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As the first nationally chartered bank in Nebraska, First National Bank has contributed to the growth of the Cornhusker state since 1857. Today, we are the largest privately owned banking company in the United States and are proud to have been named one of Forbes Best Banks in America four years running.

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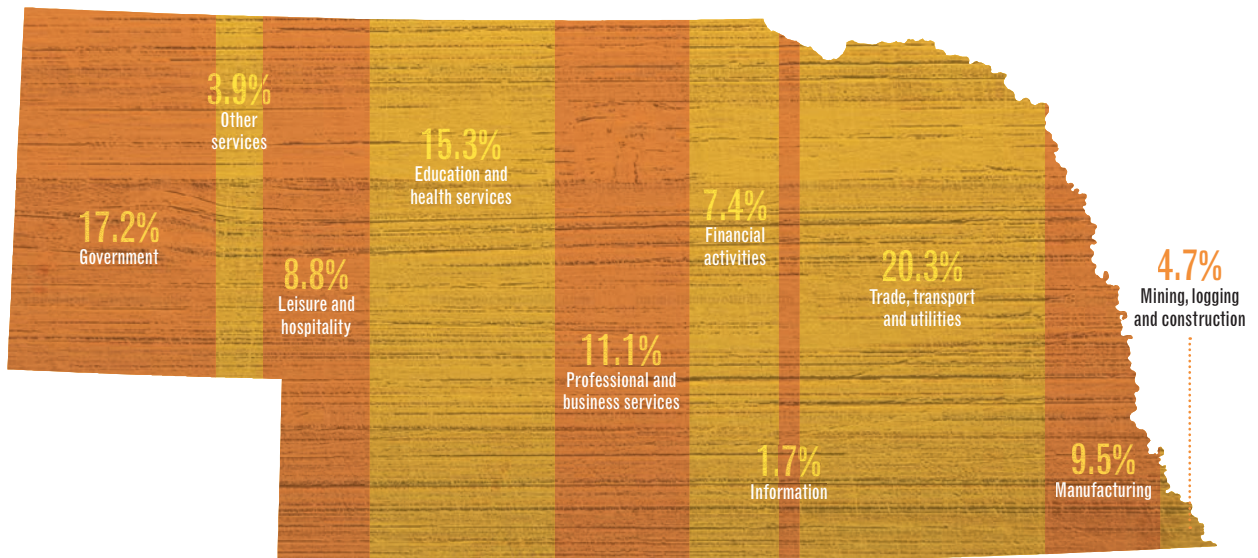
SNAPSHOT: NEBRASKA

Already home to five Fortune 500 companies, the Cornhusker State has a balanced economic base and is ready to grow

FACTFILE

POPULATION: 1.88 million (2014)
 CAPITAL: Lincoln
 GDP: \$112.2 billion (2014)
 LAND AREA: 76,824 square miles

EMPLOYMENT BREAKDOWN



FAST FACTS



Supported by a diverse economic base, a high-quality labor force (at 88.5 percent, its high school graduation rate was the second-highest in the country in 2012-13) and relative resilience during the recession, Nebraska's unemployment rate is the lowest in the nation (as of August 2015), at 2.8 percent. Plus, in 2014, the U.S. Chamber of Commerce Foundation ranked the state first for labor force utilization—the share of working age adults in or actively seeking employment.



The Nebraska Advantage Act, launched in 2006 and updated in 2012, is an incentives package that enables companies to receive partial or full refunds on sales taxes, dependent on the level of investment and number of jobs created. As of 2014, the program had handled more than 450 applications worth a total of nearly \$10.9 billion of investment and more than 28,000 jobs. *Site Selection* magazine awarded the state with its 2013 Governor's Cup for attracting the most corporate facility projects per 1 million population.



You can't get much more central than Nebraska. Located in the heart of the U.S., it has long been a hub for railroad and trucking companies, and now other logistics companies are becoming aware of the potential offered by two Class I rail systems, seven north-south highways and the presence of I-80, which stretches from one end of the state to the other, and on to the coast at each end. Some 55 million consumers are located within a 500-mile radius, while 90 percent of the nation can be reached in two trucking days.

We know children.

Femi

Age 11,
Restrictive Cardiomyopathy –
Heart Transplant Recipient

A fresh canvas for this budding artist meant a heart transplant at Children's. Today, Femi is the portrait of a thriving sixth grader – a special talent who's going to create like the greats.

**BEST
CHILDREN'S
HOSPITALS**

U.S. News

**CARDIOLOGY &
HEART SURGERY
2015-16**

Experienced, unparalleled care for a full spectrum of pediatric and adult congenital cardiac conditions brings families from across the Midwest and the United States to Children's Hospital & Medical Center in Omaha. Our Dr. C.C. and Mabel L. Criss Heart Center specializes in pediatric heart transplantation, cardiac surgery, treatment of congenital or acquired heart disease and other cardiac conditions.

For a pediatric cardiology specialist, call **1.800.833.3100**. Find more at ChildrensOmaha.org/HeartCenter.



