

**MINUTES**  
**STRATEGIC PLANNING MEETING**  
**LANCASTER COUNTY BOARD OF COMMISSIONERS**  
**COUNTY-CITY BUILDING - ROOM 302**  
**THURSDAY, JANUARY 21, 2016**  
**1:00 P.M.**

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

Others Present: Kerry Eagan, Chief Administrative Officer  
Gwen Thorpe, Deputy Chief Administrative Officer  
Dennis Meyer, Budget and Fiscal Officer  
Timothy Hruza, Director of Policy and Research,  
Lincoln Independent Business Association (LIBA)  
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 January 20, 2016.*

The Chair opened the meeting at 1:04 p.m. **NOTE:** A copy of the Open Meetings Act was available.

**AGENDA ITEM**

- 1 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)

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, presented a summary report of the meeting held July 28, 2015 to facilitate strategic planning discussion (Exhibit A). Blair noted the meeting helped the Board to identify some basic issues, challenges and goals to help develop a foundation to meet the objectives of a strategic planning program. He said a number of broad issues were identified:

- Infrastructure needs and financing
- Public safety financing and criminal justice
- Program and service delivery efficiencies and innovation

- Economic development/jobs
- Social safety net
- Taxes

Blair said one of the core concepts of strategic planning is to break issues into those that are internal and external in nature (see Exhibit A, Page 6):

#### Internal Challenges

- Human resource management - Recruiting and retaining qualified staff

Amundson remarked the County also needs to offer a program that allows employees to retire.

- Board development - Roles and responsibilities of elected and appointed officials

Schorr said she believes a gap exists in terms of orientation/training for new Board members and elected and appointed officials. Other issues cited were succession planning and continuing education. Hudkins said the Board has encouraged departments to participate in the Nebraska Association of County Officials' (NACO's) Institute of Excellence, a professional development program for county officials. Kerry Eagan, Chief Administrative Officer, said in-service training is also provided to the Board at Staff Meetings and said that framework will be included in a handbook that is being developed which will serve as the basis of training for Board members, elected officials and appointed officials.

Blair felt these issues could be addressed on an administrative level, rather than through a strategic planning effort. Deichert added the County has already identified some of the actions that should be taking place and can figure out the necessary steps.

Blair suggested the County could try to determine best practices by contacting other counties and states. The National Association of County Officials (NACo) was also suggested as a resource.

#### External Challenges

- Mandates
- Other legal issues and collaborations

#### Cross Cutting Challenges (Internal and External in Nature)

- Communication with the public
- Budget and finance

Eagan said he envisioned the Board looking at the areas of greatest need and responsibility through this process, from the perspective of statutory duties, and prioritizing them. He added the Board will need to make some hard decisions, due to budget restrictions. Amundson noted the County needs to put money aside for the East Beltway which may mean addressing taxes. Avery asked how many counties in Nebraska have a sales tax. Hudkins said Dakota County is the only one he is aware of. Eagan said it is only effective in areas that have not adopted a sales tax and said some of the villages may have already done that. Schorr said if the Board is looking at ways to share its message about priorities and funding decisions, it should get creative in looking at other ways to accomplish those goals besides increasing taxes. She cited utilizing social media such as Facebook and Twitter (online social networking services) and seeking funds from national endowments and foundations as examples.

Blair explained what would be involved in a comprehensive strategic planning undertaking, i.e., research, data collection, bringing in stakeholders, and compiling and analyzing the data, etc. He said the process can be very time consuming and expensive.

Deichert said it seems the Board has identified three different goals so far to address internal challenges: 1) Alternative funding sources; 2) Professional development; and 3) Developing a handbook.

Amundson said she believes the Board needs to include the elected officials and representatives of the rural communities and business organizations, such as the Lincoln Independent Business Association (LIBA) and Lincoln Chamber of Commerce, as they may have different perspectives. She also suggested utilizing Doodle or SurveyMonkey to survey the community about what they type of services they expect and how the County is meeting their needs. Thorpe cautioned the Board that the survey would have to be carefully worded so the Board wouldn't be asked to do something over which it has no authority.

Brief discussion took place on economic development efforts including participation in the Lincoln Partnership for Economic Development (LPED), contracting with the Southeast Nebraska Development District (SEND) for administration of Community Development Block Grant (CDBG) program income funds, and paying a portion of the salary for Mike Lang, Administrative Assistant to the Mayor, Economic Development. It was noted the last CDBG project occurred in 2012. Schorr requested a "white paper" (authoritative report or guide) on the CDBG components and regulations so the Board can better promote the program. Eagan remarked that tourism has a big impact on economic development and suggested that is an area that would benefit from strategic planning. Hudkins felt more should be done to promote the State Recreational Areas in Lancaster County, the Lincoln Sailing Club, or the Camp Creek Threshers, an antique machinery and threshing association. Further promotion of the trails system in Lancaster County was also suggested. Schorr questioned whether the Board is doing enough to let organizations know about the availability of grants through the Visitors Improvement Fund. Deichert summarized the following goals: 1) Re-establish contact

with Lang; 2) Coordination for economic development outside of Lincoln; and 3) Tourism opportunities and promotion within and outside of Lincoln.

Avery suggested the need for a media coordinator. Amundson said Melanie Dawkins, Bloom Boost Media, has expressed interest in providing services to the County on a contract basis, such as setting up Facebook and Twitter accounts. Schorr noted there are 25-30 public relations firms in Lincoln and Lancaster County that may be interested in providing the service and suggested further research. Thorpe said any communications would have to be carefully managed for retention purposes as they will be considered public documents. Deichert stressed the need to continually provide new content when using social media and respond to feedback.

Amundson commented on how mandates impact the County. Eagan said perhaps the Board needs to better communicate to the public how mandates affect property taxes. Deichert said that could be part of the Board's long-term communication strategy.

Schorr exited the meeting at 2:44 p.m.

Deichert said the University of Nebraska's Department of Communication Studies is "on the cutting edge" of working with social media and may be willing to work with the County for a nominal fee.

Schorr returned to the meeting at 2:49 p.m.

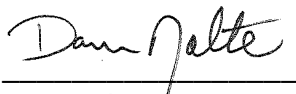
Thorpe said she contacted the University of Nebraska's College of Journalism and Mass Communications because the Board is interested in having an intern prepare an annual report and said there wasn't anyone willing to do it without pay. She added an intern will want to prepare a dashboard (real-time user interface) rather than a paper report.

Wiltgen arrived at the meeting at 3:01 p.m.

Blair and Deichert indicated they will provide a draft action plan to the Board by the second week of February.

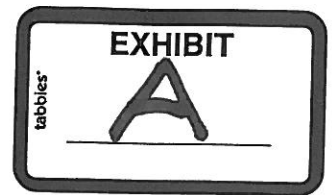
## 2 ADJOURNMENT

**MOTION:** Schorr moved and Hudkins seconded to adjourn the meeting at 3:04 p.m. Schorr, Wiltgen, Hudkins, Avery and Amundson voted aye. Motion carried 5-0.



