

MINUTES
STRATEGIC PLANNING MEETING
LANCASTER COUNTY BOARD OF COMMISSIONERS
COUNTY-CITY BUILDING - ROOM 302
TUESDAY, JULY 28, 2015
1:00 P.M.

Commissioners Present: Roma Amundson, Chair
Larry Hudkins, Vice Chair
Deb Schorr
Bill Avery
Todd Wiltgen

Others Present: Kerry Eagan, Chief Administrative Officer
Gwen Thorpe, Deputy Chief Administrative Officer
Dennis Meyer, Budget and Fiscal Officer
Jeff Bliemeister, Chief Deputy Sheriff
Timothy Hruza, Director of Policy and Research,
Lincoln Independent Business Association (LIBA)
Dan Nolte, County Clerk
Ann Taylor, County Clerk's Office

Advance public notice of the Board of Commissioners Staff Meeting was posted on the County-City Building bulletin board and the Lancaster County, Nebraska, web site and provided to the media on July 27, 2015.

The Chair opened the meeting at 1:02 p.m. **NOTE:** A copy of the Open Meetings Act was available.

AGENDA ITEM

- 1 SETTING THE STAGE FOR STRATEGIC PLANNING** - Robert Blair, Associate Professor, School of Public Administration, University of Nebraska at Omaha (UNO); and Jerry Deichert, Director for the Center for Public Affairs Research, UNO (Facilitators)

A more detailed agenda was disseminated (Exhibit A).

A. Introductions

Brief introductions were made.

B. Review of Agenda and Goals for the Meeting

Robert Blair, facilitator, reviewed the agenda and discussed goals for the meeting.

C. Overview of Strategic Planning

Blair gave an overview of the strategic planning process (see Exhibit B).

D. Completion of Survey

Commissioners and staff were asked to complete two survey questions:

- 1) What are the 3 most critical challenges that affect the future growth and development of Lancaster County?*
- 2) What are the 3 most critical challenges that are faced by the Lancaster County Board?*

E. Quick Data Review

Jerry Deichert, facilitator, gave an overview of demographic and economic information for Lancaster County, noting the following (Exhibit C):

- Lincoln's has approximately 89% of Lancaster County's total population
- There hasn't been significant development within most of the rural communities, with the exception of Bennet, Hickman and Waverly
- Lincoln is projected to have a population of over 300,000 in 2021 and will become a city of metropolitan class
- Lancaster County's population is growing at more than twice the State rate
- There has been a steady growth of population because births exceed deaths and there has been a greater immigration than outmigration (approximate 3,000 to 4,000 person increase every year)

Hudkins arrived at the meeting at 2:04 p.m.

- Lancaster County attracts a large number of college-aged individuals and has a sizable outmigration of 30 to 40 year-olds
- The largest immigrations rates were for individuals 85 or older
- 15.7% of Lancaster County's population was minority compared to 17.9% for the State (2010 figures)
- Jobs have been growing faster than population (employment has passed the pre-recession level)
- Per capita person income for Lancaster County is generally greater than Nebraska as a whole but less than the rest of metropolitan Nebraska (students are counted in the population base and are apt to have lower incomes)

The meeting was recessed at 2:12 p.m. and resumed at 2:25 p.m. Commissioners Amundson, Avery, Schorr and Wiltgen were present.

F. Summary of Survey Results

Blair summarized the survey results as follows (Exhibit D):

What are the 3 most critical challenges that affect the future growth and development of Lancaster County?

- 1) Infrastructure Needs & Financing
- 2) Public Safety Financing/Criminal Justice
- 3) Program & Service Delivery Efficiencies & Collaboration
- 4) Development Outside Lincoln
- 5) Economic Development/Jobs
- 6) Social Safety Net

Hudkins returned to the meeting at 2:31 p.m.

What are the 3 most critical challenges that are faced by the Lancaster County Board?

- 1) Human Resources Management Development/Organizational Development
- 2) Financing/Public Safety
- 3) Unfunded Mandates/Legal Challenges
- 4) Communicating with the Public/Stakeholders
- 5) Vision of the Board/Future Focus

G. Rating the Key Issues and Challenges

See Item F.

H. Small Group Discussion of Issues

The Commissioners and staff split into two small groups for discussion of the issues identified in the survey. It was suggested that the groups focus on the top three issues in each category, develop specific issue statements, and identify goals to address those issues. Group One was facilitated by Blair and was comprised of Commissioners Hudkins and Wiltgen; Dennis Meyer, Budget and Fiscal Officer; and Gwen Thorpe, Deputy Chief Administrative Officer. Group Two was facilitated by Deichert and was comprised of Commissioners Amundson, Avery and Schorr; and Kerry Eagan, Chief Administrative Officer.

The two groups came back together. Blair said Group One focused on infrastructure and public safety financing issues (see Exhibit E). Deichert said Group Two discussed infrastructure, public safety, human resources, interlocal cooperation and efficiencies, unfunded mandates, implications of the Comprehensive Plan and how to provide services to all of the cities and villages in Lancaster County (Exhibit F).

I. Next Steps

Amundson felt the Board should develop a mission and vision statement.

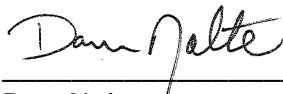
Schorr suggested the Board identify two or three priorities to focus on.

