



CHELAN COUNTY WASHINGTON

DEVELOPING GREAT LEADERS BY DESIGN...NOT BY CHANCE.

UPSTREAM
NORTHWEST



ENVISIONED FUTURE PLAN

Leadership

Vision

Teamwork

Goals

Execution

Results

FEBRUARY 28, 2007

*IN FEBRUARY 2007, A LEADERSHIP TEAM CONSISTING OF CHELAN COUNTY
GOVERNMENT'S ELECTED OFFICIALS AND SENIOR MANAGERS JOINED TOGETHER TO
CREATE A PLAN FOR ITS ENVISIONED FUTURE*

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February 28, 2007

**Members of the Leadership Team
County of Chelan
Wenatchee, Washington**

Ladies and Gentlemen:

It is with great pleasure that we submit our report on your envisioned future plan. This document is the culmination of the hard work accomplished by a committed team of stakeholders. It represents a solid understanding of what Chelan County is, where it is headed and why it is going there.

The plan will only be as valuable as it is used and executed. It will serve as important beginning point and continuing guidance in the development of a strategic plan. Completion of a strategic plan will require the development of the objectives and goals necessary to move the County forward to align with its vision plan. This should include one-year goals that are designed with full accountability as to their accomplishment. Once completed the plan will be a living document. It will need monitoring and fine tuning as circumstances continually change.

We wish to thank the members of the vision planning leadership team for their commitment of time and hard work to participate in the successful development of this strategic direction. It is important to note that the successful achievement of the five-year themes and their supporting goals selected by the group will move the County significantly forward towards its courageous goal.

It is the responsibility of the entire Chelan County leadership team to give the new direction meaning and life. We believe you have made a significant start on the journey towards the envisioned future you have created for the government of Chelan County.

Sincerely,

Jon D. Wheeler, CPA, CVA
Chairman

Colin G. Brine, CPA
President/CEO

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THE 2007 VISION LEADERSHIP TEAM

The Following Vision Leadership Team Members were Instrumental in the Creation of the 2007 Chelan County Vision Plan presented in this report:

Buell Hawkins	County Commissioner
Ron Walters	County Commissioner
Russ Griffith	County Assessor
Evelyn Arnold	County Auditor
David Griffiths	County Treasurer
Cathy Mulhall	County Administrator
Greg Meinzer	County Undersheriff

Vision Drafting Team

Buell Hawkins	County Commissioner
David Griffiths	County Treasurer
Cathy Mulhall	County Administrator
Greg Meinzer	County Undersheriff

Vision Implementation Team

Keith Goehner	County Commissioner
Ron Walters	County Commissioner
Russ Griffith	County Assessor
Evelyn Arnold	County Auditor

OVERVIEW

On February 7, 2007, a Leadership Team consisting of elected officials and senior management team members of the Chelan County government (the “County”) met to develop a long-range vision for governance of the County. In addition, the Team also defined strategic themes and goals that support accomplishment of the envisioned goal created by the group. Colin Brine of Upstream Northwest led the group through the planning process. Additional meetings of a Vision Drafting Team (“VDT”) selected by the Leadership Team were held during the remainder of February to complete the process of finalizing a complete vision statement for use by the County in developing its strategic plans and goals.

This report is the result of that planning process. It defines the County’s core ideology, envisioned future, and long range strategic goal themes for the future. The Leadership Team reached consensus on what will constitute its strategic direction and future success. The strategic direction answers the following two fundamental questions:

1. Where is the County going? *Its future direction.*
2. Why is it going there? *Its reason for existence and core purpose.*

PLANNING STRATEGICALLY

The existence of this strategic direction, and its successful implementation, signals the County’s desire to lead via a more formal “*planning strategically*” leadership approach. Developing this strategic direction is not a one-time event, but an ongoing commitment and process to lead the County with a strategic orientation. This strategic orientation represents a compass that will guide the County’s future strategic decision-making and ongoing operational work.