THE INFLUENCER

Governor Pete Ricketts explains why Nebraska is right for business

Born in Nebraska City, and raised in Omaha, Pete Ricketts is a former COO of Ameritrade, with a history of working with the state's entrepreneurs and start-up companies. He was sworn in as the state's 40th governor in January 2015.

Ricketts on... Nebraska's strengths

"Ultimately it comes down to the people of Nebraska. My family's business Ameritrade hired thousands of Nebraskans, and I know when you hire a Nebraskan, you get somebody who's got a great work ethic, who's going to be loyal to your company, who's going to be well educated, and will help make your company successful."

Ricketts on... entrepreneurship

"Part of it is creating that level playing field for small companies to get started. In Nebraska, more than 51

percent of people are employed in companies of 25 people or less, so there are a lot of great small companies. The way you do that is making sure you keep your taxes low, and the way you do that is by slowing the growth of government, but also with a regulatory environment that doesn't create unnecessary burdens on start-up companies."

Ricketts on... education

"Nebraska has the lowest unemployment rate in the nation and therefore we're very focused on how we develop our people to be able to meet the needs of our businesses here in the state. One of the programs that I have launched is called the Nebraska Developing Youth Talent Initiative, and it's a grant program to encourage private-sector companies to work with schools and develop curriculums to get young people exposed to career opportunities they have available. We're starting that in seventh and eighth grade, getting them exposed to careers in manufacturing or I.T."

Ricketts on... the job market

"We're getting creative with our unemployment system. We're actually changing it into a reemployment system, and this is a first-in-the-nation program, where we're asking everybody who is applying for those unemployment benefits to sit down with a jobs coach, talk about their skills and interests, and create a résumé. Importantly, that résumé is electronic, so not only will that résumé help that person look for a job, but companies can proactively search those résumés to find the people they need."

Ricketts on... the future

"It's about growth. It's about leveraging the strengths that we have here in the state, which is primarily our people, and using that to attract companies here, to be able to grow our state, create more opportunities for our people and really foster that environment where people can have even better futures."

"WHEN YOU HIRE A NEBRASKAN, YOU'LL GET SOMEBODY WHO'LL HELP MAKE YOUR COMPANY SUCCESSFUL"



Governor Ricketts



Your view
of the world
is about
to change.



It's not a matter of how the world sees us, but how we see the world that inspires us to make it more just, more rewarding and more purposeful.

At top-ranked Creighton University, you'll thrive in an environment of academic excellence, driven by Jesuit values. With nine schools and colleges, it's one that encourages undergraduates, graduate students and adult learners to delve deeper, participate wholeheartedly and **become the trailblazers, forward thinkers and success achievers they always imagined they could be.**

Creighton
UNIVERSITY
Omaha, Nebraska



• Learn more at creighton.edu

SPOTLIGHT: CABELA'S

We speak to Tommy Millner, president and CEO of the 'World's Foremost Outfitter', about the company's plans for the future

Dossier: What differentiates Cabela's from its peers?

Millner: I go back to our 53-year history and one of the things that continues to make us unique, that built the company, was that the employee base here in western Nebraska are folks who really cherish the outdoors and the outdoor lifestyle, so that obviously was a perfect fit to build an outdoor company from. It would have been far more difficult in a large urban area in the United States, because you don't have the high concentration of avid outdoor enthusiasts.

We employ a little over 2,000 people in a community of 6,000, and the closest city to us is 100 miles away. It provides this self-selection mechanism that if you want to come here, you really want to work for our company, and you really want to enjoy the outdoors.

D: You opened 14 new retail locations in 2014. What's behind this?

M: We have been the dominant online outdoor retail company, through Cabelas.com, for a very long time. The whole heritage of the company started in the catalog and direct-mail business, which then with the advent of the internet morphed into us being the biggest internet player in the United States and Canada. When I joined the company six and a half years ago, we only had 30 stores, yet amazingly we had this globally iconic brand name, and one of our visions for the company was to build an appropriate number of retail stores so that we had at least a presence in every major market and every major secondary market in the



Clockwise from top: The storefront of one of Cabela's new retail locations; president and CEO Tommy Millner; Cabela's interiors are known for their extravagant taxidermy displays

FACTFILE

Industry: Retail
Headquarters: Sidney
Founded: 1961
Employees: 19,300 (2014)
Total revenue: \$3.6bn (2014)
NYSE: CAB

U.S. and Canada. That number is between 200 and 225 locations, which we've never viewed as an excessive number of stores. So we are very slowly and patiently, probably over the next decade to 15 years, building between eight and 15 stores a year.

D: How would you describe a Cabela's store?

M: They're very experiential. You will see mountains and aquariums and taxidermy, all over the store. You see full displays of tents and camping opportunities. Same thing for fishing. Our stores, every weekend, have archery classes and fly-fishing

exhibitions, where people can literally learn in our stores. It's a mix of retail and Disneyland, all in one place, for people who love to hunt, fish and camp.

There aren't many retailers that open new stores and have 4,000 people at the front door on a Thursday morning at 11 o'clock.

D: Where do you see Cabela's in 10 years' time?

M: A decade from now, I think we'll have 150 or more retail stores, we will have an even bigger financial institution, and I think we will further increase the gap between us and our competitors today.