Blair said he and Deichert will summarize the comments and submit a draft document to the Board within two weeks. There was consensus to have the facilitators come back for a follow-up meeting.

Blair also indicated he will be teaching a program evaluation class to upper level graduate students in the fall. He said the students will be required to do field projects and offered to have them work with the County.

2 ADJOURNMENT

MOTION: Hudkins moved and Schorr seconded to adjourn the meeting at 3:57 p.m. Hudkins, Avery, Wiltgen, Schorr and Amundson voted aye. Motion carried 5-0.



Dan Nolte
Lancaster County Clerk



**Lancaster County Board
"Setting the Stage for Strategic Planning"
Agenda
July 28, 2015, 1 to 4 P.M.**

Facilitators: Robert Blair and Jerry Deichert, University of Nebraska at Omaha.

1. Introductions
2. Review of agenda and goals for the meeting
3. Overview of strategic planning
4. Completion of Survey
5. Quick data review
6. Summary of survey results
7. Rating the key issues and challenges
8. Small group discussion of issues
9. Next steps
10. Adjourn

Please consider the following questions, you will complete the survey early in the session.

Based on your observations and experiences, in your opinion:

1. What are the 3 most critical challenges that affect the future growth and development of Lancaster County? (Be as specific as you can.)
2. What are the 3 most critical challenges that are faced by the Lancaster County Board? Be as specific as you can.)

The Basics of Strategic Planning

An approach to preparing and planning for a complex project

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Strategic Planning Fundamentals

- Focus on organization mission and activities
- Identify stakeholders interested in and affected by organization
- Research and examination of environmental factors
- Position the organization to take advantage of a changing environment

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Employing Strategic Planning

- A flexible planning and management technique
- Can be used to address large scale holistic issues
- Adaptable to small scale specific projects
- May be time consuming and expensive

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The Strategic Planning Process

- Develop or refine mission statement
- Establish goals and priorities from mission statement
- **Scan environmental data**
- **Conduct SWOT analysis**
- **Prepare set of specific objectives**
- Formulate an action plan to accomplish objectives
- Use plan as guide for implementation
- Monitor results and revise accordingly

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Develop Mission Statement

- Outline broad mission of project:
- Do they conflict with organizational goals and objectives?
- Who are the stakeholders for this project?
- Do the stakeholders differ for whole organization?

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Establish Goals and Priorities

- Identify goals and priorities of project to be implemented:
- How do they mesh with organizational goals and mission?
- What are the boundaries for strategic planning intervention?

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Collect and Scan Environmental Data

- Collection of information relevant to the mission of organization
- May include demographic, social, and political data
- What trends can be identified?
- How do we compare to peers?

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Conduct SWOT Analysis

- List strengths, weaknesses, opportunities and threats of the project:
- What factors may affect the project?
- How will they affect implementation?

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Prepare Set of Objectives

- List objectives of project
- What do we want to accomplish?
- Are they measurable?
- Are the objectives of the project reasonable and achievable?

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9

Formulate an Action Plan

- Develop a timetable for implementation:
- What is a reasonable set of accomplishments and expectations?
- What resources will be needed?
- Are they new or reallocated resources?

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Use Plan as Guide

- Formulate a work plan:
- Who will be responsible for implementation?
- How will project be managed?

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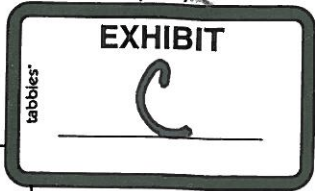
Monitor Results of Plan

- Evaluate efforts and modify plan:
- Who will measure the implementation plan?
- What can be done to improve implementation in the future?

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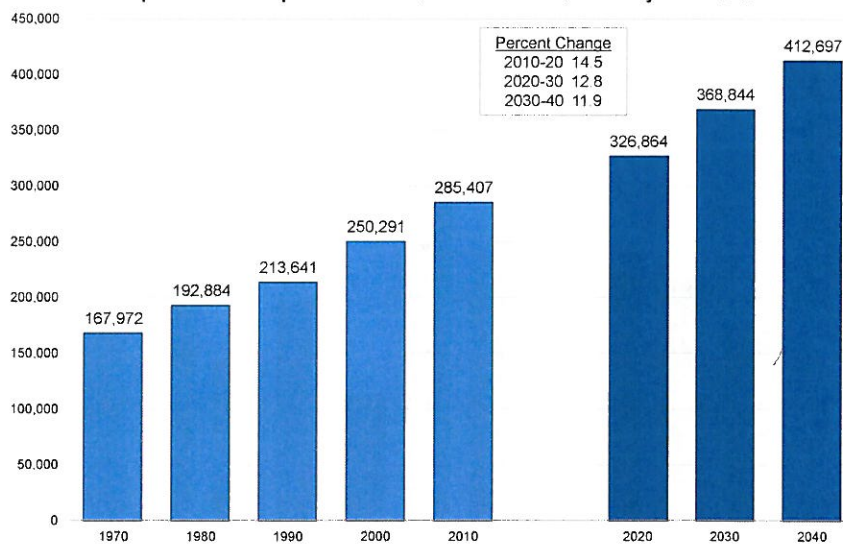
Selected Demographic and Economic Information for Lancaster County July 28, 2015

