Economic Development Plan

2016-2021

Southeast Nebraska Partners for Progress (P4P)

Johnson
Nemaha
Otoe
Pawnee
Richardson

December 2016

Ariens Nature
Explore
Classroom –
Industry and
Community
working together

*Strategies for building economic opportunities for rural communities*
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Stronger Economies Together Initiative

The Stronger Economies Together Initiative was launched in 2009 by the United States Department of Agriculture Rural Development (USDA/RD) in collaboration with the nation’s Regional Rural Development Centers (RRDC) and their land-grant university partners. The purpose of Stronger Economies Together (SET) is to strengthen the capacity of communities in rural America to work together in developing and implementing an economic development blueprint that strategically builds on the current and emerging economic strengths of their region. Important elements of the SET program builds collaboration between communities in a region and provides economic analyses that is tailored to help capture the region’s current or emerging clusters and comparative economic advantages. The program is supported by technical assistance provided by land-grant university extension systems to the regions over a period of several months.

The Southeast Nebraska Partners for Progress partnership (P4P) embraced the SET Program in 2015 when the team wanted to create a formalized roadmap to success that incorporated all of the area’s unique strengths. The region, consisting of Johnson, Nemaha, Otoe, Pawnee and Richardson counties, is rich with resources and people that are dedicated to advancing strategic initiatives. Our application to participate in the SET program was granted in July of 2015 and the Executive Committee began to recruit members for this endeavor that would shape the region for years to come. On August 29, a dynamic group of people came together to participate in a road tour that made stops in each of the five counties within the region. The “road crew” gained valuable insights from the tour that would lay the groundwork for future planning sessions. Over the next several months an average of 40 leaders participated in five sessions to study regional demographics and economic data, share ideas and expertise, and develop a plan that leaders will utilize to grow this rural area.

The SET sessions gave the region the opportunity to create a plan that engaged a wide variety of people with one goal—to create a thriving region by working together to implement the ideas contained within the plan.
Southeast Nebraska Partners for Progress Executive Summary

This Regional Economic Development Plan will serve as the roadmap for the future economic development efforts of the Southeast Nebraska Partners for Progress 5-county team. Key regional stakeholders embrace a spirit of regionalism to support this initiative. Implementing the action items described within this document will strengthen the ability of the P4P to secure its economic future and position it as a competitive region. This plan reflects a module based planning process with active participation from business, civic, and community leaders. Significant research and discussions led to the development of the plan.

P4P Strategic Planning Goals

The P4P regional team developed two industry cluster goals and two foundational support goals. 1) The manufacturing/industry goal focuses on building a regional consortium of large and small companies to increase their competitiveness by combining efforts that enhance employee education and training, technology, and value change development. 2) Arts & Entertainment is a growing regional cluster, it has the potential to expand their economic reach into the four-state region and increase outside revenue streams.

To support the two above clusters, entrepreneurship and workforce needs are to be addressed through the P4P Plan. 3) Through education, training and increased availability of small business resources, the region can affect microbusiness survival and subsequent growth. 4) In addition, by providing workforce education and training and increasing manufacturing career options, existing manufacturers can affect their available workforce shortage and create higher quality jobs to support a trained workforce.

<table>
<thead>
<tr>
<th>Regional Goals</th>
<th>Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Manufacturing/Industry</strong></td>
<td>1. By 2021, 30 percent of the region’s manufacturing industry leadership is actively engaged in regional economic development initiatives.</td>
</tr>
<tr>
<td>Create a diverse industrial, manufacturing hub in the 5-county region, utilizing a diversified workforce, to regionally sustain and grow existing and new businesses.</td>
<td>1. By 2021, the region will achieve a 5 percent annual increase in sales and lodging taxes through new and profitable tourism businesses and attractions. 2. By 2021, the region will have an increase of 20 or more new tourism businesses.</td>
</tr>
<tr>
<td><strong>Cultural Tourism</strong></td>
<td></td>
</tr>
<tr>
<td>Through collaborations, create rich destination experiences that attract visitors and contribute to the quality of life for local citizens.</td>
<td>1. By 2021, youth entrepreneurship education will be available to 75 percent of the region’s communities or schools, resulting in new young adult businesses. 2. By 2021, region will have a 20 percent increase in all businesses reporting employees and wages.</td>
</tr>
<tr>
<td><strong>Workforce Education</strong></td>
<td></td>
</tr>
<tr>
<td>Through education and training, create a workforce pipeline to enhance employee recruitment, retention and engagement.</td>
<td>1. By 2021, the pending manufacturing job gap will be reduced to 15 percent. 2. By 2021, 50 percent of the reg. manufacturers will actively promote manufacturing/industry careers.</td>
</tr>
<tr>
<td><strong>Entrepreneurship</strong></td>
<td></td>
</tr>
<tr>
<td>Develop an entrepreneurial culture for business creation and retention that sustains and grows our existing industries and businesses.</td>
<td>1. By 2021, region will have a 20 percent increase in all businesses reporting employees and wages.</td>
</tr>
</tbody>
</table>
P4P Comparative Advantage

The Southeast Nebraska Partners for Progress (P4P) group started with a regional summit in 2007 to discuss the challenges of economic development in rural Southeast Nebraska. The group, which encompasses the five unique counties of Johnson, Nemaha, Otoe, Pawnee and Richardson, relied on input gathered during the inaugural summit and quickly assembled a dedicated team of forward thinking individuals. This initial group has been working together to advance strategic priorities of the region since 2008. The main focus of P4P has been to share successes and challenges among community leaders in our 5-county region. It’s an active think tank and the team works together to create solutions that strengthen the region. Team members share contacts and resources when addressing workforce issues, aging infrastructure needs, population density, aging demographics, and business retention and expansion.

The population centers of each county include Tecumseh, Auburn, Nebraska City, Pawnee City and Falls City. This area is driven by agriculture and 3 of the 5 counties border the Missouri River which is the longest river in North America. The area is rich with resources including oil, Niobium, wind, nuclear and coal. It’s an energy mecca and the region continues to work to expand on these valuable natural resources to position itself as a Great Plains regional leader.

The SET planning effort provides opportunity to identify regional strengths that will position individuals, businesses and communities to capitalize and take advantage of these resources as they continue to evolve. Additionally, the SET planning effort has strengthened the organizational and networking capacity of the region and lays the groundwork for greater collaboration to address new opportunities. For example, pending economic feasibility studies and regulatory authorizations, a niobium mine has the potential to open in Johnson County and affect the entire region with housing, workforce, safety, roads, and other critical issues.

GEOGRAPHICAL SPAN:

- Johnson County is 377 square miles with a population of 5,177. It includes Tecumseh, Sterling, Elk Creek, Cook and Crab Orchard.

- Nemaha County is 412 square miles with a population of 7,157. It includes Auburn, Nemaha, Brownville, Peru, Johnson, Brock and Julian.

- Otoe County is 619 square miles with a population of 15,752. It includes Nebraska City, Syracuse, Palmyra, Talmage, Dunbar, Douglas, Burr, and Lorton.

- Pawnee County is 433 square miles with a population of 2,709. It includes Pawnee City, Table Rock, Steinauer, Burchard, DuBois and Lewiston.

- Richardson County is 556 square miles with a population of 8,125. It includes Falls City, Humboldt, Rulo, Dawson, Barada, Verdon, Shubert, Salem, Stella and Preston.
Southeast Nebraska is a region rich in history, bursting of natural beauty and diverse opportunities for people in all stages of life. The region offers the conveniences of suburban living with the rural sense of neighborliness. Located south of Omaha and southeast of Lincoln NE, northwest of Kansas City, MO and west of Des Moines IA, residents in the Southeast region enjoy immense opportunities for families, youth and seniors including extensive cultural offerings, diverse employment, shopping, dining, and more. From highly ranked elementary education to specialized training and professional development, Southeast Nebraska offers something for everyone. The SET Program provides the vehicle that ties all these unique feature together in order to advance the strategic priorities as identified by SET program participants.

Southeast Nebraska Partners for Progress Regional Vision

The Partners for Progress 5-county region will support the vision through three main efforts:

- Promote a sustainable environment that utilizes the region’s abundant natural resources, rich in land and rare earth elements, to maintain a strong agricultural community and drive innovation and growth.

- Continue to develop the region’s business and industry sector to be strategically diversified with a highly skilled workforce that allows the region to successfully compete in the global economy.

- Offer a multitude of cultural and tourism activities for all ages and promote a social structure that creates an educated, healthy, and safe citizenry who work together toward a unified vision of prosperity for all.
Introduction

Southeast Nebraska Partners for Progress was selected to participate in the 2015-2016 Stronger Economies Together program, provided by Nebraska Extension and funded by USDA Rural Development. The purpose is to create a responsive regional economic development plan for the 5-county area, consisting of Johnson, Nemaha, Otoe, Pawnee and Richardson counties. Stronger Economies Together (SET) is a nationwide program that has assisted more than 50 rural regions in 28 states get visible results from using SET to plan their futures.

Regional Collaboration

The P4P plan has buy-in from several key decision makers in the region including Southeast Community College, Nebraska Workforce Development, area Chamber of Commerce/Main Street organizations, University of Nebraska Extension, Nebraska Department of Economic Development, multiple Foundations throughout the region, Economic Development professionals, Peru State College, elected officials including Mayors, City Council members, and County Commissioners, Community Redevelopment Authorities, regional business and industry representatives, as well as area news organizations.

The P4P Executive Team consists of:
- Brook Aken, Omaha Public Power District
- Lisa Beethe, City of Tecumseh
- Marcia Borcher, Pawnee County Promotional Network
- Beckie Cromer, Falls City EDGE
- Dan Hanson, Peru State College
- Doug Goarake, Tecumseh Economic Development
- Gary Jorn, City of Falls City
- Scott Kudrna, City of Auburn
- Stephanie Shrader, Economic Development Consultant, Nebraska City

Key decision makers’ have been directly involved in the creation of the region’s Stronger Economies Together (SET) plan and they have agreed to accept a leadership role in the plan’s implementation. Partners have embraced past initiatives throughout the Southeast Nebraska Partners for Progress region and they are excited about the opportunity to create a common vision for the future. Their commitment to actively participate in the SET planning process included the following important requirements, as outlined in the SET Regional Application:

- Recognition that regional strategies represent a key part of the overall economic development blueprint for the region’s small communities, cities, and counties;
- Openness to exploring economic activities that focus on strengthening a handful of key existing or emerging economic clusters in the region;
- Commitment to gathering inputs and insights from a large diverse set of institutions and people when determining the region’s goals and plans, going well beyond only economic development professionals and elected officials;
• Willingness to take a fresh look at where the region is, where it wants to go, and the best way to get there;

• Commitment to devote significant time and energy needed, a) to actively participate and work through all SET planning materials as a regional team; and b) to use this process to develop a High Quality regional economic development Plan (HQP) that is developed and implemented by the regional team.

The Executive Committee worked hard to incorporate widespread public input and support throughout the region by promoting a kickoff event which was an exciting, all-expense paid 5-County Southeast Nebraska tour on Saturday August 29th. The “Road Trip Flyer” (insert to the right) was publically promoted region-wide and it included details of the tour, along with an open registration link. The day began at Peru State College, included a fantastic lunch at Schilling Bridge Winery, and culminated with a Peru State College football game. The 5-county tour was a great way for SET program participants to see the region firsthand, learn the challenges and successes of each county and establish a baseline of knowledge the region would utilize as members worked together to develop a strategic plan. Thirty-seven community leaders, business owners, supervisors, and political officials joined the event.

A civic engagement forum, was hosted by Peru State College, on September 23rd to give the public another opportunity to discuss the region’s assets and provide insights to help guide the regional economic plan. A broad range of individuals where encouraged to attend via a multitude of media outlets. A total of 57 individuals participated in the forum discussion, representing industry, business and financial institutions, ag businesses and producers, faith-based organizations, entrepreneurs and small businesses; government - workforce, economic development, education, housing; and non-profit and philanthropic organizations, as well as, individuals from throughout the region who were interested in community/economic growth. Youth were involved as well which gave the forum a well-rounded voice on a variety of levels.