PLANNING HORIZONS

During their planning meeting, the Leadership Team reviewed the four planning horizons that are used by successful organizations today. These horizons significantly differ in strategic focus and the length of planning time. Organizations that successfully employ the four planning horizons understand the difference between what should never change, and what should be open to change. They are aware of the difference between what is genuinely sacred and what is not. This rare ability to manage continuity and change is facilitated by the development and use of the four planning horizons.

OVERVIEW (continued)

These horizons are defined as:

- VISIONARY – The Fifteen- to Thirty-Year Vision Horizon
- ASSUMPTIVE – The Five- to Ten-Year Critical Assumptions Horizon
- STRATEGIC – The Three- to Five-Year Strategic Planning Horizon
- TACTICAL – The One-Year Execution Planning Horizon

ARTICULATING A VISION

The Leadership Team's first objective was to understand, clarify, and embrace the County's core ideology while at the same time create a vision of the future that will inspire the County to its full potential. According to Jim Collins in his study of enduring great organizations *Built to Last*, "A well conceived vision consists of two major components – core ideology and an envisioned future. A good vision builds on the interplay between these complimentary yin-and-yang forces: it defines 'what we stand for and why we exist' that does not change (*the core ideology*) and sets forth 'what we aspire to become, to achieve, to create' that will require significant change and progress to attain (*the envisioned future*)." Collins depicts the co-existence of these two interdependent forces in the fundamental yin and yang graphic as "*preserve the core/stimulate progress.*"

THE COUNTY OF CHELAN'S VISION PROCESS

The process included a comprehensive survey completed individually and anonymously by the Leadership Team members and selected individuals from the County's elected and management structure. The compilation of the survey results was distributed to the Leadership Team members and used extensively during the visioning process. The compilation of visioning survey responses can be found in Appendix I.

THE NEED FOR STRATEGIC FOCUS

Organizational strategic focus or intent is very important. One challenge the County faces is a rapidly changing demographic, economic and political environment that offers more opportunities and threats than the County has the resources to accomplish. The temptation to do every thing can often lead an organization to *try to be all things to all people*. The result of this approach is not doing anything particularly well. If everything is important – *nothing is important*. Planning strategically is counter to the *all-things syndrome*. It is about identifying a limited number of *key strategic initiatives* that the County must undertake to move successfully into its envisioned future. Implementing a new strategic direction will bring focus to its future activities.

OVERVIEW (continued)

THE STRATEGIC CHALLENGE

The Chelan County government provides an array of services to the people, businesses and organizations residing within its geographic borders. It is governed by a board of commissioners and several elective offices. Its services are managed and delivered through a number of departments and districts. The strategic challenge will be to identify what the County is doing today, what is not being done today, and what must be done in the future to realize its envisioned future. This strategic challenge is not about business as usual – **it is about change!**

DEVELOPMENT OF THE STRATEGIC DIRECTION

The Leadership Team's next objective will be to begin the development of a credible and relevant strategic direction distinguished both by its simplicity and its power to assist in making tough decisions in order to sustain the County's past success and its envisioned future. The strategic direction will serve as a guide for the continuing development of short-term goals that will be fully clarified, defined, and entrusted in a process that insures successful completion of each goal.

THE VISION

The vision horizon consists of core ideology and a twenty-year envisioned future.

CORE IDEOLOGY

Core Ideology clarifies what must be preserved in an environment of rapid and unpredictable change. It defines the Chelan County government's enduring character. The County's Core Ideology consists of its central purpose and core values.

Central Purpose

The central purpose describes the County's very reason for being. It captures the soul of the Chelan County government. This purpose reflects the importance that all stakeholders attach to the County's work. It is timeless in nature and, unlike a goal, cannot be fulfilled. While County's purpose does not change, it should inspire change.

Core Values

Core values are a small set of timeless, guiding principles that do not require external justification. They serve as essential, enduring tenets having intrinsic value and importance to the County and its staff. Core values are so deep-seated and valid that the County would work to preserve them no matter the obstacles.

ENVISIONED FUTURE

The second component of the County's vision framework consists of a courageous goal and a descriptive future. It represents a bit of a paradox. On one hand conveying something solid and specific and on the other hand creating an image of a time not yet realized—the dreams and aspirations of things to come.

