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of the City of Heppner and the County of Morrow

**Heppner
GAZETTE-TIMES**

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Guest Editorial

Bridging the Chasm Between Strategic Planning and Project Implementation

By Brian Cole, chairman, Baker County Board of Commissioners

Over the past decade, I have had an opportunity not only to be a practitioner of community and economic development, but also a student and observer.

What I have witnessed is a process, mandated by state government, which requires counties and regions (clusters of counties) to complete a strategic plan in order to be eligible for funding to implement projects.

While I have always felt that it was logical for the state to require local planning before the release of funds, I have concluded that there is something broken about this process.

All too often, the local recipients of state funding, most notably Regional Strategies Boards across the state, have relegated the strategic planning process to a simple mechanism to be eligible for funding.

The process has gone something like this:

- 1) The state requires local strategic planning.
- 2) Local boards complete the obligatory strategic plan to "get the money."
- 3) Local boards receive the money and advertise locally to "come and get it."
- 4) Projects come in and the boards compare the projects to the original plan, sometimes using great imagination to link the project to the intended strategy.
- 5) The boards, in reactionary fashion, grant money to "what comes in the door."

The result is a huge chasm between the visionary strategic planning done in the first place and the projects that get ultimately funded.

At best, the boards manage their money well and fund good projects. In no cases, however, does the aggregate benefit of the various projects meet the original "vision statement" created in the strategic plan.

In the final analysis, the strategic plan is reflected back upon as a wildly enthusiastic vision with no basis in reality. The plan has become, in effect, a tactical grant application, not a strategic plan.

There has got to be a better way.

I believe that way is to put much more emphasis on the responsibility of leadership. The "we've got the money, come and get it" approach is not leadership. It can be in its worst sense, pork barrel politics.

How can we bridge the chasm between strategic, planning and project implementation?

I believe the solution will be found in the new partnership Baker County has forged with Morrow County. Both counties believe that there is a more proactive approach to the traditional relationship that regions have with the state. The state is more than our "banker," it is our partner in community and economic development activities. In fact, we believe that the state is our partner in all functions of government.

It is the perception of some counties and local government officials that the state's new program of Regional Partnerships is simply a "big brother" mechanism whereby the state can have greater influence in the activities of city and county government. We believe just the opposite: this is our opportunity to pro-actively define our relationship with state government and to meet our mutual objectives.

In the coming months, both Baker and Morrow counties will pro-actively define our game plan - indeed our strategic plan - for our relationship with state government.

The result will be an agenda far greater than the dispersal of lottery motley for community and economic development projects. After all, does anybody really believe that \$900,000 can turn around the economies of two counties? \$900,000 would barely pay the wages and benefits of Baker County's largest employer for one month.

There is no denying that whether it is community and economic development projects, better delivery of social services, completing the vision of the Sumpter Valley Dredge State Park, or better managing water reservoir levels on the Brownlee, our "agenda" in partnership with state and even federal governments is huge.

We can only bridge that chasm by assuming the leadership responsibilities of defining our whole agenda first and "pulling" those projects and issues along to successful completion.

In effect, we will move from a "come and get it" reactionary posture to a "make it happen" proactive position. If this is the type of government activity that appeals to you, I hope you will consider applying for an upcoming board appointment on the Baker/Morrow Regional Partnership. I expect that we will be advertising for these board appointments sometime in the next 90 days.

St. Patrick's Senior Center Bulletin Board

Eighty-two people were present for the senior meal Wednesday, Dec. 29, and 18 meals were home delivered. Members of St. Patrick Catholic Church served. Blood pressures were taken before the meal. The big Christmas tree was undecorated and the mess cleaned up by some of the tenants of the building. The tree had dried out so there were lots of needles all over the floor by the time the decorations were off.

The menu for Wednesday, Jan 12, will be sweet and sour chicken, rice, mixed vegetables (stir fried), coleslaw, hot roll and lemon bars. Members of the Episcopal Church will serve.

Mary Goheen is recovering from shoulder surgery. We wish her a speedy recovery. She gave the office staff a beautiful card and delicious box of chocolates for Christmas.

Remember, exercise is 10 a.m. Tuesdays and Thursdays; Bingo is at 7 p.m. Tuesday; cards are Tuesdays and Fridays at 1 p.m.. Jigsaw puzzles are available to work on every day, any time.

Obituaries

Elaine W. Stacy

Elaine W. Stacy, 62, of Boardman, died Wednesday, December 29, 1999 at her home.

A memorial service and burial will be held Thursday, January 6, 2000 at 2 p.m. at Riverview Cemetery in Boardman. Disposition was by cremation.

She was born May 27, 1937, at Bayard, Nebraska, to William and Martha Crowley Roberts. She had been a resident of Boardman the last 21 years.

