Northeast Nebraska

2019-2023 Comprehensive Economic Development Strategy

Antelope
Boone
Burt
Cedar
Colfax
Cuming
Dixon
Dodge
Knox
Madison
Nance
Pierce
Platte
Stanton
Thurston
Wayne
# Table of Contents

Chapter 1: Summary Background
- Northeast Nebraska Economic Development District History 1
- Introduction of Region 2
  - Economy 2
  - Population 2
  - Housing 2
  - Labor Force Characteristics 3
- Natural Resources 4
  - State/National Park, National Wildlife Refuges 4
  - Designated or Proposed Wilderness Areas 5
  - Wild or Scenic Rivers 5
  - Endangered or Threatened Species 6
  - Prime/Unique Agricultural Lands 6
  - Superfund & Brownfield Sites 8
  - Hazardous Chemicals 9
  - Water Resources 9
  - Wellhead Protection Areas 11
  - Nonattainment Areas 11
  - 100-year Floodplains 11
  - Archeological, Historic, Prehistoric or Cultural Resource Sites 12
  - Coastal Zone 12
  - Environmental Justice 12
- Infrastructure 12
  - Transportation 12
  - Broadband 13
- Higher Education System 14
- Industry Clusters and Emerging & Weakening Industries 15
  - Economic Clusters in the Region 15

Chapter 2: Strengths/Weaknesses/Opportunities/Threats (SWOT) Analysis 17

Chapter 3: Strategic Direction, Action/Implementation Plan & Evaluation Framework
- Strategic Direction, Action/Implementation Plan 22
- Evaluation Framework 25

Chapter 4: Economic Resilience 28

Acknowledgements 31
- Board Composition 31
- CEDS Strategy Committee & Staff List 32
Chapter 1:
Summary Background

Northeast Nebraska Economic Development District History

In 1965, Congress enacted the Public Works and Economic Development Act for the purpose of restoring the economic health of areas burdened with high unemployment and low family income. Bolstering the living conditions of an economically distressed area must be achieved in large part by helping to nourish the conditions needed for industrial growth. New and growing industry means more jobs, larger payrolls, and better community services. To be eligible for assistance under the Public Works and Economic Development Act, a potential project must be located within a redevelopment area or an Economic Development District.

Designed initially as an economic development facilitator, Northeast Nebraska Economic Development District (NENEDD) started operations in 1977 to serve Northeast Nebraska. NENEDD’s first objective was to provide a series of meetings between communities in the area where common goals, objectives and problems could be discussed. The organization’s founders believed the region’s communities should work together because of their shared economic base.

The NENEDD Board of Directors sought to develop an action plan for economic growth in Northeast Nebraska. In November 1977, working with the assistance of the Nebraska Department of Economic Development (NDED), the District developed its first Overall Economic Development Program (OEDP – now known as the Comprehensive Economic Development Strategy (CEDS)). On the strength of the OEDP and other development activities, NENEDD attained recognition as an official Economic Development District by the United States Department of Commerce, Economic Development Administration (EDA) (per Title IV of the Public Works and Economic Development Act of 1965). The recognized area originally consisted of 17 counties in Northeast Nebraska: Antelope, Boone, Burt, Cedar, Colfax, Cuming, Dixon, Dodge, Knox, Madison, Nance, Pierce, Platte, Stanton, Thurston, Washington and Wayne. Because of Washington County’s economic dependence on the Omaha Metro area, it was removed from the District’s boundaries in 1996.
NENEDD is governed by a nine-member Board of Directors consisting of not less than nine (9) persons elected annually by the Council of Officials and may consist of elected or appointed officials from the Council of Officials membership. At least three (3) of the Board positions will be held by an elected official or a private sector representative as appointed by the Mayor from the three growth centers of Columbus, Fremont and Norfolk. The membership of the Council of Officials consists of one elective representative of each Active Member from cities and villages and two representatives - one elected, one non-elected - each of active member counties and the cities of Columbus, Fremont, and Norfolk. Elected officials comprise not more than sixty-five percent (65%) of the total membership of the Council of Officials.

**Introduction of Region**

**Economy**
Between 2016 and 2017 the unemployment rate in the Northeast Region decreased from 3.0 percent to 2.8 percent, or an employment rate of 97.2 percent. This compares to a decrease in the unemployment rate from 3.1 percent to 2.9 percent seen in the State of Nebraska.

The average earnings per job in the Northeast Region increased by $4,083 between 2010 and 2017, or by 8.9 percent. This compares to an increase of $2,036 in the State of Nebraska.

**Population**
Between 2010 and 2017 the Northeast Region’s population decreased by 1,134 persons, or by -0.5 percent, which compared to an increase of 5.1 percent for the State of Nebraska.

The total population of our region is 214,271 of which over 70,000 is concentrated in our three micropolitans Columbus (Platte County), Fremont (Dodge County), and Norfolk (Madison County). Of the 117 communities in the NENEDD region, 110 have a population less than 2,500.

**Housing**
Between 2017 and 2018 the vacancy rate increased in the Northeast Region to a rate of 4.9 percent, which translates to an occupancy rate of 95.1 percent. In the State of Nebraska, the rate decreased to a vacancy rate of 4.3 percent.

From 2016 to 2017 the number of single family units permitted in the Northeast Region increased to 345 units, or a change of 15.0 percent. Permitted single family units in the State of Nebraska increased to 5,436 units in 2017.

Between 2010 and 2017 total housing units in the Northeast Region increased by 1,686 units, or by 1.8 percent. This compares to an increase of 40,775 in the State of Nebraska.

*Sources: Nebraska Investment Finance Authority – Northeast Region Dashboard [www.nifa.org](http://www.nifa.org)*
**Labor Force Characteristics**

In the fall of 2017, the Nebraska Departments of Economic Development and Labor collaborated on two surveys designed to measure labor availability and employer needs in the Columbus, Fremont, and Norfolk areas of Nebraska.

The Bureau of Business Research at UNL also produced skills gap reports based on the results from the data received from individuals and employers in northeast Nebraska which summarize information about job skills in the Columbus, Fremont, and Norfolk areas and whether skills gaps are present.

Each full report listed provides detailed analysis and context about labor availability, hiring and training needs, and skills gaps. Below is a small sample of what can be obtained in the full reports found at: [https://neworks.nebraska.gov/gsipub/index.asp?docid=802](https://neworks.nebraska.gov/gsipub/index.asp?docid=802)

**Labor Availability Reports**

- Columbus - 30.9% of active job seekers believe that being overqualified is an obstacle to changing jobs or re-entering the workforce.

- Norfolk - 66.3% of potential job seekers reported being advanced in their ability to work independently.

- Fremont - 93.6% of potential job seekers were willing to attend employer-sponsored training in the next year.

**Hiring and Training Needs Reports**

- Columbus - 92.7% of businesses have hired or tried to hire in the last two years.

- Norfolk - 52.4% of responding businesses have at least one job opening.

- Fremont - Of the businesses that responded, there was an average of 2.8 current job openings.