Courageous Goal

The courageous goal is a huge challenge and its achievement will require the County to move outside of its comfort zone. The goal can be accomplished and has a clear finish line, but will require heroic effort and perhaps a bit of luck. The goal will stimulate everyone's activity, commitment, and participation beyond the County's present leadership. The courageous goal is very clear and compelling to everyone connected with the County and does not require explanation. It sets the direction for the succession of future strategic plans.

Descriptive Future

The descriptive future describes what the world will be like for the stakeholders (the County's citizens, businesses, organizations, elected officials, management and employees) if the County were to achieve its courageous goal. Its purpose is to motivate everyone at the County to put their best effort into fulfilling the goal because of what it will mean for them.



OUR CENTRAL PURPOSE

***“KEEPING CHELAN COUNTY A GREAT PLACE
TO LIVE, WORK AND PLAY”***

OUR CORE VALUES

PLACE PUBLIC NEEDS FIRST

PROTECT AND PROMOTE QUALITY OF LIFE

WISE AND EFFICIENT USE OF PUBLIC RESOURCES

ACCOUNTABLE AND OPEN GOVERNMENT

PURSUIT OF EXCELLENCE

RESPONSIVE TO CITIZENS



OUR COURAGEOUS GOAL

***“MAKE CHELAN COUNTY THE RECOGNIZED
GOVERNMENT MODEL FOR LEADERSHIP,
EFFICIENCY AND INNOVATIVE SERVICES WITHIN
THE STATE”***

OUR DESCRIPTIVE FUTURE

SEVERAL CITIZENS FROM CHELAN COUNTY, ALONG WITH REPRESENTATIVES FROM THE ENVIRONMENTAL AND DEVELOPMENT COMMUNITIES, JOINED COUNTY EMPLOYEES AND ELECTED OFFICIALS ON THE COURTHOUSE STEPS FOR AN HISTORIC PHOTO COMMEMORATING TWO MILESTONES.

WITHIN THE LAST MONTH, NACO (NATIONAL ASSOCIATION OF COUNTIES) HAS NAMED CHELAN COUNTY AS THE RECIPIENT OF ITS “EXCELLENCE IN COUNTY GOVERNMENT AWARD” FOR 2026; THE AWARD IS PRESENTED ANNUALLY TO A COUNTY THAT BEST REPRESENTS THE TRAITS OF LEADERSHIP, EFFICIENCY AND INNOVATION IN THE DELIVERY OF SERVICES TO ITS CITIZENS. IN ADDITION, USA TODAY LISTED CHELAN COUNTY AS ONE OF THE “TOP 10 MOST LIVABLE COUNTIES IN THE US” AND NUMBER ONE IN THE STATE OF WASHINGTON FOR BEING A GREAT PLACE TO LIVE, WORK AND PLAY.

CHELAN COUNTY’S JOURNEY AND ACCOMPLISHMENTS WERE TWENTY YEARS IN THE MAKING, STARTING WITH THE COUNTY’S ELECTED OFFICIALS IN 2007, WHO COMMITTED TO A VISIONING PROCESS TIED TO GOAL SETTING AND PERFORMANCE MONITORING. THEY FOCUSED ON CREATING A “ONE STOP SHOP” FOR ACCESS TO GOVERNMENT SERVICES; AND, THE COUNTY CAMPUS BECAME THE COMMUNITY HUB. ELECTED OFFICIALS AND CITIZENS EMBRACED INNOVATIVE TECHNOLOGIES PROVIDING INTERACTIVE ACCESS TO THE FULL ARRAY OF COUNTY SERVICES.

OVER THE LAST TWENTY YEARS, COLLABORATION WITH STATE AND FEDERAL AGENCIES IN THE “PUBLIC LANDS DIALOGUE GROUP” HAS INCREASED THE AMOUNT OF PRIVATE LAND WHICH CAN BE DEVELOPED WITHIN THE COUNTY. AN INCREASE OF AVAILABLE PRIVATE LAND, COUPLED WITH INTENSE EFFORTS FROM THE REAL ESTATE AND HOME BUILDER INDUSTRIES ALLOWS CHELAN COUNTY TO STATE THAT HOME OWNERSHIP IS AN ATTAINABLE GOAL FOR THE AVERAGE CHELAN COUNTY WAGE EARNER.