MORE THAN 2M PEOPLE ARE SIGNED UP TO THE CABELA'S CLUB VISA CREDIT CARD PROGRAM.

BY THE END OF 2015, CABELA'S WILL HAVE 77 NORTH AMERICAN STORES, INCLUDING NINE IN CANADA.



the best trips begin and end with a hug.

With your financial worries under control, you are free to embrace life's fleeting moments. By offering a competitive array of insurance, employee benefits and financial services, we help enable a life that's rich in family, happiness, health and financial security.

We are Ameritas: Proud to say we're in the business of fulfilling life.



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THE INNOVATORS

The Nebraskan organizations driving change within a wide range of industries



▼ **UNIVERSITY OF NEBRASKA**
HARVEY PERLMAN, CHANCELLOR

In 2012, the University of Nebraska—Lincoln broke ground on the Nebraska Innovation Campus, a 249-acre research and technology center to be built on former state fairgrounds. The long-term vision is for the campus to become a hub for innovation and economic development, by bringing together researchers from different disciplines, as well as experts from both the public and private sector.

“It’s designed to attract private sector partners to locate on the campus and engage with the university in research or create internships for students, or to otherwise generate economic activity for the state of Nebraska,” says chancellor Harvey Perlman. “Over the next 15 to 20 years, we hope to have over 2 million square feet of building space, and, if our projections are right, about 75 percent of that would be leased by private sector companies engaged with the university.”



▼ **TD AMERITRADE**
FREDRIC TOMCZYK, PRESIDENT AND CEO

When the brokerage industry was deregulated in 1975, First Omaha Securities was one of a few small firms across the country to seize the opportunity to offer discounted commissions, opening up trading to the average investor. Over time, the company has evolved into TD Ameritrade, with more than six million funded client accounts that total more than \$700 billion in assets, yet has never lost its disruptive spirit.

“We manage risk like a financial company, but we manage what we do and how we do it very much like a technology company,” says president and CEO Fredric Tomczyk. “We think disruptively and we leverage technology, and invest heavily into the ones that are changing.”

The strategy appears to be working, with TD Ameritrade reporting a new record average of client trades per day, in August 2015, at 537,000.



▼ **WEST CORPORATION**
TOM BARKER, CHAIRMAN AND CEO

West Corporation (then West Telemarketing) was founded in 1986 as an inbound contact center focused on using the latest technology—a trait that has helped the company evolve into the world’s largest conferencing provider, a leader in unified communications as a service, and an essential contributor to public safety services.

“We’ve dramatically changed the portfolio of our services, but who we work for hasn’t changed,” says chairman and CEO Tom Barker. “We have a track record of growing the company every year and putting West in new markets.”

West now provides the location database for the majority of 9-1-1 calls made in the U.S., and has developed its Next Generation 9-1-1 solutions to allow citizens and organizations on the scene to also send text messages, video and photos—expanding the amount of potentially life-saving information available to first responders.

“WE THINK
DISRUPTIVELY AND
WE LEVERAGE
TECHNOLOGY, AND
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THE ONES THAT
ARE CHANGING”



Fredric Tomczyk



▼ WOODMENLIFE

LARRY KING, PRESIDENT, CHAIRMAN AND CEO

It's safe to say WoodmenLife is not your usual insurance society. Founded in 1890, it's instead a fraternal benefit society—a charitable, not-for-profit social organization—with more than 700,000 member-customers across 900 local chapters throughout the U.S. Now the company has taken its commitment to community giving into the digital age with the launch of crowdfunding site Redbasket.org which allows its members and the public to make a tax-deductible donation to deserving (and vetted) causes.

"We just celebrated our 125th year and we've always been there to help any needy family or anyone who has a rough time, but we decided we had to modernize," say chairman, president and CEO Larry King. "With all the social media and networking that can be done over the internet now, you can touch so many more people."

Since it was launched in 2012, Redbasket.org has raised more than \$1 million for 345 worthy stories. And with WoodmenLife covering all administrative costs, every cent of this goes to the 'asker'.



▼ UN MEDICAL CENTER

JEFFREY GOLD, CHANCELLOR

Working closely together, the University of Nebraska Medical Center and Nebraska Medicine have a worldwide reputation for cancer care; a reputation that will be surely boosted by the largest public-private project in state history, the Fred and Pamela Buffett Cancer Center—"One of the finest cancer centers ever constructed," according to Dr. Jeffrey Gold, chancellor of UNMC and chairman of the Nebraska Medicine advisory board.

The \$323-million project will feature a 10-floor research tower with 98 laboratories, and a eight-floor, 108-bed treatment center, with construction expected to be complete in spring 2017. By putting these disciplines together in one place, the center is designed to facilitate close communication, and bring the latest treatments to patients. "What is going to make the building unique is the immediate juxtaposition of the research laboratories and the clinical care facilities," says Gold. "The clinical faculty and the basic science faculty are going to share office space in what we call the innovation zone."



▼ HDR, INC.