Dan Nolte  
Lancaster County Clerk





## **Setting the Stage for Strategic Planning**

### **Report to the Lancaster County Board**

**October 5, 2015**

#### BACKGROUND

As part of the preliminary steps to a potential formal strategic planning process, the Lancaster County Board wanted a focused discussion on the scope and parameters of the proposed strategic plan. Accordingly, the Board contracted with the Consortium for Organizational Research and Evaluation (CORE) at the University of Nebraska at Omaha (UNO) to facilitate the discussion among county commissioners and key staff members (see Appendix A).

CORE provided the following services to assist the Board in moving forward with a comprehensive strategic planning effort:

1. Assist the Lancaster County Board and staff to identify broad, overarching strategic planning goals.
2. Enable the Board to develop a foundation to continue strategic planning activities in the future.

These activities comprise an important initial step of a strategic planning process: the SWOT analysis—a focused examination of the internal and external environmental *strengths, weakness, opportunities, threats* facing the Lancaster County Board and Lancaster County, Nebraska.

Small group processes were employed to review and summarize critical aspects of external and internal data in Lancaster County, including:

- External Factors—An examination of relevant economic, demographic, and other external information for Lancaster County (such as Census data); pinpoint key policy and planning issues; and identify specific strengths, weaknesses, opportunities, and threats from environmental scan data.
- Internal Factors—A review of relevant internal data including personal interviews and relevant county documents; examine key policy and planning issues; and identify specific strengths, weaknesses, opportunities, and threats from internal scan data.

A summary report that lists key internal and external environmental factors and identifies key strengths, weaknesses, opportunities and threats that form a framework for the development of overarching strategic action plan goals for the Lancaster County, Nebraska will be provided to the Lancaster County Board.

#### SETTING THE STAGE FOR STRATEGIC PLANNING

On July 28, 2015, Robert Blair, UNO Professor of Public Administration and Jerry Deichert, Director of the Center for Public Affairs Research at UNO, attended a public meeting of the Lancaster County Board to facilitate the strategic planning discussion. The meeting was held in accordance with Nebraska Open Meetings Laws. The Board met in Room 302 of the County-City Building and the only item on the Strategic Planning Agenda was “Setting the Stage for Strategic Planning.” The meeting began at 1 pm and ended at 4pm.

The following attended "Setting the Stage for Strategic Planning:"

- Commissioner Roma Amundson, Chair
- Commissioner Larry Hudkins, Vice Chair (arrived at approximately 1:45pm )
- Commissioner Deb Schorr
- Commissioner Todd Wiltgen
- Commissioner Bill Avery
- Kerry Egan, Chief Administrative Officer, Lancaster County Board of Commissioners
- Gwen Thorpe, Deputy Chief Administrative Officer, Lancaster County Board of Commissioners
- Dennis Meyer, Budget Director, Lancaster County Board of Commissioners

The agenda for the meeting is found in Appendix B.

Following the official opening of the meeting and the completion of brief introductions by those in attendance, Prof. Blair reviewed the goals of the day's discussions. Next he provided a brief overview of "The Basics of Strategic Planning," focusing on the goals of the meeting: a brief environmental scan, a focused SWOT analysis, and the identification of a set of specific strategic planning objectives. (The presentation outline is found in Appendix C.)

Next the Board and their staff completed a brief survey, provided on July 24 on the meeting agenda, which included the following two questions:

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.)

This information was summarized and grouped into like areas by Blair and Deichert to form the foundation for the small group SWOT analysis described above and detailed below.

Next on the agenda was Quick Data Review by Jerry Deichert. Mr. Deichert discussed Selected Demographic and Economic Information for Lancaster County (see Appendix D.) In addition to reviewing population, age, and employment changes in Lancaster County, Mr. Deichert also summarized selected citizen attitude survey results from the 2014 Metro Poll, conducted by the Center for Public Affairs Research at UNO. The Commissioners asked for clarification on several of the Poll findings. They also discussed implications of the survey data.

Following the Quick Data Review, Prof. Blair summarized the results of the individual surveys which identified challenges facing Lancaster County and the County Board. (Individual anonymous responses are found in Appendix E.) These key issues and challenges formed the basis for the small group discussions. (Following the meeting, Blair and Deichert conducted a detailed content analysis of the responses and placed them into categories as listed below.)

Question 1: What are the 3 most critical challenges that affect the future growth and development of Lancaster County?

Summary of responses listed in order of how often identified:

1. Infrastructure needs and finance (9)
2. Public safety financing and criminal justice (5)

3. Program and service delivery efficiencies and innovation (3)
4. Economic development/jobs (2)
5. Social safety net (2)
6. Taxes (2)

Question 2: What are the 3 most critical challenges that are faced by the Lancaster County Board?

Summary responses listed in order of how often identified:

1. Budgeting and finance (6)
2. Human resource management/ organizational development (4)
3. Unfunded mandates from state (4)
4. Board development (4)
5. Communicating with the public (4)
6. Other-legal and collaborative (2)

The next activity in “Setting the Stage for Strategic Planning” included in small groups. Each group was charged with preparing a problem statement for two or three of the top issues identified above and then identifying goals to address the problems.

**Small group 1 discussion:**

Participants: Commissioner Roma Amundson, Commissioner Deb Schorr, Commissioner Bill Avery, and Kerry Egan.

Moderator: Jerry Deichert

Infrastructure

Problem/Issue Statement 1: County needs to address aging roads and bridges and newer development.

Goals:

1. RUTS find funding for
2. Repair flood damage
3. Support RTSD
4. Match promises made to developing areas with action and funding

Problem/Issue Statement 2: Ensure roads and bridges are safe

Goals:

1. Maintain passable county roads
2. Have appropriate signage
3. Plan for south beltway and changing access roads

Public Safety (addresses both areas)

Problem/Issue Statement 1: There will be possible overcrowding of a brand new jail.

Goals:

1. Cut down on recidivism rate
2. Specific example of hiring clinical social worker

Problem/Issue Statement 2: As Lancaster County adds population, it needs to add more law enforcement, corrections personnel, attorneys, etc.

Goals:

1. Expand community corrections
2. Differed maintenance
3. Provide adequate social safety net and behavioral health

#### Human Resources

Problem/Issue Statement 1: How do we balance, recruitment, retention, and retirement?

Goals:

1. Need to address rapid turnover of younger workers
2. Emphasize the service aspect of public service
3. Look for other amenities to keep young people

Problem/Issue Statement 2: How do we control labor costs and benefits while attracting qualified people?

Goals:

1. There is very little control over them

#### Program and service delivery efficiencies and collaboration

Problem/Issue Statement 1: None stated.

Goals:

1. Improve inter-local cooperation and efficiencies

#### Unfunded mandates

Problem/Issue Statement 1: Unfunded mandates and tort liabilities are huge issues.