Contact
Jerry Deichert and Bob Blair

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rblair@unomaha.edu

402-554-2134
402-554-3865

Population and Population Projections for Lancaster County: 1970-2040

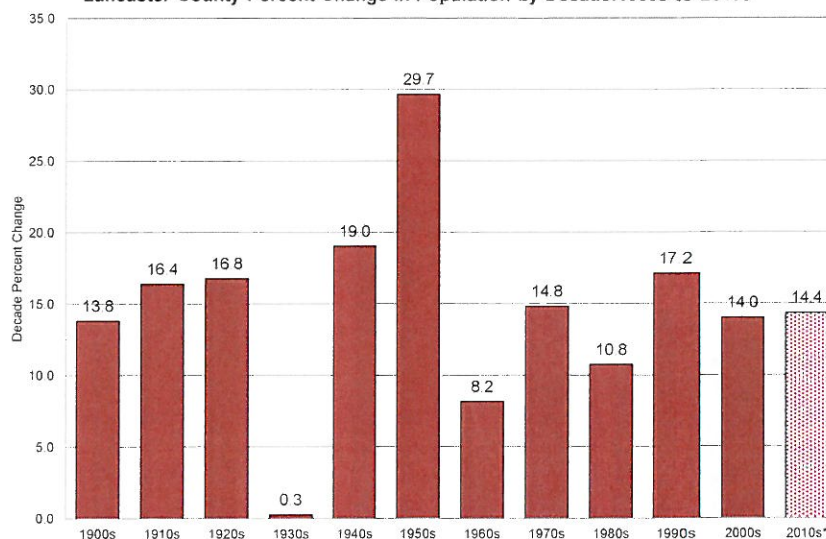


Source: U.S. Census Bureau, Decennial Censuses
Projections by Center for Public Affairs Research, UNO, for the Lincoln/Lancaster County Planning Department, 2010

Population Change 1900s to 2010s

- Between 1970 and 2010, the average decade percent change was 14.2% (state 5.3%).
- Since 2010, Lancaster County's population is growing at a decade rate of 14.4%.

Lancaster County Percent Change in Population by Decade: 1900s to 2010s



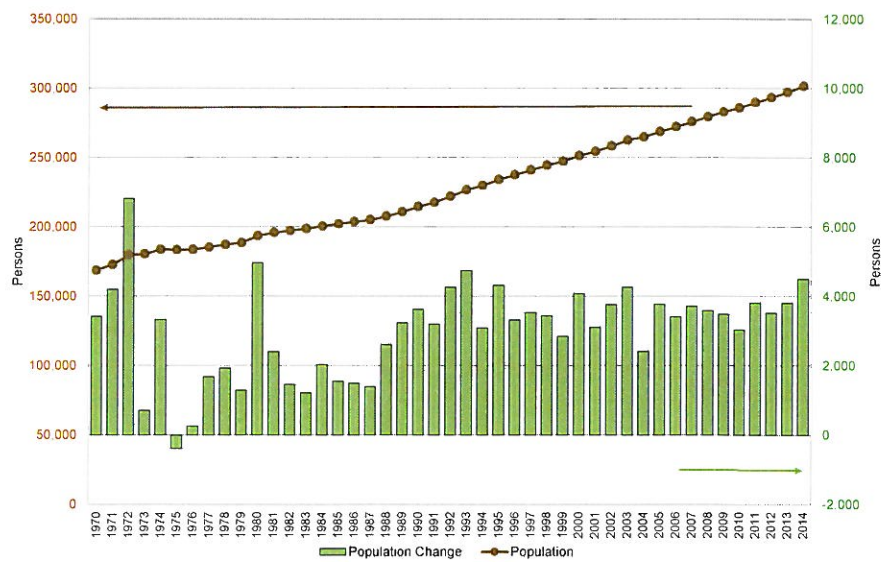
Sources: Decennial Censuses, U.S. Census Bureau
Prepared by Center for Public Affairs Research, UNO

*Decade change extrapolated from 2010-2014

Population and Population Change: 1970 to 2014

- Population has increased every year but 1 since 1970
 - Small drop in 1975
 - Slow growth between 1976 and 1987
- Highest population in 2014 at 301,795
- Since 1988 averaging growth of about 3,500 per year

Population and Population Change for Lancaster County, 1970 to 2014



Source: Annual Population Estimates, U.S. Census Bureau



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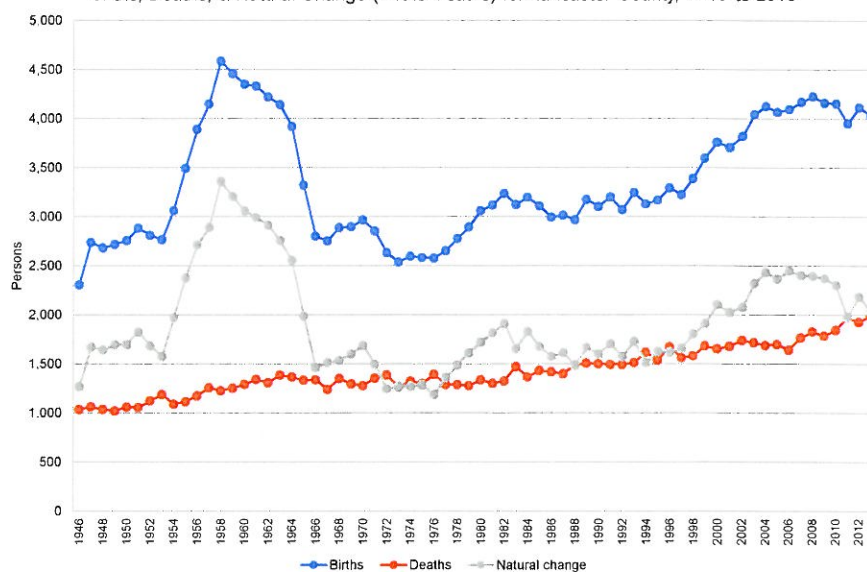
Natural Change = Births - Deaths