GEORGE LITTLE, CHAIRMAN AND CEO

Founded in Omaha, in 1917, HDR has grown from a single 15-person office to nearly 10,000 employees specializing in engineering, architecture, environmental and construction services, across 225 locations around the world. According to chairman and CEO George Little, this puts the firm at an advantage. "When our offices work together effectively, as they do, everybody learns from each other," he says. "It's not about what's going on in Tampa, Seattle or Berlin, they're all learning from each other on a constant basis and so I think that makes us better every single day."

Although the firm works across a wide range of industries, it has gained particular recognition for its work in health, with *Modern Healthcare* magazine ranking HDR the number-one architectural firm in healthcare design for 12 consecutive years. Little wonder then that HDR has been chosen to design some of the industry's most significant new developments, from the Beijing International Medical Center in China, to Omaha's own Fred and Pamela Buffett Cancer Center.

"THE CLINICAL
FACULTY AND THE
BASIC SCIENCE
FACULTY ARE GOING
TO SHARE OFFICE
SPACE IN WHAT
WE CALL THE
INNOVATION ZONE"



Jeffrey Gold

WOODMENLIFE IS ONE OF THE COUNTRY'S LARGEST DISTRIBUTORS OF U.S. FLAGS, BEHIND THE U.S. GOVERNMENT.

HDR WAS RANKED NINTH ON THE 2015 *ENGINEERING NEWS-RECORD* TOP 500 DESIGN FIRMS LIST—ITS FIRST EVER APPEARANCE IN THE TOP 10.

We buy smartphones. We buy clothes. We buy game consoles and TV's—tickets to movies, concerts and sporting events. It's kind of funny. We buy all these things to make us happy, when really all we need is each other. To spend a day or two in a place where we can all connect and get away for a while. Wouldn't that be nice?

Visit Nebraska. Visit Nice:



We cover a lot of ground in
FOOD INNOVATION.



ianr.unl.edu

Whether it's by improving beef or finding ways to grow more crops with less water, the University of Nebraska-Lincoln is taking the lead in working with global partners to solve world problems related to food production. And with our new Food Innovation Center at Nebraska Innovation Campus, we have the talent, culture and resources to partner with businesses looking to secure a healthy global future.



**NEBRASKA
INNOVATION
CAMPUS**

innovate.unl.edu

PROBLEM SOLVED

How Nebraskan companies are tackling some of the world's most challenging questions



Problem: America's aging population

For the first time in history, we're reaching a tipping point where the world's elderly will outnumber the young. Birth rates are falling and people are living for longer: In the U.S. alone, the number of people aged 65 and older is projected to more than double by 2050, from 40 million to 89 million. This raises the question, who is going to care for them?

Historically, the options were the nursing home or a son or daughter's home, but one increasingly popular alternative is the provision of in-home, non-medical care. In part, this is because it is more affordable—the average home care client spends about a quarter of those in a nursing home. In part, it's because people want to age in familiar surroundings.

"People want to remain in their own home and it doesn't

"We have yet to see the greatest growth opportunity in our business"

take a doctor or a nurse to make a huge difference to make that happen," says Paul Hogan, co-founder and chairman of Home Instead Senior Care. "Ninety percent of what they need is non-medical, so there's a huge opportunity as our population ages for home care."

Paul and Lori Hogan can be considered home care pioneers, having started their company in Omaha, in 1994. It quickly grew to be the global leader, now with more than 1,000 franchises in 14 countries. In 2014, Home Instead franchises generated more than \$1.2 billion in client-level revenue. And that number's only going to rise.

"The oldest baby boomer today is only 69. Our typical client is around 80. So we have yet to see the greatest growth opportunity in our business, and it's still almost 10 years out there," says Hogan. "We feel like we're just getting started."

Problem: Carbon-intensive power generation

Nebraska is the only state in the U.S. where every home and business receives electric service from publicly owned utilities. These companies operate at a cost-of-service, meaning Nebraska's rates have long been some of the lowest in the country. Today, they are also exploring new ways to reduce their reliance on carbon sources, while proving that governmental entities can be as innovative, or more so, as the private sector.

"Our mission is very clear: It's reliable energy, low rates and environmental sensitivity," says Timothy Burke, president and CEO of the Omaha Public Power District. "All of this is done without the mandate of a public utility commission or a power board. It's really innate for us."

"Nebraska could someday be the carbon black capital of the world"

OPPD has set a target that 68 percent of its retail energy sales will come from non-carbon-emitting sources by 2018, with 33 percent coming from renewables, mostly wind.

Elsewhere, the Nebraska Public Power District recently partnered with Monolith Materials, which uses natural gas to produce carbon black, to acquire the by-product hydrogen, and then burn it in a former coal-fired facility. When fully built out, in 2019, the joint venture will add to NPPD's portfolio of non-carbon-emitting generation, while creating up to 600 new jobs in the state.

"We're dreaming that Nebraska could someday be the carbon black capital of the world," says NPPD president and CEO Pat Pope. "We're hopeful that there are a lot of innovative, exciting things that could come out of this that a lot of people may not think would come out of an all-public-power state."