**Skills Gap Reports**

The reports found that the skills gap in Northeast Nebraska was concentrated in blue collar occupations, particular for manufacturing production workers and truck drivers. There are also shortages of workers in a variety of service occupations such as retail sales, food preparation and office and administrative support.” said Dr. Eric Thompson of the University of Nebraska-Lincoln Bureau of Business Research. “The reports found a need for more young workers to seek training in manufacturing and transportation occupations, and in selected skilled service occupations such as registered nurses and other health professionals.
Natural Resources
Designated State or National Parks, or National Wildlife Refuges

State Parks in the NENEDD Region:
Ashfall Fossil Beds State Historical Park
Nearly 12 million years ago, volcanic ash engulfed this ancient watering hole, entombing innumerable animals. National Geographic has called it the Pompeii of prehistoric animals. Because of its scientific importance, the 360-acre historical park between Orchard and Royal was acquired in 1987 and is a joint project of the Game and Parks Commission and the University of Nebraska State Museum. See paleontologists dig the site and prepare fossils unearthed. Interpretive facilities include a visitor center and rhino barn.

Niobrara State Park is situated at the confluence of the Niobrara and Missouri Rivers on Nebraska’s northeastern border. The park offers visitors a wide array of outdoor experiences. This scenic, tranquil park offers cabins, both primitive and RV camping, picnicking, swimming, boat ramps, horseback trails, hiking, fishing and wildlife watching opportunities.

Ponca State Park is situated in the picturesque Missouri River bluffs in northeastern Nebraska. It is the eastern gateway to the 59-mile section of the Missouri National Recreational River, one of two picturesque, un-channelized stretches of the river bordering Nebraska. Comfortable lodging, unique events and sweeping views of the river have made Ponca state park a popular destination for all types of family gatherings, from family vacations to weddings.

National Park Service Sites:
There are 5 National Park Service Sites in Nebraska. Two of them are located in the NENEDDD Region:

Missouri National Recreational River
This national recreational site is shared by Nebraska and South Dakota. It was initially designated as one of the national park service sites in Nebraska in 1978. However, the site was expanded in 1991 to include a 39-mile section of the river: from Fort Randall Dam to Niobrara. These two sections of the river that were added to the property are the only sections in the river that remain un-channelized or undammed.

The property is managed by the US National Park Service and covers 33,800 acres in area. There is also a cultural value to the property since this has been the site of human settlement in the past 10,000 years. In fact, archaeologists had been able to gather...
ruins of weapons and tools, former homes, ceremonial and other religious objects close to the river. Many archaeologists believe that the river and its surrounding property served as a pathway for the American Indians, steamboat captains, Lewis and Clark expedition, and many other settlers.

**Niobrara National Scenic River**

This is another unit of the national park service sites in Nebraska that encompasses a river: the Niobrara River. This river stretches over 76 miles and along four counties in Nebraska: Cherry, Brown, Keya Paha and Rock counties. When it was designated as a national scenic river in 1991, the aim was to protect and preserve the outstandingly remarkable values of the river and its surrounding area. This includes the high-quality water resources in the river, wildlife and fish, the scenery, and the fossil resources within and near the river.

Furthermore, the Niobrara River has been developed to offer recreational facilities for tourists. With nearly 55,000 tourists who visit the river each year, there are plenty of recreational opportunities available. Canoeing in the river remains to be the most popular activity among tourists though; in fact, the river has been named as one of the top 10 rivers for canoeing in the country, according to Backpack magazine.

There are no National Wildlife Refuges located in the NENEDD Region.

**Designated or Proposed Wilderness Areas Under the Wilderness Act**

There are no designated or proposed wilderness areas in the NENEDD Region.

**Wild or scenic rivers**

Nebraska has approximately 79,056 miles of river, of which 197 miles are designated as wild & scenic – approximately 2/10ths of 1% of the state’s river miles. Sections of the Missouri and the Niobrara Rivers run through the NENEDD region.

**Missouri River**

This designation consists of two separate segments—from the Fort Randall Dam downstream to the backwaters of Lewis and Clark Lake and from Gavins Point Dam downstream to Ponca State Park. These are among the last free-flowing segments of the once "Mighty Mo" and still exhibit the river's dynamic character in its islands, bars, chutes and snags.

**Niobrara River**

Perhaps the epitome of a prairie river, the Niobrara is known as a biological crossroads. Although passing primarily through private land, it also flows through the Fort Niobrara National Wildlife Refuge and the largest single holding of The Nature Conservancy where bison have been reintroduced. The upper portion provides excellent canoeing.
Endangered or Threatened Species
Nebraska has 27 threatened and endangered species, which can be viewed at, http://outdoornebraska.gov/endangeredspecies/. Click on a species to learn more about it. For a given county-species combination, the range of the given species covers some portion of the county (from all to very little). Included in the list are all federal and state listed species.
Species status:
FE = Federal Endangered, FT = Federal Threatened
SE = State Endangered, ST = State Threatened

Prime/Unique Agricultural Lands
The Farmland Protection Policy Act (FPPA) was passed by Congress as part of the Agriculture and Food Act of 1981 (Public law 97-98). The FPPA is intended to minimize the impact Federal programs have on the unnecessary and irreversible conversion of farmland to nonagricultural uses. For the purpose of FPPA, farmland includes prime farmland, unique farmland, and land of statewide or local importance.

Prime farmland is land that has the best combination of physical and chemical characteristics for producing food, feed, fiber, forage, oilseed, and other agricultural crops with minimum inputs of fuel, fertilizer, pesticides, and labor, and without intolerable soil erosion, as determined by the Secretary of Agriculture. It may include lands currently used to produce livestock and/or timber. Unique farmland is land other than prime farmland that is used for production of specific high-value food and fiber crops, as determined by the Secretary. Examples of such crops include citrus, tree nuts, olives, cranberries, fruits, and vegetables. Farmland that is of statewide or local importance other than prime or unique farmland is used for the production of food, feed, fiber, forage, or oilseed crops, as determined by the appropriate State or unit of local government agency or agencies, with the approval of the Secretary of Agriculture.

According to the information presented in the table below, the agriculture sector is a major industrial sector in northeast Nebraska. Farming and the value of farmland take on extra importance within the realm of northeast Nebraska’s economy. The total cropland by number of farms decreased in every county. The total cropland by number of acres declined by 6% for the region as a total. In contrast, the total sales (dollars per farm) shows an over 100% increase for the region.
The table below illustrates in average reported land values per acres by type. Center Pivot Irrigated Cropland saw the biggest increase in land value from 2008 to 2013 with an increase of $4,844 per acre. Grazing Land (nontillable) saw the slightest increase in value with an approximate $875 per acre increase.

### Average Reported Land Values Per Acre by Type; 2008 and 2013

<table>
<thead>
<tr>
<th>Northeast</th>
<th>Average Land Values 2008 ($)</th>
<th>Average Land Values 2013 ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dryland Cropland (no irrigation potential)</td>
<td>2482</td>
<td>5,995</td>
</tr>
<tr>
<td>Dryland Cropland (irrigation potential)</td>
<td>3,145</td>
<td>7,050</td>
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<tr>
<td>Grazing Land (tillable)</td>
<td>1578</td>
<td>3,575</td>
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<tr>
<td>Grazing Land (nontillable)</td>
<td>975</td>
<td>1,850</td>
</tr>
<tr>
<td>Hayland</td>
<td>1220</td>
<td>2,625</td>
</tr>
<tr>
<td>Gravity Irrigated Cropland</td>
<td>3,550</td>
<td>7,850</td>
</tr>
<tr>
<td>Center Pivot Irrigated Cropland</td>
<td>3,871</td>
<td>8,715</td>
</tr>
</tbody>
</table>

Source: Nebraska Databook
Superfund & Brownfield Sites
The U.S. Environmental Protection Agency (EPA) reports there are four Superfund National Priority list sites located in the NENEDD region (EPA Region 7):

**Lindsay Manufacturing Company – Current Site Status**
In 2008, EPA determined that additional cleanup activities were necessary. The PRP delineated the groundwater plume, installed groundwater monitoring wells, analyzed source areas and conducted on-site vapor intrusion sampling. The extent of the groundwater contamination is delineated. Vapor intrusion was investigated at buildings on site and at residences downgradient of the site and does not present an unacceptable risk to the occupants. Source identification under Building 1 is ongoing. In fall of 2017, the PRP performed additional sampling in the ditch to further delineate the contaminated zone.