- Births
 - Peaked in 1958 with 4,586 births
 - Declined until 1973 recording a low of 2,537 births
 - Increased with year-to-year fluctuation from 1988 to 2008--4,226 births
 - 2013 births—4,030
- Deaths
 - Increased steadily with year-to-year fluctuations
- Natural Change
 - Lowest level in 1976 with recent peak in 2006



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Births, Deaths, & Natural Change (Births-Deaths) for Lancaster County, 1946 to 2013

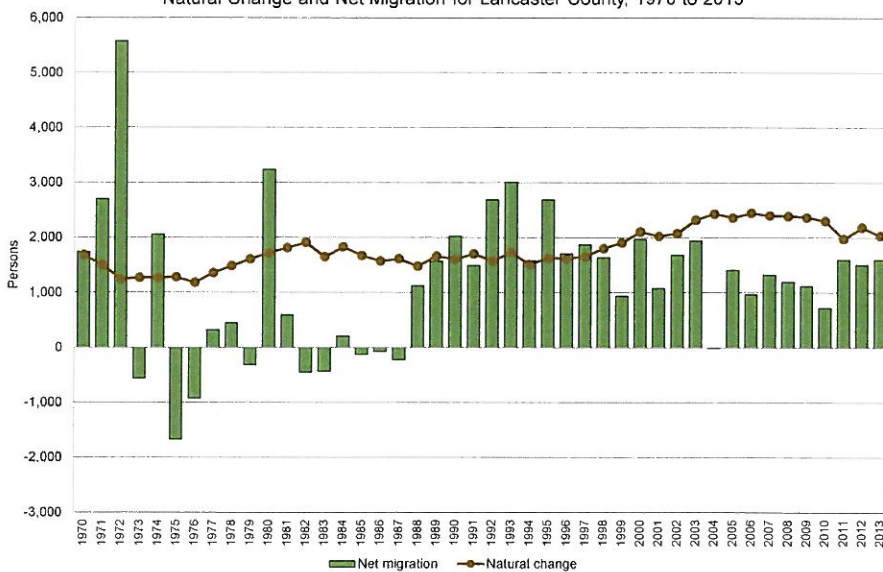


Source: Vital Statistics Reports, Nebraska Department of Health and Human Services

Net Migration

- Prior to 1988, years of both inmigration and outmigration
 - Major years of inmigration 1971, 1972, and 1980
- Since 1988, averaging inmigration of about 1,500 persons
- Since 1988, there has been only 1 year of net outmigration (2004)

Natural Change and Net Migration for Lancaster County, 1970 to 2013

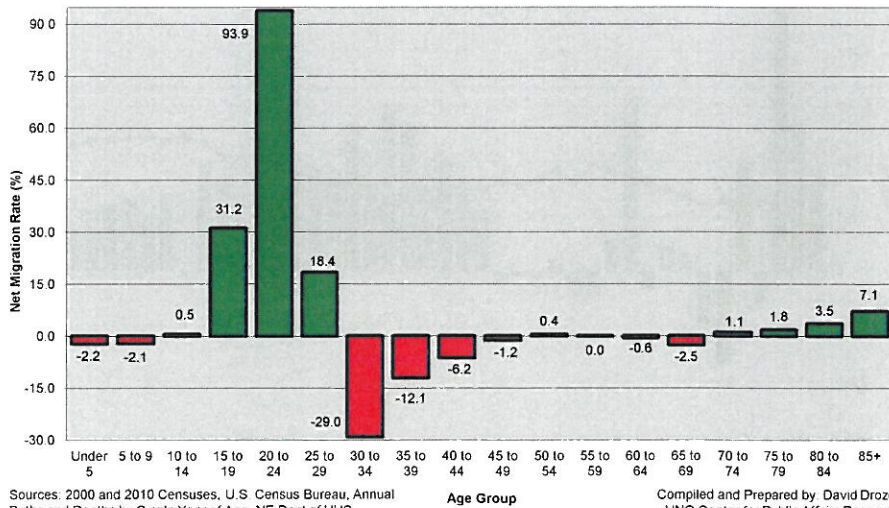


Source: Vital Statistics Reports, Nebraska Department of Health and Human Services, Annual Population Estimates, U.S. Census Bureau

Net Migration by Age

- Lancaster County attracts a large number of college-aged persons (15-29).
- Lancaster County keeps some of these students on graduation but still has a sizable outmigration of 30 to 44 year-olds.
- Before 15 years and after age 45 years, there was little in or outmigration. The largest immigration rates were for people 85 or older.