The forum provided the public a platform to share their ideas which would help shape the economic future of this 5-county region. Regional economic data and facilitated discussions provided participants the opportunity to share their perspectives of the strengths and key challenges currently impacting the communities and counties of the region finalizing with ideas for opportunities that focused future planning efforts.

Throughout the planning months, individuals across the region were kept abreast of upcoming planning sessions, group decisions and plan development. In addition, local newspapers published session information that enhanced the promotional reach and increased regional awareness. Nearly 100 people were regularly interacting via email and 30-40 attended the planning sessions regularly. To continue to build the regional awareness and excitement for the plan, the 2016 P4P SET Roadshow 2.0 planning is underway as the key team leaders share the P4P plan in each of the five counties. Roadshow 2.0 will commence during the summer months and include public meetings and open house gatherings.
Selection Acknowledgement

Following extensive data analyses, interviews with cluster representatives and an assessment of asset availability, the P4P regional team selected two industry clusters and two foundational support areas.

Manufacturing Cluster. The manufacturing cluster employs nearly 1,000 individuals across the region. The P4P plan expands the manufacturing cluster, to include agricultural food production. This is due to the variety and relatively small number of regional manufacturers. The manufacturing goal focuses on building a regional consortium of large and small companies to increase their competitiveness by combining efforts that enhance employee education and training, technology, and value chain development. Assisting these large and small companies to become more competitive will help the cluster grow and decrease its dependence on commodity agriculture.

Arts & Entertainment Cluster. This is a growing regional cluster. Nebraska City leads the way with the Arbor Day Foundation, the Lied Lodge, and Kimmel Orchards. Brownville has a burgeoning artisan sector that draws tourists from four states and Pawnee County is expanding tourism with a growing Amish Community. Although the cluster provides lower wages, it has the potential to expand their economic reach into the four-state region and increase outside revenue streams.

To support the two above manufacturing and tourism clusters, entrepreneurship/small business and workforce needs will be addressed in the P4P Plan. Data indicate that more opportunities are needed for people to live and work in the region. Through education, training and increased availability of small business resources, the region can affect business survival and subsequent growth. Also, by providing education and increasing career awareness, industries can affect their available workforce shortage and create higher quality jobs to support a trained workforce.

Although important to that region, two industry clusters were not selected.

Agriculture. As the largest regional industry, agriculture has tremendous economic impacts on the region. When the agricultural industry is strong, it helps to shield the region from national recessionary impacts, such as in 2008. However, the agricultural industry is cyclical and during a downturn it will negatively influence the regional economy. Recent decreases in commodity and land prices has resulted in lower agribusiness sales, and in some cases, reductions in staff. There are numerous support mechanisms for producers — from government price supports to loan programs to technical education. There are heavy supply chain businesses that service the agricultural industry, however unlike the producers, the supports for the agribusiness sector and other ag-related business are limited. The P4P plan realizes that diversification beyond commodity agriculture will provide additional opportunities for non-ag business growth. The entrepreneurship and workforce goals will provide assistance to those businesses.

Energy. With Nebraska’s unique public power structure, the region’s other significant industry was not included in the industry analyses. In 2014, the local government electrical utilities industry generated over half a billion dollars of sales revenues, employed about 850 people and had a combined payroll of about $95 million, the highest for any industry sector within the region. While a major source of highly skilled workers with above average incomes, local purchases of goods and services is relatively small, generally limited to the hospitality, landscaping, and construction industries. Major purchases of specialized machinery, equipment, and services are provided by outside vendors (Source: Lemke). The P4P team determined that they have limited capacity to affect the supply chains needs of this sector.
Regional Economic Goals

Broad economic goals were developed from regional economic data analyses, asset identification and citizenry input. Each goal identifies key strategies, responsible parties charged with moving the goal forward as well as the timeline and status of each action item spanning a five-year period. More details of each goal are available later in the plan (See Appendix A – Goals and Strategies).

Manufacturing/Industry Goal

Manufacturing/Industry Coordinating Team:

Team Lead - Jason Esser, Omaha Public Power District (jwesser@oppd.com)
Jared Gerdes, Ariens Company (jjgerdes@ariens.com)
Gary Jorn, City of Falls City (g.jorn@fallscityne.us)
Mike Nagel, Nebraska Manufacturing Extension Program (mnagel3@unl.edu)

Goal Selection:

The manufacturing cluster is the largest private employer for the region, accounting for 2,256 or 16% of the region’s jobs (BLS, 2015). Of the 43 employers, there is one employer with 500+ employees and 21 with 250-499 employees. Food production accounts for 30% of all products manufactured in the region.

Regional Economic Benefit:

The region contains businesses in many economic sectors and a relatively strong manufacturing, food production cluster. P4P will maintain and grow the region’s economic viability by providing regional economic development activities designed to open markets and create primary, sustainable employment opportunities for higher skilled employees.

Manufacturing/Industry Strategies (See Appendix A, Page 28 for Detailed Action Plan)

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Responsible</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.0 By 2021, 30% of the region’s manufacturing industry leadership is</td>
<td>Jason Esser, Lead Mfg Coord. Team</td>
<td>March 2017</td>
</tr>
<tr>
<td>actively engaged in regional economic development initiatives.</td>
<td></td>
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</tr>
<tr>
<td>1.1 Host a Regional Mfg. Summit with Owners, Plant Managers, economic</td>
<td>Jason Esser, Lead Mfg Coord. Team</td>
<td>March 2017</td>
</tr>
<tr>
<td>developers, local government.</td>
<td></td>
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</tr>
<tr>
<td>1.2 Establish a P4P Mfg. Advisory Group to help organize the region,</td>
<td>Jason Esser, Lead Mfg Coord. Team, Mfg. Advisors</td>
<td>April 2017</td>
</tr>
<tr>
<td>address identified needs</td>
<td></td>
<td></td>
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<tr>
<td>and cross-education/training. Commit to regional focused collaboration/</td>
<td></td>
<td></td>
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<tr>
<td>round tables, 4x/yr.</td>
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</table>

### Outcomes

**Short Term (6 months – 2 years):**
- Plan, promote and host a Manufacturing Summit for local manufacturers.
- Create a manufacturing advisory team to assist the Industry Coordinating team to conduct a mfg. needs assessment in 2017.
- Conduct mfg. training as identified through needs assessment.

**Intermediate (2-4 years):**
- Collaborate with the Nebraska Manufacturing Extension Program to organize, facilitate and develop an active regional Manufacturing Council or Do-It Chapter.
- Manufacturing Council annually provides cross-education / training for workforce needs.
- Manufacturing Council annually provides cross-education / training to address common profitability, management issues.
- If applicable, creates a plan of action to capture opportunities and actively engages in efforts to support the development of a rare earth mine, or other emergent game-changing opportunities, that will benefit the entire region.
- Manufacturers, and other private and public funds, financially support a region-wide industry/economic development entity by 2020.

**Long Term (5+ years):**
- Manufacturers within the region are actively collaborating, leading to greater efficiencies, captured opportunities, and enhanced economic stability for the region.
- Economic Development efforts increase the number of manufacturers and jobs in the region.

### Cultural Tourism Goal

**Cultural Tourism**

Through collaborations, create rich destination experiences that attract visitors and contribute to the quality of life for local citizens.

### Cultural Tourism Coordinating Team:

Team Lead - Jessica Jones, Johnson County Extension (jessica.jones@unl.edu)
Marcia Borcher, Pawnee Co Promotional Network (db92140@windstream.net)
Stephanie Fisher, Auburn Development Council, (stephatpizzhut@yahoo.com)
Kim Beger, Auburn Development Council (info@growauburnne.org)
Doug Friedli, Missouri River Basin Lewis & Clark Center (dougfriedli@gmail.com)

### Goal Selection:

The Arts & Entertainment cluster is growing in the P4P Region, specifically in the cultural tourism area. Nebraska City leads the way with the Arbor Day Foundation, the Lied Lodge, and Kimmel Orchards. Brownville has a burgeoning artisan sector that draws tourists from four states and Pawnee County is
expanding tourism with a growing Amish Community. The region is ideally located within 150 miles of nearly 5.4 million people, including Omaha, Kansas City and Des Moines.

**Regional Economic Benefit:**
Increased collaboration between city and county tourism events, promotions and business opportunities can structurally change the tourism experience for visitors, leading to longer stays and additional retail dollars throughout the region. Enhanced amenities and opportunities will also enhance the quality of life for local residents and serve as a potential attraction for new residents to live and work in the region.

**Cultural Tourism Strategies (See Appendix A, Page 30 for Detailed Action Plan)**

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Responsible</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.0 By 2021, the region will achieve a 5 percent annual increase in sales and lodging taxes through new and profitable tourism businesses and attractions.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1 Directory of Regional Tourism Assets</td>
<td>Jessica Jones, Lead; Tourism Coord. Team</td>
<td>April 2017</td>
</tr>
<tr>
<td>1.2 Host a P4P regional tourism meeting</td>
<td>Jessica Jones, Lead; Tourism Coord. Team</td>
<td>April 2017</td>
</tr>
<tr>
<td>1.3 Conduct tourism/hospitality training for front-line employees</td>
<td>Jessica Jones, Lead; Nebraska Extension</td>
<td>Spring, Summer 2017 &amp; on-going</td>
</tr>
<tr>
<td>1.4 Host a Regional Tourism Summit</td>
<td>Jessica Jones, Lead; Tourism Coord. Team</td>
<td>Fall/Winter 2018</td>
</tr>
<tr>
<td>1.5 Develop a regional social media presence for regional events/businesses</td>
<td>Cultural Tourism Team</td>
<td>Fall 2018</td>
</tr>
<tr>
<td>1.5 Regional collaboration of tourism events</td>
<td>Cultural Tourism Team</td>
<td>2019</td>
</tr>
<tr>
<td>1.6 Expanded collaboration, tourism events/Attractions leading to extended tourism season</td>
<td>Cultural Tourism Team</td>
<td>2021</td>
</tr>
</tbody>
</table>

**Outcomes**

**Short Term (6 months – 2 years):**
- Creation a directory of regional tourism assets, organizations, collaborators and facilities.
- A broader regional tourism team is organized and commits resources toward regional tourism efforts.
- Conduct hospitality training for front-line employees across the region in 2017, multiple trainings, on-going.
- Collaborate with regional tourism entities to conduct a Tourism Summit in Fall/Winter 2017.
- Tourism Summit conducted to cross-train managers, owners and venue directors.
- Secure funds to develop a regional social media/on-line campaign, to be completed by Fall 2018.

**Intermediate (2-4 years):**
- Operating a successful regional tourism team that actively seeks and secures funds to support regional tourism business and venue activities.
- County lodging tax committees meet regularly and financially support regional tourism events designed to enhance longer stays.
- Venues and businesses are extending hours, offering additional events to attract greater tourism numbers.
**Long Term (5+ years):**
- Regional tourism team has reach sustainable funding and membership status.
- Regional festivals and larger, longer events are held annually.
- There is a unified message that includes cross marketing, regional communication, and a targeted message.

