton has about 3.1 dwelling units per gross acre in residentially zoned areas, 2.8 in recent subdivisions, while the Marion County’s urban growth framework targets 5 or 6 units for Stayton.

The creation of (accessory dwellings) could help the City achieve the designated density goal,” the report said. “The proposed amendment allows both attached and detached (units), restricts their size to no more than 800 square feet, requires that the

principal dwelling remain a minimum of 1,000 square feet, and requires that one of the dwelling units be owner occupied.”

Both ordinances have to come back because we didn’t get a unanimous vote,” City Administrator Keith Campbell said, referring to the accessory units and a solicitation ordinance that also passed 3-1.

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### **Stayton council to revisit density issue**

<https://www.statesmanjournal.com/story/news/local/stayton/2017/09/08/stayton-council-revisit-density-issue/627169001/>

The change in city code would mean residents in low- and medium-density neighborhoods could erect, as an example, an additional small dwelling on their lot. [The way I’m seeing this, with the state requiring us to do this, it’s not something that’s up for debate,” Councilor Priscilla Glidewell said[.]

The report noted that the city has not been meeting its goals regarding density as directed by the comprehensive plan.

City Administrator Keith Campbell said the city welcomes more testimony on the issue.

It’s (the code amendment issue) still open, so people have a chance to comment on it; written and oral testimony is still being accepted,” Campbell said.

See also story below for discussion of whether or not to publicly subsidize development of an industrial area or to place costs onto developer. Note that KC is not pushing the issue, just having staff provide the analysis, the council is pushing the policy (5-0 vote).

<https://www.statesmanjournal.com/story/news/local/stayton/2017/07/21/exploring-possibilities-wilco-road-industrial-corridor/498152001/>

Fleishman’s report noted that the Wilco Road corridor contains 75 acres of vacant commercially and industrially zoned land, and the city’s master plan calls for improving the corridor’s anchoring intersections.

“The city and Marion County have come to an agreement on conceptual plans for improvements to Wilco Road,” the report read. “If the costs of these improvements were placed upon the party developing the land, then, staff is concerned, it will preclude development.”

“If we want to see development there, the city is going to have to step forward and make those improvements,” Fleishman said, advising that financial assistance such as grants would be more likely if an interested business was tabbed beforehand.

Not having a plan in place makes it easier for a business to look elsewhere.

“We’ve been having this chicken-and-egg problem forever,” Councilor Jennifer Niegel said. “So I would authorize staff to continue to explore the establishment of an urban

renewal area to assist in financing infrastructure Improvements in the Wilco Road industrial area.”

That authorization passed 5-0.

In other council business:

City Administrator Keith Campbell recognized a number of city-employee milestones: officer Daniel Altabef, five years; reserve officer David Bevins, five years; reserve officer Alan Pinto, five years; library assistant, Stephanie Rubel, 10 years; officer Justin Witherell, 10 years; Sgt. Michael Meeks, 15 years.

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### **Stayton City Council: Dogs, development & downtown**

<https://www.statesmanjournal.com/story/news/local/stayton/2016/11/29/stayton-city-council-dogs-development-downtown/94448616/>

Consequently, manufacturers will have expanded possibilities in Stayton, groundwork is underway for new additions and park space north of Shaff Road, and if a community group can raise the funds, dogs will have a new off-leash park.

Ludwick’s report on the Putney and Lambert properties acquisition noted two definitive purposes: the construction of a detention facility to reroute storm water currently flowing into Salem Ditch to Mill Creek; and development of a parks and recreation complex.

The dog park has been a recurring topic in part due to its emergence as one of six priorities specifically cited in Stayton’s citywide survey from the fall of 2015.

“I think we can raise the rest of the money, and I think this kind of keeps getting shoved under the rug because the dogs can’t come and wag their tails, so I’m doing it for them,” Bourdeau said.

Another advocate, Judy Mohny of Stayton, pointed out that new subdivisions in town will not only mean more people but more dogs as well.

Regarding the latter, the report noted:

The City of Stayton Parks Master Plan identifies a need for baseball fields and soccer fields. The new park complex will have both, and it will have room for a new skate park, a full court basketball court, a dog park, and picnic areas. There will also be trails throughout the park which will tie into the trail system north of the Stayton Middle School.