Lancaster County Net Migration Rate by Age for 2000-2010
Overall Net Migration Rate = 4.9%

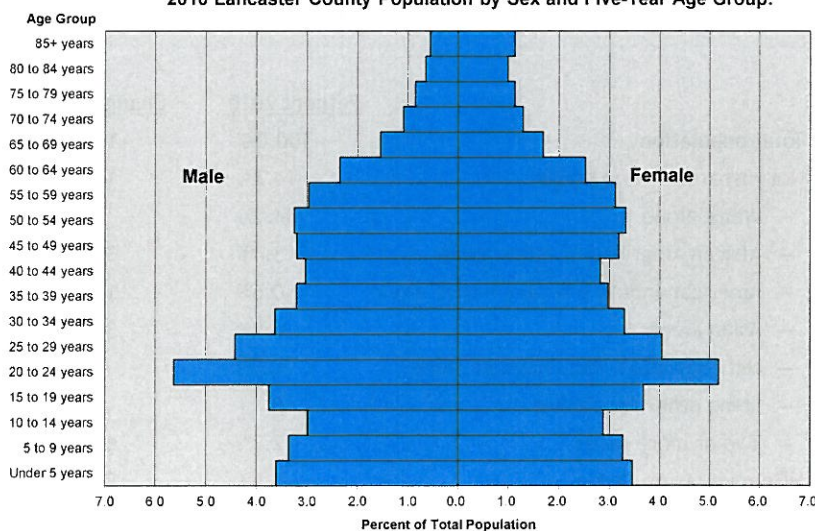


Age Distribution

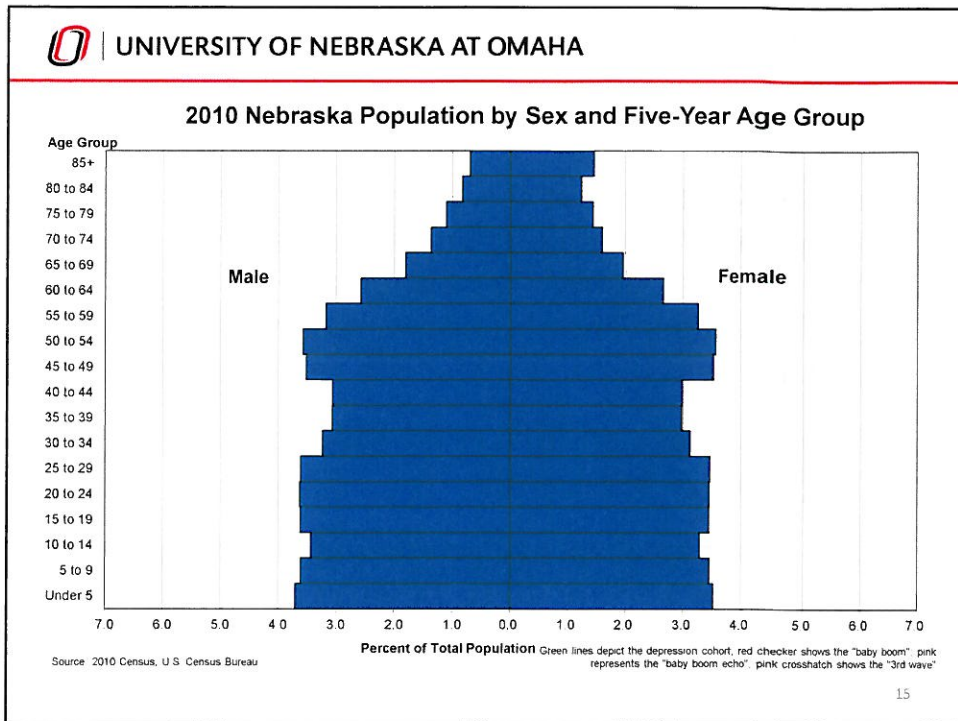
The next chart looks at the age distribution by dividing each 5-year age group for males and females by the county's total population. For example, 3.5 percent of Lancaster County's population was females under the age of 5 years.


- The largest age group was for the prime college age (20 to 24 years old).
- One of the smallest age group under 60 years of age was for persons 10 to 14 years old.

2010 Lancaster County Population by Sex and Five-Year Age Group:



2010 Census of Population, U.S. Census Bureau



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Race and Hispanic/Latino Origin for Lancaster County

	Percent 2010	Change 2000-10
• Total population	100.0%	14.2%
• Not Hispanic/Latino Origin	94.2%	11.1%
– White alone	84.3%	8.4%
– African American or Black alone	3.4%	39.8%
– American Indian & Alaska Native alone	0.6%	18.6%
– Asian alone	3.5%	39.0%
– Nat. Hawaiian, Pac. Islander alone	0.0%	-2.2%
– Some other race alone	0.1%	7.7%
– Two or more races	2.2%	62.5%
• Hispanic/Latino Origin	5.8%	97.8%
• Minority	15.7%	58.4%