HOME INSTEAD HAS SERVED MORE THAN 1M CLIENTS AND PROVIDES MORE THAN 50M HOURS OF SERVICE ANNUALLY.

IN JUNE 2015, NEBRASKA'S AVERAGE ELECTRICITY PRICES WERE 9.9% BELOW THE NATIONAL AVERAGE.

BEYOND THE PRAIRIE

Across a wide range of industries, Nebraska is going global



WORDS:
DANIEL WELLBELOVE

With its long history in agriculture, Nebraska has always relied on moving its goods elsewhere as a source of growth. Historically, this was selling its beef and crops to every corner of the country, but as its economy diversified, the state broadened its reach, both on a geographic and industry level. Today, Nebraska is well established in international commerce, with merchandise exports totaling nearly \$8 billion in 2014, according to the International Trade Administration.

"It is a global economy these days and you can't be successful without looking at international opportunities," says Eric Zeece of the Nebraska Department of Economic Development. "It's very important for us to look at opportunities to export Nebraska products as well as encourage investment into the state."

It was with this in mind that Governor Pete Ricketts has made a commitment to making or hosting two trade missions or reverse trade missions each year. "Trade is critical to Nebraska as it's one of the ways we can grow our economy," he says. "What we're doing is opening doors for our businesses here in Nebraska to make

those connections overseas, so they can expand, and talking to government officials about taking down trade barriers, and then also looking for investment back into Nebraska. For instance, Japan is the largest foreign direct investor in Nebraska. Since 2010, Japanese companies have invested \$4.4 billion into our state, so I went there to say thank you to those companies for their business and to let them know that we want to continue to expand on those relationships."

Japan's presence in Nebraska goes a long way back. In 1974, Kawasaki became the first foreign vehicle manufacturer to locate in the United States, when it established a motorcycle assembly plant in Lincoln. The facility has remained in place ever since, even as the products manufactured changed—over the years, the plant has built dirt bikes, snowmobiles and industrial robots, and now specializes in utility and all-terrain vehicles. In 2001, the company also added a rail car production plant that meets the Buy America rail funding requirements of the Federal Transit Administration, and has since found customers in New York, Boston and Washington D.C.



"In the markets that we supply, particularly along the east coast of the United States, the population density is growing. Given the aging fleet and rising density of people, we believe there's good potential of increased infrastructure spending," says plant manager Mike Boyle. "We've made the investment here because we believe there is a good growth market there."

The state can also point to a host of home-grown success stories, such as that of Omaha-headquartered Werner Enterprises, founded in 1956 when 19-year-old Clarence Werner sold his car

PHOTO COURTESY UNIVERSITY OF NEBRASKA AT OMAHA

THE NINJA MOTORCYCLE FROM *TOP GUN* WAS BUILT IN LINCOLN, WHILE KAWASAKI ROBOTS WERE ALSO USED IN THE MOVIE, *MINORITY REPORT*.

THE DISTANCE COVERED BY WERNER TRUCKS IN ONE MONTH IS EQUIVALENT TO 3,500 TIMES AROUND THE EARTH.



“What we’re doing is opening doors for our businesses here in Nebraska to make those connections overseas, so they can expand”

Governor Pete Ricketts

The Omaha skyline, with the WoodmenLife Tower and First National Bank Tower in the background

to buy a truck and began hauling freight. Today, Werner is one of the five largest trucking companies in the U.S., and conducts business to and from more than 130 countries. In between, the company expanded its global workforce to 11,500 associates, and established international offices in Mexico, Canada, China and Australia.

“We’re not going to shy away from competing against the largest supply-chain companies in the world and feel as though we could build a product, serve our customers and provide value in ways that are truly unique,” says

president and COO Derek Leathers. “We’re going to grow the overall business, both in geography as well as revenue, and we’re going to do that via a combination of our trucking enterprise and our logistics enterprise.”

A younger example is that of Hayneedle, which began life in 2002 as a niche ecommerce site, Hammocks.com. More than 200 similar sites followed, before the company consolidated them under one single brand, Hayneedle.com, completing the transformation in 2014.

Based in Omaha, with fulfillment centers in Ohio and California, Hayneedle

has emerged as a leading online store for indoor and outdoor home furnishings and décor, recognized on *Internet Retailer’s* Hot 100 list of e-retailers for 2014. And as awareness grows, president and CEO Jon Barker expects the company to do likewise. “The home furnishings shopper is starting to make a material transition to online,” says Barker. “It’s probably one of the fastest-growing segments of online retail sales in the U.S. People are getting more confident in being able to buy a high-consideration product like a table, desk or couch.”

Nebraska has more to offer the world

HAYNEEDLE.COM FEATURES 3,000 BRANDS AND NEARLY 2M PRODUCTS FOR THE HOME.

IN 2012, FOREIGN-CONTROLLED COMPANIES EMPLOYED 27,000 NEBRASKA WORKERS.

than just goods and services however. Through Gallup, and its operational headquarters in Omaha, the state is also exporting knowledge that is changing global attitudes towards the workplace.

"Only 15 percent of current full-time workers around the world are engaged enough in their jobs where they feel that what they do has purpose," says CEO and chairman Jim Clifton. "The whole world is failing miserably at delivering jobs with purpose, and Gallup is going to point all of our tools and sciences at fixing that."