Goals:

1. Communicate to the taxpayers what the issues are
2. Educate and communicate with the state legislators

#### Development outside of Lincoln

Problem/Issue Statement 1: How do we provide services to all cities and villages in Lancaster County?

Goals:

1. Follow and be aware of implications of comprehensive plan

#### **Small group 2 discussion:**

Participants: Commissioner Larry Hudkins, Commissioner Todd Wiltgen, Gwen Thorpe, and Dennis Meyer.

Moderator: Robert Blair



### Infrastructure

Issue Statement and Challenges: Property tax is primary source of funds to finance roads and other infrastructure

Goal 1: Rural residents: extra tax burden, need for relief

Goal 2: Extension of fiber optic connections to rural residents

Goal 3: Improve rural highway connections.

### Public safety financing

Issue statement and challenges: Public safety financing takes up approximately 60 percent of budget

Goal 1: Address challenges of operation multi-use correctional facility: housing and rehabilitation of prisoners; community corrections; drug court

Goal 2: Address the financing of human service programs: this is a cross-cutting challenges

### County-wide Strategic Planning Issues:

- Access to flexible and grow tax base
- Need to identify essential services delivered by county government
- Explore municipal county concept
- Expand investment in rural communities (Sanitary and Improvement Districts)
- Financing human services programs.

### County Board Strategic Planning Issues:

- Reform of Commission on Industrial Relations: impact on unfunded mandates
- Evaluation of Joint-Budget Funded programs: With City and non-profits (difficult to evaluate collaborative programs)
- Formulate a legislative agenda and policy priorities

Next steps include a review of the draft report.

The meeting adjourned at approximately 3:50 pm.

### SUMMARY AND OBSERVATIONS

The following section summarizes the work completed by the Lancaster County Board and staff in "Setting the Stage for Strategic Planning." These observations and recommendations should hopefully provide the Lancaster County Board with relevant information and a foundation for selecting key issues to be included in the next steps in a potential strategic planning initiative.

It is important to first note, that one of the strengths of strategic planning, beginning with the SWOT analysis, is the identification of challenges that are either internal or external in nature. Internal challenges, in general, can be defined as those exist or can be addressed within the organization. As expected, internal challenges may be more easily faced since the County Board has more direct influence

over them. On the other hand, external challenges will be less easily addressed. Factors outside the direct control of the County Board have a significant impact on the nature and structure of these challenges.

By sorting these challenges identified and discussed in the “Setting the Stage for Strategic Planning” into one of these two categories, the County Board is able to mobilize resources to address either internal or external issues. Understandably different types of resources need to be leveraged and approaches taken for internal as opposed to external challenges.

*In the opinion of CORE staff, that should be one of the goals of a future Lancaster County Board strategic planning initiative: focusing on developing strategies to address external and cross-cutting challenges.*

#### Internal Challenges

1. Human resource management: this is primarily concerned with addressing the challenges of recruiting and retaining a skilled and committed workforce to deliver the services and programs of county government. How does the County identify and keep qualified employees?
2. Board development: this is generally concerned with developing strategies to best employ the skills and knowledge of elected officials and those of their county managers and staff. What should be the role and responsibilities of elected official and those of program managers?

#### External Challenges

1. Mandates: this is mostly concerned with addressing the legal requirements and mandates from the state and national governments. How can the County play a more proactive role in the delivery of services, within a framework of regulations and requirements?
2. Other legal and collaborations: this is concerned with other legal issues, such as tort liability, and the challenge of collaborated with other local governments and agencies in the delivery of programs and services. How can the County expand its partnerships and ensure that the programs are being delivered in an effective and efficient manner?

#### Cross Cutting Challenges (internal and external in nature)

1. Communication with the public: this challenge is generally concerned with identifying methods and approaches to increasing communication with all residents of Lancaster County. What techniques of communication need to be improved or enhanced?
2. Budget and finance: this generated the most attention and concern, namely, the challenge of addressing the construction, maintenance, and financing the county’s aging infrastructure and public safety program and facilities. How does the County balance the costs of these programs and facilities within a framework of limited tax resources and flexibility?

## Appendix A: Proposal to Lancaster County Board

The Consortium for Organizational Research and Evaluation (CORE) at the University of Nebraska at Omaha (UNO) is pleased to propose the following services to assist the Lancaster Nebraska County Board as they move forward with a comprehensive strategic planning effort.

The purpose of these services is to initiate the strategic planning process and:

3. Assist the Lancaster County Board and staff to identify broad, overarching strategic planning goals.
4. Enable the Board to develop a foundation to continue strategic planning activities in the future.

The proposed services include the first step of a strategic planning process: the SWOT analysis—a focused examination of the internal and external environmental strengths, weakness, opportunities, threats facing the Lancaster County Board and Lancaster County, Nebraska.

### Goals of SWOT Analysis:

- External Factors—Examine relevant economic, demographic, and other external information for Lancaster County; pinpoint key policy and planning issues; and identify specific strengths, weaknesses, opportunities, and threats from environmental scan data.
- Internal Factors—Examine relevant internal data including personal interviews and relevant county documents; examine key policy and planning issues; and identify specific strengths, weaknesses, opportunities, and threats from internal scan data.

### Methods of SWOT analysis:

- Collect and review Census information, and relevant studies that include external environmental information.
- Conduct a brief internet-based survey of county commissioners and key staff members to identify preliminary key issues and concerns.
- Compile interview results and other internal information.
- Meet with county officials to conduct environmental scan and analysis.

Activities: Conduct a half-day meeting on July 28, 2015 from 1 to 4pm facilitated by CORE faculty with county commissioners and key staff using small group processes to review and summarize critical aspects of external and internal data.

Deliverables: A summary report that lists key internal and external environmental factors and identifies key strengths, weaknesses, opportunities and threats that form a framework for the development of overarching strategic action plan goals for the Lancaster County, Nebraska.

Research Staff: CORE will employ the resources of UNO's Center for Public Affairs Research, and selected faculty and graduate students from the School of Public Administration.

Proposal submitted on June 16, 2015, by:

Jerry Deichert, [jdeicher@mail.unomaha.edu](mailto:jdeicher@mail.unomaha.edu) 402-554-2134

Robert Blair, [rblair@mail.unomaha.edu](mailto:rblair@mail.unomaha.edu) 402-554-3865

## **Appendix B: Agenda: July 28, 2015, 1 to 4pm**

Lancaster County Board

“Setting the Stage for Strategic Planning”

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:

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

## Appendix C: Overview of Strategic Planning

### The Basics of Strategic Planning

- An approach to preparing and planning for a complex project

### 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

### 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

### 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

### 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?

### Establish Goals and Priorities

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

### 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?

### Conduct SWOT Analysis

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

### 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?

### 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?

Use Plan as Guide

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

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?