LONG TERM THEMATIC GOALS

With a clear and compelling vision created, the next phase of the process was to build a series of long range goal themes. These are long range guiding goals that follow a thematic approach. These thematic long range goal themes become foundational guidance for all strategic planning and goal setting. Planning on all horizons must align with the county's core ideology, envisioned future and thematic long range goals.

LONG RANGE GOAL IDEAS

In order to develop the guiding goal themes, the Leadership Team first created a list of long range goal ideas. Once all ideas were submitted and discussed, the team organized them into natural categories, which represent the final thematic goals. These themes are presented below followed by a table of the themes with the detail of goal ideas. The goal ideas will prove valuable in the strategic planning process.

LONG TERM GOAL THEMES

The County's key themes are vision-based statements that will provide guidance and broad strategic direction. They are not stated in any order of priority. All of the Themes will need to be successfully sustained if the County is to fully achieve its envisioned future. The key themes selected are:

- **SUSTAINABILITY**
- **COLLABORATION & PARTNERSHIPS**
- **ACCESSIBILITY**
- **QUALITY ASSURANCE**
- **LIVING AFFORDABILITY**
- **ECONOMIC VIABILITY**
- **PUBLIC AND PRIVATE LAND MIX**
- **COMMUNICATION AND FELLOWSHIP**

THEME	GOAL IDEAS
SUSTAINABILITY	<ul style="list-style-type: none"> ▪ Balance human and environmental needs. ▪ Sustainable mix of agriculture, recreation and the environment.
COLLABORATION & PARTNERSHIPS	<ul style="list-style-type: none"> ▪ Continue to combine collaborative efforts of federal, state and county governments & citizens. ▪ Create collaborative partnerships among various government agencies and the private sector. ▪ Continue development of government to government and government to private partnerships in providing government services.
ACCESSIBILITY	<ul style="list-style-type: none"> ▪ Create a focus group to determine how services could be delivered via the web. ▪ Build friendly web-based service to the public. ▪ Web-based government services [Q-is this duplicative with above?] ▪ Create a web-based interactive system where every county form can be accessed and submitted to the appropriate department. ▪ Make facilities assess for disabled citizens. ▪ Develop facilities as service centers for optimum public access. ▪ Washington street closed. Area enclosed and a part with all services available in one place. ▪ Funding sources to sustain facilities and infrastructure improvements. ▪ One stop shopping ▪ One stop service centers. [Q-is this redundant?]
QUALITY ASSURANCE	<ul style="list-style-type: none"> ▪ Mystery citizens program to access county services and provide evaluations of experiences. ▪ Engage citizens in participation. ▪ Peer review. ▪ Stay focused with goals, communication and measurement.
LIVING AFFORDABILITY	<ul style="list-style-type: none"> ▪ Work with the development community to remove barriers to create more affordable housing.
ECONOMIC VIABILITY	<ul style="list-style-type: none"> ▪ Find ways to allow new large developments without impacting environment, power allocation or services. ▪ Seek innovative income opportunities to or from the land. ▪ Develop stringer industrial growth areas. ▪ Complete new year-round recreational complex in the Chelan area.
PUBLIC AND PRIVATE LAND MIX	<ul style="list-style-type: none"> ▪ Be a leader in working out ideas for private ownership of some of the land owned by state and federal government. ▪ Set a goal to reduce federal ownership of land in Chelan County to 50%.
COMMUNICATION AND FELLOWSHIP	<ul style="list-style-type: none"> ▪ Make communication and interaction a continued and valued part of the culture.

THE VISION ROLLOUT PLAN

When an organization discovers and defines its vision, it is a very engaging and compelling process. Participants usually feel a new connection, sense of purpose and excitement about the future for the organization and their role in that future. The participants are essentially “bought-in” to the vision. But what about the people who were not there for this process? How do we get them to buy-in?

THE VISION ROLLOUT PLAN

The answer lies in a thoughtfully prepared and executed vision rollout plan. The County Leadership Team selected a team that will create and rollout such a plan. Plan components usually include time frame, methods of communication, celebrations, connecting to all planning, reminders, rewards, and of course fun.