Originally founded in 1935 as a public opinion polling firm, Gallup has expanded into analytics and advice to help leaders solve some of their most pressing problems. For example, the company initiated the 'Strengths' movement, based upon its findings that weaknesses never develop into strengths, but strengths will develop infinitely. Launched in 1999, the Clifton

StrengthsFinder assessment is now used by 467 members of the Fortune 500, and more than 12 million people worldwide.

"Human development is changing and it's changing very specifically in the workplace," says Clifton. "Gallup wants to lead the way in how organizations of all kinds, not just corporations, transform workplaces to maximize human potential."

Agriculture

When assessing Nebraska's role in global commerce, it's impossible to leave out agriculture, for even as the state's economic base continues to diversify, it still remains the number-one export industry. Within the U.S., as well, it's also highly notable; in 2014, Nebraska was the fourth-largest agricultural producing state in terms of cash receipts, with only California, Iowa and Texas placing higher.

"Agriculture is such a strong

foundation, but it's really allowed for other industries to thrive here," says Zeece. "We are second in the United States for ethanol production. We have some bioscience companies that are growing and doing some really fantastic things. We have a lot of agricultural equipment manufacturing. And the financial industry is strong in part because they support the agricultural economy."

Nebraska's agricultural heritage—and particularly its history in livestock markets—is also reflected in the presence of Omaha Steaks. Founded in 1917 as a custom butcher shop, the company remains family-owned, even as it's grown to be America's largest direct response marketer of beef and other gourmet food gifts. In FY14, its affiliated companies had combined sales in excess of \$450 million.

"We've been delivering to people's doors for longer than I am old, and now we've literally got millions of customers that

Photos courtesy of Nebraska Tourism

LAKE McCONAUGHY

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Stay for a while, stay forever. Lots of folks come for a weekend and find they can't quite shake that Lake Mac sand from their shoes. Over 50 square miles of water for boating, fishing and fun. Over 75 miles of sandy beach shoreline. Largest lake in a 3 state area.

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Keith County Visitors Committee, Keith County Area Development
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Above: Omaha Steaks ships in excess of 4 million coolers annually. Right: Children's Hospital & Medical Center operates a 19-bed Pediatric Intensive Care Unit

we're shipping to every year," says president and CEO Bruce Simon. "And I'd like us to grow a lot more than we have. I just want to see us dominate our space but I want to make sure that when we do that, that we don't compromise any of our value with respect to quality and customer service."

Along with infrastructure, agriculture also represents a key business sector for Valmont Industries, a global manufacturing company with a presence in 23 countries. These specialisms put Valmont in a strong position for enduring growth: Economic prosperity requires investment in infrastructure, while farmers will have to become more efficient in their use of water in order to feed and clothe a growing global population.

"A good strategy is one that stands the test of time," says chairman and CEO Mogens Bay. "Ten years from now, Valmont will be more of the same."

The company can also claim to have literally changed the face of the Earth. If you look out of your window, you may be able to see green circles within fields. These are created by central pivot irrigation systems, an industry founded by Valmont more than half a century ago.

Financial services

Over the course of the last century, Nebraska—and particularly its major cities, Omaha and

Lincoln—has become a center for financial services, thanks to the growth of companies such as Fortune 500-ranked Mutual of Omaha.

If you recognize the name, it may be because of the company's sponsorship of *Mutual of Omaha's Wild Kingdom*, which ran from 1963 to 1988. "All these baby boomers grew up watching *Wild Kingdom*, and to this day, we have this outsized brand recognition that we've enjoyed because of that very thoughtful investment in a media at that time," says CEO James Blackledge, whose company reported revenues of nearly \$6.9 billion in 2014. "As we start talking about our vision for the future, one of our folks said something that struck with all of us: 'Ten years down the road, wouldn't it be great if we were as well known for our customer focus, for how we serve our customers, as we are today for *Wild Kingdom*?' And that really is what's driving us from a vision standpoint. Let's be the company that's not known for *Wild Kingdom* but how well we serve our customers."

A short distance down I-80, Lincoln is home to a pair of other national mutual organizations, Ameritas and Assurity. The former of these was established in 1887 as Old Line Bankers Life Insurance Company of Nebraska (Bankers Life) and continues to thrive today. In 2014, its individual division reported more than \$83.2 billion of life



PEDIATRIC PROWESS

Every year, more than 250,000 children receive care from Children's Hospital & Medical Center in Omaha. As the only full-service pediatric specialty healthcare center in the state, Children's attracts families from a five-state area and beyond, contributing an economic impact of \$809 million nationally and \$484 million in Nebraska.

In addition, U.S. News & World Report ranks the hospital nationally in three categories (cardiology and heart surgery; gastroenterology and GI surgery; and orthopedics), while it is internationally known for its work in osteogenesis imperfecta, otherwise known as brittle bone disease.