**10th Street Site – Columbus – Current Site Status**
EPA has conducted several Five-Year Reviews of the site’s remedy. These reviews evaluate whether the remedies put in place protect public health and the environment, and function as intended by site decision documents. The most recent review concluded that response actions at the site are in accordance with the remedy selected by EPA and that the remedy continues to be protective of human health and the environment. The next Five-Year Review will be in 2022.

**Sherwood Medical Company – Norfolk – Current Site Status**
The GET system was shut down in 2017 under a pilot study based on the reduced VOC removal rates. Since system startup in 1999, the GET system has removed 1,192 lbs. of VOC mass. The mass removal rates have decreased significantly to an estimated mass removal of 6.84 lbs. in 2015. Quarterly groundwater monitoring is being conducted to ensure the plume is stable. The fourth Five-Year Review was completed in September 2018. The review determined the groundwater remedy currently protects human health and the environment because contaminated groundwater is stable and institutional controls in the form of deed restrictions are in place. However, for the remedy to be protective in the long-term, the following actions need to be taken: conduct a focused site investigation and feasibility study to support a decision document modification.

**Iowa-Nebraska Light & Power Company – Current Site Status**
EPA and the respondents entered into an Administrative Settlement Agreement and Order on Consent to conduct the Remedial Investigation/Feasibility Study in May 2017. RI/FS work plans have been submitted and approved. The field work will begin Spring 2018 and will consist of...
installation and sampling of additional groundwater monitoring wells to determine the extent of the groundwater contaminant plume. The main objective of the RI/FS is to evaluate the nature and extent of the groundwater plume impacted by the former manufactured gas plant site and to gather data to support the development and evaluation of remedial alternatives.

There are ten Brownfield Sites in the NENEDD Region. Brownfields are real property, the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant. Cleaning up and reinvesting in these properties protects the environment, reduces blight, and takes development pressures off greenspaces and working lands. The Assessment, Cleanup and Redevelopment Exchange System (ACRES) is an online database for Brownfields Grantees to electronically submit data directly to The United States Environmental Protection Agency (EPA).

_Burt County Federal Brownfield Site Locations_
- Old Medicine Chest Building 108 South 13th Street Tekamah
- Oakland Industrial Site US 77 & County Road O Oakland
- Tekamah Industrial Site 656 South Highway 75 Tekamah

_Colfax County Federal Brownfield Site Locations_
- Schuyler Industrial Park 981 Road E Schuyler

_Thurston County Federal Brownfield Site Locations_
- Omaha Lodges Ridgewood Street Macy
- Lot 29 421 Mathewson Street Winnebago
- Heritage Hills Housing Property Flood Road Macy

_Wayne County Federal Brownfield Site Locations_
- City of Wayne Former REA Pole Yard 200 Lincoln Street Wayne
- Pick-Meyer Farms 1200 West 7th Street Wayne
- Zach Farms 300 Douglas Street Wayne

_Source: www.epa.gov Region 7_

**Hazardous Chemicals**
All projects that utilize state and/or federal funding are required to undertake an environmental review to ensure compliance of a project relative to the National Environmental Policy Act of 1969 (NEPA) and its related laws. As such, each project will be evaluated as it relates to the fair treatment of all people regardless of race, color, national origin, or income

**Water Resources (Sole Source Aquifers, Surface Water, Ground Water)**
The High Plains Aquifer is a conglomeration of many separate groundwater bearing formations such as the Brule, Arikaree, Ogallala, Broadwater, and many more recent unnamed deposits (including the Sand Hills). Many of the unnamed deposits are found mainly within the stream valleys (recent or ancient) and are a common source of groundwater. No single formation completely covers the entire state. However, when these numerous formations and deposits are combined, they form the High Plains Aquifer, covering almost 90% of Nebraska. There are parts
of eastern Nebraska where the High Plains Aquifer is not present. These areas rely heavily on groundwater from buried ancient river channels, recent alluvial valleys (Missouri, Platte, and Nemaha Rivers) or surface water intakes from the Missouri River.

The 2001 Nebraska Legislature passed LB329 (Neb. Rev. Stat. §46-1304) which, in part, directed the Nebraska Department of Environmental Quality (NDEQ) to report on groundwater quality monitoring in Nebraska. Reports have been issued annually since December 2001. The text of the statute applicable to this report follows: “The Department of Environmental Quality shall prepare a report outlining the extent of ground water quality monitoring conducted by natural resources districts during the preceding calendar year. The department shall analyze the data collected for the purpose of determining whether or not ground water quality is degrading or improving and shall present the results to the Natural Resources Committee of the Legislature beginning December 1, 2001, and each year thereafter. The districts shall submit in a timely manner all ground water quality monitoring data collected to the department or its designee. The department shall use the data submitted by the districts in conjunction with all other readily available and compatible data for the purpose of the annual ground water quality trend analysis.” The section following the statute quoted above (§ 46-1305), requires the State’s Natural Resources Districts to submit an annual report to the legislature with information on their water quality programs, including financial data. That report has been prepared by the Nebraska Association of Resources Districts and is being issued concurrently with this groundwater quality report.

Groundwater can be defined as water that occurs in the open spaces below the surface of the earth. In Nebraska useable groundwater occurs in voids or pore spaces in various layers of geologic material such as sand, gravel, silt, sandstone, and limestone. These layers are referred to as aquifers where such geologic units yield sufficient water for human use. In parts of the state, groundwater may be encountered just a few feet below the surface, while in other areas; it may be a few hundred feet underground. This underground water “surface” is usually referred to as the water table, while water which soaks downward through overlying rocks and sediment to the water table is called recharge. The amount of water that can be obtained from a given aquifer may range from a few gallons per minute (which is just enough to supply a typical household) to many hundreds or even thousands of gallons per minute (which is the yield of large irrigation, industrial or public water supply wells).
**Wellhead Protection Areas**

Nebraska’s Wellhead Protection (WHP) Program is a voluntary program which assists communities and other public water suppliers in preventing contamination of their water supplies. The Nebraska Legislature passed LB 1161 in 1998 ([Neb. Rev. Stat. §46-1501 – 46-1509] *), authorizing the Wellhead Protection Area Act. This Act sets up a process for public water supply systems to use if they choose to implement a local Wellhead Protection plan. The Nebraska Department of Environmental Quality (NDEQ) is the lead agency for Wellhead Protection (WHP) Plan approval. The goal of Nebraska’s Wellhead Protection Program is to protect the land and groundwater surrounding public drinking water supply wells from contamination. Since approximately 85% of Nebraskans receive their drinking water from groundwater, preventing groundwater contamination is vital.

The Wellhead Protection planning process includes identifying the land surrounding the public water supply wells to be protected, identifying potential sources of groundwater contamination within this area, and managing the potential contaminant sources. Emergency, contingency, and long term plans are also developed for the community water supply, all the while educating and involving the public. A list of the current wellhead protection areas in NENEDD’s region can be found at [www.deq.ne.gov/NDEQProg.nsf/OnWeb/WHPA](http://www.deq.ne.gov/NDEQProg.nsf/OnWeb/WHPA)

**Nonattainment Areas**

There are no nonattainment areas in the NENEDD Region.