CHELAN COUNTY WASHINGTON



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UPSTREAM
NORTHWEST



ENVISION DISCOVERY SURVEY RESULTS

Leadership

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FEBRUARY 7, 2007

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1. WHAT ARE THE THREE GREATEST STRENGTHS CHELAN COUNTY GOVERNMENT POSSESSES THAT WILL BENEFIT THE FUTURE OF CHELAN COUNTY?

1 st Greatest Strength	2 nd Greatest Strength	3 rd Greatest Strength
Livability	Economic Potential	Community Support
expanding tax base	rise in property value	
Solid Fin. Base & Good Budgeting Practices	Commitment to "live within" our fin. means	Recognition we exist to serve the public interests
Sheriff coverage and response	Fire district coverage and response	Centralized government campus
Facilitating public/private partnerships and creating collaborative environments	Seeking breakthrough strategies when encumbered by regulation, to the benefit of the community	A BOCC with a functional working dynamic
Sound financial management	Caring elected officials	Excellent employees
We're small enough that any customer can talk to the 'boss'.	We have an expandable tax base which will grow as the County grows.	There will always be a steady demand for property in Chelan County.
Insightful Leadership	Openness to the Public	Fiscal Responsibility
Leaders	Responsiveness	Communication
Highly competent employees.	Outstanding elected officials.	
Loyal, long term employees		
Stable as to length of tenure.	All Elected Officials have family History in community	All elected officials have current or previous ties to the private sector.
People and their willingness to work together	Natural environment	Ag industry
Employees	Historical traditions	Economy
Citizens	Elected Officials and staff who care and want to do a good job	fiber net work system

2. WHAT ARE THE THREE BIGGEST CHALLENGES CHELAN COUNTY GOVERNMENT FACES IN THE NEXT 20 YEARS?

1st Biggest Challenge	2nd Biggest Challenge	3rd Biggest Challenge
Financial Instability	Leadership Sustainability	Long Range Planning
retaining hi-quality hands-on employees		
Land use planning (only 13% of available land is private)	Pressure to fulfill mandates with limited resources	Reconciling what public expects us to do versus what we are required to do
Jail overcrowding and high cost	Maintaining campus facilities	Campus security
Facing growth with a steady hand and strong unified vision	Building collaborative enterprises with other regions	Facilitating agricultural and economic opportunities in a changing global marketplace
Maintaining the same level of service for the increased population	Creating more private landownership within the county	Dealing with an aging and more diverse population
We need to be visionaries and activists rather than reactionists!	Trying to please everyone and ending up not really pleasing anyone. How many rules do we really need?	Keeping a small town mentality of Government when we are twice as big!
Managing Growth - Land Use	Trying to meet the public needs with dwindling tax resources	The Current Model of County Gov't in Chelan County is very inefficient having silos of gov't under each elected official is ineffective & costly
increased population	agricultural issues	natural resources
Supporting the work of the courts with inadequate state funding.	Balancing the need for fiscal accountability with the need to provide vital services to a growing community.	Attracting and recruiting the best available employees.
Staffing Priorities in Criminal Justice	Securing the courthouse campus	Health Care Expenses
Water Quality and Quantity	Limited Private land base	Regulatory environment
Maintaining ag base	Land use planning	Allocating adequate water for expansion of business and residential needs
Cost of Labor	Population Growth	Technology
Poor Communication between Elected Officials	Environment of distrust	Communicating with the Public

3. IN 10 WORDS OR LESS, DESCRIBE WHAT YOU BELIEVE TO BE THE CENTRAL PURPOSE OF CHELAN COUNTY GOVERNMENT.

A commitment to the well-being of all individuals by providing for basic physical and social needs, including those which support children and families, in an atmosphere of safety, equity, dignity, justice and economic opportunity.
To simply manage the needs of the public.
Provide mandated services in an efficient, cost-effective and friendly manner.
Provide sheriff and fire protection services to residents in County
To enhance safety, and community without overbearing regulation or intrusion into the private sector.
Provide quality essential government services for a reasonable cost.
Deliver a nonabusive efficient and honest government to the people.
To provide needed public services in a fiscally responsible manner.
To maintain and improve adequate resources, infrastructure, etc., to ensure the continuing vitality and safety of our county.
To provide essential services to citizens- ethically, efficiently, and responsibly.
To provide various services to taxpayers and other citizens in a professional, efficient, and honest manner.
Provide a climate in which free-enterprise can thrive.
Provide basic services to ensure an orderly society.
Serving the citizens of Chelan County.
Responsive coordinated effort to meet the public needs efficiently