DRAFT

Appendix E. Quick Data Review



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

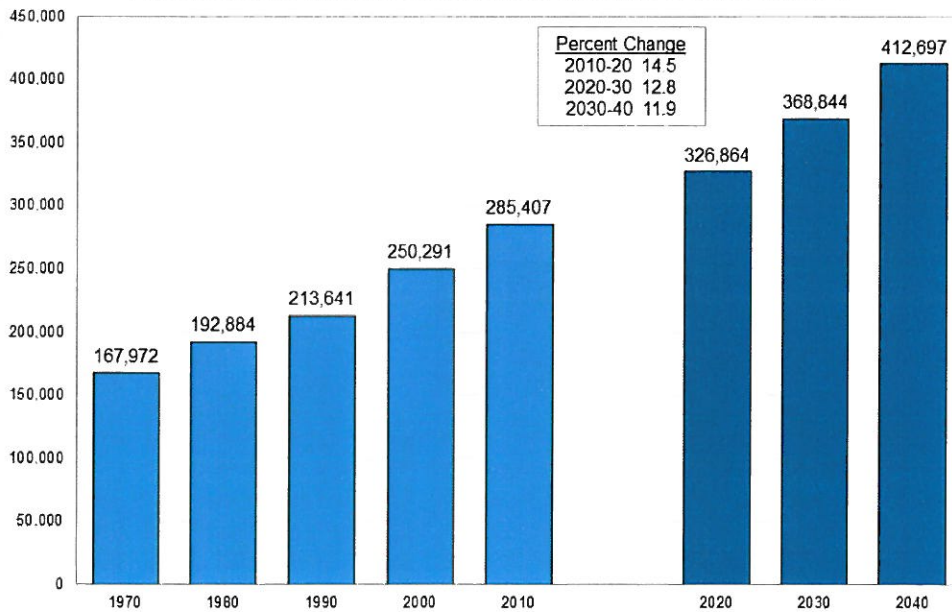
Contact  
Jerry Deichert and Bob Blair

[jdeicher@unomaha.edu](mailto:jdeicher@unomaha.edu)  
[rblair@unomaha.edu](mailto:rblair@unomaha.edu)

402-554-2134  
402-554-3865



Population and Population Projections for Lancaster County: 1970-2040

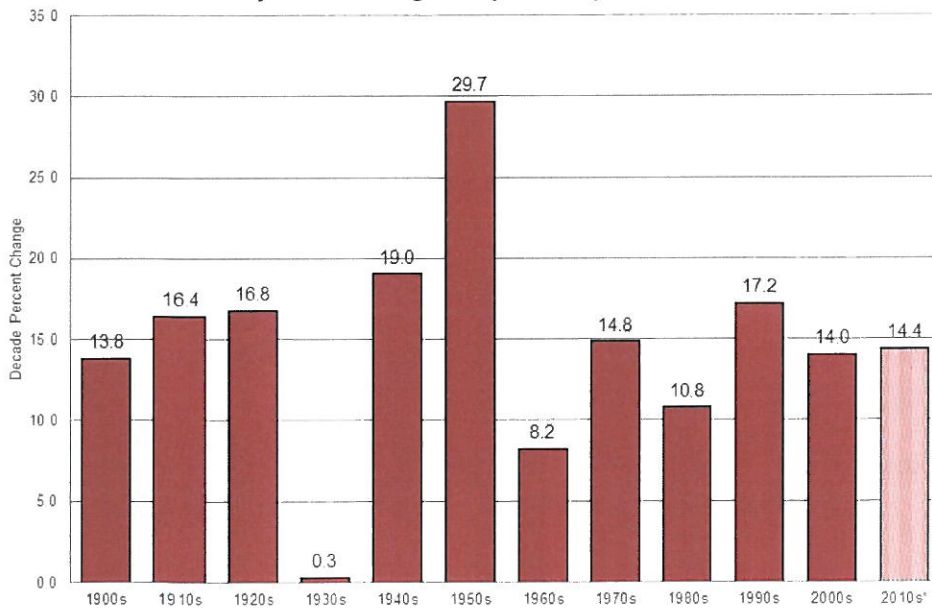


Source: U.S. Census Bureau, Decennial Censuses  
Projections by: Center for Public Affairs Research, UNO, for the Lincoln/Lancaster County Planning Department, 2010

## 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

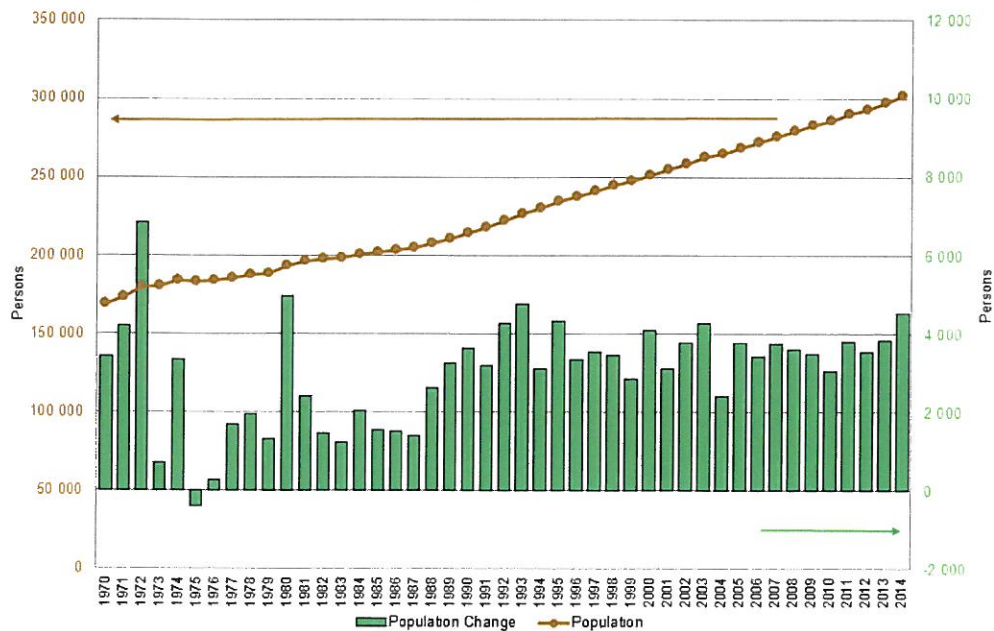
\*Decade change extrapolated from 2010-2014



