



# CUMING COUNTY

— *Economic Development, Inc.* —



*To renew, retain, and recruit  
our businesses, people, and future.*

## 2017-2020 Strategic Plan

**Cuming County Economic Development Office Location:**  
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# Cuming County Strategic Plan

## CCED Board of Directors and Staff

### **CUMING COUNTY ECONOMIC DEVELOPMENT BOARD OF DIRECTORS**

*JON BAILEY-BANCROFT  
BOARD CHAIR*

*AL VACANTI-WISNER  
BOARD VICE-CHAIR*

*BONNIE VOGLTANCE-WEST POINT  
BOARD SECRETARY/TREASURER*

*KACIE BORCHERS - WEST POINT*

*JON CERNY-BANCROFT*

*TOM GOULETTE-WEST POINT*

*CHET MCWHORTER-CUMING COUNTY*

*HOLLY SCHROEDER-WISNER*

*DOUG STEFFENSMEIER-BEEMER*

### **STAFF**

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# Cuming County Strategic Plan

## CCED History

**History:** Cuming County Economic Development (CCED) was established by local municipalities and county governments working together to help support local businesses and agriculture to increase the taxable valuation in hopes to provide opportunities to county residents, address of rural depopulation, and to spread the county tax base and reduce property taxes. CED is funded by an inter-local agreement between Cuming County and its four communities.

Cuming County Economic Development, Inc. (CCED, Inc.), a partner to CCED, reach its non-profit status from the IRS in July of 2013. Its mission statement and exempt purpose is to undertake activities to encourage the retention and attraction of businesses in the area to help enhance the county's economy by focusing on business retention and expansion, people recruitment, business recruitment, community betterment and housing.

**Board of Directors:** The Cuming County Economic Development Board of Directors is made up of 9 members from the four Cuming County communities. Each community is represented by at least two members who are nominated by their community to serve a term on the Cuming County Economic Development Board.

**Mission statement:** To work in partnership with local citizens in our communities to support the economic opportunities of our county by retaining, expanding, and attracting business, industry, housing and agriculture.



# Cuming County Strategic Plan

## Executive Summary

**Strategic Plan:** Through various workshop meetings with the Cuming County Economic Development Board, these top priorities are listed below as well as objectives, timeline and responsible parties.

**Vision Statement:** To renew, retain and recruit our business, people and future

**Business Retention & Expansion-**The Cuming County Economic Development will actively support the growth of the local economy through business expansion and retention through a strategic business visitation program and partnership with other area economic development agencies to strengthen our efforts.

**Workforce Development-**Diligently track local and regional workforce trends and collaborate with area schools and institutes of higher learning to provide viable training.

**Community Development-**Assist with ongoing programs and the implementation of new programs that enhance the quality of life of Cuming County residents as well as new residents

**Community Marketing-**Market the community through social media, advertising, promotional materials, community involvement and create an alliance with the Cuming County Visitors Bureau to attract visitors and potential new residents to the area.

**Organizational Development-**The CCED staff will continually integrate the CCED goals and mission into their daily operational routines

### **New Business Attraction & Entrepreneurship Development-**

Continually strive to provide support through technical and financial resources for new businesses as well as aggressively marketing available properties within the community. Inspire a culture within the four communities in Cuming County that will foster and support a high success rate in entrepreneurship and business start-ups.

**Youth/Young Adult Involvement-**Engage the Youth and young adults of our community through volunteerism as well as mentor future key decision makers on the culture and values of Cuming County.

**Housing-** to increase housing opportunities in each individual community to assist with the workforce development in the county.

# Cuming County Strategic Plan Objectives

## PRIORITY #1 BUSINESS RETENTION & EXPANSION

**Goal: to grow the economy through business expansion and retention in Cuming County through a strategic business visitation program with targeted communities in Cuming County**