**100-year Floodplains**

Flooding continues to be the main source of property and monetary losses from natural disasters. A significant amount of the NENEDD area is located in a 100-Year Floodplain, which has affected the ability of communities to grow. Currently, all but two of NENEDD’s 16 counties are mapped (Cedar and Dixon Counties are not mapped). For unmapped areas, FEMA Community Status Book can provide information on flood hazards: [www.fema.gov/fema/csb.shtm](http://www.fema.gov/fema/csb.shtm)
In March and June of 2019 Nebraska was hit with major flooding if a few of our communities. We are currently working with them of recovery efforts to restore infrastructure, housing and business.

The survey and townhall meetings concluded before the floods which is why there is no mention of the flooding.

Archeological, Historic, Prehistoric or Cultural Resource Sites
All projects that utilize state and/or federal funding are required to undertake an environmental review to ensure compliance of a project relative to the National Environmental Policy Act of 1969 (NEPA) and its related laws. As such, the State Historical Preservation Office (SHPO) is contacted prior to the beginning of all projects. Known archeological, historic, prehistoric or cultural resource sites that could function as a major constraint to any proposed economic development projects would be identified at that time.

Coastal Zone
Nebraska is not located within a designated coastal zone area and therefore does not have a federally approved Coastal Zone Management (CZM) Plan.

Environmental Justice
All projects that utilize state and/or federal funding are required to undertake an environmental review to ensure compliance of a project relative to the National Environmental Policy Act of 1969 (NEPA) and its related laws. As such, each project will be evaluated as it relates to the fair treatment of all people regardless of race, color, national origin, or income.

Infrastructure

Transportation
The three interstate highways that are easily accessible from Northeast Nebraska are I-80, I-29, and I-90. US Highways 81 and 275 have been designated as four-lane expressways in Nebraska. Northeast Nebraska has commercial airline service in Omaha, Sioux City, Yankton, and Sioux Falls.

Union Pacific and Burlington Northern Santa Fe are the rail service providers for Northeast Nebraska. In addition, Nebraska Central is a short line railroad that connects with these main line rail service providers. The majority of goods are supplied by the more than 70 truck lines serving the region.
The Nebraska Department of Roads Surface Transportation Program Book for Fiscal Years 2019-2024 is part of a continuing plan to preserve and to improve Nebraska’s highway and bridges in our state. Over $157 million in federal, state and local funds are allocated for road and bridge improvements in the NENEDD Region for Fiscal Year 2019. The five year plan (2019-2024) consists of over $420 million in infrastructure improvements in the NENEDD Region. These improvements will maintain the roadways that are so vital to the sustainability of the region.

Broadband
Nebraska Broadband Initiative ([www.broadband.nebraska.gov](http://www.broadband.nebraska.gov))

Broadband is a foundation for economic growth, job creation, global competitiveness and a better way of life. Broadband adoption and Internet use in some areas of the state and among certain population groups remains low. The regional plans reflect the differences and similarities in broadband adoption and Internet use across the state. Digital literacy, health care and economic development, including agriculture, are cited often, as they are clearly areas where Nebraskans, and the communities in which they live, have the most to gain by adopting the latest broadband technologies. The realization of the priorities, the regional plans and the growing success of the regions, depend on access to broadband services by all geographic areas. Currently, access varies by region and community. Reliable access to high-speed Internet service and training are necessary to achieve increased adoption and use. The counties of the NENEDD region are in region 7 for the purposes of the Nebraska Broadband Regional Priorities.

Region 7–Northeast Region Priorities

The Northeast planning team identified broadband as critical for economic development, as well as for retaining youth and attracting young families back to the region. Four goals were identified to address the priority areas of economic development and attraction/retention of youth and young families. Those goals and objectives are:

- Work with telecommunications providers and other stakeholders to ensure the availability of quality broadband for all – Identify new ways to collaborate to build broadband infrastructure and increase digital literacy.
- Work with telecommunications providers and other stakeholders to ensure affordable broadband service – Encourage the provision broadband services at a fair range of affordability.
- Promote broadband adoption as an incentive to retain and return increasing numbers of rural youth and working age adults – Determine current broadband capacity and establish benchmarks and provide broadband/IT education.
• Promote broadband adoption and utilization as an incentive for economic development – Objectives focus on strengthening the case for adoption by demonstrating how it can make a real difference (i.e. technology education and creating IT jobs).

Higher Education System
In Nebraska institutions of higher education are categorized into five types:
• University of Nebraska
• Nebraska State College System
• Nebraska Community Colleges
• Nebraska Independent Colleges & Universities
• For-Profit/Career Schools

In the NENEDD region, we are fortunate to have Northeast Community College with campuses located in Norfolk and West Point, as well as Wayne State College located in Wayne.

Northeast Community College is recognized as a premier educational leader and partner, with student completion and success being their highest priority. The Norfolk campus has a total enrollment of over 5,000 students. The student-faculty ration is 17-to-1. Students can earn associate degrees and certificates in 26 different fields. Popular programs include: Health Professions and Related Programs, Liberal Arts and Sciences, General Studies and Humanities, and Agriculture, Agriculture Operations, and Related Sciences.

Wayne State College is a four-year public college in the Nebraska State College System in Wayne, Nebraska. Wayne State is nationally ranked and has received recognition for affordability, academic excellence, and community service. They are a leading comprehensive college in Northeast Nebraska distinguished by providing quality academic programs in a personalized setting. They’re located on a 128-acre campus and boast a 20:1 student-to-faculty ratio. Wayne State College is best known for their friendly atmosphere, affordability, academic excellence, and successful graduates.

WSC began as a college primarily for teacher education but now offers more than 130 undergraduate programs and several graduate programs. Education students are provided with valuable opportunities for hands-on teaching experience. Business, criminal justice and pre-professional programs are also popular at WSC. They have a solid reputation in educating future healthcare professionals as well, thanks to a high placement rate in the allied health fields at University of Nebraska Medical Center, as well as other regional schools.
Industry Clusters and Emerging & Weakening Industries

Economic Clusters in the Region

The Nebraska Department of Economic Development, in collaboration with the Nebraska Department of Labor, selected the Battelle Technology Partnership Practice (TPP) to conduct the Growing Jobs, Industries, and Talent: A Competitive Advantage Assessment and Strategy for Nebraska – a strategic plan of action with concrete action steps. The assessment offers a detailed, fact-based analysis of Nebraska’s industry performance, technology drivers and talent base. Nebraska has a diverse set of twelve industry clusters that are driving the state’s economy:

- Agricultural Machinery
- Agriculture & Food Processing
- Biosciences
- Business Management & Administrative Services
- Financial Services
- Health Services
- Hospitality & Tourism
- Precision Metals Manufacturing
- Renewable Energy
- Research, Development & Engineering Services
- Software & Computer Services
- Transportation, Warehousing & Distribution Logistics

Through town hall meetings and online surveys in the NENEDD region, it was determined the region has the following growth sectors/clusters:

- Agriculture
- Health Care
- Manufacturing
- Technology
- Tourism/Recreation
These growth sectors/clusters are consistent with the results of the Battelle Study and in line with the state’s industry clusters. NENEDD will continue to assist and facilitate economic development and job creation/retention throughout central Nebraska by providing technical planning assistance in community development activities such as:

- Assisting in the coordination of entrepreneurial training programs for new and existing businesses, including minorities, to help foster the creation and retention of higher paying jobs.
- Assisting member jurisdictions in marketing and recruitment of new business/industry.
- Assisting member jurisdictions in implementing job creation projects and programs, especially as they may relate to applying for EDA assistance and carrying out the projects and programs funded with such assistance.
- Assisting its member jurisdictions in the development of short-term goals through needs assessments, attitude surveys, and strategic plans, their implementation and their evaluation
- Assisting its member jurisdictions in development of long-range plans, including comprehensive planning and zoning, housing needs assessments, blight studies and redevelopment plans
- Assisting members in identifying available federal, state, local and private resources to assist in the completion of community and economic development activities that will assist in rural revitalization efforts
Chapter 2: 
Strengths/Weaknesses/Opportunities/Threats (SWOT) Analysis

An in-depth analysis of NENEDD’s regional strengths, weaknesses, opportunities and threats was conducted during late summer and early fall of 2018. The timeline for the research conducted was as follows:

CEDS Milestones & Timeline

**July – September 2018 CEDS Kickoff/Community Survey through September 30th**

October 2018 Public town hall meetings begin to review survey results and gather additional feedback

**December 2018** Results from online survey and town hall meetings submitted to Steering Committee for review

**January – February 2019** Begin data analysis/CEDS Call for Projects/Draft SWOT/Action Plan & Criteria

**March – June**-Address and include Flood Disaster/Recovery Items

**August 2019**-Draft CEDS available for 30-day public comment period

**September 2019**- NENEDD Board of Directors adopts plan & CEDS is submitted to EDA
The online survey tool “Survey Monkey” was utilized to gather initial input on the regional economy. A link to the survey was uploaded to the NENEDD website, embedded on our Facebook page, and distributed via email to all members and partners encouraging them to complete and promote the survey within their communities. In addition, press releases and news blasts were sent to surrounding media outlets promoting the survey. Two hundred thirty (230) responses were received from July to September 2018. Once the results were gathered, this information was disseminated throughout the region via seven town hall meetings, our Facebook page, the NENEDD website and email distribution to members and partners. Additional input was gathered from the CEDS Strategy Committee where the survey results were shared, discussed and prioritized.
**Top Strengths**

Q8 What are the four most important resources or strengths your community/county has to attract or encourage community/economic development?

1) Quality of Life  
2) Community & Economic Development (Land Availability/Local Incentives/Strong Government Leaders/Economic Development Organizations)  
3) Education/Schools  
4) Business/Industry  

During the townhall meetings it was noted the biggest strength was quality of life. The citizens in rural Nebraska said the small town atmosphere, togetherness, cost of living are huge assets. There is available land for future development as well as a good business and industry base with exceptional educational opportunities.

**Top Weaknesses**

Q9 What are the four biggest challenges your community/county faces in attracting or encouraging community/economic development?

1) Community & Economic Development (Lack of Federal & State Funding/Dilapidated Buildings/Shovel ready sites)  
2) Housing  
3) Workforce/People  
4) Quality of Life  

While the quality of life was a big asset is was also viewed as top weaknesses as it relates to workforce recruitment and getting new citizens to move to rural Nebraska. Even though there is plenty of land for development a top weakness is the lack of capital to make those sites shovel ready for development as well as a need for affordable housing to fit the workforce.

**Opportunities/Threats**

Q7 Opportunities/Needs of Community/County ServicesWhen it comes to the availability and quality of infrastructure and services in your community/county, how would you rate the following?

<table>
<thead>
<tr>
<th>MEETS OUR NEEDS</th>
<th>IMPROVEMENTS ARE NECESSARY</th>
<th>SERIOUS PROBLEMS EXIST</th>
<th>NOT APPLICABLE</th>
<th>NO OPINION</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Availability of single family homes</td>
<td>5.49%</td>
<td>42.69%</td>
<td>49.06%</td>
<td>0.61%</td>
<td>1.83%</td>
</tr>
<tr>
<td>Availability of apartment units</td>
<td>7.98%</td>
<td>40.49%</td>
<td>43.56%</td>
<td>4.29%</td>
<td>3.68%</td>
</tr>
<tr>
<td>Overall condition of housing stock</td>
<td>6.13%</td>
<td>51.53%</td>
<td>36.89%</td>
<td>0.61%</td>
<td>1.84%</td>
</tr>
<tr>
<td>Overall affordability of housing</td>
<td>18.18%</td>
<td>44.89%</td>
<td>30.30%</td>
<td>2.42%</td>
<td>4.24%</td>
</tr>
<tr>
<td>Retail and shopping services</td>
<td>23.64%</td>
<td>44.85%</td>
<td>27.86%</td>
<td>1.21%</td>
<td>2.42%</td>
</tr>
</tbody>
</table>
As our communities plan for growth the top opportunities that need to be addressed are availability of housing and retail and shopping. As the survey indicated these did not rate well as our communities look to grow.

Q10 Please list three specific community/economic development projects or opportunities that should be addressed over the next five years.

1) Infrastructure (Water/Sewer/Streets/Sidewalks)
2) Housing (Single and Multi Family)
3) Community Facilities (Community Centers/Library/Pools/Parks)
4) Business/Industry

As our communities plan for growth the need to update the current infrastructure, create housing opportunities, provide needed services, such as daycare, pools, parks are crucial to providing a place people want to work, live and enjoy.

Through the SWOT analysis the NENEDD goals and objectives were developed to assist in the retention and continuation of the positive attributes of the region and address the opportunities, weaknesses and threats. The next section discusses the goals/objectives and specific projects.
In March and June of 2019 Nebraska was hit with major flooding in a few of our communities. We are currently working with them on recovery efforts to restore infrastructure, housing and business. The survey and townhall meetings concluded before the floods which is why there is no mention of the flooding.

NENEDD will assist members in identifying available federal, state, local and private resources to help with the recovery efforts by continuing to work/partner with Federal and State Agencies.
Chapter 3: Strategic Direction, Action/Implementation Plan & Evaluation Framework

Strategic Direction, Action/Implementation Plan

1. NENEDD will continue to adhere to EDA regulations and perform activities that will bring together the public and private sectors in the creation of an economic roadmap to diversify and strengthen NENEDD’s regional economy.

   a. Submit in hard and electronic copy via Grants Online (GOL) an Updated/Revised Comprehensive Economic Development Strategy (CEDS) and CEDS Checklist following the CEDS Guidelines and include a resiliency section. Submit document to EDA by June 30, 2019. The CEDS will have a 30-day public comment period and be approved by the Board prior to submission to EDA. (Year 1 – July 1, 2018 to June 30, 2019 only).

   b. Submit any revisions to the Updated/Revised CEDS to the EDA Denver Regional Office and Economic Development Representative (EDR) based on EDA’s review of the initial document. (Year 2 – July 1, 2019 to June 30, 2020 only).

   c. Continue implementing the goals and action plans in the current CEDS.

   d. NENEDD will continue to promote planning efforts that integrate housing, land use, economic and workforce development, transportation and infrastructure investments.

   e. Provide expertise for and maintain rapport with four Tribes in the NENEDD region (Omaha Tribe, Ponca Tribe of Nebraska, Santee Sioux Nation, Winnebago Tribe).

   f. Encourage the four Tribes in the NENEDD region to participate in the CEDS process.