## 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

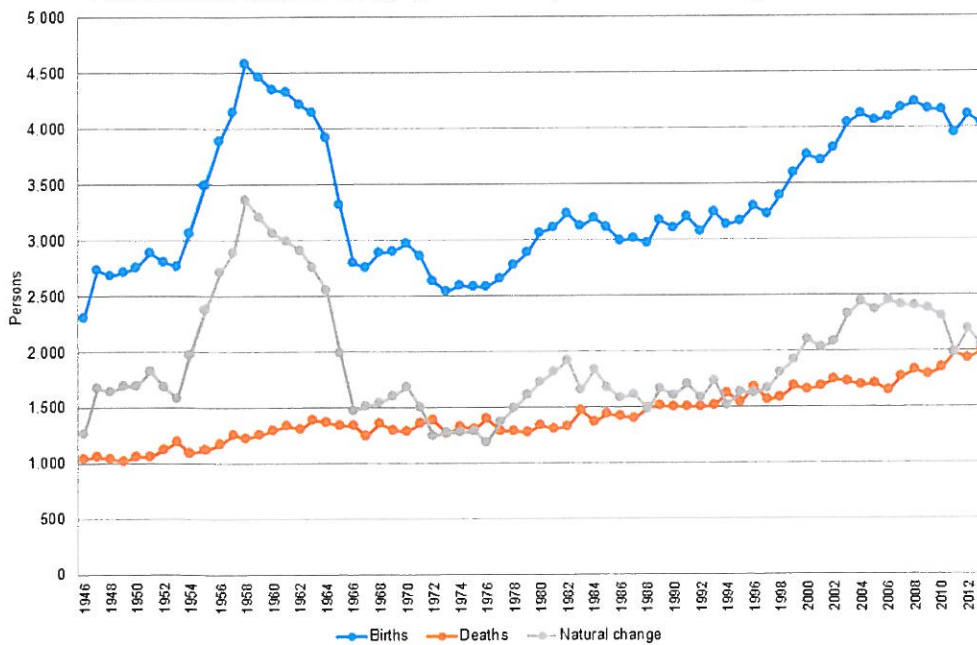


Source: Annual Population Estimates, U.S. Census Bureau

## 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

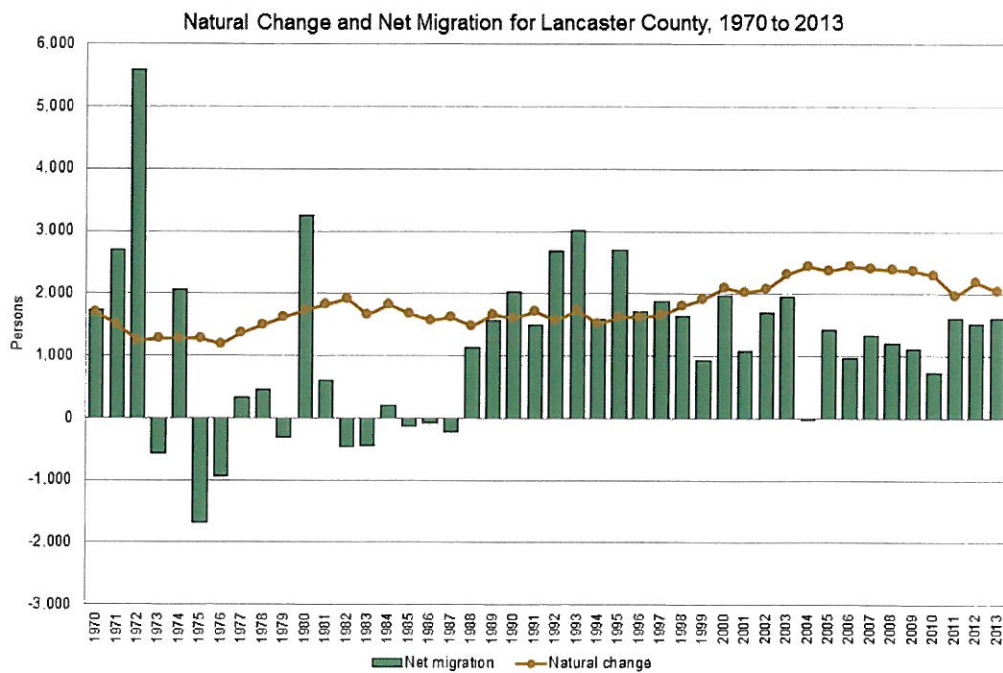
Births, Deaths, & Natural Change (Births-Deaths) for Lancaster County, 1946 to 2013



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

## Net Migration

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



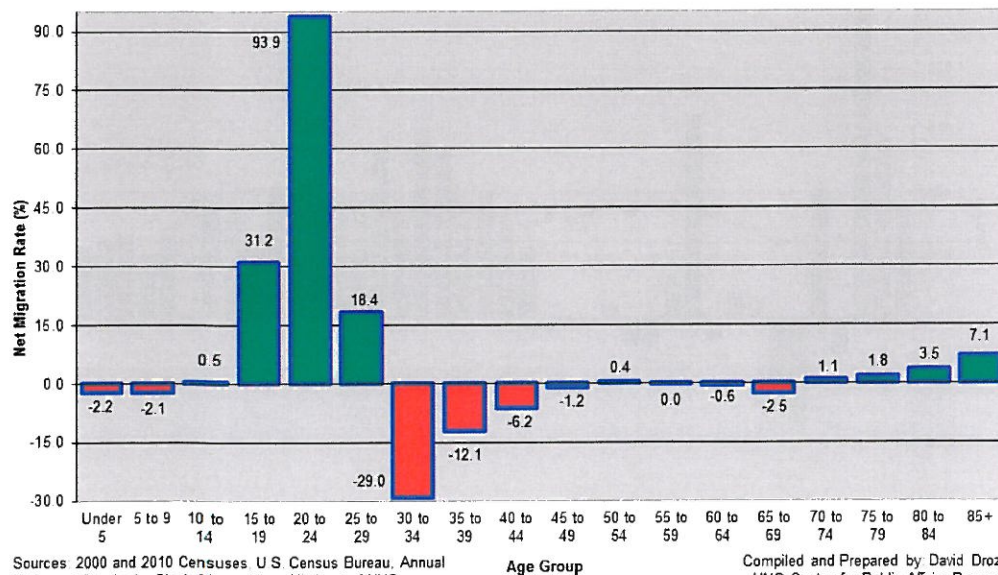
Source: Vital Statistics Reports, Nebraska Department of Health and Human Services; Annual Population Estimates, U.S. Census Bureau

## 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%

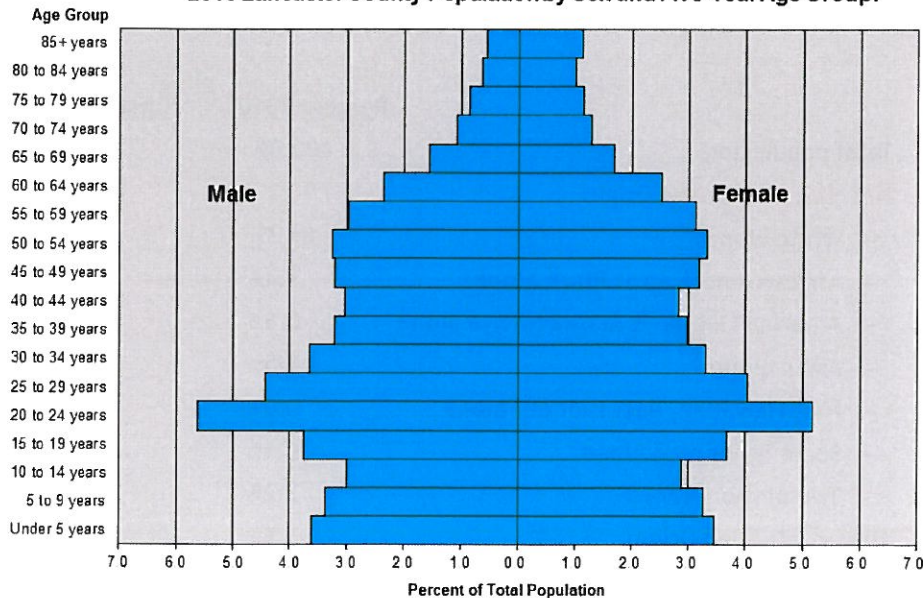


## Age Distribution

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.