City Administrator Keith Campbell said the acquisition price is just under \$ 1.1 million. Funds to purchase the properties will come from a portion of the \$1.5 million in State Lottery Funds granted to the City by the State of Oregon in 2013.

The code amendment, which passed unanimously, would permit limited manufactured uses in the downtown mixed-use zoning districts. The manufacturing possibilities range widely from metal or wood-products, with restrictions, to bakeries or breweries.

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**Stayton acquires services of Oregon RARE participant**

<https://www.statesmanjournal.com/story/news/local/stayton/2017/08/14/stayton-acquires-services-oregon-rare-participant/557401001/>

City of Stayton agreed to engage in a partnership with Friends of Old Town Stayton to acquire services from University of Oregon's Resource Assistance for Rural Environments (RARE) Program.

On Monday, Aug. 7, City Administrator Keith Campbell and City Planner Dan Fleishman provided Stayton City Council with an overview of the program, noting that Friends of Old Town Stayton had been awarded a RARE participant. That participant, a college graduate or graduate level student, will provide almost a year of community-development service.

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**Stayton's police chief disciplined by city in weeks before resignation**

<https://www.statesmanjournal.com/story/news/local/stayton/2019/09/18/public-records-show-police-chief-disciplined-prior-resignation/2281324001/>

"Bottom line, we had several officers who were not performing at an acceptable level. One ineffective employee can have a huge impact on moral (sic) internally and can have a negative impact on public perception," Campbell wrote in Sebens' performance review.

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**Stayton Civic service: No small task, but big rewards**

<https://www.statesmanjournal.com/story/news/local/stayton/2015/08/07/civic-service-small-task-big-rewards/31280279/>

"Last year we started recognizing employees for their service, so we wanted to continue that this year," City Administrator Keith Campbell said.

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**Enforcement of Smoking Ban Suspended; Will Be Reconsidered**

<https://www.statesmanjournal.com/story/news/local/stayton/2018/10/05/stayton-downtown-smoking-ban-nov-5/1503303002/>

I would be surprised if it stays mostly intact the way it is now, but we'll see," Campbell said. "We'll see what kind of feedback we get. We'll see who comes to talk. We'll see when council decides what they want to do."

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**Stayton, Pacific Power dispute power pole costs**

<https://www.statesmanjournal.com/story/news/local/stayton/2018/02/12/stayton-pacific-power-dispute-power-pole-costs/322117002/>

During its Feb meeting, a split Stayton City Council **upheld city staff's position**, finding Pacific Power in violation of a franchise agreement for failing to move power poles on Kindle Way to accommodate the city's plans to construct a new storm-water detention facility and widen Kindle Way in preparation for a development and city park.

The Mill Creek Park area is at the south end of the detention facility, and Hayden Homes has a planned development at the front end of the Lambert Property," Campbell said. The goal is to get that detention facility built this fiscal year, and while we are there get the Kindle road widened and improved for the park and the Hayden Homes residential subdivision.

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### **Stayton worries about Detroit Dam project**

<https://www.statesmanjournal.com/story/news/local/stayton/2018/01/26/stayton-worries-detroit-dam-project/1067027001/>

The intent of the project is to improve fish passage for Chinook salmon and steelhead and control water temperatures at the dam. But the city manager said there was little to no information about the effect the project could have on the North Santiam River, the source of Stayton's water supply as well as Salem and other entities, such as agricultural irrigation.

Campbell said other concerns include turbidity, which if severe enough could disrupt the city's water treatment facility functioning. Campbell and Ludwick have both emphasized that the city's water source is of high quality entering the treatment plant.

If any of the projects aftereffects involve murky waters, or if potentially lower water levels warm the rivers waters to the point of increasing algae levels, those could directly affect the city's treatment-plant effectiveness.

"The City's review, response, and analysis cannot be as thorough and detailed as would be expected under normal circumstances because of the communication failure and short deadline," Stayton's testimony to the Corps read. "The City of Stayton has not been given adequate time for appropriate and complete response. Campbell said the wet option would likely mean the city would have no problem, while it would equally minimize the effect on Detroit Lake recreation.