4. DESCRIBE 6 CORE VALUES THAT ARE DEEPLY HELD BY CHELAN COUNTY GOVERNMENT LEADERS & EMPLOYEES

Leadership	Partnership	Integrity	Commitment:	Awareness	Equity
Trust	Accountability	Service Oriented	Dedication		
We exist to serve the public and we work for them	Our first priority will be mandated activities	We will allocate resources to perform those mandated activities to the best of our ability	Chelan County performs most tasks better than the average county		
Trust	Honest	Fair	Steadfast	Decisive	Committed
Protecting the quality of the air, water and land of the County	Promoting property rights but not the detriment of the community	Expanding agricultural opportunities regionally, statewide and nationally	Caring for the less fortunate by encouraging their ability to contribute to the County	Facilitate economic, social and environmental opportunities without overbearing regulation	Fair application of legislation in concert with other jurisdictions, primarily cities, and adjacent counties
Sound financial management	Care about our community	Care about family	Generous (for example, donated leave)	Pride in their work	Willingness to improve
Honesty	Efficiency	Conscientious	Service oriented	Responsible	
Service to the Public	Fiscal Responsibility	Open Government	Responsiveness to Public needs	Innovation	
loyalty	honesty	integrity	diligence	compassion	accountability
Honesty	Transparency	Candor	Responsibility	Efficiency	Respect
Treating all people with dignity and respect	Behaving like a public servant	Wise and judicious spend of taxpayer dollars	Not taking advantage of government positions	Providing safe work places	Valuing our employees with excellent management skills
right to own & use property	Stable employment opportunities	Safe living environment	Quality education system	Recreational opportunities	Sense of community
Commitment to being a public servant	Providing services efficiently	Desire for better county government	Protection of Chelan County assets		
Honest	Trustworthy	Fair	Open		
integrity	dedicated	established	territorial	reliable	close minded

5. IF CHELAN COUNTY GOVERNMENT COULD ACHIEVE ONE EXTRAORDINARY, AUDACIOUS GOAL BY THE YEAR 2027, WHAT WOULD IT BE?

Develop a comprehensive strategy/plan for funding future needs beyond one year.
Expand the campus and purchase the Library Building for growth and consolidation.
Complete all of our mandated tasks without increasing the INDIVIDUAL tax and fee burden on citizens and businesses, while being recognized by our constituents as a "people friendly place" to live, work, and do business.
Making the county residents feel so secure they could leave their doors unlocked and walk the streets in safety.
A vibrant local economy with a robust agricultural sector that has not been destroyed by rural sprawl and the loss of productive land
Condemn both sides of Douglas Street for one block, have the city vacate Washington and widen Palouse, and build a campus with facilities large enough to accommodate twice the needs of the justice system and county, including doubling our jail and courtroom space, and provide for the prosecutors and public defenders.
Build a sustainable tax base for a quality support of all government services.
To receive the full appropriation from the Federal Government for PILT (payments in lieu of tax).
To ensure that its residents have the same or an improved quality of life.
Provide an outstanding criminal justice system without the need to burden county residents with excessive taxes.
Chelan County, the Regional Support Network and the jail partners should find a way to divert mentally ill offenders from the jail setting. I am not advocating any decriminalization of charges. What I am suggesting is that these special needs offenders do not belong in our current jail setting. So, Chelan County should step up with local treatment providers and advocates for the mentally ill, to find a suitable, safe, secure diversion facility that is staff not by jailers, but trained mental health professionals. Along the same lines, Chelan County should seek opinions other than just from the RSN as to how those funds are being spent.
Continue to provide excellent and affordable service to citizens
Balancing the rights and freedoms preservation with the need to implement protections which conflict with longstanding practices and enjoyment.
Make Chelan County seamless and invisible.
In the old Courthouse name the main floor 1 not floor 2. It may not sound like much but this would be a first step in placing the public's needs first.