**Cultural Tourism Strategies  (See Appendix A, Page 32 for Detailed Action Plan)**

<table>
<thead>
<tr>
<th>Strategies</th>
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<th>Timeline</th>
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<tbody>
<tr>
<td><strong>2.0</strong> By 2021, the region will have an increase of 20 or more new tourism businesses</td>
<td>Jessica Jones, Lead; Tourism Coord. Team</td>
<td>March 2017</td>
</tr>
<tr>
<td>2.1 Needs assessment of tourism businesses across the region, in conjunction with Tourism Strategy 1.0</td>
<td>Jessica Jones, Lead Tourism Coord. Team</td>
<td>May 2017</td>
</tr>
<tr>
<td>2.2 Establish a Tourism Business Network</td>
<td>Jessica Jones, Lead Tourism Coord. Team</td>
<td>Fall 2017/Winter 2018</td>
</tr>
<tr>
<td>2.3 Conduct targeted business training for tourism businesses</td>
<td>Jessica Jones, Lead Tourism Coord. Team</td>
<td>Fall 2017/Winter 2018</td>
</tr>
<tr>
<td>2.4 Host a regional tourism conference, held in conjunction with Tourism Strategy 1.0</td>
<td>Jessica Jones, Lead; Cultural Tourism Team, Business Network</td>
<td>Winter 2018</td>
</tr>
<tr>
<td>2.5 Businesses coordinate with Tourism Team and Lodging tax Committees to conduction regional tourism activities</td>
<td>Cultural Tourism Team, Business Network</td>
<td>2019</td>
</tr>
<tr>
<td>2.6 Expanded collaboration, tourism events/Attractions leading to extended tourism season.</td>
<td>Cultural Tourism Team, Business Network</td>
<td>2021</td>
</tr>
</tbody>
</table>

**Outcomes**

**Short Term (6 months – 2 years):**
- Gain a better understanding of the tourism business needs per county by March 2017.
- Rebuild a network of tourism businesses with a regional focus by May 2017.
- Fall 2017/Winter 2018, provide business training modules that address the tourism business needs, may include:
  - Changing business models (liquor licensing, regulations, etc.)
  - Defining targets and how to best market to that audience.
  - Identify varying demographic markets and determine the best way to reach them using a variety of marketing channels.
  - Red Carpet Service
- Starting Summer/Fall 2017, Chambers host regional social hour events for tourism businesses.
- Collaborate with Nebraska tourism groups to conduct regional Tourism conference in Winter 2017/2018.

**Intermediate (2-4 years):**
- Greater coordination of regional tourism activities, may include Day tours offered throughout the region by 2018.
• Regular, coordinated effort to increase communication between business owners, coming attractions, and annual/new events, participate in Tourism social media campaign.

*Long Term (5+ years):*
• Region holds a reputation for being a destination place that has something for everyone always available – 7 day access by 2021.
• Expanded tourism season with new events and attractions hosted by the region as a whole by 2021.
• More tourism businesses, attractions, events and festivals.

**Workforce Education Goal**

![Workforce Education](image)

Through education and training, create a workforce pipeline to enhance employee recruitment, retention and engagement.

**Workforce Education Coordinating Team**

Team Lead - Brooke Aken, Omaha Public Power District (beaken@oppd.com)
Kim Beger, Auburn Development Council (info@growauburnne.org)
Marguerite Himmelberg, Southeast Community College (mhimmelberg@southeast.edu)
Dan Mauk, Nebraska City Area Economic Development (director@nebraskacityareaedc.org)
Stephanie Fisher, Auburn Development Council (stephatpizzahut@yahoo.com)

**Goal Selection:**
A significant challenge for the region’s manufacturers is a sufficient and qualified workforce. One manufacturer estimated a 30 percent employment gap by 2021. Compounding workforce attraction is an average $8,000 less in average earnings and 50 percent of the resident population working outside of the region. To grow the region’s economic base, workforce attraction and development must be a foundation goal.

**Regional Economic Benefit:**
Quality education, provided in formats appropriate to a wide variety of learning styles and situations, needs to be developed to create a workforce pipeline focused on skills that match the business, manufacturing, agricultural and energy clusters in the region. This training needs to be readily accessible and affordable for youth and adults in all parts of the region. In addition, focus on employer workforce attraction and human resource development will assist in employee retention and attraction.

**Workforce Education Strategies** *(See Appendix A, Page 34 for Detailed Action Plan)*

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Responsible</th>
<th>Timeline</th>
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<td>1.0</td>
<td>By 2021, the pending manufacturing job gap will be reduced to 15 percent.</td>
<td>Brooke Aken, Lead; Workforce Coord. Team</td>
</tr>
<tr>
<td>1.1</td>
<td>Increase awareness of region’s manufacturing employment opportunities.</td>
<td>Brooke Aken, Lead; Workforce Coord. Team</td>
</tr>
</tbody>
</table>
1.2 Promote and work with Community Colleges, secondary schools, School Administrators, and manufacturers to increase dual credit training courses.
Brook Aken, Lead; Workforce Coord. Team
Spring 2018 / Fall 2018

1.3 Promote STEM Careers to build student skills for 21st Century Manufacturers
Workforce Coord. Team NE Extension – Deb Weitzenkamp
Fall 2017

1.3 Create mechanisms for Mfg. scholarships, apprenticeships or internships through school, business collaborative
Workforce Coord. Team
2019-2021

Outcomes

Short Term (6 months – 2 years):
- Increase awareness and change the mindset/perception of parents, students and educators toward manufacturing/industry careers by 2017.
- Students will be exposed to a wide range of interesting manufacturing/industry opportunities, including Science, Technology, Engineering and Math (STEM) careers by 2017.
- School Administrators buy-in to the manufacturing/industry objectives by encouraging participation in the following activities:
  - Facility tours and career exploration.
  - Attend public manufacturing events and open houses.
  - Revamp high school career fairs.
  - Regionally supported efforts for the annual October “Manufacturing Day”.

Intermediate (2-4 years):
- Schools are supportive of the manufacturing/industry aspirations of its students garnered through added exposure to the multitude of opportunities by 2018.
- Targeted skills match between manufacturing/industry jobs and local students through dual credit course offerings.
- Greater involvement of industry leaders in the local schools through these unique efforts:
  - Human Resource professionals engage with the schools and its students creating access points to key manufacturing/industry personnel.
  - Implementing a Speakers’ Bureau with industry representatives participating by visiting local classrooms
  - Increase awareness of skilled workforce opportunities.
  - Host a regional manufacturing/industry job fair that includes both students and adults.
- Secured funding mechanisms that support workforce goals and activities.

Long Term (5+ years):
- Create an integrated partnership among the regions educational institutions and industries.
- Long term funding provided by business, community and industry in order to create sustainability in overall efforts. Funds can be in the form of scholarships, apprenticeships, internships or other financially supported program opportunities by 2021.
**Workforce Education Strategies** (See Appendix A, Page 36 for Detailed Action Plan)

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Responsible</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2.0</strong> By 2021, 50 percent of the regional manufacturers will actively promote manufacturing/industry careers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1 Establish a “Dream it, Do it” chapter or Mfg. Coalition.</td>
<td>Dan Mauk, Lead Workforce Coord. Team</td>
<td>March 2017</td>
</tr>
<tr>
<td>2.2 Housing Brochures available for Mfg. HR to use for recruitment of new employees.</td>
<td>Kim Beger, Lead Brandi Hull, Workforce Coord. Team</td>
<td>February 2017</td>
</tr>
<tr>
<td>2.3 Launch a coordinated, regional manufacturing marketing campaign.</td>
<td>Workforce Education Team</td>
<td>Fall 2018</td>
</tr>
<tr>
<td>2.4 Regional Mfg. Do-it Chapter or Coalition provides training to increase recruitment, retention, and engagement skills of plant and HR manager</td>
<td>Mfg. Chapter/Coalition, Workforce Education Team,</td>
<td>2019-2021</td>
</tr>
</tbody>
</table>

**Outcomes**

*Short Term (6 months – 2 years):*
- Recruit/engage regional manufacturers in the “Dream It, Do It” chapter or Mfg Council.
- Develop Housing brochures in all 5 counties to assist Mfg. HR with recruitment of new employees.

*Intermediate (2-4 years):*
- Launch a coordinated, regional manufacturing/industry marketing campaign in 2018 for employee recruitment, retention and community awareness
- Create a culture of greater employee recruitment, retention and engagement.

*Long Term (5+ years):*
- Ongoing, continual engagement, on the part of manufacturers/industry, to actively support efforts to recruit, retain and engage employees and potential employees. The following ideas support this long term strategy:
  - Incorporate a system that incentivizes employees for re-training.
  - Offer tuition reimbursement and scholarships to offset education costs.
  - Establish recognition and appreciation programs.
  - Provide apprenticeships and internships to regional students.
  - Integrate manufacturing/industry skills into local classrooms as young as the middle school level to spark interest in high skilled employment.
Regional Economic Development Plan

Entrepreneurship Goal

**Entrepreneurship**

Develop an entrepreneurial culture for business creation and retention that sustains and grows our existing industries and businesses.

**Entrepreneurship Coordinating Team:**

Tim Borchers, Peru State College (tborchers@peru.edu)
Lisa Beethe, City of Tecumseh (lbeethe@tecumsehne.com)
Nicole Mason, Esq., Ligouri Law Office (nicole.ligouri@gmail.com)
Dan Mauk, Nebraska City Area Economic Development (director@nebraskacityareaedc.org)
Marilyn Schlake, Nebraska Extension (mschlake1@unl.edu)
Rex Nelson, Nebraska Extension (rex.nelson@unl.edu)
Doug Friedli, Missouri River Basin Lewis & Clark Center, (dougfriedli@gmail.com)

**Goal Selection:**

Fundamental to growing the Manufacturing/Industry and Arts & Entertainment clusters is the development of small businesses that contribute to the local manufacturing supply chain and support and provide the retail and experiences that build a regional tourism culture. The P4P Region has nearly 93 percent of all businesses with less than 10 employees and 45 percent of these businesses are non-employee sole proprietors. Thirty-two percent of the region’s occupations are categorized as the Creative Class. This is a growing sector that can provide innovation and knowledge to help the region “grow their own” businesses, leading to a stronger and diverse economic base for the region.

**Regional Economic Benefit:**

Fostering a creative and business-friendly environment that supports entrepreneurial endeavors will result in new ideas and business starts. These will support the manufacturing and Arts & Entertainment clusters, as well as enhance the region’s quality of life. This support will help sustain Main Street Districts and build a multifaceted area that offers a wide range of products and services.

**Entrepreneurship Strategies** *(See Appendix A, Page 38 for Detailed Action Plan)*

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Responsible</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.0</td>
<td>By 2021, youth entrepreneurship education will be available to 75 percent of the region’s communities or schools, resulting in new young adult businesses.</td>
<td>Tim Borchers, Lead; Eship Coord. Team</td>
</tr>
<tr>
<td>1.1</td>
<td>Assessment of Youth Entrepreneurship Education offered</td>
<td>Tim Borchers, Lead; Eship Coord. Team</td>
</tr>
<tr>
<td>1.2</td>
<td>Host a Regional Youth Entrepreneurship Education Workshop</td>
<td>Tim Borchers, Lead; Eship Coord. Team</td>
</tr>
</tbody>
</table>
1.3 Support new and on-going entrepreneurial education  
Tim Borchers, Lead; Eship Coord. Team  
Fall 2017 & on-going

1.4 Establish a regional entrepreneurship day and competition  
Eship Coord. Team  
Spring 2018

1.5 Mentorship program established for youth entrepreneurs  
Eship Coord. Team  
2019

1.6 Nebraska City Tree House Incubator expands and has a pipeline of entrepreneurs from across the region  
Eship Coord. Team, Tree House Staff  
2020-2021

Outcomes

Short Term (6 months – 2 years):
- Conduct market research to determine entrepreneurship offerings and grade levels. Determine if area partners focused on small business opportunities can be incorporated into the curriculum in 2016.
- Administrative buy-in for entrepreneurship education and work with partners to deliver formal entrepreneurship programming by 2017.
- Host regional entrepreneurship days/competitions at both the high school and college level and obtaining funding for winning ideas to utilize as seed funding for their business idea annually beginning in 2017.

Intermediate (2-4 years):
- Youth are actively seeking business resources to pursue opportunities and creating a strong business network within the region by 2018.
- A sustainable funding stream available to youth entrepreneurs by 2018.
- Peru State College students are connected with regional resources/assets that encourage business startups by 2018.
- Youth are starting their first micro and small business startups by 2020.

Long Term (5+ years):
- Regional leaders identify and track entrepreneurs in order to motivate them and keep them connected to the region by 2018.
- Youth are applying for small business funding by 2020.
- Youth businesses are successful and growing by 2021.
- Sufficient funds are available to eligible startups and expanding businesses by 2021.