<b>Objective/Action</b>	<b>Timeline</b>	<b>Lead Responsible Party</b>
1. Personalized visits to businesses	Weekly	CCED Director
2. Continue to raise awareness of business assistance programs to Cuming County citizens. Refer and/or assist in utilizing options	Ongoing	CCED Director
3. Track start-ups through surveys	Ongoing	CCED Director
4. Encouraging struggling businesses	Ongoing	CCED Director
5. Update quarterly LOIS and NDED Information. Establish connection work with clerk's to update and renew information.	Quarterly	CCED Staff
6. Promote Buy Local	Annually	CCED Staff/Board/Chambers/ Community Groups
7. Determine a targeted business list and conduct a BR&E Blitz	Annually	CCED Staff/Board
8. Enhance CCED Website to be informative to businesses, residents and potential residents	6 months	CCED Staff
9. Develop social media marketing tools to attract individuals and businesses to the county	6 months	CCED Staff
10. Update a target industry analysis	12 months	CCED Director
11. Work DOL to better understand the available workforce in Cuming County and surrounding areas	12 months	CCED Director
12. Identify, zone and create a plan for infrastructure development of an industrial/office site	18 months	CCED Director/Development Groups
13. Continue to utilize Local Option Municipal Economic Development to finance entrepreneurs with a feasible business plan. Also, utilize additional sources of funding: REAP, CDBG, etc.	24 months	CCED Director

# Cuming County Strategic Plan

## Objectives Ctd

### PRIORITY #2A YOUTH/YOUNG ADULT ENGAGEMENT

**Goal: to engage the youth and young adults in community leadership, community volunteerism, and to mentor future key decision-makers on the culture and values of the Cuming County community.**

Objective/Action	Timeline	Lead Responsible Party
1. Utilize alumni database to track alum relocation trends	Ongoing	CCED Director
2. Develop a list of leadership needs for volunteers	6 months	CCED Staff
3. Education of the opportunities available	12 months	CCED Staff
4. Meet with Northeast Community College and Schools on identifying agriculture economy based future jobs	12 months	CCED Staff/Schools/NECC
5. Identify future technology jobs that will impact Cuming County's ability to recruit future skilled workers	12 months	CCED Staff/Schools/NECC
6. Future jobs summit for Cuming County hosted by CCED, NECC and schools	12 months	CCED Staff/Schools/NECC
7. Inform youth of county occupation and careers (job fairs/ads, schools...top 10 job list created)	12 months	CCED Staff
8. Cost of Living/Wage & Salary Guide/Comparison for the county --- use as a recruitment tool --- inform local industries of findings	12 months	CCED Staff
9. Take advantage of opportunities to market Cuming County to local groups/organizations/events	12 months	CCED Staff
10. Create a Leadership Mentor Program	18 months	CCED/Schools/Chambers/Community Clubs

### PRIORITY #2B WORKFORCE DEVELOPMENT

**Goal: to train and recruit a Cuming County workforce that contribute to retention of current businesses and attraction of new businesses**

Objective/Action	Timeline	Lead Responsible Party
1. Partner with NENEDD for workforce development	Ongoing	CCED/NENEDD
2. Update Labor and Trend Studies	6 months	CCED Staff/NPPD/NDOL
3. Collaborate with surrounding counties to host a bi-county job fair	6 months	CCED
4. Retain existing businesses by fulfilling existing job opportunities	12 months	CCED/Municipalities

# Cuming County Strategic Plan Objectives Ctd

5. Partnership with K-12 school systems and community colleges for training for jobs in the future	18 months	CCED/Schools/NECC
6. Identify future jobs and businesses	18 months	CCED Staff/Schools/NECC

## PRIORITY #3 NEW BUSINESS ATTRACTION & ENTREPRENEURSHIP DEVELOPMENT

**Goal: to recruit businesses and individuals to attract new businesses and entrepreneurship opportunities to Cuming County**

Objective/Action	Timeline	Lead Responsible Party
1. Relationship building with NDED, NENEDD and NDOL	Ongoing	CCED Director
2. Track business start-ups and consultations	Ongoing	CCED Director
3. Number of industry targets per quarter of each year. Number of follow-up communications for each target for each quarter of each year	Quarterly	CCED Director
4. Update monthly LOIS and NDED information	Quarterly	CCED Staff
5. Participate in tradeshows for prospect recruitment on a manageable scale for Cuming County	Annually	CCED Director
6. Partnership with community schools and NECC to host different entrepreneurship related courses	Annually	CCED Director/Schools/NECC
7. Leveraging recruitment options through business product providers	Annually	CCED Staff/Board
8. Testimonials on why returning to Cuming County/ municipalities	6 months	CCED Staff
9. Create a marketing plan for industry targets	12 months	CCED Staff
10. Recruit businesses with decent paying jobs	18 months	CCED Director/NDED
11. Entrepreneurial Education incentive course/ program utilizing school counselors and local business owners	24 months	CCED/Counselors