2. Business & Industry - NENEDD will continue to encourage economic development and job creation/retention throughout Northeast Nebraska.

   a. Assist in the coordination of entrepreneurial training programs for existing and new businesses, including minorities to help foster the creation and retention of higher paying jobs.

   b. Continue to assist member jurisdictions in marketing and recruitment of new business/industry.

   c. Assist member jurisdictions in implementing job creation projects and programs, especially as they may relate to applying for EDA assistance and carrying out the projects and programs funded with such assistance.

   d. NENEDD will encourage the creation of additional business and industrial parks and will assist in identifying the resources needed for the construction of the needed infrastructure to adequately supply these parks.
e. Encourage the four Tribes in the NENEDD region to participate in business revolving loan fund.

3. Community & Economic Development – NENEDD will continue to provide technical planning assistance in community development activities.

   a. Continue to participate in broadband regional forums and serve as part of the team to develop the broadband plan for Northeast Nebraska.
   b. Assist member jurisdictions in the development of short-term goals through needs assessments, attitude surveys, and strategic plans.
   c. Assist member jurisdictions in development of long-range plans, including comprehensive planning and zoning, housing needs assessments, blight studies and redevelopment plans.
   d. Assist members in identifying available federal, state, local and private resources to assistance in the completion of community and economic development activities that will assist in rural revitalization efforts.
   e. Provide reliable data regarding labor supply and market in the region as well as other demographic data to assist in job creation efforts.
   f. Encourage member communities to maintain rapport with the four Tribes in the NENEDD region regarding community and economic development.

4. Housing – NENEDD will assist members in identifying available federal, state, local and private resources to provide safe, affordable, quality housing in Northeast Nebraska.

   a. Assist member jurisdictions in identifying the housing needs in their community through housing studies and surveys.
   b. Assist member jurisdictions in pinpointing buildable lots for new construction activities.
   c. Continue to assist in the rehabilitation of existing housing when applicable.
   d. Encourage the four Tribes in the NENEDD region to participate in regional housing program.
5. Flooding of March and June 2019 - NENEDD will assist members in identifying available federal, state, local and private resources to help with the recovery efforts.
   - Continue to attend community meetings and monitor recovery.
   - Assist member jurisdictions in identifying funding to assist with recovery efforts.
   - Continue to work/partner with Federal and State Agencies.
   - Participate in the Nebraska Joint Field Office (JFO) meetings.
   - Utilize NENEDD and NED, Inc. business loan programs to assist business.
   - Utilize NED, Inc.'s housing programs to assist homeowner and renters.
## Evaluation Framework