Entrepreneurship Strategies  (See Appendix A, Page 40 for Detailed Action Plan)

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Responsible</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.0 By 2021, the region will have a 20 percent increase in all businesses reporting employees and wages</td>
<td>Marilyn Schlake, Lead, Entr Coord. Team</td>
<td>Spring 2017</td>
</tr>
<tr>
<td>2.1 Assessment of entrepreneurial interests and small business needs</td>
<td>Brook Aken, Lead, Entr Coord. Team</td>
<td>Summer 2017</td>
</tr>
<tr>
<td>2.2 Increase exposure of the various entrepreneurship financing programs available to lenders</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Outcomes

#### Short Term (6 months – 2 years):
- Identify baseline data percentages for small business startup versus failure rates and identify struggles that can be addressed to decrease the barriers by 2016.
- Obtain data about the small business resources in the area/state by 2016.
- Create a checklist for first responders who deal with entrepreneurs which includes a link to gap financing partners by 2016.
- Provide access to capital for startups and existing small businesses ready for growth by 2017.
- Create a regional understanding of how to write a successful business plan utilizing a variety of regional partners and resources by 2017.
- Provide training opportunities and workshops to support and educate small business and their resource providers by 2017.
- Site location assistance for small business owners by 2016.

#### Intermediate (2-4 years):
- The Tree House in Nebraska City is fully occupied and entrepreneurs are taking advantage of all the resources by 2018.
- Implementation of a mentorship program that focuses on individuals involved in business startups by 2018.
- Pool of funds available which include business competition rewards and progressive loan funds by 2019.

#### Long Term (5+ years):
- Small business connectivity throughout the region by 2021.
- The Tree House has a pipeline of entrepreneurs by 2021.
- Sufficient funds available for startups and expanding businesses by 2021.
- A one-stop website or physical location provides connection with mentors, a list of incubator opportunities, storefront listings and small business education and training by 2020.
Evidence Basis for Plan

Regional Demographic Data

The population of the Southeast Nebraska Partners for Progress region is 38,987. The current population represents a -3% decrease since the 2000 Census, a loss of 1,186 persons. This is a slow decline but significant compared to the steady growth realized at the statewide level. Rural to urban flight accounts for some of the population decline and our region’s proximity to Omaha and Lincoln partially justifies this trend.

The P4P region also sees a trend towards an aging population and a lower than average number of individuals in the prime working age of 25-54. In 2010, this age category represented 37 percent of the population while in 2014 the percentage dropped to 34.9 percent, a total loss of 1,548 potential employees in the 25-54 age bracket. However, a strong indicator that the future looks bright is the upward trend in the 20-29 age population, there has been nearly a 20 percent increase since 2000. This may indicate that younger people are choosing to stay and live in the region and attend the local college, Peru State College, which reported their highest enrollment level this past year.

Whites represent the largest race/ethnic group at 95 percent with a steady increase in the number of Hispanics living in the region, 5.1 percent in 2014, up from 1.8 percent in 2000. Ninety-one percentage of the region’s adults have a high school diploma or more as compared to the national average (88 percent). The rate is similar across Nebraska, however the percentage of individuals who have a Bachelor’s or Graduate degree is lower, 20 percent compared to the state rate of 29 percent.

Regional Economic Data

The team reviewed economic data presented by Dr. Ken Lemke, Economist with the Nebraska Public Power District. The analysis consisted of a deeper look into the human capital and labor force areas of
the region, earnings per worker, income and poverty levels, unemployment rates and commuting data; and industry and occupation data.

**Labor Force**

The Real Median Household Income rose from $45,466 in 2003 to $47,836 in 2013, an increase of 5.2 percent. Comparatively Nebraska’s 2013 median household income was $58,566 and grew at a slower pace over the same decade. The region’s total population living in poverty increased 2.6% from 2003-2013 to 12.4% with 17% of minors aged 0-17 living in poverty. (Source: Regional Snapshot, 2015).

Historically Nebraska has been a low unemployment state. April 2016 reported unemployment rates were 3.48 for the P4P region and 3.0 for Nebraska, as compared to the national average at 5.0 percent (Source: Bureau of Labor Statistics, LAUS). This lower than average unemployment rate is of great concern to the region as we look to fulfill the workforce needs of business and industry in the region.

The earnings per worker in the region are lower than the balance of the remainder of the state. The 2014 average earnings within the five county region was $37,484 compared to the state average earnings at $45,303. One of the key driving factors in this difference is a lower cost of living but it does represent challenges when we factor in the commuting patterns of our regional workforce. The region suffers a real leakage in its labor force with 9,781 of the region’s residents employed outside the region (50.9%), compared to those who are employed in the region and commute in from other counties, 4,574 or 32.7% of the region’s total labor force. Overall, it was startling to note that 38% of the out-commuters travel to Lancaster County, which is home to the state capital and higher wages. Depending on location, some commuters may travel up to two hours to work in Lincoln. Enhancing job availability and wages in the P4P counties could entice commuters to stay and work within the region.

**Industry and Occupation**

In 2011, the P4P region had 4,494 business establishments, of which 32 were stage 3 and 4 companies that provided 3,872 or 19 percent of the region’s jobs. Stage 3 establishments, those that employ 100-499 employees, lost 31.3 percent of their jobs between 2000 and 2011 while the self-employed and microbusinesses (less than 10 employees) added nearly 9,000 new jobs (Source: Regional Snapshot).

The top five industry sectors by employment growth between 2009 and 2014 were Finance and Insurance, Real Estate, Manufacturing, Health Care/Social Assistance, and Accommodation/Food.
Services. Overall these sectors added 760 new jobs to the region’s economy. Note, these figures exclude the local government electrical utilities industry that are not reflected in the industry data.

Further analysis of the region’s clusters provided insight into potential economic opportunities. Agriculture and food processing dominates the region, as in many rural areas, followed by manufacturing, and business and financial services. Although mining is considered a mature industry, it has the potential to become a rising star should the Niobium mine open, which in turn will affect additional clusters in the area, especially the emerging manufacturing supercluster, transportation and logistics, and accommodations/food services.

The Manufacturing Supercluster has the greater potential for growth, given the above national and industry performance rates between 2009 and 2014, and level of outside inputs needed to sustain the industry. Business and Financial Services is another cluster that has potential for growth. However, industry conversations with business owners affirmed that much of the recent cluster activity was related the agricultural sector and above average land and commodity prices (Source: Target Industry Cluster Analysis).

**Regional Assets**

During the SET Civic Forum community leaders identified assets deemed important to the region. The table below lists the top five regional assets. Further analysis of the regional assets led the SET team to focus on the Manufacturing (including food production) and Arts & Entertainment Clusters. These clusters build upon the assets identified below.

<table>
<thead>
<tr>
<th>Regional Assets</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Natural Amenities - History &amp; Tourism</strong></td>
<td>The P4P region includes the earliest settlements west of the Missouri. Many historical buildings and new attractions attract tourist nationwide.</td>
</tr>
<tr>
<td><strong>Educational Systems</strong></td>
<td>Peru State College, located in Peru is a 4-year public liberal arts institution. Through internships and courses, students are great resources for local medical institutions, schools and businesses</td>
</tr>
<tr>
<td><strong>Natural Resource - Agricultural/Production Livestock/crops</strong></td>
<td>Agriculture and Food Production employed 4,268 persons in 2014, continues to serve as a strong employer and exporter of goods.</td>
</tr>
<tr>
<td><strong>Transportation Routes</strong></td>
<td>Access to the Union Pacific and Burlington Northern Railroads, Missouri River and a great highway system with easy access to Interstate 29.</td>
</tr>
<tr>
<td><strong>Energy</strong></td>
<td>The region boast one large nuclear and one large coal fired generation facility, along with some oil production and natural gas lines.</td>
</tr>
</tbody>
</table>
Natural Amenities. One of the greatest attributes of Southeast Nebraska is the beautiful natural amenities within the region. The region is rich in rolling hills and river front, vineyards and orchards, parks and prairie. This serene area is a splendid place to live and work while opportunities exist to relax and rejuvenate or to venture out for a delightful day-long get away. P4P leaders recognize the historical, cultural, and tourism related components that help sustain the economic vitality of the region. The region is home to Arbor Day, Lied Lodge and many community festivals. The region also places high value on historic preservation activities with Brownville, a village with a population of 120, leading the charge. This community hosts a concert series, operates a Village Theater, hosts many art events and is home to the World’s Largest Flea Market.

Tourism highlights also include the Streamboat Trace Trail, 21 miles of abandoned railroad tracks along the Missouri river; Indian Cave State Park, which attracts nearly 250,000 visitors annually, includes 22 miles of trails over 3,000 acres along the bluffs of the Missouri River.

Education. The region has a strong educational system anchored by Peru State College (http://www.peru.edu/), located in Nemaha County. Southeast Community College (http://www.southeast.edu/) also serves the region. These strong education ties are drivers in creating a sustainable workforce.

Natural Resources. There is a rich agricultural history that greatly affects the economic well-being of the region. The region has prime agricultural land and has long been recognized as dependable supplier of a wide variety of agricultural products, including grains, livestock, meats, food products and ethanol. This industry in deeply woven into the very fabric of the region and expanding this market is critical.

When the agricultural industry is strong, it helps to sustain the region from national recessionary impacts, such as in 2008. However, the agricultural industry can be volatile and during a downturn, it will negatively influence the area. With the recent drops in commodity and land prices, communities and agri-businesses are starting to feel the impacts.

Due to the dependency and volatility of the agricultural sector, the SET plan does not specifically address this industry. Rather, the plan focuses on supporting the broader manufacturing and tourism industries, which indirectly affects the agricultural sector by supporting food production and tourism development. The entrepreneurship and tourism goals can help stabilize the region by creating interest in local food, farmer’s markets, agri-tourism, and ag entrepreneurism.

Transportation. The SET region is conveniently situated to be within one to two days truck drive to the majority of cities across the nation. The eastern side of the region is 10-20 minutes from Interstate 29, part of a major transportation corridor running from Canada to Mexico; and 30-90 miles south of Interstate 80, a major east to west coast corridor. The area also has many highways that connect to regional economic hubs. The Missouri River, a major inland waterway, and the BNSF and Union Pacific rails, provide for shipments of agricultural products. However, the ease of industrial access in not shared throughout the SET region. Pawnee and Johnson counties have less highway access points.

The Interstates and highways also provide one-day travel opportunities for tourists from nearby Iowa, Kansas, Missouri and greater Nebraska, including cities such as Kansas City, Des Moines and Omaha. The AppleJack Festival in Nebraska annual attracts nearly 80,000 visitors and Brownville, continues to draw and grow its regional reputation as a cultural music and theater destination.

Energy. Nebraska is a stand along state in which all utilities are publically owned. In the P4P region there is one nuclear facilities, one large coal fired generation plan, and a small wind generation farm.
Following discussions and deeper analysis with energy sector staff, the SET team determined that they have limited capacity to affect the supply chains needed to support the energy sector. The nuclear plant requires a highly specialized labor force and the opportunities for future energy development within the state and region are likely to be focused on renewables. The region will be supportive of these efforts, but current development plans appear to focus on other areas of the state.

**Evaluation Plan**

**Progress Indicators**

The plan includes *key measures and strategies* that are designed to work together to impact the entire region in a powerful way that benefits all. The team has specified goals and objectives that are measurable and actionable so real outcomes can be measured using data and by monitoring industry trends. The plan is a living document and key individuals have been identified to accomplish the action plan as outlined in this document in Appendix A. The SET Program provided the foundation that can be built upon and the plan is to engage many others who were not a part of the formal planning process. The Southeast Nebraska Partners for Progress group meets quarterly, and includes members from each of the five counties, which will give working groups an opportunity to report on progress. Goal tracking will be a key component during the meetings in order to give members a visual look at progress in each of these important areas.