Survivors include a son, Eugene Stacy of Ontario; a daughter, Bonnie Stacy of Boardman; brothers, Wayne Roberts of San Antonio, Texas, and George Roberts of Carlton, Texas; a sister, Mary Lou Peterson in Colorado; and three grandchildren. Her husband, Shirley Stacy; a son, Charles Stacy; and a sister, Mabel Briggs, preceded her in death.

Burns Mortuary of Hermiston is in charge of arrangements.

Alexander Hays Thompson

Alexander Hays Thompson died on December 30, 1999 at age 76. At his request, no services will be held.

Mr. Thompson was born May 1, 1923. His adoptive parents were Helen H. Hays Thompson and Ralph I. Thompson of Heppner.

After completing his education, he served two years in the U.S. Navy. He married Josephine F. Case, also of Heppner, in 1947. While still in Heppner, he served as deputy sheriff, volunteer fireman and photographer for the Heppner Gazette Times and was a jack-of-all-trades for the Case Furniture Company.

He and his family moved to Portland in 1960, where he became and remained a heavy duty and marine mechanic for two of the northwest's largest engineering/marine firms. After retiring at age 62, he pursued his hobby of building radio-controlled model airplanes and boats.

He was preceded in death by his son Brian L. Thompson. He is survived by his wife and his daughter, Linda M. Miller.

Disposition was by cremation. At the family's request, remembrances may be made to a favorite charity.

Gladys S. Reaney Hewitt

Funeral service for Gladys S. (Reaney) Hewitt, 82, Salem, will be held Saturday, January 8, 2000, at the Lutheran Church on Marion and Winter streets in Salem. Mrs. Hewitt died December 30, 1999.

Gladys Hewitt was born to Lawrence E. Reaney and Lillie Fell Reaney at Lexington on January 29, 1917. Her mother died when Gladys was a baby and she was raised by her father's sister and husband, Pearl and Art Parker. She attended school through the 11th grade at Heppner High School before moving to live with her father in Vancouver, WA.

In 1941 she married Melvin Johnson, who passed away November 26, 1980. She later married Melvin Hewitt.

Mrs. Hewitt was a homemaker and loved her home and gardening. She also enjoyed golfing.

Besides her parents and first husband, she was preceded in death by her daughter, Patricia Johnson, who died in 1965, and two older brothers, Morris and Alva Johnson. Survivors include her husband, Melvin Hewitt; son, Terrald Johnson; half sisters, Joyce Wolff, Portland, and Jean Hobson, Coquille; and half brothers, John Reaney, Hillsboro, and Robert Reaney, Lexington.

Jessie Ethel Ingalls

Jessie Ethel Ingalls, 93, of Adams, died Saturday, January 1, 2000, at Amber Valley Care Center in Pendleton.

The funeral for Mrs. Ingalls will be Thursday, January 6, 2000 at 2 p.m. in the chapel at Burns Mortuary of Pendleton with interment

to follow at Olney Cemetery in Pendleton.

She was born April 18, 1906, at Lone, to Alonzo A. and Lola Olden McCabe. She grew up at Lone and attended and graduated from Lone Grade School.

On October 11, 1937, she married Charley Ingalls at Walla Walla, Washington.

As a young woman she cooked for farm hands and later worked as a school cook with the Adams School District for 17 years, retiring in the early 1970s.

She was a member of the Adams Community Church, Adams Ladies Club and Eastern Star.

Her husband, Charley, died November 28, 1988. Survivors include a brother, Ernest C. McCabe of Heppner; and a sister, Charlotte L. Lundell of Eugene. She was also preceded in death by brothers, Jim McCabe, Lonnie McCabe, Earl McCabe, Bob McCabe and Clifford McCabe; and a sister, Anna Belle Eubanks.

Memorial contributions may be made to the Adams Community Church or the Adams Ladies Club.

Burns Mortuary of Pendleton is in charge of arrangements.

Morrow County School District Breakfast And Lunch Menus

Thursday, January 6-Waffle, fruit, milk; French dip sandwich, chickenwich with french fries, yogurt, variety bar #4, milk variety.

Monday, January 10-Cereal, toast, fruit, milk; Pepperoni pizza, tuna sandwich with chips, corn dog, variety bar #5, milk variety.

Tuesday, January 11-Muffins, fruit, milk; Spaghetti with roll, rib-a-que sandwich, peanut butter and jelly sandwich with chips, variety bar #6, milk variety.

Wednesday, January 12-Cereal, toast, fruit, milk; Soft taco, fishwich with fries, chef's salad, variety bar #7, milk variety.

Thursday, January 13-Biscuits, fruit, milk; Turkey gravy over potatoes with roll, hamburger with french fries, yogurt, variety bar #8, milk variety.

Monday, January 17-No school.

Tuesday, January 18-French toast, fruit, milk; Hawaiian pizza, cold ham and cheese sandwich with chips, beef teriyaki bites, variety bar #1, milk variety.