From this base, new president and CEO Dr. Richard Azizkhan has set forth a goal to make Omaha a "major epicenter" for pediatric care, built upon a culture of continuous improvement and the alignment of the hospital, its clinicians and academic partners such as those at UNMC. "What do families need and what do children deserve? That has to be our focus," he says. "We're going to create a level of standardization that allows us to optimize care."

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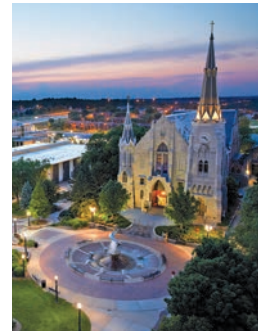
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Above: Leo A Daly is providing planning and design services in the construction of the Capitol District. Right: Creighton students contributed nearly 1.1 million community-service hours in the last academic year



UNDERGRAD EXCELLENCE

One of 28 Jesuit colleges and universities in the U.S., Omaha's Creighton University enrolls close to 8,000 students, but has also gained attention for its faculty's work in fields including hereditary cancer and gene therapy for coronary heart disease.

"I think it is critical of an academic enterprise to be well engaged in research. If Creighton University is recognized as a good teaching institution, it also demonstrates terrific achievements in research," says president Rev. Daniel Hendrickson. "These efforts are important in that for a place of learning, the research ends up having a global impact. Research makes the world a better place."

Where the university truly stands out is through its undergraduate research opportunities, with 34 percent of its students participating in research during their time at Creighton. In 2014, it was one of only 32 universities recognized for undergraduate research and creative projects by *U.S. News & World Report*—the only Nebraska institution to make the list.

insurance in force, while its group division is a national leader in dental, vision and hearing care insurance programs, serving more than 6 million people across the U.S.

"There's just not been a better time to be in the insurance industry," says president and CEO JoAnn Martin. "We protect things that people need to have protected, whether it be their life, their health through disability or their financial assets, and so it's a great time to be part of an insurance company because what we do truly makes a difference."

Assurity, as it is today, was formed by the 2007 merger of Assurity Life, Security Financial Life and Lincoln Direct Life, all of which began serving Eastern Nebraska communities in the late 1800s. Today, its focus is on protection products for small businesses and middle-income consumers, ending 2014 with a face amount of more than \$15.2 billion of life insurance in force.

Says chairman, president and CEO Tom Henning, "What's important to us is that we continue to operate this company and serve more and more middle-income consumers, providing them with the peace-of-mind protection that goes with financial protection and goes with having a sound insurance program in place, and that we continue to

manage this company for the long term and position it for another 125 years of prosperity."

Back in Omaha, First National Bank is the largest privately owned banking company in the United States, with more than 6.6 million customers, and locations in seven states. It was founded by brothers Herman and Augustus Kountze, in 1857, since when it has always looked for ways to be innovative. For example, it was one of the country's first banks to issue credit cards, long before many of its contemporaries did the same.

"If you go back to 1953, there were not many banks that really had much confidence in some concept of lending people money via a card that was unsecured," says president Dan O'Neill. "We've always been a little bit maverick."

Today, the company's credit card division, First Bankcard, is still a top-15 commercial card issuer, with more than 400 financial partners, and remains an important factor in the First National's ability to compete with America's national banks.

Architecture and Construction

In HDR, Leo A Daly and DLR Group, Omaha can boast three of the country's foremost architecture and engineering firms—all of which have taken their expertise around the

globe. Take Leo A Daly; in 1967 it became one of the first U.S. firms to work in China, and was the first to enter Saudi Arabia, three years later. Still privately held, it now operates 32 offices worldwide, with a portfolio that includes award-winning projects in 87 countries and all 50 states.

Leo A Daly is known for its approach to sustainability and design excellence—“We wouldn’t be around if we didn’t innovate ourselves,” says Christopher Johnson, vice president and managing principal for the Omaha office—which may be why the National Ecological Observatory Network chose the firm to assist with its continent-wide, 30-year climate-change study. Charged with designing 60 customized data-collection stations that would cause minimal impact to the immediate ecosystem, the firm’s team found out-of-the-box solutions for some of America’s most remote and sensitive areas.

DLR Group, meanwhile, has been recognized as the number-one K-12 education studio in the world by such publications as *BD World Architecture* and *Building Design + Construction*. Its portfolio extends much further though, with a design legacy that includes the Space Needle in Seattle, the Mall of America in Minneapolis, and now the renovation of the Los Angeles Memorial Coliseum—projects that have led to its expansion to 21 domestic offices and others in Dubai and Shanghai.

“Through the years we have adopted an approach of close to the client, and that’s what led to our geographic expansion throughout the U.S.,” says CEO Griff Davenport. “While it started with a few core business sectors, such as a lot of education, which took us to many places around the U.S. and the globe, now we’ve been able to add other core sectors to our geographic locations so that we are really

able to be where our clients are.”

Finally, Omaha also boasts one of the world’s largest construction, mining and engineering companies, Kiewit. Founded in 1884, the company now has more than 25,000 employees, working on projects as diverse as the western hemisphere’s largest desalination plant, in California, and the second-longest cable-stayed bridge in North America, in Vancouver.