This is an aggressive plan that will take many man hours to implement and we will start by identifying short term action items in order to realize early on success (*See Dissemination Plan, Appendix B*).

Once the initial 3-6 month time frame has passed we will dive into the long term strategies that include multiple steps and planning stages. Participation in the groups is open to private and public sector representatives with interest or expertise from throughout the region.
Acknowledgements:

The Southeast Nebraska Partners for Progress Region would like to thank the staff from the United States Department of Agriculture Rural Development, Regional Rural Development Centers, and University of Nebraska Extension for support throughout the course of this project. We would also like to show our appreciation to the distinguished individuals that took part in the training sessions, and numerous other individuals, for their invaluable insight and ideas that led to the creation of this plan.

Executive Committee Members:
Brook Aken                   Omaha Public Power District
Lisa Beethe                    Southeast Nebraska Development District
Jeff Carpenter                United States Department of Agriculture
Beckie Cromer               Falls City EDGE
Gary Jorn                     City of Falls City
Marilyn Schlake            Nebraska Extension
Carroll Welte                Nebraska Nebraska

Special thanks to the Grant Writing Team and Data Analysts:
Lisa Beethe                     Southeast Nebraska Development District
Randy Cantrell                University of Nebraska/Rural Futures Institute
Beckie Cromer                Falls City EDGE
Ken Lemke                     Nebraska Public Power District
Stephanie Schrader          Nebraska City Area Economic Development

Southeast Nebraska Partners for Progress – P4P
Beckie Cromer
Executive Director
402-245-2105 (w)
402-245-776 (c)
director@fallscityedge.com
References

Energy Values calculated by Dr. Kenneth M. Lemke, Economist, Nebraska Public Power District, from 2014 input-put model for five-county P4P region using IMPLAN data and software from IMPLAN Group LLC, IMPLAN System (data and software), 16905 Northercross Dr., Suite 120, Huntersville, NC 28078 www.IMPLAN.com.

Regional data calculated by Drs. Indraneel Kumar and Bo Beaulieu, Purdue Center for Regional Development, Purdue University, West Lafayette, IN 47907 in customized reports:

- Regional Snapshot, Partner for Progress Region, NE, September 2015
- Target Industry Cluster Analysis, Partner for Progress Region, NE, September 2015
- Creative, Working & Service Classes, Southeast Nebraska Partners for Progress Region, October 2015

Regional Population by Age compiled by Dr. Randy Cantrell, Rural Sociologist, University of Nebraska Rural Futures Institute, Lincoln, NE 68583.
Appendices

Appendix A: Action Plan Tables *(Summaries)*

- Manufacturing/Industry – Strategy 1  
- Cultural Tourism Goal – Strategy 1  
- Cultural Tourism Goal – Strategy 2  
- Workforce Education Goal – Strategy 1  
- Workforce Education Goal – Strategy 2  
- Entrepreneurship Goal – Strategy 1  
- Entrepreneurship Goal – Strategy 2

Appendix B: Dissemination Plan

Appendix C: P4P Planning Participants

Appendix D: Letters of Support
Appendix A - Goal & Strategies (Chart form)

Manufacturing/Industry - Strategy 1

Regional Economic Benefit:
The region contains businesses in many economic sectors and strong clusters in strategic industries. P4P will maintain its dominant position in the Midwestern and national economies by increasing the presence of industry by engaging this sector in economic development activities that create primary, sustainable employment opportunities in high skilled areas.

Manufacturing/Industry Coordinating Team: Lead - Jason Esser, Omaha Public Power District (jwesser@oppd.com); Jared Gerdes, Ariens Company (jjgerdes@ariens.com); Gary Jorn, City of Falls City (g.jorn@fallscityne.us); Mike Nagel, Nebraska Mfg Extension Program (mnagel3@unl.edu)

Action Plan (2017-2021)

<table>
<thead>
<tr>
<th>Actions/Activities</th>
<th>Key Contacts</th>
<th>Timeline</th>
<th>Status</th>
<th>Responsible Party</th>
<th>Measurements</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Host a Regional Manufacturing Summit</td>
<td>Industry Team, NE Mfg Ext Program, Dept of Econ Dev, Dev. Districts</td>
<td>March 2017</td>
<td>Planning Phase</td>
<td>Jason Esser, Lead Coordinating team – Mike, Gary, Kim, Jared</td>
<td>Completion of Summit, with 80% of regional manufacturers in attendance.</td>
</tr>
<tr>
<td>1.1.1 Secure date, location, presenters for Mfg. Summit</td>
<td></td>
<td>January 2017</td>
<td></td>
<td>Coordinating team – Mike, Jason, Gary, Kim, Jared</td>
<td></td>
</tr>
<tr>
<td>1.1.2 Invitations sent/personal contacts</td>
<td></td>
<td>Late January 2017</td>
<td></td>
<td>Coordinating team – Mike, Jason, Gary, Kim, Jared</td>
<td></td>
</tr>
<tr>
<td>1.2 Establish a P4P Manufacturing Advisory Group to help organize the region, address identified needs from the Summit</td>
<td>Industry Team, NE Mfg Ext Program, SCC, Dept of Labor</td>
<td>April 2017</td>
<td>Planning Phase</td>
<td>Jason Esser, Lead, Mfg Advisory</td>
<td>Formation of Advisory Group, initial meeting held, 30% of Mfg on Advisory</td>
</tr>
<tr>
<td>1.2.1 Conduct needs assessment with regional manufacturers</td>
<td>32 regional manufacturers</td>
<td>May 2017</td>
<td></td>
<td>Mike Nagel (NMEP) Local Economic Dev</td>
<td>75% of Mfg surveyed.</td>
</tr>
<tr>
<td>1.2.2. Organize activities/education to address regional mfg needs. Coordinate efforts with the Workforce team.</td>
<td>Industry team, NE Mfg Ext Program, SCC, Dept of Labor</td>
<td>July 2017 –</td>
<td>Jason Esser, Lead</td>
<td>Two activities in Fall 2017</td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td></td>
</tr>
<tr>
<td>1.3 Formal Regional Mfg. Council organized, structure for self-governance and cross-education/training. Commit to regional focused collaboration/round tables, 4x/yr.</td>
<td>Industry Team, Regional Mfg. representatives members</td>
<td>2018</td>
<td>Pending</td>
<td>Mfg. Council &amp; Workforce Team</td>
<td>SE Mfg Council formed and offering cross-training. 40% of Mfg. on Council</td>
</tr>
<tr>
<td>1.3.1. Mfg. Council conduct cross-education/training for regional workforce</td>
<td>SE Mfg Council, PSC, SCC, DOL, Workforce</td>
<td>4(x) per year</td>
<td>Mfg. Council &amp; Workforce Team</td>
<td>Number of collaborative projects implemented to address Mfg. workforce, inputs Number of employees trained</td>
<td></td>
</tr>
<tr>
<td>1.4.1 Successful recruitment of Manufacturers to region</td>
<td>Regional Economic Developer &amp; SE Regional Mfg Council</td>
<td>2020</td>
<td>Pending</td>
<td>Mfg. Council</td>
<td>1-2 new mfg. to region Increase # of employment opportunities # of new positions filled Increase in competitive wages</td>
</tr>
</tbody>
</table>
Appendix A – Goal & Strategies (Chart form)

Cultural Tourism Goal - Strategy 1

**Regional Economic Benefit:**
Increased collaboration between city and county tourism events, promotions and business opportunities can structurally change the tourism experience for visitors, leading to longer stays and additional retail dollars throughout the region. Enhanced amenities and opportunities will also enhance the quality of life for local residents and serve as a potential attraction for new residents to live and work in the region.

**Cultural Tourism Coordinating Team:** Lead - Jessica Jones, Johnson County Extension (jessica.jones@unl.edu); Marcia Borcher, Pawnee Co Promotional Network (db92140@windstream.net); John Lauber, Brownville Community Foundation (johnlauber@windstream.net); Stephanie Fisher, Auburn Development Council, (stephatpizzhut@yahoo.com); Mary Kruger, Nemaha County Lodging Tax (dmkruger31@gmail.com); Kim Beger, Auburn Development Council, (info@growauburne.org); Doug Friedli, Missouri River Basin Lewis & Clark Center, (dougfriedli@gmail.com)

**Action Plan (2017-2021)**

<table>
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<th>Timeline</th>
<th>Status</th>
<th>Responsible Party</th>
<th>Measurements</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.0 <strong>By 2021, the region will achieve a 5 percent annual increase in sales and lodging taxes through new and profitable tourism businesses and attractions.</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1 Directory of Regional Tourism Assets</td>
<td>Game &amp; Parks, NRD, Tourism Directors, State Tourism, SENTC</td>
<td>April, 2017</td>
<td>Planning Phase</td>
<td>Jessica Jones, Lead Tourism Coordinating Team</td>
<td>100% identification of tourism assets.</td>
</tr>
<tr>
<td>1.1.1. Inventory of tourism assets, tourism organizations</td>
<td></td>
<td>February, 2017</td>
<td>Planning Phase</td>
<td>Jessica Jones, Lead Tourism Coordinating Team</td>
<td>Secured contacts of regional tourism assets</td>
</tr>
<tr>
<td>1.1.2. Conduct survey of venues, events, tourism locations</td>
<td></td>
<td>March, 2017</td>
<td>Planning Phase</td>
<td>Jessica Jones, Lead Tourism Coordinating Team</td>
<td>50% of contacts complete survey</td>
</tr>
<tr>
<td>1.2 Host a P4P regional tourism meeting</td>
<td>SENTC, NE Tourism, MINK, City/Cnty Tourism Directors, By-ways, RC&amp;D</td>
<td>April 2017</td>
<td>Planning Phase</td>
<td>Jessica Jones, Lead Tourism Coordinating Team</td>
<td>Completion of Summit, with 75% of all regional tourism entities represented.</td>
</tr>
<tr>
<td>1.2.1. Secure location</td>
<td></td>
<td>February 2017</td>
<td></td>
<td>Jessica Jones, Lead</td>
<td></td>
</tr>
<tr>
<td>1.2.2. Invite tourism organizers, venues business owners</td>
<td></td>
<td>March 2017</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.2.3. Gain commitment for implementation of tourism goals, including organizing teams</td>
<td></td>
<td>April 2017</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.3 Conduct tourism/hospitality training for front-line employees</td>
<td>Events, Venues, Businesses Employees, SENTC</td>
<td>Spring, Summer 2017; on-going</td>
<td>Planning phase</td>
<td>Jessica Jones, Lead; Cultural Tourism Team, Nebraska Extension</td>
<td>Number of front-line staff attending, Number of trainings held, Change in behaviors.</td>
</tr>
<tr>
<td>Task</td>
<td>Start Date</td>
<td>End Date</td>
<td>Lead</td>
<td>Collaborators</td>
<td>Notes</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
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<td>----------------------------------------------------</td>
<td>----------------------------------------------------------------------</td>
</tr>
<tr>
<td>1.3.1. Organize locations, dates, presenters</td>
<td>February 2017</td>
<td></td>
<td>Jessica Jones, Lead;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.3.2. Market trainings</td>
<td>Late February 2017</td>
<td></td>
<td>Jessica Jones, Lead;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.4 Host a Regional Tourism Summit</td>
<td>Winter 2018</td>
<td>Planning Phase</td>
<td>Jessica Jones, Lead; Cultural Tourism Team</td>
<td>Number of Tourism Entities attending;</td>
<td>Number of Tourism Entities attending;</td>
</tr>
<tr>
<td>1.4.1. Organize planning team</td>
<td>March, 2017</td>
<td></td>
<td>Jessica Jones, Lead; Cultural Tourism Team</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.4.2. Plan Summit</td>
<td>June, 2017</td>
<td></td>
<td>Summit Planning Team</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.4.3. Market Summit &amp; Conduct</td>
<td>Fall, 2017</td>
<td></td>
<td>Summit Planning Team</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.5 Develop a regional social media presence for regional events/businesses</td>
<td>Fall 2018</td>
<td>Pending</td>
<td>Cultural Tourism Team</td>
<td>Successful Social Media campaign implemented</td>
<td>Number of Tourism Entities attending;</td>
</tr>
<tr>
<td>1.5.1. Secure funds to develop social media campaign/app</td>
<td>Late 2017 - 2018</td>
<td>Pending</td>
<td>Cultural Tourism Team</td>
<td>Funds secured</td>
<td>Number of Tourism Entities attending;</td>
</tr>
<tr>
<td>1.5.2. Develop social media campaign / app to promote regional tourism events/venues/businesses</td>
<td>2018</td>
<td>Pending</td>
<td>Cultural Tourism Team</td>
<td>Contactors/Developers hired and completion of campaign</td>
<td>Number of Tourism Entities attending;</td>
</tr>
<tr>
<td>1.5.3. Launch and evaluate</td>
<td></td>
<td></td>
<td></td>
<td>Launched social media</td>
<td>Number of Tourism Entities attending;</td>
</tr>
<tr>
<td>1.6 Regional collaboration of tourism events</td>
<td>2019</td>
<td>Pending</td>
<td>Cultural Tourism Team</td>
<td>Number of collaborative activities organized, increase tourist attendance, increase in lodging tax and retail sales</td>
<td>Number of Tourism Entities attending;</td>
</tr>
<tr>
<td>1.7 Expanded tourism events/Attractions leading to expanded tourism season</td>
<td>2021</td>
<td>Pending</td>
<td>Cultural Tourism Team</td>
<td>Number of days of tourists activities offered/businesses open. Increased tourism wages,</td>
<td>Number of Tourism Entities attending;</td>
</tr>
</tbody>
</table>
Appendix A - Goal & Strategies (Chart form)