Wednesday, January 19-Cereal, toast, fruit, milk; Chili with cornbread, hot dog, cheeseburger with fries, variety bar #2, milk variety.

Thursday, January 20-Pancakes, fruit, milk; Chicken nuggets, taco salad, yogurt, variety bar #3, milk variety.

Friday, January 21-Cereal, toast, fruit, milk; Macaroni and cheese with roll, turkey sandwich with chips, burrito, variety bar #4, milk variety.

Monday, January 24-Cereal, toast, fruit, milk; Sloppy Joe, tuna sandwich with chips, cheese pizza, variety bar #7, milk variety.

Tuesday, January 25-Cinnamon rolls, fruit, milk; Grilled cheese sandwich with tomato soup, hamburger with french fries, yogurt, variety bar #6, milk variety.

Wednesday, January 26-Cereal, toast, fruit, milk; Chicken strips, cold ham sandwich with chips, barbecue beef sandwich, variety bar #7, milk variety.

Thursday, January 27-Waffle, fruit, milk; Baked potato with chili or cheese topping, turkey sandwich with chips, beef teriyaki bites, variety bar #8, milk variety.

Monday, January 31-Cereal, toast, fruit, milk; Breaded chicken, pepperoni pizza, peanut butter and honey sandwich with chips, variety bar #1, milk variety.

Menus are subject to change.

School Activities Calendar

Heppner Elementary School

Wednesday, January 5-Advisory Board meeting, Heppner Elementary School, 7 p.m.

Thursday, January 6-Geography Bee, 9-10:30 a.m.

Monday, January 10-School board meeting, HES, 7:30 p.m.

Thursday, January 13-End of semester.

Monday, January 17-Martin Luther King, Jr., Day, no school.

Friday, January 21-School is in session.

Heppner High School

Wednesday, January 5-Advisory Board meeting, HES, 7 p.m.

Monday, January 10-School board meeting, HES, 7:30 p.m.

Wednesday, January 12-Site Council meeting, 7 p.m.

Thursday, January 13-End of semester.

Monday, January 17-Martin Luther King, Jr., Day, no school.

Saturday, January 22-HHS drama production, 7 p.m.

Sunday, January 23-Drama production, 2 p.m.

Ione Schools

Monday, January 10-School board meeting, HES, 7:30 p.m.

Tuesday, January 11-Winter sport pictures, 2 p.m.

Wednesday, January 12-Ione Site Council, library, 5 p.m.

Thursday, January 13-end of first semester.

Monday, January 17-Martin Luther King, Jr., Day, no school.

MC Health Dept.

The Morrow County Health Dept. lists the following monthly schedule for blood pressures and immunizations:

Thursday, Jan. 6-blood pressures and immunizations, Heppner clinic, 8:30 a.m.-4:30 p.m., and Irrigon clinic, 9:30 a.m.-4 p.m.;

Tuesday, Jan. 11-blood pressures and immunizations, Boardman clinic, 9:30 a.m.-4 p.m.;

Thursday, Jan. 13-blood pressures and immunizations, Heppner clinic, 8:30 a.m.-4:30 p.m.;

Tuesday, Jan. 18-blood pressures and immunizations, Boardman clinic, 9:30 a.m.-4 p.m.;

Thursday, Jan. 20-blood pressures and immunizations, Heppner clinic, 8:30 a.m.-4:30 p.m., and Irrigon clinic, 9:30 a.m.-4 p.m.;

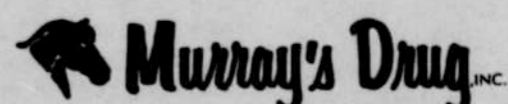
Tuesday, Jan. 25-blood pressures and immunizations, Boardman clinic, 9:30 a.m.-4 p.m.;

Thursday, Jan. 27-blood pressures and immunizations, Heppner clinic, 8:30 a.m.-4:30 p.m.

Wedding Tables

Katie Kenny & Bret Elithorp

Wedding: January 8th • Shower: December 28th



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Happy 45th Anniversary

January 8, 1955 - January 8, 2000

Bettie and Phil Doherty

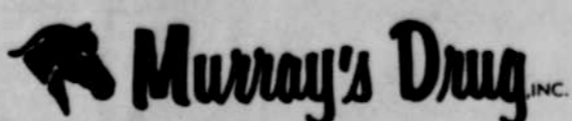
With love, from all your friends

Also, Happy Birthday Bettie! (January 8th)

All friends are cordially invited to attend the wedding of
Katie Kenny & Bret Elithorp
on Saturday, January 8th at 2 p.m.
at St. Patrick's Catholic Church
525 North Gale, Heppner

Reception following ceremony at Heppner Elks Lodge

1999 prescription profiles available on request



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