<table>
<thead>
<tr>
<th>CEDS Strategy</th>
<th>Goal</th>
<th>Objective</th>
<th>Priority (High/Medium/Low)</th>
<th>Lead Organization</th>
<th>Resources</th>
<th>Timeline</th>
<th>Jobs Created</th>
<th>Jobs Retained</th>
<th>Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration &amp; DA Regulations &amp; Activities</td>
<td>1. Adhere to EDA regulations &amp; perform activities to diversify &amp; strengthen NENEDD's regional economy.</td>
<td>a. Submit CEDS Annual Reports in a timely manner</td>
<td>High</td>
<td>NENEDD</td>
<td>EDA/NENEDD</td>
<td>2019-2021</td>
<td>N/A</td>
<td>N/A</td>
<td>All required reports are submitted by the deadlines and NENEDD continues favorable Peer reviews from EDA</td>
</tr>
<tr>
<td></td>
<td></td>
<td>b. Implement goals &amp; action plans in current CEDS</td>
<td>High</td>
<td>NENEDD</td>
<td>EDA/NENEDD</td>
<td>2019-2021</td>
<td>50 (Average from past 3 years)</td>
<td>91 (Average from past 3 years)</td>
<td>Job creation/retention in the region and the generation of significant private and public sector investment</td>
</tr>
<tr>
<td></td>
<td></td>
<td>c. Promote planning efforts that integrate housing, land use, economic and workforce development, transportation &amp; infrastructure investments</td>
<td>High</td>
<td>NENEDD</td>
<td>EDA/NENEDD</td>
<td>2019-2021</td>
<td>N/A</td>
<td>N/A</td>
<td>Continued quarterly committee meetings with momentum in accomplishing the goals and objectives in the scope of work &amp; CEDS</td>
</tr>
<tr>
<td>CEDS Strategy</td>
<td>Goal</td>
<td>Objective</td>
<td>Priority (High/Medium/Low)</td>
<td>Lead Organization</td>
<td>Resources</td>
<td>Timeline</td>
<td>Jobs Created</td>
<td>Jobs Retained</td>
<td>Evaluation</td>
</tr>
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</tr>
<tr>
<td>Business &amp; Industry</td>
<td>2. Encourage economic development &amp; job creation/retention throughout Northeast Nebraska</td>
<td>a. Assist in the coordination of entrepreneurial training programs for existing and new businesses, extending minority to help foster the creation and retention of higher paying jobs</td>
<td>High</td>
<td>NENEED</td>
<td>NENEED/Federal, State and Local agencies as appropriate (EDA/USDA/EDC/CDIB/Nebraska Enterprise Fund/Regional Revolving Loan Funds &amp; other funding sources as they are identified)</td>
<td>2019-2021</td>
<td>We estimate 150 jobs created annually over the next three years of this scope of work.</td>
<td>200 jobs retained annually over the next three years of this scope of work</td>
<td>Job creation/retention in the region and the generation of significant private and public sector investment</td>
</tr>
<tr>
<td></td>
<td></td>
<td>b. Assist in marketing and recruitment of new business/industry</td>
<td>High</td>
<td>NENEED</td>
<td>NENEED/Federal, State and Local agencies as appropriate (EDA/USDA/EDC/CDIB/Nebraska Enterprise Fund/Regional Revolving Loan Funds &amp; other funding sources as they are identified)</td>
<td>2019-2021</td>
<td>We estimate 150 jobs created annually over the next three years of this scope of work.</td>
<td>200 jobs retained annually over the next three years of this scope of work</td>
<td>Job creation/retention in the region and the generation of significant private and public sector investment</td>
</tr>
<tr>
<td></td>
<td></td>
<td>c. Assist in implementing job creation projects and programs, especially as they may relate to EDA assistance and carrying out the projects and programs funded with such assistance</td>
<td>High</td>
<td>NENEED</td>
<td>NENEED/Federal, State and Local agencies as appropriate (EDA/USDA/EDC/CDIB/Nebraska Enterprise Fund/Regional Revolving Loan Funds &amp; other funding sources as they are identified)</td>
<td>2019-2021</td>
<td>We estimate 150 jobs created annually over the next three years of this scope of work.</td>
<td>200 jobs retained annually over the next three years of this scope of work</td>
<td>Job creation/retention in the region and the generation of significant private and public sector investment</td>
</tr>
<tr>
<td></td>
<td></td>
<td>d. Encourage the creation of additional business and industrial parks and assist in identifying the resources needed for the construction of the needed infrastructure to adequately supply these parks</td>
<td>High</td>
<td>NENEED</td>
<td>NENEED/Federal, State and Local agencies as appropriate (EDA/USDA/EDC/CDIB/Nebraska Enterprise Fund/Regional Revolving Loan Funds &amp; other funding sources as they are identified)</td>
<td>2019-2021</td>
<td>We estimate 150 jobs created annually over the next three years of this scope of work.</td>
<td>200 jobs retained annually over the next three years of this scope of work</td>
<td>Job creation/retention in the region and the generation of significant private and public sector investment</td>
</tr>
<tr>
<td>Community &amp; Economic Development</td>
<td>3. Continue to provide financial planning assistance in community development activities</td>
<td>a. Continue to participate in the broadband regional forums and serve as part of the team to develop the broadband plan for Northeast Nebraska</td>
<td>Medium</td>
<td>Nebraska Broadband Initiative</td>
<td>Unknown</td>
<td>Ongoing</td>
<td>N/A</td>
<td>N/A</td>
<td>Sustainable access to high-speed internet service across the state</td>
</tr>
<tr>
<td></td>
<td></td>
<td>c. Assist in development of long-range plans, including comprehensive planning and zoning, housing needs assessments, freight studies and redevelopment plans</td>
<td>High</td>
<td>NENEED</td>
<td>NENEED</td>
<td>2019-2021</td>
<td>Unknown</td>
<td>Unknown</td>
<td>Significant private &amp; public sector investment for community and economic development projects. Potential job creation/retention in the region.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>d. Assist in identifying available federal, state, local and private resources to assist in the completion of community and economic development activities that will assist in rural revitalization efforts</td>
<td>High</td>
<td>NENEED</td>
<td>NENEED/Federal, State and Local agencies as appropriate (EDA/USDA/EDC/CDIB/Nebraska Enterprise Fund/Regional Revolving Loan Funds &amp; other funding sources as they are identified)</td>
<td>2019-2021</td>
<td>Unknown</td>
<td>Unknown</td>
<td>Significant private &amp; public sector investment for community and economic development projects. Potential job creation/retention in the region.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>e. Provide reliable data regarding labor supply and market in the region as well as other demographic data to assist in job creation efforts</td>
<td>High</td>
<td>NENEED</td>
<td>NENEED/Federal, State and Local agencies as appropriate (EDA/USDA/EDC/CDIB/Nebraska Enterprise Fund/Regional Revolving Loan Funds &amp; other funding sources as they are identified)</td>
<td>2019-2021</td>
<td>We estimate 150 jobs created annually over the next three years of this scope of work.</td>
<td>200 jobs retained annually over the next three years of this scope of work</td>
<td>Job creation/retention in the region and the generation of significant private and public sector investment</td>
</tr>
<tr>
<td>CFDS Strategy</td>
<td>Goal</td>
<td>Objective</td>
<td>Priority (High/Medium/Low)</td>
<td>Lead Organization</td>
<td>Resources</td>
<td>Timeline</td>
<td>Jobs Created</td>
<td>Jobs Retained</td>
<td>Evaluation</td>
</tr>
<tr>
<td>---------------</td>
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</tr>
<tr>
<td>Housing</td>
<td>4. Assist members in identifying available federal, state, local and private resources to provide safe, affordable, quality housing in Northeast Nebraska</td>
<td>a. Assist in identifying housing needs through housing studies and surveys</td>
<td>High</td>
<td>NENEDD</td>
<td>NENEDD/Federal, State and Local agencies as appropriate (HUD, CDBG/State of Nebraska Trust Funds &amp; Rural Workforce Housing Funds/Regional Housing Revolving Loan Funds &amp; other finding sources as they are identified)</td>
<td>2019-2021</td>
<td>N/A</td>
<td>N/A</td>
<td>Housing grant applications will be submitted and funded to address housing needs in individual communities and the region.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>b. Assist in identifying buildable lots for new construction activities</td>
<td>High</td>
<td>NENEDD</td>
<td>NENEDD/Member Jurisdictions</td>
<td>2019-2021</td>
<td>N/A</td>
<td>N/A</td>
<td>An inventory listing of buildable lots will be kept on file.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>c. Assist in the rehabilitation of existing housing when applicable</td>
<td>High</td>
<td>NENEDD</td>
<td>NENEDD/Federal, State and Local agencies as appropriate (HUD, CDBG/State of Nebraska Trust Funds &amp; Rural Workforce Housing Funds/Regional Housing Revolving Loan Funds &amp; other finding sources as they are identified)</td>
<td>2019-2021</td>
<td>N/A</td>
<td>N/A</td>
<td>Housing rehabilitation programs will assist families in the region.</td>
</tr>
<tr>
<td>Flooding</td>
<td>3. Assist members in identifying available federal, state, local and private resources to help with the recovery efforts.</td>
<td>a. Continue to attend community meetings and monitor recovery.</td>
<td>High</td>
<td>NENEDD</td>
<td>NENEDD/Member Jurisdictions</td>
<td>2019-ongoing</td>
<td>N/A</td>
<td>N/A</td>
<td>Continued meetings with momentum in accomplishing the goals and objectives in the scope of work &amp; CFDS</td>
</tr>
<tr>
<td></td>
<td></td>
<td>b. Assist member jurisdictions in identifying funding to assist with recovery efforts.</td>
<td>High</td>
<td>NENEDD</td>
<td>NENEDD/Member Jurisdictions</td>
<td>2019-ongoing</td>
<td>N/A</td>
<td>N/A</td>
<td>Continued meetings with momentum in accomplishing the goals and objectives in the scope of work &amp; CFDS</td>
</tr>
<tr>
<td></td>
<td></td>
<td>c. Continue to work with Federal and State Agencies.</td>
<td>High</td>
<td>NENEDD</td>
<td>NENEDD/Federal, State and Local agencies as appropriate (FEMA, NEMA, EDA, USDA, HUD, CDBG/State of Nebraska agencies and other sources as they are identified)</td>
<td>2019-ongoing</td>
<td>N/A</td>
<td>N/A</td>
<td>Continued meetings with momentum in accomplishing the goals and objectives in the scope of work &amp; CFDS</td>
</tr>
<tr>
<td></td>
<td></td>
<td>d. Participate in the Nebraska Joint Field Office (JFO) meetings.</td>
<td>High</td>
<td>NENEDD</td>
<td>NENEDD/Federal, State and Local agencies as appropriate (FEMA, NEMA, EDA, USDA, HUD, CDBG/State of Nebraska agencies and other sources as they are identified)</td>
<td>2019-ongoing</td>
<td>N/A</td>
<td>N/A</td>
<td>Continued meetings with momentum in accomplishing the goals and objectives in the scope of work &amp; CFDS</td>
</tr>
<tr>
<td></td>
<td></td>
<td>e. Utilize NENEDD and NED, Inc. business loan programs to assist businesses</td>
<td>High</td>
<td>NENEDD</td>
<td>NENEDD/Nebraska Loan Fund</td>
<td>2019-ongoing</td>
<td>N/A</td>
<td>N/A</td>
<td>Business programs will assist businesses in the region affected by the flooding.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>f. Utilize NED, Inc’s housing programs to assist homeowners and renters.</td>
<td>High</td>
<td>NENEDD</td>
<td>NENEDD/Nebraska Loan Fund</td>
<td>2019-ongoing</td>
<td>N/A</td>
<td>N/A</td>
<td>Housing programs will assist families in the region affected by the flooding.</td>
</tr>
</tbody>
</table>
Chapter 4:
Economic Resilience

(This information is courtesy of The Nebraska Emergency Management Agency website https://nema.nebraska.gov)

The Nebraska Emergency Management Agency (NEMA) is part of the Military Department. The state’s Adjutant General serves as the director of the agency as well as the commanding officer of the Army National Guard and the Air National Guard. The three units comprise the Military Department.