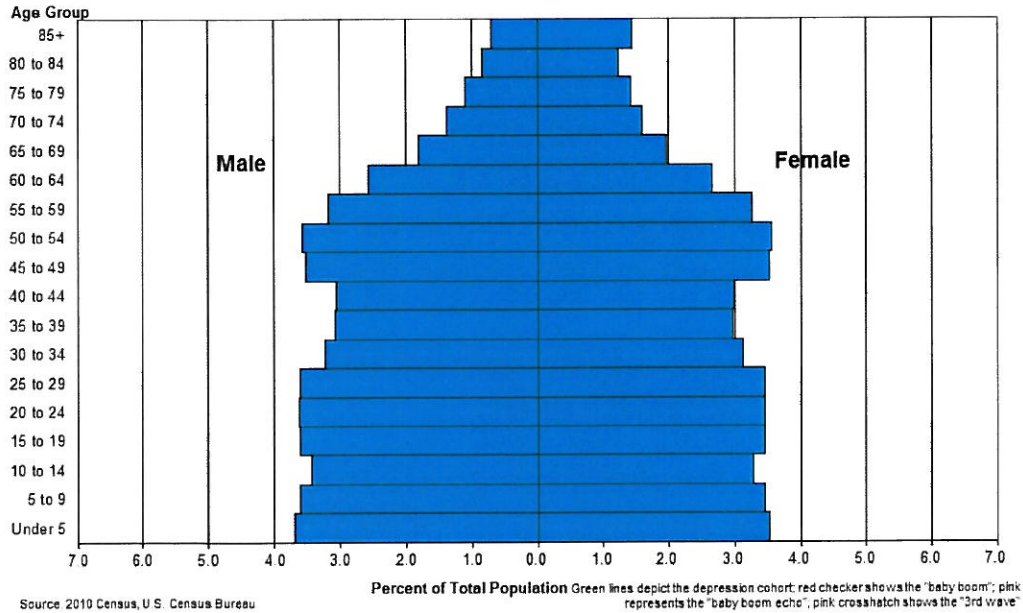
- The largest age group was for the prime college age (20 to 24 years old).
- One of the smallest age group under 60 years of age was for persons 10 to 14 years old.

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



2010 Census of Population, U.S. Census Bureau

### 2010 Nebraska Population by Sex and Five-Year Age Group



15

### Race and Hispanic/Latino Origin for Lancaster County

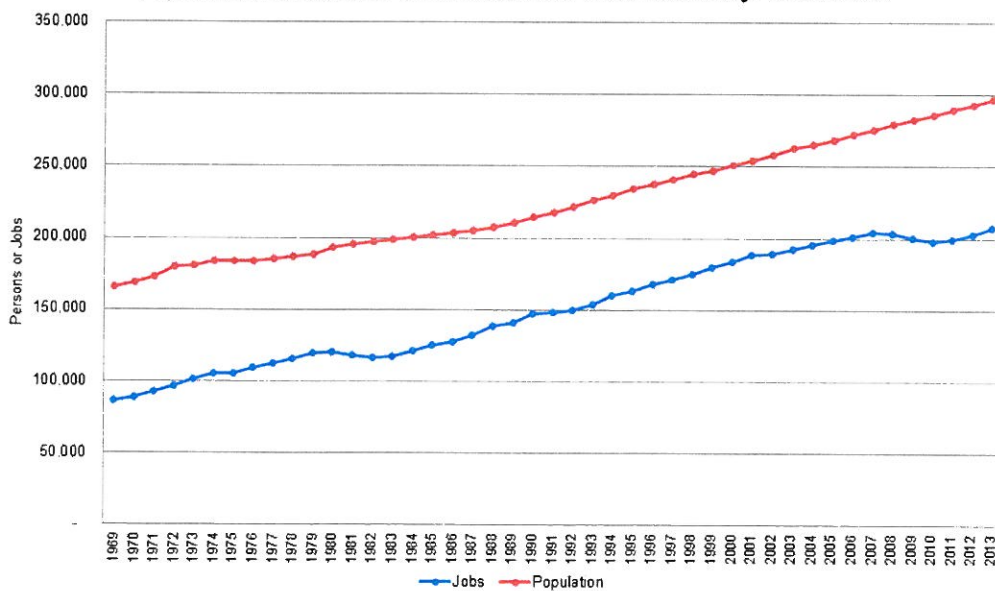
	Percent 2010	Change 2000-10
• Total population	100.0%	14.2%
• Not Hispanic/Latino Origin	94.2%	11.1%
– White alone	84.3%	8.4%
– African American or Black alone	3.4%	39.8%
– American Indian & Alaska Native alone	0.6%	18.6%
– Asian alone	3.5%	39.0%
– Nat. Hawaiian, Pac. Islander alone	0.0%	-2.2%
– Some 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