Population and Jobs for Lancaster County

- Since 1969 jobs have grown much faster than population

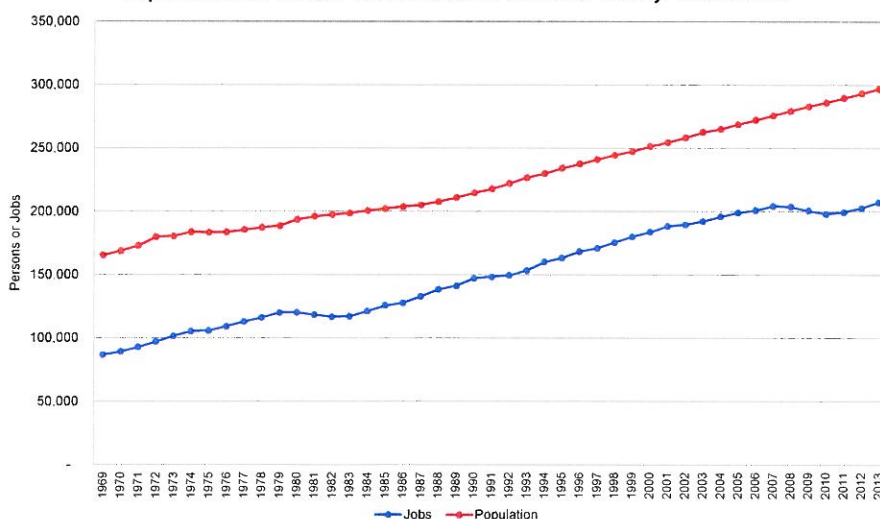
- Jobs

1969	86,608	
2013	207,390	139.5% increase

- Population

1969	165,351	
2013	297,285	79.8% increase

Population and Full and Part-time Jobs for Lancaster County: 1969 to 2013

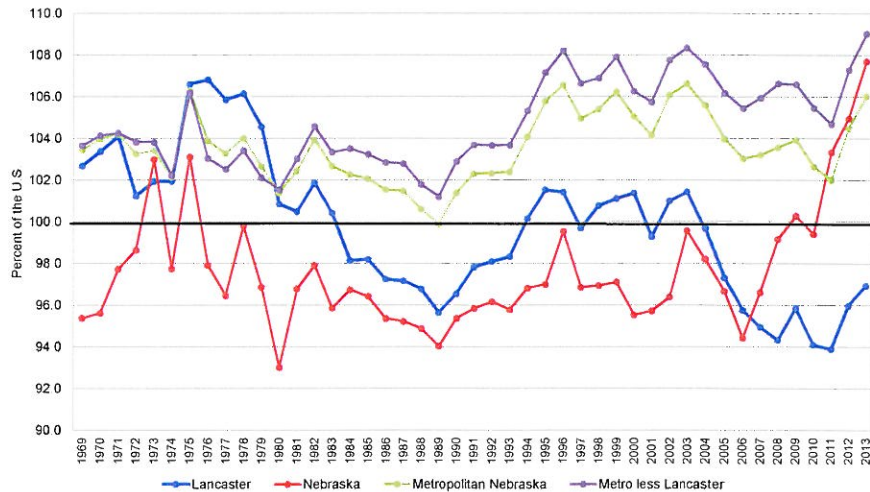


Source: US Bureau of Economic Analysis, Regional Economic Information System

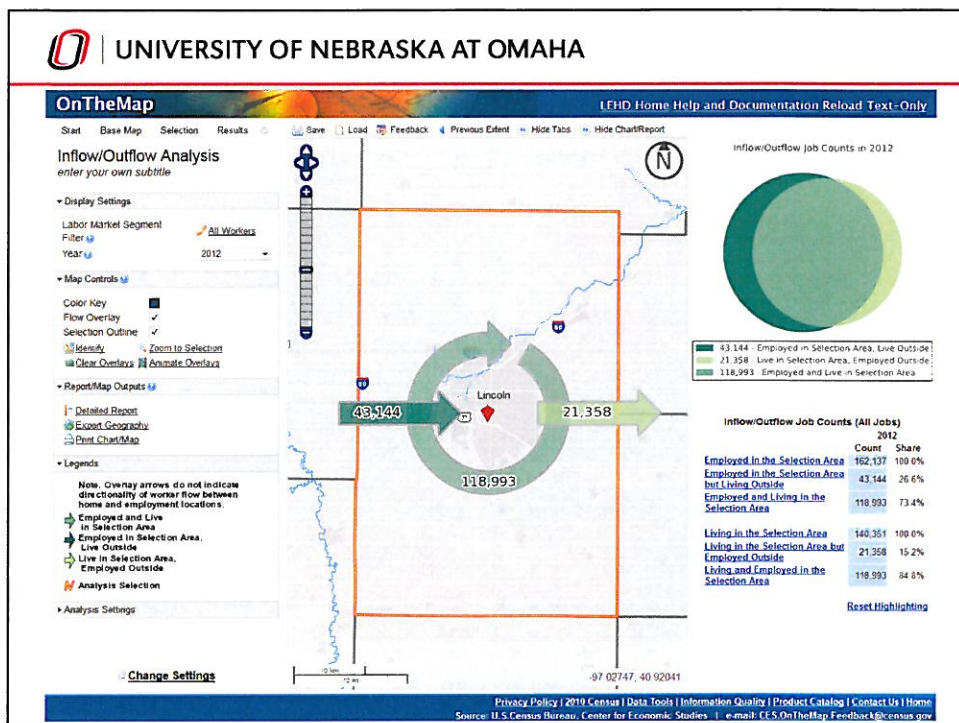
Per Capita Personal Income for Lancaster County

- Generally greater than Nebraska as a whole but less than the rest of metropolitan Nebraska
- Strongest in the late 1970s and dropped below the Nebraska metropolitan average in 1980 and has remained there
- Since 2003, the gap between Lancaster County and the rest of metropolitan Nebraska has widened
- Reached lowest level in 2011