Cultural Tourism Goal - Strategy 2

**Regional Economic Benefit:**
Increased collaboration between city and county tourism events, promotions and business opportunities can structurally change the tourism experience for visitors, leading to longer stays and additional retail dollars throughout the region. Enhanced amenities and opportunities will also enhance the quality of life for local residents and serve as a potential attraction for new residents to live and work in the region.

**Cultural Tourism Coordinating Team:** Lead - Jessica Jones, Johnson County Extension (jessica.jones@unl.edu); Marcia Borcher, Pawnee Co Promotional Network (db92140@windstream.net); John Lauber, Brownville Community Foundation (johnlauber@windstream.net); Stephanie Fisher, Auburn Development Council, (stephatpizzhut@yahoo.com); Mary Kruger, Nemaha County Lodging Tax (dmkruger31@gmail.com); Kim Beger, Auburn Development Council, (info@growauburne.org); Doug Friedli, Missouri River Basin Lewis & Clark Center, (dougfriedli@gmail.com)

**Action Plan (2017-2021)**

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<tbody>
<tr>
<td>2.0 By 2021, the region will have an increase of 20 or more new tourism businesses</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1 Needs assessment of tourism businesses across the region, in conjunction with Tourism Strategy 1.0</td>
<td>Private tourism business owners</td>
<td>March 2017</td>
<td>Planning Phases</td>
<td>Jessica Jones, Lead Tourism Coordinating Team</td>
<td></td>
</tr>
<tr>
<td>2.1.1. Inventory of tourism businesses</td>
<td></td>
<td>February 2017</td>
<td>Planning Phase</td>
<td>Jessica Jones, Lead Tourism Coordinating Team</td>
<td>Secured contacts of regional tourism businesses</td>
</tr>
<tr>
<td>2.1.2. Conduct survey of tourism businesses</td>
<td></td>
<td>March 2017</td>
<td>Planning Phase</td>
<td>Jessica Jones, Lead Tourism Coordinating Team</td>
<td>50% of contacts complete survey</td>
</tr>
<tr>
<td>2.2 Establish a Tourism Business Network</td>
<td>Private tourism business owners, SBDC, UNL, Economic Developers</td>
<td>May 2017</td>
<td>Planning Phase</td>
<td>Jessica Jones, Lead Tourism Coordinating Team</td>
<td>Network established.</td>
</tr>
<tr>
<td>2.2.1. Host organizing meeting</td>
<td></td>
<td>April 2017</td>
<td></td>
<td></td>
<td>Establish leadership to maintain network.</td>
</tr>
<tr>
<td>2.2.2. Conduct regional business social hour events to encourage networking, support and collaboration</td>
<td></td>
<td>Summer 2017</td>
<td></td>
<td></td>
<td>50% of targeted group participate in tourism networking actives;</td>
</tr>
<tr>
<td>2.3 Conduct targeted business training for tourism businesses</td>
<td>Private tourism business owners, SBDC, UNL, Economic Developers</td>
<td>Fall 2017 / Winter 2018</td>
<td>Planning Phase</td>
<td>Jessica Jones, Lead Cultural Tourism Team, Tourism Business Network</td>
<td>Number of businesses participating, Change in firm profitability</td>
</tr>
<tr>
<td>2.3.1. Set goals for targeted business trainings</td>
<td>Summer 2017</td>
<td>Jessica Jones, Lead Cultural Tourism Team, Tourism Business Network</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.3.2. Secure tourism specialists / locations</td>
<td>Summer 2017</td>
<td>Jessica Jones, Lead Cultural Tourism Team, Tourism Business Network</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.3.3. Market and conduct trainings</td>
<td>Fall 2017 – 2018</td>
<td>Jessica Jones, Lead Cultural Tourism Team, Tourism Business Network</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.4 Host a regional tourism conference, held in conjunction with Tourism Strategy 1.0</td>
<td>Winter 2018</td>
<td>Planning Phase</td>
<td>Completion of Conference, with 40% of all regional tourism businesses, attractions attending.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.5 Businesses coordinate with Tourism Team and Lodging tax Committees to conduction regional tourism activities</td>
<td>2019</td>
<td>Pending</td>
<td>Cultural Tourism Team, Business Network</td>
<td>Number of collaborative activities organized; Increase tourist attendance; Increase in lodging tax and retail sales.</td>
<td></td>
</tr>
<tr>
<td>2.6 Expand collaboration, tourism events/ Attractions leading to extended tourism season.</td>
<td>2021</td>
<td>Pending</td>
<td>Cultural Tourism Team, Business Network</td>
<td>Number of days of tourists activities offered/businesses open. Increase number of tourism businesses. Increase in tourism wages Increase in sales tax attributed to events hosted within the region</td>
<td></td>
</tr>
</tbody>
</table>
Appendix A - Goal & Strategies (Chart form)

Workforce Education Goal - Strategy 1

Regional Economic Benefit:
Quality education, provided in formats appropriate to a wide variety of learning styles and situations, needs to be developed to create a workforce pipeline focused on skills that match the business, manufacturing, agricultural and energy clusters in the region. This training needs to be readily accessible and affordable for youth and adults in all parts of the region. In addition, focus on employer workforce attraction and human resource development will assist in employee retention and attraction.

Workforce Education Coordinating Team: Lead - Brooke Aken, Omaha Public Power District (beaken@oppd.com); Kim Beger, Auburn Development Council (info@growauburnne.org); Marguerite Himmelberg, Southeast Community College (mhimmelberg@southeast.edu); Dan Mauk, Nebraska City Area Economic Development (director@nebraskacityareacdc.org); Stephanie Fisher Auburn Development Council (stephatpizzahut@yahoo.com)

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<th>Measurements</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1.0 By 2021, the pending manufacturing job gap will be reduced to 15 percent.</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1 Increase awareness of region’s manufacturing employment opportunities</td>
<td>Manufacturers, School Administrators, Parents, Youth, Career Advisors, Teachers</td>
<td>October 2016 &amp; Annually</td>
<td>Completed 2016 &amp; ongoing</td>
<td>Brook Aken, Lead; Workforce Education Team</td>
<td>Number of Mfg. participating; Number of schools participating; number of students participating</td>
</tr>
<tr>
<td>1.1.1. Work with schools to promote student participation in Mfg. Day across the region. First year – Auburn, Falls City, Pawnee City</td>
<td>School Administrators, Career Advisors</td>
<td>September 2016</td>
<td>Completed</td>
<td>Kim Beger, Lead; Workforce Education Team</td>
<td>Number of schools participating; Number of students participating</td>
</tr>
<tr>
<td>1.1.2. Coordinate with manufacturers, open houses, presentations.</td>
<td>Manufacturers</td>
<td></td>
<td>Completed</td>
<td>Kim Beger, Lead; Workforce Education Team</td>
<td>Number of Mfg. participating;</td>
</tr>
<tr>
<td>1.1.3. Continue to expand mfg. participation in Mfg. Day activities</td>
<td>Manufacturers, School Administrators, Parents, Youth, Career Advisors, Teachers</td>
<td>October 2017 &amp; annually</td>
<td>Planning phase</td>
<td>Workforce Education Team; Economic Dev.</td>
<td>Number of Mfg. participating;</td>
</tr>
<tr>
<td>1.1.4. Establish a Mfg. “Speaker’s Bureau” to promote regional jobs and careers</td>
<td>Manufacturers, Workforce</td>
<td>2018 &amp; On-going</td>
<td>Pending</td>
<td>Workforce Education Team; Economic Dev.</td>
<td>Number of presentations given to students</td>
</tr>
<tr>
<td>1.2 Promote and work with Community Colleges, secondary schools, School</td>
<td>High school Administrators, local mfg./ Colleges</td>
<td>Spring 2018 / Fall 2018</td>
<td>Planning Phase</td>
<td>Brook Aken, Lead; Workforce Education Team</td>
<td>Number of high schools offering dual credit courses to students</td>
</tr>
<tr>
<td>1.2.1. Assessment of mfg. workforce needs</td>
<td>Local Mfg. / Colleges</td>
<td>Summer 2017</td>
<td>Planning Phase</td>
<td>Workforce Education/Econ Dev</td>
<td>All major Mfg. employers participate in assessment</td>
</tr>
<tr>
<td>1.2.2. Creation of training courses</td>
<td>Local Mfg. / Colleges</td>
<td>Spring 2018</td>
<td>Pending</td>
<td>Workforce Education/Econ Dev</td>
<td>Number of courses created / revamped</td>
</tr>
<tr>
<td>1.2.3. Promotion of educational / career opportunities in schools / public</td>
<td>Manufacturers, School Administrators, Parents, Youth, Career Advisors, Teachers</td>
<td>Fall 2018</td>
<td>Pending</td>
<td>Workforce Education/Econ Dev</td>
<td>Number of schools offering dual credit course to students</td>
</tr>
<tr>
<td>1.3 Promote STEM Careers to build student skills for 21st Century Manufacturers</td>
<td>Manufacturers, School Administrators, Parents, Youth, Career Advisors, Teachers</td>
<td>Fall 2017</td>
<td>Pending</td>
<td>Workforce Education, NE Extension - Deb Weitzenkamp</td>
<td>Number of students involved in STEM education</td>
</tr>
<tr>
<td>1.3.1. Participate, Support 4-H Robotics / STEM training programs for area students</td>
<td>NE Extension, Manufacturers, Teachers, Parents</td>
<td>Fall 2017</td>
<td>Pending</td>
<td>Workforce Education, NE Extension - Deb Weitzenkamp</td>
<td>Number of events / trainings available for students</td>
</tr>
<tr>
<td>1.4 Create mechanisms for Mfg. scholarships, apprenticeships or internships through school, business collaborative</td>
<td>School Career Counselors &amp; admin. Mfg.</td>
<td>2019-2021</td>
<td>Pending</td>
<td>Workforce Education Team</td>
<td>Dollars generated for scholarships</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Number of scholarships provided</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Number of mfg. offered &amp; students participating in demand occupations in region</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Decrease in number of unfilled Mfg/industry positions</td>
</tr>
</tbody>
</table>
Appendix A - Goal & Strategies (Chart form)

Workforce Education Goal - Strategy 2

**Regional Economic Benefit:**
Quality education, provided in formats appropriate to a wide variety of learning styles and situations, needs to be developed to create a workforce pipeline focused on skills that match the business, manufacturing, agricultural and energy clusters in the region. This training needs to be readily accessible and affordable for youth and adults in all parts of the region. In addition, focus on employer workforce attraction and human resource development will assist in employee retention and attraction.