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### **Voters will weigh in on Stayton charter**

<https://www.statesmanjournal.com/story/news/local/stayton/2017/10/23/voters-weigh-stayton-charter/778676001/>

"The Charter Review committee was aware of the current state law that forbids the city from sending annexations to the voters. Since the issue is working its way through the courts, the committee wanted to leave it in the Charter, with the slight modification, in

case the courts rule in favor of home rule or cities,” Stayton City Administrator Keith Campbell said.

“The mayor will move to four-year terms as described (with) the idea as to allow the governing body more time to implement and oversee policy and goals,” Campbell noted.

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### **Stayton council cracks down on fireworks, soliciting**

<https://www.statesmanjournal.com/story/news/local/stayton/2017/08/25/stayton-council-cracks-down-fireworks-soliciting/602270001/>

- The council authorized City Administrator Keith Campbell to apply for a Big Jump grant.
- Campbell noted that the grant information states the “Big Jump will put bikes at the center of connecting people to the places where they live, learn, work and play.” The Big Jump Project will choose 10 municipalities to assist in quickly completing “planned high-comfort bike networks in a defined focus area – single neighborhood or district...”

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### **Keith Campbell: getting to know you**

<https://www.statesmanjournal.com/story/news/2014/02/26/keith-campbell-getting-to-know-you/5750731/>

“One of my strengths coming into the job is that I’m a complete outsider. I’ve come here with no biases or preconceived notions so I’m ready to listen and learn,” he said.

While it is rather early to focus on specifics, Campbell has been spending time talking with governing bodies and residents to understand the wants and needs of the community.

With that in mind, he is interested in which improvements people believe can be made and stresses that his is very much an open-door policy. He welcomes anyone to stop by, whether to just introduce themselves or to address an issue.

“If you see me out and about, stop me in the grocery store and say hello, or ask a question,” Campbell said.

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### **Stayton Police add Eagle, Ram mascots to patrol car**

<https://www.statesmanjournal.com/story/news/local/stayton/2018/01/05/stayton-police-add-eagle-ram-mascots-patrol-car/1004976001/>

“Our intention is for Officer Butler to be visible and approachable while working in our schools,” Police Chief Rich Sebens said. “As an agency, protecting and connecting with local youth is our top priority.”

“Communication as a whole has greatly improved between the schools and the police department since the school resource officer was implemented.”

City Manager Keith Campbell said Sebens and Button evaluated police resources, determined the outreach with schools was an effective use of resources and proposed the school resource officer to the city and schools.

“Great schools are a great economic driver for a community,” Campbell said. “So anything we can do to help make the schools great is considered a great economic investment.”

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### **Street maintenance priorities examined in Stayton**

<https://www.statesmanjournal.com/story/news/local/stayton/2015/02/04/street-maintenance-priorities-examined-stayton/22886107/>

"It's definitely a struggle with almost any city," Campbell said. "The idea is to figure out where we are at and identify what methods we want to try to use for both short term and long term." The city staff report acknowledged that while no street-assessment process is perfect, this one strives to take an analytical, data-driven approach to prioritize projects while being transparent. A further goal is to maximize the street maintenance budget.

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### **Stayton voters asked to fund operations of closed library, pool; Detroit eyes residency**

<https://www.statesmanjournal.com/story/news/politics/2020/04/27/oregon-primary-election-stayton-voters-ballot-taxes-levy-funding-pool/3015748001/>

The voters are being asked to pass an increase in the tax rate to 70 cents per \$1,000 of assessed value on homes in the city and extend the levy another five years. “The unfortunate thing for us, this is a levy that needs to be renewed every four years and this time we’re asking for five just to make it a little longer,” Stayton City Manager Keith Campbell said. “We’re dealing with unfortunate timing of it coming with COVID-19.”

If this levy fails, the city would have to make major cuts. “Internally what I’ll say is we have concerns of whether the library and the pool could still function or function at just basic levels,” Campbell said

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### **Levy Failures Force Fire Districts to Make Cuts**

<https://www.usnews.com/news/best-states/oregon/articles/2020-06-30/levy-failures-force-fire-districts-to-make-cuts>

Stayton City Manager Keith Campbell agreed the timing was bad.

“I think we had internal discussions with the COVID issue and the uncertainty people had and people losing their jobs, it’s a challenging time to go out and say hey, we need support on resources,” Campbell said.