Per Capita Personal Income for Lancaster County, Metropolitan Nebraska, and the State as a Percentage of the U.S.: 1969-2013



Source: US Bureau of Economic Analysis, Regional Economic Information System



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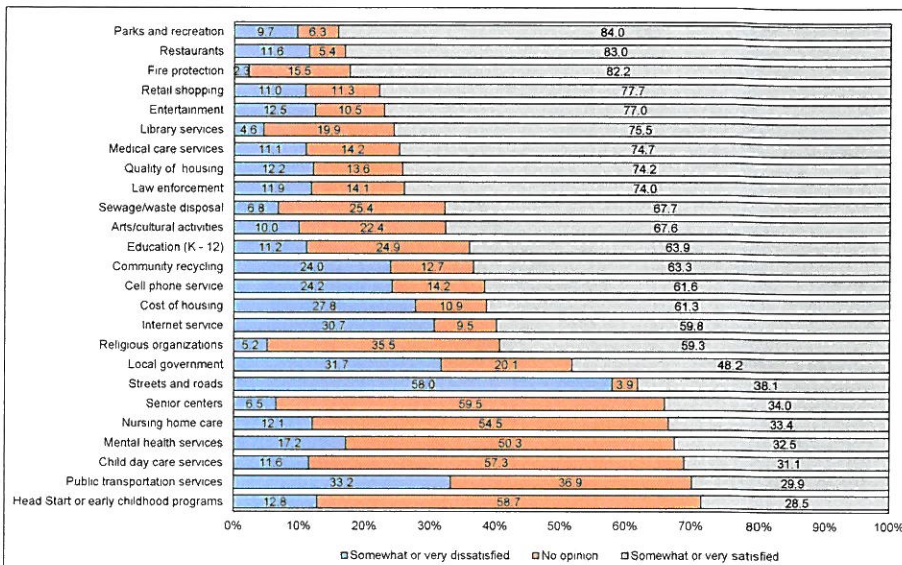
Inflow and Outflow of Workers in Lancaster County

Jobs Counts by Counties Where Workers Live - All Jobs (Work in Lancaster County)			Jobs Counts by Counties Where Workers are Employed - All Jobs (Live in Lancaster County)		
	2012			2012	
	Count	Share		Count	Share
All Counties (Where live)	162,137	100.0%	All Counties (Where work)	140,351	100.0%
Lancaster County, NE	118,993	73.4%	Lancaster County, NE	118,993	84.8%
Douglas County, NE	7,017	4.3%	Douglas County, NE	8,210	5.8%
Sarpy County, NE	2,721	1.7%	Saline County, NE	1,878	1.3%
Seward County, NE	2,689	1.7%	Sarpy County, NE	1,676	1.2%
Cass County, NE	2,428	1.5%	Seward County, NE	947	0.7%
Gage County, NE	2,335	1.4%	Hall County, NE	683	0.5%
Saunders County, NE	2,136	1.3%	Gage County, NE	600	0.4%
Otoe County, NE	1,906	1.2%	Saunders County, NE	500	0.4%
Saline County, NE	1,644	1.0%	Buffalo County, NE	470	0.3%
Dodge County, NE	1,195	0.7%	Cass County, NE	447	0.3%
All Other Locations	19,073	11.8%	All Other Locations	5,947	4.2%

Source: U.S. Census Bureau, Center for Economic Studies, LEHD

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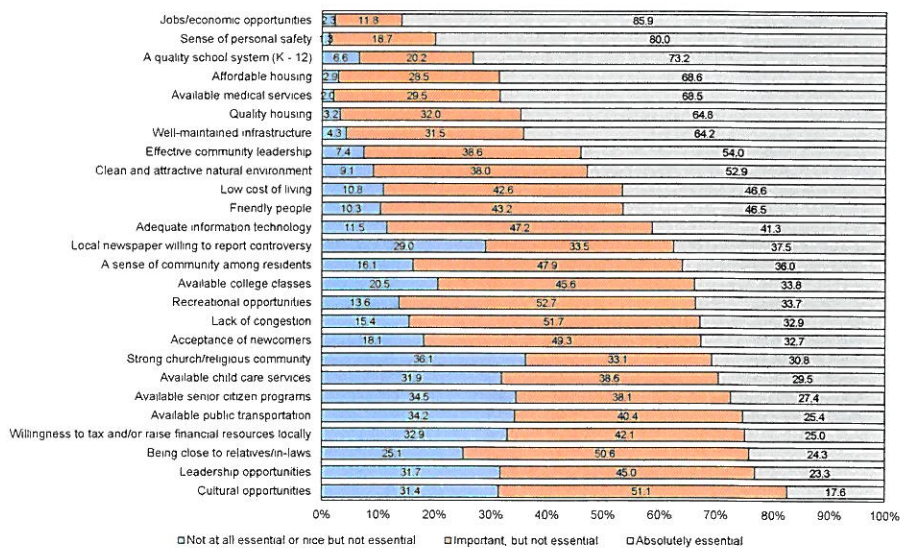
How satisfied or dissatisfied are you with each item listed below in your community?



Source: 2014 Nebraska Metro Poll, Center for Public Affairs Research, UNO

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How essential or necessary are the following characteristics of a community in order for you to have a high quality of life?