6. IF CHELAN COUNTY GOVERNMENT ACHIEVES THE GOAL YOU DESCRIBED ABOVE, HOW WILL THAT AFFECT YOU?

Chelan County will have the capacity to sustain best practice and develop innovative programs and services.
It doesn't.
I will be gratified and greatly relieved, if I'm still alive.
Would give me a good feeling that there is peace in the valley.
Preserves rural and agricultural lifestyles that contribute to the well being of the community, and thus enhances the quality of public services. The ability of the area to flex with national and global pressures sustains personal choice
It would allow the court to provide the same level of service we do now.
Chelan County Government holds in its hands the ability to make every part of this County function to its fullest potential for enjoyment by the rich and the poor in the future. The correct decisions must be made now for housing, recreation, jobs etc. so I'll still be successfully dealt with at age 80!
This would allow me the resources to meet all the responsibilities that are part of my position.
Positively.
This would be a source of pride and satisfaction.
It will affect the entire Criminal Justice system, not just me. Additionally, it will provide a much needed, proactive response to the mentally ill who find themselves in legal trouble. A mental health diversion facility will assist the courts in better meeting the needs of the criminal justice system and the offender as well, getting that individual in to court ordered mental health treatment programs and proper medication. It will also alleviate management issues on custody officers who are ill-trained to cope with these special needs offenders.
By 2027 I hope to enjoy necessary government services and be able to afford the taxes that pay for them.
I will have a more relaxed attitude about government intervention and will be able to enjoy the natural and man-made enhancements without constant concern of inappropriate activity.
It won't. And that is the whole purpose.
I would develop a more interactive web site Staff could work from home. Restructure courthouse as service centers

7. IT IS THE YEAR 2027. IN AS FEW WORDS AS POSSIBLE, DESCRIBE WHAT CHELAN COUNTY'S STAKEHOLDERS WILL BE SAYING ABOUT THE LEGACY LEFT BY THE LEADERSHIP 20 YEARS EARLIER.

Chelan County is a sustainable community that has successfully integrated its economic and physical development with preservation of its natural environment - clean air and water, wildlife habitat and open spaces - through joint planning, public safety, cooperation and action.
They were optimistic and conservative, and their goal's kept pace with the changing environment.
All in all, the leaders did the very best with "what they had to do with". An economic environment had been created which provided diverse opportunities for sustained growth. And to the extent possible in local government, an efficient and cost-effective structure was in place to deliver mandated services to the public.
That too many decisions were politically motivated and benefited only a few and not the majority.
That the leaders responded responsibly to economic and agricultural pressures, stewarded development while carefully restricting the loss of productive land, and did not bow to short term development pressure. Considered changing demographics and identified the needs of future generations by helping diversify the economy, expand regional and national influence, and respect the personal choice.
Hopefully they'll say: "It's amazing what visionary leadership and financial acumen provided the citizens of Chelan County. It's an even better place to live and raise a family than it was in 2007."
Hind sight is always 20/20 and they will probably say things like "why didn't they they put a tunnel through rocky point on Lake Chelan in 2007?"
Innovation in land use planning has strengthened property rights for all citizens of the County.
Thanks to the insightful and prospective thinking of our past leaders, we are adequately equipped to handle present day issues.
They will be grateful for the legacy left by our commissioners, particularly for the numerous capital projects that were successfully completed.
Accomplishments to building/land purchases around the county campus will probably be the major legacy. Many other commissioners talked about doing such things, but these guys seemed to get it done.
Thank God they invested in the infrastructure which allowed the private sector to thrive!
I hope there will be an understanding of the commitment of today's leaders as to their desire to provide a societal structure to continue to build on without sacrificing the long-held values of the County.
It is a government agency that works for the citizens and taxing entities of Chelan County and the State of Washington.
If we do not change the puzzle picture on the box will look different to citizens than how the real puzzle turns out.