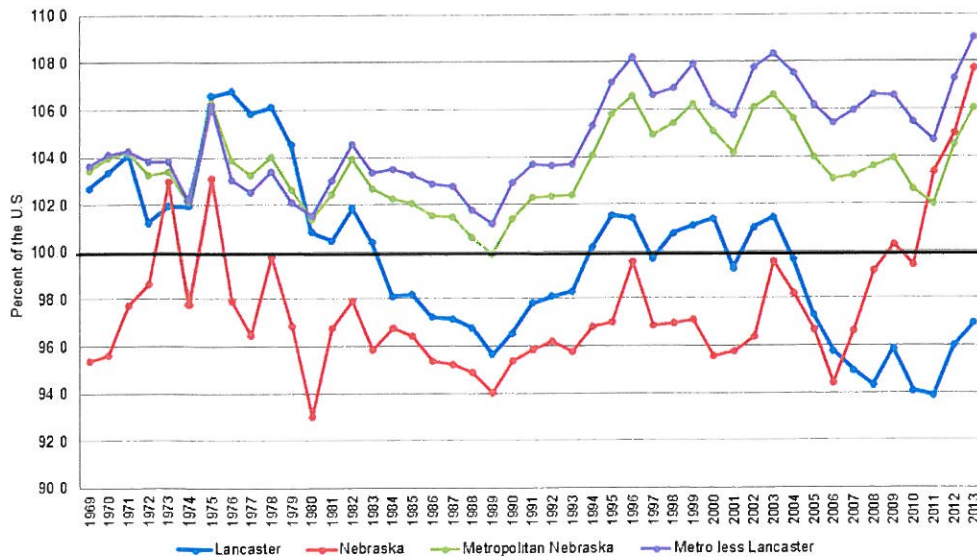


Source: US Bureau of Economic Analysis, Regional Economic Information System

## Per Capita Personal Income for Lancaster County

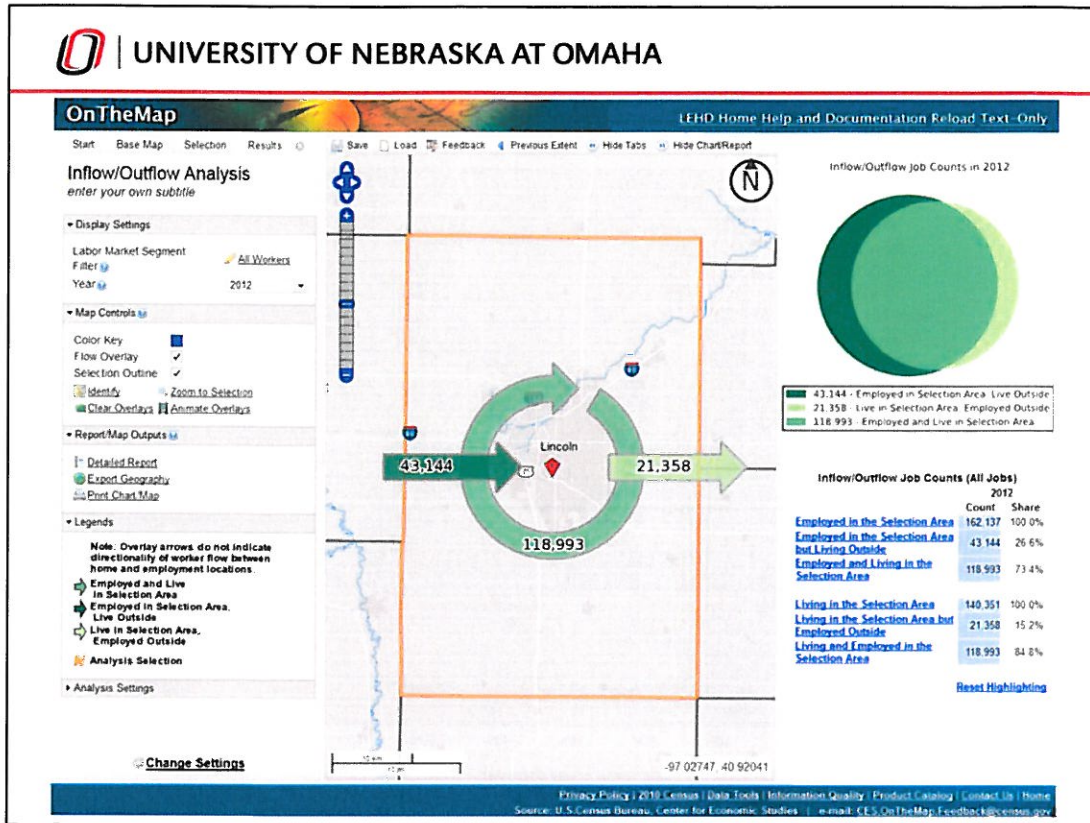
- Generally greater than Nebraska as a whole but less than the rest of metropolitan Nebraska
- Strongest in the late 1970s and dropped below the Nebraska metropolitan average in 1980 and has remained there
- Since 2003, the gap between Lancaster County and the rest of metropolitan Nebraska has widened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





## Inflow and Outflow of Workers in Lancaster County

Jobs Counts by Counties Where Workers Live - All Jobs (Work in Lancaster County)

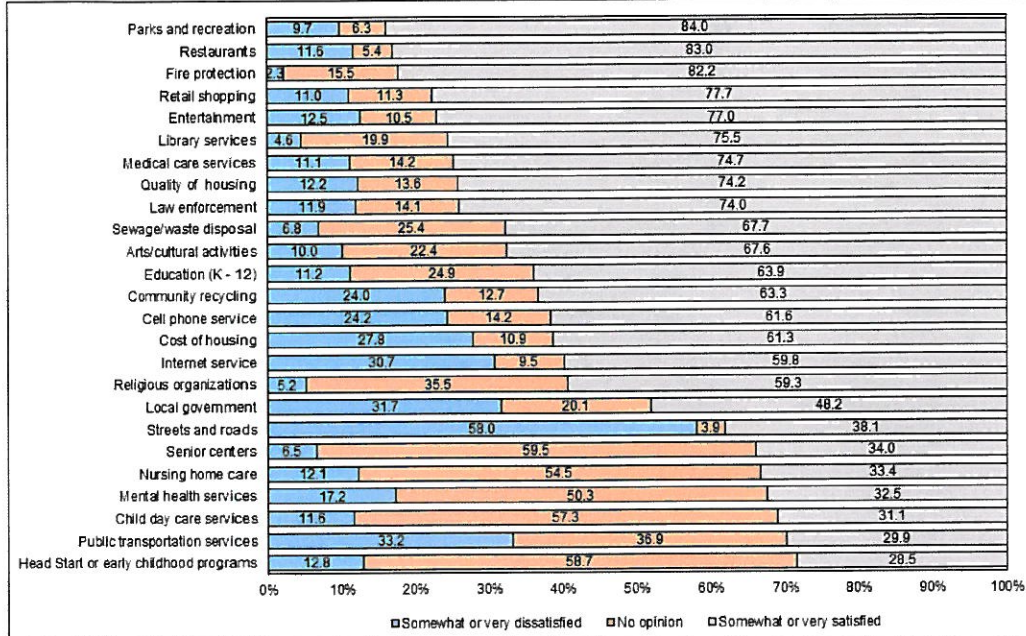
	2012	
	Count	Share
All Counties (Where live)	162,137	100.0%
Lancaster County, NE	118,993	73.4%
Douglas County, NE	7,017	4.3%
Sarpy County, NE	2,721	1.7%
Seward County, NE	2,889	1.7%
Cass County, NE	2,428	1.5%
Gage County, NE	2,335	1.4%
Saunders County, NE	2,136	1.3%
Otoe County, NE	1,906	1.2%
Saline County, NE	1,644	1.0%
Dodge County, NE	1,195	0.7%
All Other Locations	19,073	11.8%

Jobs Counts by Counties Where Workers are Employed - All Jobs (Live in Lancaster County)