Source: 2014 Nebraska Metro Poll, Center for Public Affairs Research, UNO



Population for Lancaster County and Its Communities: 1860-2010

	2010	2000	1990	1980	1970	1960	1950	1940	1930	1920	1910	1900	1890	1880	1870	1860
Lancaster County	285,407	250,291	213,641	192,884	167,972	155,272	119,742	100,585	100,324	85,902	73,793	64,835	76,395	28,090	7,074	153
Bennet	719	570	544	523	489	381	396	412	428	473	457	495	474	214	--	--
Davey	154	153	160	190	163	121	112	125	154	123	--	--	--	--	--	--
Denton	190	189	161	164	151	94	101	126	114	145	--	--	--	--	--	--
Firth	590	564	471	384	328	277	245	323	322	332	343	307	259	230	--	--
Hallam	213	276	309	290	280	264	172	168	193	212	168	--	--	--	--	--
Hickman	1,657	1,084	1,081	687	415	288	279	320	302	380	388	382	341	--	--	--
Lincoln	258,379	225,581	191,972	171,932	149,518	128,521	98,884	81,984	75,933	54,948	43,973	40,169	55,154	13,003	--	--
Malcolm	382	413	372	355	132	116	93	121	121	125	--	--	--	--	--	--
Panama	256	253	207	160	153	155	168	174	198	210	230	--	--	--	--	--
Raymond	167	186	167	179	187	223	196	199	205	249	236	200	--	--	--	--
Roca	220	220	84	130	118	123	105	127	107	133	129	177	191	115	--	--
Sprague	142	146	157	168	119	120	110	121	135	112	--	--	--	--	--	--
Walton CDP	306	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
Waverly	3,277	2,448	1,869	1,726	1,152	511	310	306	315	334	297	266	N/A	132	--	--
Yankee Hill CDP	292	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
Lincoln Percent	90.5	90.1	89.9	89.1	89.0	82.8	82.6	81.5	75.7	64.0	59.6	62.0	72.2	46.3	--	--

County Issues

1. Infrastructure needs and finance
2. Public Safety financing
Criminal Justice
3. Program & Service delivery
efficiencies and
collaboration
4. Development outside
Lincoln
5. Econ development / jobs
6. Social Safety Net

County Board

1. Human resources management
development / Organizational
development
 2. Financing / Public safety
 3. Unfunded mandates /
Legal challenges
-
3. Vision of the Board
future focus
 4. Communicating with the
public / stakeholders

LANCASTER CO.

① INFRASTRUCTURE ~~60% of BUDGET~~ TO PROP TAX - FIN. ROADS

~~PUB SAFETY~~
IMPACT ON RURAL RESIDENTS
USED TO FOCUS ON RELIEF TO RURAL RESIDENTS

FIBER CONNECTIVITY / TO RURAL COMMUNITI
RURAL / URBAN CHALLENGES - LACK OF TAX
GROWTH IN SMALL COMMUNITIES (EQUIT
NEED TO CONNECT HOVS TO SMALL COMMUNITIES

② Pub Safety financing

60% of BUDGET TO THIS FUNCTION
JAIL / TREATMENT & REHAB OF PRISONERS
COMMUNITY CORRECTIONS
DRUG COURT

CROSS-CUTTING CHALLENGES -
FINANCING HUMAN SERVICE PROGRAMS

STRATEGIC PLAN ISSUES

[2]

COUNTY-WIDE

ACCESS TO FLEXIBLE &
GROWING TAX BASE

- SALES TAX?

NEED TO IDENTIFY ESSENTIAL
COUNTY-DELIVERED SERVICES

MUNICIPAL COUNTY CONCEPT

INVESTMENT IN RURAL
COMMUNITIES (STAs)

FINANCING HUMAN SERVICES

COUNTY BOARD ISSUES

3

COMMISSION OF INDUSTRY
RESOLUTIONS REFORM
(Unfunded mandates)

JOINT BUDGET FUNDING -
CITY / NON-PROFITS
HARD TO EVALUATE

LEGISLATIVE RELATIONS

County Board

①

1. County needs to address aging roads & bridges and newer development

RUTS - find funding for

Repair flood damage

~~Res~~ Support RTSD

Match promises with action & funding

2. En~~for~~sure roads ^{bridges} are safe

* Maintain passible county roads

* Appropriate signage

1A

Plan for South beltway
and changing access

Public Safety (Both)

②

Possible overcrowding
of a brand new jail

* Cut down on recidivism
rate with clinical
social worker

As Lancaster County
adds population needs
to add more law enforcement,
Corrections / attorneys

* Community corrections
Differed maintenance

* Provide adequate social
safety net & behavioral health

Human Resources

(4)

How do we balance
recruitment, retention,
retirement

How do we control labor costs
and benefits while attracting
qualified people.

How to address
Rapid turnover of younger workers
Very little control over them

* Emphasize service aspect
of public service

* Look other amenities to keep
young people

(5)

* Improve inter local
cooperation & efficiencies

Unfunded mandates

Tort liabilities are a
huge issue

* Communicate to tax payers
what these are

* Educate & communicate with
the legislators

County Issues

4, 5, 4

~~Members~~ Follow / be aware
of implications of
comp plan

How do we provide services
to all cities/villages in
Lancaster County