## PRIORITY #4A HOUSING

**Goal: enhance availability of affordable housing and rehabilitate existing residences**

Objective/Action	Timeline	Lead Responsible Party
1. Form a housing task force	6 months	CCED Director
2. Develop a county-wide trust fund to help create housing options in county committees	6 months	CCED Director/Housing Committee

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3. Finalize and implement rehabilitation program	6 months	CCED Director/Board
4. Work with area developers and communities who have housing models that have been working and try to implement a program for each community	12 months	CCED Director/Housing Task Force
5. Develop Housing In-Fill options for Cuming County	18 months	CCED Staff/Housing Task Force
6. Help create partnerships for new housing developments	18 months	Housing Task Force
7. Through the housing trust, create several housing assistance options and incentives for improvements, purchases and developments	18 months	CCED Director/Board
8. Hire a Housing Specialist through a NIFA grant who would be county wide	36 months	CCED, Inc. Board

### PRIORITY #4B COMMUNITY DEVELOPMENT

**Goal: to enhance the quality of life in each community**

Objective/Action	Timeline	Lead Responsible Party
1. Promote community involvement by emphasizing the sense of community	Ongoing	CCED Staff/Board
2. Get involved with the 4 Lanes 4 Nebraska project	Ongoing	CCED Staff/Board
3. Get involved with the Nebraska Expressways for Economic Development (NEED)	Ongoing	CCED Staff/Board
4. Cuming County Network - Alumni Inclusion	Ongoing	CCED Director
5. Enhance CCED website to be informative to businesses, residents and potential residents	Ongoing	CCED Staff
6. Expand the main street assistance program	6 months	CCED Director/BIG Committee
7. Assist in developing betterment plans for individual communities	18 months	CCED Director
8. Seek out grants for community betterment options, downtown revitalization	18 months	CCED Director/Grant Writer

### PRIORITY #5 COMMUNITY MARKETING

**Goal: to promote Cuming County as a great place to live, work and raise a family**

Objective/Action	Timeline	Lead Responsible Party
1. Educate the municipalities & businesses on how to market what you have	Ongoing	CCED Staff
2. Enhance Social Media presence	Ongoing	CCED Staff



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3. Track metrics to show impact & results	Ongoing	CCED Staff
4. Radio announcements and monthly news columns	Monthly	CCED Director/Board
5. Offer marketing workshops for businesses	Quarterly	CCED Staff
6. Develop a story for Cuming County (promise, value and personality)	6 months	CCED Staff/Board
7. Develop and enhance a non-profit website	6 months	CCED Staff
8. Tuition fees for businesses to take marketing trainings (addition to business improvement grant)	6 months	CCED Director/BIG Committee
9. Continue to provide marketing material that promotes local business and individuals	Ongoing	CCED Staff

### PRIORITY #6 ORGANIZATIONAL DEVELOPMENT

**Goal: to integrate the CCED goals & mission into our daily operational routines**

<b>Objective/Action</b>	<b>Timeline</b>	<b>Lead Responsible Party</b>
1. Host a CCED orientation	Quarterly	CCED Director
2. Continue to host the CCED Annual Dinner	Annually	CCED Staff
3. Board of Director current member orientation (NAM, UNL Extension)	Annually	CCED Director
4. Ensure that the accountability and integrity of the Board of Directors is maintained always, and that any confidential communication made at a CCED Board meeting remain only with the Board members and the CCED Staff	Annual Reminder	CCED Director/Board
5. Board of Director new member orientation	As needed basis	CCED Director
6. Staff Training	As needed basis	CCED Director/Assistant
7. Identify committee and task force structure	6 months	CCED Director
8. Fundraise CCED, Inc. to create additional programs for housing, industrial development and business assistance	24 months	CCED Director/Fundraise Committee



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## **Cuming County Economic Development Strategic Marketing Plan Adopted March 2017**

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