**Workforce Education Coordinating Team:** Lead - Brooke Aken, Omaha Public Power District (beaken@oppd.com); Kim Beger, Auburn Development Council (info@growauburnne.org); Marguerite Himmelberg, Southeast Community College (mhimmelberg@southeast.edu); Dan Mauk, Nebraska City Area Economic Development (director@nebraskacityareacdc.org); Stephanie Fisher Auburn Development Council (stephatpizzahut@yahoo.com)

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<th>Measurements</th>
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<tbody>
<tr>
<td><strong>2.0 By 2021, 50 percent of the regional manufacturers will be actively promoting manufacturing careers</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1 Establish a “Dream it, Do it” chapter or Mfg. Coalition.</td>
<td>Key representative of regional manufacturers, NE Workforce</td>
<td>March 2017</td>
<td>Underway</td>
<td>Dan Mauk, Lead Workforce Coordinating Team</td>
<td>Chapter or affiliation completed</td>
</tr>
<tr>
<td>2.1.1 Establish connections with the Lincoln Chapter as Affiliate Chapter</td>
<td>Lincoln Chapter</td>
<td>August 2016</td>
<td>Completed</td>
<td>Dan Mauk, Lead</td>
<td>Completed</td>
</tr>
<tr>
<td>2.1.2 Recruit Mfg. actively participate in the “Dream it; Do it” chapter or Mfg. Coalition.</td>
<td>Key representative of regional manufacturers, NE Workforce</td>
<td>January 2017</td>
<td>Planning Phase</td>
<td>Dan Mauk, Lead</td>
<td>Contact with all large mfg in each county</td>
</tr>
<tr>
<td>2.1.3 Host organizing meeting</td>
<td></td>
<td>March 2017</td>
<td>Planning Phase</td>
<td>Dan Mauk, Lead</td>
<td>15-20 potential members attending</td>
</tr>
<tr>
<td>2.2 Housing Brochures available for Mfg. HR to use for recruitment of new employees.</td>
<td>Peru, Economic Dev, USDA RD, Realtors, City Gov.</td>
<td>February 2017</td>
<td>Underway</td>
<td>Kim Beger, Lead Brandi Hull, Workforce Coord. Team</td>
<td>Housing recruitment brochures available for each county</td>
</tr>
<tr>
<td>2.2.1 Contract with Student &amp; Auburn Development for brochure development</td>
<td>Peru State College, Auburn Development</td>
<td>November 2016</td>
<td>Underway</td>
<td>Kim Beger, Brandi Hull</td>
<td>Completion of 5 county brochures</td>
</tr>
<tr>
<td>2.2.2. Print &amp; distribute to mfg. / Online access</td>
<td>Mfg. HR staff</td>
<td>February 2017</td>
<td>Planning Phase</td>
<td>Workforce Coord. Team</td>
<td>Deliver housing recruitment to 100% of mfg. HR staff Online access to Econ Dev, Banks, Realtors</td>
</tr>
<tr>
<td>Initiative</td>
<td>Sponsor</td>
<td>Start Date</td>
<td>Status</td>
<td>Workforce Team</td>
<td>Metrics/Results</td>
</tr>
<tr>
<td>----------------------------------------------------------------------------</td>
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<td>--------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>2.3 Launch a coordinated, regional manufacturing marketing campaign.</td>
<td>Dept of Labor, Mfg., Econ. Developers, Do-it Chapter, Marketing Firm</td>
<td>Fall 2018</td>
<td>Pending</td>
<td>Workforce Education Team</td>
<td>Number of contacts, impressions</td>
</tr>
<tr>
<td>2.3.1. Secure funds to create a marketing message/design</td>
<td>Dept of Labor, Mfg., Econ. Developers</td>
<td>Winter 2018</td>
<td>Pending</td>
<td>Workforce Education Team</td>
<td>Funds secured</td>
</tr>
<tr>
<td>2.3.2. Contract with Marketing/Social Media business to develop campaign</td>
<td>Mfg., Marketing Firm, Dept of Labor, Do-It Chapter</td>
<td>Spring 2018</td>
<td>Pending</td>
<td>Workforce Education Team</td>
<td>Campaign Developed</td>
</tr>
<tr>
<td>2.3.3. Metrics to track effectiveness of message</td>
<td>Mfg., Public, Students</td>
<td>Fall 2018 / Winter 2019</td>
<td>Pending</td>
<td>Marketing Firm, Workforce Education Team</td>
<td>Increase in Knowledge of Mfg. employment opportunities Increase in Number of Job Applications Stronger employee Retention rates</td>
</tr>
<tr>
<td>2.4 Regional Mfg. Do-it Chapter or Coalition provides training to increase recruitment, retention, and engagement skills of plant and HR manager</td>
<td>Human Resource and Plant Mgrs</td>
<td>2019-2021</td>
<td>Pending</td>
<td>Mfg. Chapter/Coalition, Workforce Education Team</td>
<td>Number of HR, Management Employees attending training; # of Mfg. participating in engagement program</td>
</tr>
<tr>
<td>2.4.1. Education and technical assistance to assist Mfg. with employee engagement policies and practices</td>
<td></td>
<td>2019-2021</td>
<td></td>
<td></td>
<td>Decrease in employee turnover; Increase in employee morale and retention Decrease workers traveling out of region, Increase workers traveling into region to work</td>
</tr>
</tbody>
</table>
Appendix A - Goal & Strategies (Chart form)

Entrepreneurship Goal - Strategy 1

**Regional Economic Benefit:**
Fostering a creative and business-friendly environment that supports entrepreneurial endeavors will result in new ideas and business starts. These will support the manufacturing and Arts & Entertainment clusters, as well as enhance the region’s quality of life. This support will help sustain Main Street Districts and build a multifaceted area that offers a wide range of products and services.

**Entrepreneurship Coordinating Team:** Tim Borchers, Peru State College ([tborchers@peru.edu](mailto:tborchers@peru.edu)); Lisa Beethe, City of Tecumseh ([lbeethe@tecumsehne.com](mailto:lbeethe@tecumsehne.com)); Nicole Mason, Esq., Ligouri Law Office ([nicole.ligourilaw@gmail.com](mailto:nicole.ligourilaw@gmail.com)); Dan Mauk, Nebraska City Area Economic Development ([director@nebraskacityareaedc.org](mailto:director@nebraskacityareaedc.org)); Marilyn Schlake, Nebraska Extension ([mschlake1@unl.edu](mailto:mschlake1@unl.edu)); Rex Nelson, Nebraska Extension ([rex.nelson@unl.edu](mailto:rex.nelson@unl.edu)); Doug Friedli, Missouri River Basin Lewis & Clark Center, ([dougfriedli@gmail.com](mailto:dougfriedli@gmail.com))

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</tr>
</thead>
<tbody>
<tr>
<td><strong>1.0 By 2021,</strong> youth entrepreneurship education will be available in 75 percent of the region’s communities or schools, resulting in new young adult businesses.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1 Assessment of Youth Entrepreneurship Education offered</td>
<td>Schools, Extension, Chambers</td>
<td>February 2017</td>
<td>Planning Phase</td>
<td>Tim Borchers, Lead; Eship Coord. Team</td>
<td>75% assessment response rate</td>
</tr>
<tr>
<td>1.1.1. Obtain list of Career/Entrepreneurship teachers, Extension, Chambers and Economic Dev</td>
<td>Gregg Christiansen, P4P SET Team</td>
<td>December 2016</td>
<td>Planning Phase</td>
<td>Marilyn Schlake</td>
<td>Create contact list</td>
</tr>
<tr>
<td>1.1.2. Create and distribute survey, analyze</td>
<td>Schools, Extension, Chambers, ED’s</td>
<td>January 2017</td>
<td>Planning Phase</td>
<td>Marilyn Schlake</td>
<td>Survey conducted</td>
</tr>
<tr>
<td>1.2 Host a Regional Youth Entrepreneurship Education Workshop</td>
<td>Schools, Extension, Chambers,</td>
<td>June 2017</td>
<td>Planning Phase</td>
<td>Tim Borchers, Lead; Eship Coord. Team</td>
<td>Number of schools and teachers attending</td>
</tr>
<tr>
<td>1.2.1. Promote Workshop at ESU in-service training, obtain feedback on interests, needs</td>
<td>School Admin, Teachers, ESU districts</td>
<td>January 2017</td>
<td>Planning Phase</td>
<td>Tim Borchers, Lead; Eship Coord. Team</td>
<td>Number of school administrators attending</td>
</tr>
<tr>
<td>1.2.2. Coordinate planning with Eship Groups</td>
<td>Teachers, Extension, PSC,</td>
<td>November 2016 – on-going</td>
<td>Planning Phase</td>
<td>Tim Borchers, Lead; Eship Coord. Team</td>
<td></td>
</tr>
<tr>
<td>1.2.3. Secure funding for workshop</td>
<td>Chambers, Banks, Foundations</td>
<td>January 2017</td>
<td>Planning Phase</td>
<td>Tim Borchers, Lead; Eship Coord. Team</td>
<td></td>
</tr>
<tr>
<td>1.2.4. Market workshop and conduct</td>
<td>Teachers, Extension, PSC students, Econ. Dev., Chambers</td>
<td>March 2017</td>
<td>Planning Phase</td>
<td>Tim Borchers, Lead; Eship Coord. Team</td>
<td>Increase number of education events/courses offered Increase involvement of Business community in education Number of students participating in eship courses/events</td>
</tr>
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</tr>
<tr>
<td>1.3 Support new and on-going entrepreneurial education</td>
<td>Teachers, Extension, PSC students, Econ. Dev., Chambers</td>
<td>Fall 2017 - on-going</td>
<td>Pending</td>
<td>Tim Borchers, Lead; Eship Coord. Team</td>
<td>List of approved classroom speakers, educators</td>
</tr>
<tr>
<td>1.3.1. Established database of Business advisors for classroom assistance</td>
<td>Teachers, Extension, PSC students, Econ. Dev., Chambers</td>
<td>Fall 2017</td>
<td>Pending</td>
<td>Tim Borchers, Lead; Eship Coord. Team</td>
<td></td>
</tr>
<tr>
<td>1.4 Establish a regional entrepreneurship day and competition</td>
<td>Local High Schools, PSC</td>
<td>Spring 2018</td>
<td>Pending</td>
<td>Eship Coord. Team</td>
<td>Number of students participating and competing</td>
</tr>
<tr>
<td>1.5 Mentorship program established for youth entrepreneurs</td>
<td>Schools, business owners, Chambers, Extension</td>
<td>2019</td>
<td>Pending</td>
<td>Eship Coord. Team</td>
<td>Number of successful mentorships Number of youth business starts</td>
</tr>
<tr>
<td>1.6 Tree House acceleration program for youth</td>
<td>Tree House managers, students, banks</td>
<td>2020 -</td>
<td>Pending</td>
<td>Eship Coord. Team, Tree House Staff</td>
<td>Number of youth/young adults participating Number of youth business starts Increased profitability of youth businesses</td>
</tr>
<tr>
<td>1.6.1. Establish a loan fund to support youth business starts</td>
<td>Banks, grant funds</td>
<td>2021</td>
<td>Pending</td>
<td>Eship Coord. Team, Tree House Staff</td>
<td>Dollars available for loans</td>
</tr>
</tbody>
</table>
Appendix A - Goal & Strategies (Chart form)
Entrepreneurship Goal - Strategy 2

Regional Economic Benefit:
Fostering a creative and business-friendly environment that supports entrepreneurial endeavors will result in new ideas and business starts. These will support the manufacturing and Arts & Entertainment clusters, as well as enhance the region’s quality of life. This support will help sustain Main Street Districts and build a multifaceted area that offers a wide range of products and services.