Emergency management in the United States has been divided into four phases: preparedness, response, recovery, and mitigation. Even with the emphasis on terrorism since the 9/11 attacks, emergency management’s role has not changed a great deal. Nebraska must still deal with a host of hazards, both natural and man-made.

NEMA’s Guiding Principles

1. All emergencies begin at the local level.
   o NEMA collaborates with local, state, tribal and national offices to provide coordinated assistance to Nebraska communities that augment local capabilities when appropriate.

2. NEMA activates are grounded in principles of emergency management.
   o Emergency management must be comprehensive, progressive, risk-driven, cost-effective and flexible.

3. Respectful collaborative relationships and professional leadership are integral to quality emergency management.
   o Emergency management activities must be inclusive and involve the whole community.

Preparedness

During the preparedness phase, NEMA monitors the situation across the state. This is accomplished by using a duty officer system; state, National Weather Service and North American Warning and Alert System (NAWAS); local emergency management organizations, police and fire departments across the state and the general public.
Response
In the event of an emergency anywhere in the state, the local jurisdictions are responsible for first response to the emergency. If local resources are inadequate to deal with the situation, the local political leader declares an emergency and requests state assistance.

Recovery
Under a Presidential Disaster Declaration, NEMA and FEMA coordinate state and federal activities in a Joint Field Office. The two disburse recovery funds for two types of federal disasters. A Presidential Disaster Declaration can be for public assistance, individual assistance or both.

Public assistance is used to help local and state governments recover their disaster expenses. Public assistance is used to pay for roads, bridges, public buildings and other facilities damaged in the disaster and to pay for costs such as the National Guard, police, fire and public works employee salaries and other costs. Normally, the Federal Government pays 75 percent of all eligible public costs. Traditionally, the state and local governments equally split the remaining 25 percent.

Individual assistance is provided to the survivors of the disaster. Individual assistance can come in the form of low interest loans both to families and businesses, or individual family grants to pay for losses to families or businesses that are not eligible for loans.

Mitigation
Following a federally-declared disaster, the state receives funding assistance for hazard mitigation. This can amount to substantial sums of money, because 15 percent of the total federal share of the disaster is earmarked for mitigation. Hazard mitigation is designed to lessen or mitigate the impacts of future disasters.

Nebraska’s Emergency Management System
Under state law, all local jurisdictions are responsible for initial response to a disaster. State law also mandates that each local government shall participate in a full-time emergency management program. Some have opted to participate in regional organizations.

These local emergency management jurisdictions are responsible to the city, county or both. The state agency has no supervisory role over local jurisdictions. A list of County Emergency Management
Directors/Coordinators can be found at, [https://nema.nebraska.gov/overview/county-emergency-management-directorscoordinators](https://nema.nebraska.gov/overview/county-emergency-management-directorscoordinators).

NENEDD’s role is to disseminate disaster information to its member jurisdictions and assist members in identifying available federal, state, local and private resources to help with the recovery efforts.

- Continue to attend community meetings and monitor recovery.
- Assist member jurisdictions in identifying funding to assist with recovery efforts.
- Continue to work/partner with Federal and State Agencies.
- Participate in the Nebraska Joint Field Office (JFO) meetings.
- Utilize NENEDD and NED, Inc. business loan programs to assist business
- Utilize NED, Inc’s housing programs to assist homeowner and renters.
Acknowledgements

Board Composition

Government Representatives

<table>
<thead>
<tr>
<th>Name</th>
<th>Government</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jerry Engdahl</td>
<td>Platte County</td>
<td>County Supervisor</td>
</tr>
<tr>
<td>Rich Jablonski</td>
<td>City of Columbus</td>
<td>City Councilman</td>
</tr>
<tr>
<td>Judy Mutzenberger</td>
<td>Cuming County</td>
<td>County Commissioner</td>
</tr>
<tr>
<td>Christian Ohl</td>
<td>Madison County</td>
<td>County Commissioner</td>
</tr>
<tr>
<td>Dick Pfeil</td>
<td>City of Norfolk</td>
<td>City Councilman</td>
</tr>
<tr>
<td>Scott Schaller</td>
<td>City of Fremont</td>
<td>City Councilman</td>
</tr>
</tbody>
</table>

Non-Government Representatives

Private Sector Representatives

<table>
<thead>
<tr>
<th>Name</th>
<th>Company</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brad Albers</td>
<td>Hilltop Restaurant</td>
<td>Private Business Owner</td>
</tr>
<tr>
<td>Nadine Hagedorn</td>
<td>Bank First</td>
<td>West Point Community President</td>
</tr>
<tr>
<td>Shannon Stuchlik</td>
<td>Midwest Bank</td>
<td>Vice-President</td>
</tr>
</tbody>
</table>

Stakeholder Organization Representatives

<table>
<thead>
<tr>
<th>Name</th>
<th>Organization</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tina Biteghe Bi Ndong</td>
<td>West Point Chamber of Commerce</td>
<td>Executive Director</td>
</tr>
<tr>
<td>Dan Kathol</td>
<td>Hartington Economic Development Center</td>
<td>Board Member</td>
</tr>
<tr>
<td>Loren Kucera</td>
<td>Nebraska Business Development Center</td>
<td>Center Director</td>
</tr>
<tr>
<td>John F. Lohr</td>
<td>NeighborWorks Northeast Nebraska</td>
<td>Board Member</td>
</tr>
<tr>
<td>Jim McCarville</td>
<td>Northeast Community College</td>
<td>Account Executive of Center for Enterprise</td>
</tr>
<tr>
<td>Megan Weaver</td>
<td>Wayne Community Housing</td>
<td>Executive Director</td>
</tr>
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</table>
## CEDS Strategy Committee

<table>
<thead>
<tr>
<th>Name</th>
<th>Organization</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brad Albers</td>
<td>Hilltop Restaurant</td>
<td>Private Business Owner</td>
</tr>
<tr>
<td>Tina Biteghe Bi Ndong</td>
<td>West Point Chamber of Commerce</td>
<td>Executive Director</td>
</tr>
<tr>
<td>Jerry Engdahl</td>
<td>Platte County</td>
<td>County Supervisor</td>
</tr>
<tr>
<td>Nadine Hagedorn</td>
<td>Bank First</td>
<td>West Point Community President</td>
</tr>
<tr>
<td>Rich Jablonski</td>
<td>City of Columbus</td>
<td>City Councilman</td>
</tr>
<tr>
<td>Dan Kathol</td>
<td>Hartington Economic Development Board Member</td>
<td></td>
</tr>
<tr>
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</tr>
<tr>
<td>Judy Mutzenberger</td>
<td>Cuming County</td>
<td>County Commissioner</td>
</tr>
<tr>
<td>Christian Ohl</td>
<td>Madison County</td>
<td>County Commissioner</td>
</tr>
<tr>
<td>Dick Pfeil</td>
<td>City of Norfolk</td>
<td>City Councilman</td>
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<tr>
<td>Scott Schaller</td>
<td>City of Fremont</td>
<td>City Councilman</td>
</tr>
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</table>

## Staff

- Thomas L. Higginbotham, Jr., Executive Director
- Tina M. Engelbart, Deputy Director
- Kristen Rosner, Fiscal Officer
- Jeff Christensen, Business Loan Specialist
- Martin Griffith, Housing Specialist
- Mandy Gear, Community Planner
- Judy Joy, Housing Loan Specialist
- Jan Merrill, Community Planner
- Lowell Schroeder, Community Planner