	2012	
	Count	Share
All Counties (Where work)	140,351	100.0%
Lancaster County, NE	118,993	84.8%
Douglas County, NE	8,210	5.8%
Saline County, NE	1,878	1.3%
Sarpy County, NE	1,676	1.2%
Seward County, NE	947	0.7%
Hall County, NE	683	0.5%
Gage County, NE	600	0.4%
Saunders County, NE	500	0.4%
Buffalo County, NE	470	0.3%
Cass County, NE	447	0.3%
All Other Locations	5,947	4.2%

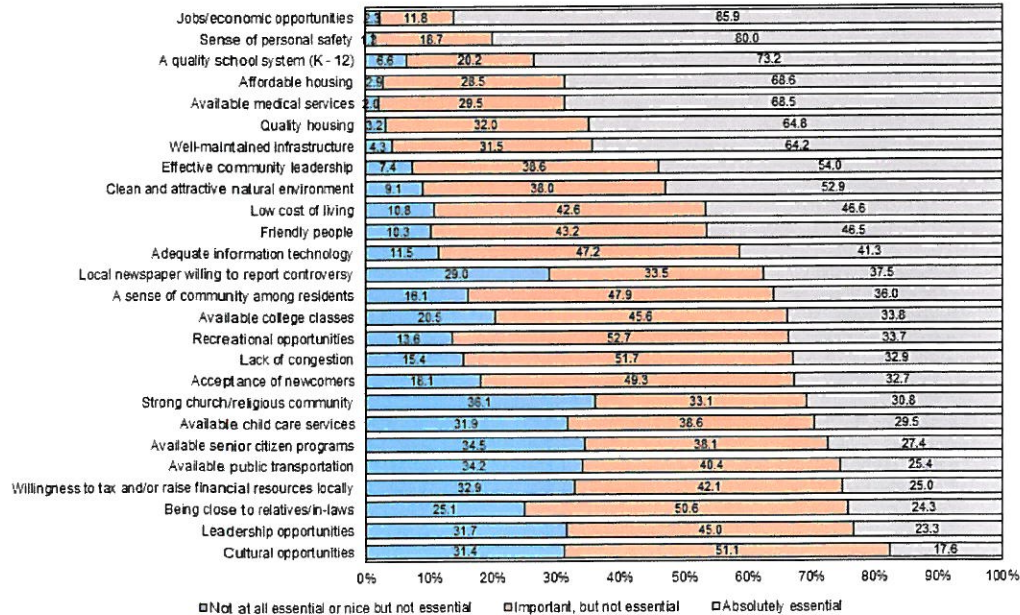
Source: U.S. Census Bureau, Center for Economic Studies, LEHD

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

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	--	--
Halfam	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	--	--

## Appendix E: Individual Responses to Survey Questions

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

Participant 1

- A. Depending on Property Tax to fund County Government
- B. Road Development & upkeep
- C. Could not interpret

Participant 2

- A. Impact of growth on county ability to meet service needs (e.g. health of citizens, public safety).
- B. Impact on infrastructure.
- C. Role of taxes to pay for growth (what is appropriate?).

Participant 3

- A. How to balance increasing public safety needs/costs and aging infrastructure needs/costs
- B. How to offer services to big Lincoln & also small towns like Firth on limited tax \$
- C. How to incentivize innovation in county gov't (we've always done it this way)

Participant 4

- 1. Collaboration w/ city & town communities to capitalize on shared infrastructure to spur/maintain economic growth. Roads, bridges & data
- 2. Maintaining a strong security feature & emergency services
- 3. Providing services to county citizens commensurate w/ needs/ \$

Participant 5

- 1. Rural infrastructure & land use issues – including fiber connectivity, roads, possible public transp., & including environmental issues (have already a good set of trails, etc.)
- 2. Keep social safety net intact to ensure safe & healthy communities
- 3. Decent paying jobs

Participant 6

- A. Transportation infrastructure
  - 1. Deferred maintenance
  - 2. New development
  - 3. Recent flood damage
  - 4. Railroad Transportation Safety District (RTSD)
  - 5. Rural to Urban Transition of Streets (RUTS)
- B. Well-functioning justice system
  - 1. Juvenile- youth gang prevention, etc
  - 2. Adult criminal justice
  - 3. Law enforcement
- C. Social safety net
  - 1. Adequate services
  - 2. Prevention

3. Save \$\$ by addressing issues now

Participant 7

1. Infrastructure needs-bridges , roads, East Beltway  
Village needs- Fiber & ability to grow (sewer, water)
2. Good jobs-ability to keep graduates in Lancaster County, ability to cover cost of living
3. Public safety- keep crime rate as low as possible to keep families interested in staying

Participant 8

1. Funding future infrastructure demands. Balance county roads and Railroad Transportation Safety District
2. Funding public safety given increased population and state policies shifting more costs to counties. This includes jail, courts, sheriff, community corrections. We needed to be more proactive
3. Outside Lincoln Development-wind energy, land use, small communities

Question 2: What are the 3 most critical challenges that are faced by the Lancaster County Board? Be as specific as you can.)

Participant 1

- A. Funding other than Property Tax
- B. Decreasing Justice costs-e.g. courts- probation-Human Services
- C. Unfunded mandates handed to us by State Government

Participant 2

- A. Complacency of general public toward appropriate role of county govt. (We send > \$165 million, have large authority over property valuation/taxes/judicial), legislative authority, and executive authority. Despite this, public seems to be indifferent.
- B. Inefficient (unwise) use of board time. (e.g. often multiple board members serve on same outside committees)
- C. Inadequate oversight of departments, tolerance of staff complacency, slack approach to management of staff). Need more staff involvement in commission work.

Participant 3

- A. How to have a long term vision with constantly changing commissions every election
- B. How to make county government relevant to millennials (in employment & in offering services)
- C. Aging directors

Participant 4

1. Communication strategy to share our story w/ public, state elected officials-educate the public.
2. Collaborative work w/ private/public entities.
3. Clear specific message for to see & understand.
4. Maintain a balanced budget

Participant 5

1. Unfunded mandates, & legislative issues
2. Funding for infrastructure & public safety
3. Attract & retain quality staff (includes use of CIR, compensation & benefit packages) in the face of criticism by outside agencies/businesses.

Participant 6

- A. Legislature
  1. Unfunded mandates
  2. Funding sources for county services
- B. Legal
  1. Tort liability
  2. Workers compensation
  3. Contract disputes
- C. Human resources (costs, benefits, negotiations, CIR (Commission for Industrial Relations))

Participant 7

1. Unfunded mandates pushed down from legislature
2. Funding source of county budget-property tax is a high percentage and property tax relief is a high priority
3. Public safety-jail population. As population grows, so does cost

Participant 8

1. Sometimes lacks focus. We spend too much time on small stuff.
2. Communication don't do enough w/ social media and teach media
3. Sharing too much information w/out important info