Entrepreneurship Coordinating Team: Tim Borchers, Peru State College (tborchers@peru.edu); Lisa Beethe, City of Tecumseh (lbeethe@tecumseh.com); Nicole Mason, Esq., Ligouri Law Office (nicole.ligourilaw@gmail.com); Dan Mauk, Nebraska City Area Economic Development (director@nebraskacityareaedc.org); Marilyn Schlake, Nebraska Extension (mschlake1@unl.edu); Rex Nelson, Nebraska Extension (rex.nelson@unl.edu); Doug Friedli, Missouri River Basin Lewis & Clark Center, (dougfriedli@gmail.com)

Action Plan (2017-2021)

<table>
<thead>
<tr>
<th>Actions/Activities</th>
<th>Key Contacts</th>
<th>Timeline</th>
<th>Status</th>
<th>Responsible Party</th>
<th>Measurements</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.0 By 2021, the region will have a 20 percent increase in all businesses reporting employees and wages*</td>
<td></td>
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</tr>
<tr>
<td>2.1 Assessment of entrepreneurial interests and small business needs</td>
<td>Researchers, SCC, DED, NE Extension, REAP, Business Owners</td>
<td>Spring 2017</td>
<td>Planning Phase</td>
<td>Marilyn Schlake, Lead, Entr Coord. Team</td>
<td>Assessment Completed</td>
</tr>
<tr>
<td>2.1.1. Contact partners for earlier research completed</td>
<td>Researchers, SCC, DED, NE Extension, REAP</td>
<td>February 2017</td>
<td>Planning Phase</td>
<td>Marilyn Schlake, Lead, Entr Coord. Team</td>
<td>Research compiled</td>
</tr>
<tr>
<td>2.1.2. Conduct Survey of Public, Students, Small Business owners via online networks</td>
<td>SCC, DED, NE Extension, REAP, Business Owners, Public, College Students</td>
<td>March 2017</td>
<td>Planning Phase</td>
<td>Marilyn Schlake, Lead, Entr Coord. Team</td>
<td>Survey completed, 30% response rate</td>
</tr>
<tr>
<td>2.2. Increase exposure of the various entrepreneurship financing programs available to lenders</td>
<td>Bank lenders, DED, SENDD, USDA RD, REAP</td>
<td>Summer 2017</td>
<td>Planning Phase</td>
<td>Brook Aken, Lead, Entr Coord. Team</td>
<td>Number of lenders attending</td>
</tr>
<tr>
<td>2.2.1 Contact lending agencies, incentive programs for inclusion in program</td>
<td>DED, SENDD, USDA RD, REAP</td>
<td>April 2017</td>
<td>Pending</td>
<td>Brook Aken, Lead, Entr Coord. Team</td>
<td></td>
</tr>
<tr>
<td>2.2.2. Create materials, compile information and coordinate a team to meet with financial institutions on-site to present information</td>
<td>July 2017</td>
<td>Pending</td>
<td>Brook Aken, Lead, Entr Coord. Team</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.3 Develop/enhance Entrepreneurship Training/s and events</td>
<td>Entrepreneurship Center, ED, Chambers, Nebraska Extension, NBDC, Business owners</td>
<td>Fall 2016 – on-going</td>
<td>Pending</td>
<td>Eship Coord. Team, SCC, NE Extension</td>
<td>Number of individuals participating in events</td>
</tr>
<tr>
<td>----------------------------------------------------------</td>
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</tr>
<tr>
<td>2.3.1. Continue to support SCC networking session in Nebraska City, expand to additional communities</td>
<td>Entrepreneurship Center, ED, Chambers, Nebraska Extension, NBDC, Business owners</td>
<td>October, 2016 – on-going</td>
<td>Underway - planning</td>
<td>SCC, Eship Coord. Team</td>
<td>Number of individuals participating in coffees</td>
</tr>
<tr>
<td>2.3.2. Conduct specialized, technical trainings, identified in assessment</td>
<td>Entrepreneurship Center, ED, Chambers, Nebraska Extension, NBDC, Business owners</td>
<td>Fall 2017 – on-going</td>
<td>Pending</td>
<td>Eship Coord. Team, SCC, NE Extension, NBDC, REAP</td>
<td>Number of trainings conducted</td>
</tr>
<tr>
<td>2.3.3. Secure resources to address specialized services, ie. business transition</td>
<td>Entrepreneurship Center, ED, Chambers, Nebraska Extension, NBDC, Business owners</td>
<td>Winter 2018</td>
<td>Pending</td>
<td>Eship Coord. Team, SCC, NE Extension, NBDC, REAP</td>
<td>Number of businesses assisted</td>
</tr>
<tr>
<td>2.3.4. Organize a small business mentoring program for start up</td>
<td>Entrepreneurship Center, ED, Chambers, Nebraska Extension, NBDC, Business owners</td>
<td>Fall 2018</td>
<td>Pending</td>
<td>Eship Coord. Team</td>
<td>Number of mentorships</td>
</tr>
<tr>
<td>2.4 Expand local financing resources for entrepreneurs, link with state, federal, private resources</td>
<td>USDA/RD; Bankers, Investment Clubs</td>
<td>2019</td>
<td>Pending</td>
<td>Eship Coord. Team</td>
<td>Number of successful deals</td>
</tr>
<tr>
<td>2.4.1. Collaborate on One-Stop resources for region or create website for P4P Region</td>
<td>DED</td>
<td>2020</td>
<td>Pending</td>
<td>Eship Coord. Team</td>
<td>One-Stop resource provided</td>
</tr>
<tr>
<td>2.5 Nebraska City Tree House Incubator expands and has a pipeline of entrepreneurs from across the region</td>
<td>Tree House, Entrepreneurs</td>
<td>2019-2021</td>
<td>Underway</td>
<td>Tree House, Eship Coord. Team</td>
<td>Number of Incubator businesses. Transition to self-sustaining business, Increase in business sales, efficiencies, profitabilities, Job creation</td>
</tr>
</tbody>
</table>

*Census Quarterly Census of Employments & Wages, 2015, 1419 total for the region
Appendix B - Dissemination Plan

Purpose: (1) Create public awareness of the Partners for Progress SET Plan; (2) Recruit members/volunteers for Goal teams

Road Tour Planning Team: Kim Beger, Tim Borchers, Dan Mauk

Awareness Campaign – Road Tour 2016
- Presentation on the Plan to be offered in each county.
- Open House from 5:30 – 7:00pm prior to the City Council meetings (or best suitable times). One-two speakers per event.
- Contact Key Leaders (referred by P4P members) to attend.
- Formal Presentation at City Council meeting
  - Have one or two speakers at each event.
  - Have at least one, more if possible, representative from each cluster (i.e. Tourism, Industry, Workforce, and Entrepreneurship) be present and represent their cluster, answer questions and recruit volunteers.
- Posters will be made to display at the town hall and written materials available to the public.
- We would like as many SET supporters as possible at each Council meeting, but realize there will be conflicts.
- Contact local media for coverage

Schedule

<table>
<thead>
<tr>
<th>County</th>
<th>Date</th>
<th>Key Lead</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nemaha Co., Auburn</td>
<td>July 11</td>
<td>Stephanie Fisher (or designate)</td>
</tr>
<tr>
<td>Otoe Co., Nebraska City</td>
<td>July 18</td>
<td>Dan Mauk</td>
</tr>
<tr>
<td>Pawnee Co., Pawnee City</td>
<td>July 25</td>
<td>Marcia Borcher (or designate)</td>
</tr>
<tr>
<td>Johnson Co., Tecumseh</td>
<td>August 1</td>
<td></td>
</tr>
<tr>
<td>Richardson Co., Falls City</td>
<td>August 15</td>
<td>Lisa Beethe (or designate)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Beckie Cromer (or designate)</td>
</tr>
</tbody>
</table>
Appendix C – P4P Planning Team

The following individuals were instrumental in developing the Partners 4 Progress Plan. Over the course of six months, they participated in at two planning sessions, provided input and made decisions that will affect the Southeast region in years to come.

Thank you all for your leadership!

• Brook Aken, Omaha Public Power District • Lisa Beethe, City of Tecumseh • Kim Beger, Auburn Development Council, Auburn • Nathan Beger, Cooper Nuclear Station, Auburn • Marcia Borcher, Pawnee Co Promotional Network, Steinauer • Tim Borchers, Peru State College, Nebraska City • Cheryl Brandenburgh, Black Hills Energy, Lincoln • Khris Buettner, KTIC 840 Rural Radio, Lincoln • Kevin Burnison, Sax & Fox Nation of Missouri in KS & NE, Humboldt • Beckie Cromer, Falls City EDGE • Jesse Dorman, Peru State College • Crystal Dunekacke, Southeast NE Economic Development District, Humboldt • Brenda Dutcher, Dutcher Dairy, Humboldt • Craig Eberle, Southeast NE Economic Development District, Lincoln • Deb Eggelston, NE Department of Economic Development, Lincoln • Jason Esser, Omaha Public Power District • Marty Fattig, Nemaha County Hospital, Auburn • Stephanie Fisher, Pizza Hut, Auburn • Doug Friedli, Lewis & Clark Visitors Center, Nebraska City • Brian Gaskill, NE Department of Economic Development, Lincoln • Jared Gerdes, Ariens Company, Auburn • Carolyn Gigstad, Syracuse Area Economic Development Corp, Syracuse • Dan Hanson, Peru State College, Peru • Elaine Hanson, Peru State College, Peru • Nanette Hatfield, Community Insurance Group, Pawnee City • Marguerite Himmelberg, Southeast Community College, Lincoln • Bob Jones, NE Department of Economic Development, Lincoln • Jessica Jones, NE Extension, Tecumseh • Matthew Jorgensen, NE Manufacturing Extension Partnership, Kearney • Gary Jorn, City of Falls City, Verdon • Mary Kruger, Nemaha County Tourism, Auburn • Scott Kudma, Mayor, City of Auburn, Auburn • Joe Lauber, NE Department of Economic Development, Lincoln • John Lauber, Brownville Community Foundation, Brownville • Gary Lesoing, NE Extension, Auburn • Nicole Mason, Ligouri Law Office, Falls City • Mike Nagel, NE Manufacturing Extension Partnership, Lincoln • Dan Mauk, NE City Area Economic Development, Nebraska City • Bill Montz, Mayor, City of Tecumseh, Tecumseh • Judy Murphy, Falls City Council, Falls City • Rex Nelson, Nebraska Extension, Nebraska City • George Neubert, Flatwater Folkart Museum, Brownville • Mark Novak, City of Humboldt/Humboldt Shares, Inc., Dawson • Jerry Oliver, Mayor, City of Falls City, Falls City • Deb Pfister, Elk Creek Village Board, Elk Creek • Charlie Radatz, Falls City EDGE, Falls City • Deb Sanne, NE Department of Labor, Beatrice • Joshua Sheffield, NE Department of Labor, Beatrice • Vanessa Sherman, Peru Chamber, Peru • Stephanie Shrader, Nebraska City • Jane Smith, River Inn Resort, Brownville • Randall Smith, River Inn Resort, Brownville • Sen. Dan Watermeier, District 1 NE Legislature, Syracuse • Deb Weitzenkamp, NE Extension, Nebraska City • Bud Whiteman, NE Manufacturing Extension Partnership, Lincoln • Rick Yoder, Nebraska Business Development Center, Omaha

P4P/SET Coaching Team
• Marilyn Schlake, NE Extension • Carroll Welte, Nebraska Extension • Jeff Carpenter, USDA/Rural Development

Nebraska Stronger Economies Together State Resource Team
• Cheryl Burkhart-Kriesel, Nebraska Extension • Randy Cantrell, NE Rural Futures • Ben Dutton, Nebraska Extension • Sheryl Hiatt, NE Department of Economic Development • Ken Lemke, Nebraska Public Power District • Tim Lemmons, Nebraska Extension • Maxine Moul, United State Department of Agriculture/Rural Development • Charlotte Narjes, Agricultural Economics • Jim Reiff, Nebraska Enterprise Fund
Appendix D - Letters of Support

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