“We’re employee-owned, so people see a clear link between the company’s and their success,” says VP of corporate communication Bob Kula. “This shows in financial results, but also in how much people care about the teams they work with, the projects they build and the clients they serve. Add in the variety of work we do across geographies and markets, and you have a stable, diverse company that can give people great opportunities to grow early in their careers.”

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THE NATIVE

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How Nebraska has shaped the development of two very different companies, founded nearly 150 years apart

The native: Union Pacific

Union Pacific's roots in Nebraska go way back. In fact, Nebraska hadn't even been admitted to the union when President Lincoln created the company by signing the Pacific Railroad Act in 1862. From there, the state and the railroad grew up hand in hand.

"Across Nebraska right now there are a whole group of communities that in the next two or three years will celebrate their 150th anniversary, because Union Pacific came through there and started them," says senior VP of corporate relations Scott Moore. "We were key to the building of Nebraska, and we're still key today as we go across Nebraska with our rail line."

The company currently employs more than 8,000 people in the state, contributing to a payroll of \$1.2 billion, plus it donated nearly \$5.8 million to Nebraskan charitable organizations in 2014. North Platte's Bailey Yard is the world's largest freight classification yard, while the company's capital investment in the state over the past five years amounts to more than \$1.3 billion. This all follows Union Pacific's 2004 pledge of commitment to Nebraska, when it moved into a new 19-story headquarter building in downtown Omaha.

"There were a lot of other communities around the West that wanted Union Pacific to call their community home," says Moore. "We made a choice to stay in Omaha. It had been our home, at the time, for 140 years and it should be our home for years to come."

The newcomer: Hudl

Hard to believe in this digital age but, not too long ago, every major football team would distribute DVDs of game film and phonebook-sized paper playbooks to every member of the roster. That's now changing, thanks in part to the work of Hudl, which provides video analysis tools to teams, securely over the internet.

The company was only founded in 2006, by three UNL graduates, but its services are already used by more than 114,000 active teams and nearly 3.5 million unique users in 40 countries and across a range of sports. For each of the last two years, Hudl has been the fastest-growing private company in Nebraska, and now employs close to 275 full-time employees with offices in Lincoln, Omaha, Boston and London.

When you think technology, you often think west, to Silicon Valley, but according to CEO David Graff, Lincoln's supportive community, deep hiring pool and entrepreneurial spirit have made the city the perfect environment to grow up. So much so, the company has unveiled plans for a new seven-story headquarters in Lincoln's West Haymarket, which the University of Nebraska's Bureau of Business Research predicts will create an estimated \$140 million of annual economic activity. Set for completion in late 2017, it should provide the platform from which Hudl can execute Graff's vision: "We will play a major role in making teams win regardless of level and regardless of where they are in the world."



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BUILDING NEBRASKA UP

Downtown revitalization projects are setting the state up nicely for future growth

Omaha

An entrepreneurial spirit has been a constant theme in the development of Nebraska's largest city. In the second half of the 19th century, the construction of the First Transcontinental Railroad and then the founding of Union Stockyards helped the city emerge as a meatpacking powerhouse, growing to be the largest livestock-processing center in the world by the late 1950s.

Over time, the city has diversified into a center for financial services, distribution, engineering and numerous industries born out of the state's agricultural roots, and with that the landscape of the city has also evolved dramatically.

But perhaps no change has been quite as dramatic as that witnessed in the past 20 to 30 years, in which close to \$4 billion has been invested in the transformation of Omaha's downtown

into a vibrant community and business hub. And its big industry players, among others, have all played their part.

"Omaha is a very business-driven community, and I would add to that, that we are a remarkably philanthropic-driven community," says David Brown, president and CEO of the Greater Omaha Chamber of Commerce. "We've got some very large foundations, some corporations with large foundations and some individuals who want to see Omaha do really well, so we've created a series of public-private-philanthropic partnerships that require a lot of private investment and then some public support to make the infrastructure for those projects happen."

The downtown revitalization began in the late 1980s, when new corporate headquarters emerged next to the

city's Old Market. When complete, the move brought a significant amount of energy and cashflow to the historic area, turning an old warehouse district into one of Omaha's most popular meeting places, complete with restaurants and bars, and setting a precedent for the decades to come.

In the 1990s attention turned to the riverfront, and the transformation of an industrial park into housing, offices and recreation space. Within this, the site of the former Union Pacific railroad yards was chosen for a new \$291-million arena and conference facility. CenturyLink Center Omaha was opened in 2003, since when it has elevated the city as a Midwestern convention destination, while providing a setting for marquee sports events including the U.S. swim trials and the 2017 World Cup Jumping and World Cup Dressage finals.

"We try really hard to keep young professionals here and young families here, and so we have to make sure we have the quality of life that attracts them as well as retains them"

David Brown

The Bob Kerrey Pedestrian Bridge (opened in 2008), with Omaha beyond

IN 2014, OMAHA WAS RANKED THE THIRD-BEST CITY TO LAUNCH A START-UP BY CNN MONEY.

MORE THAN 15 MILLION GUESTS HAVE VISITED CENTURYLINK CENTER OMAHA IN THE 15 YEARS SINCE IT WAS OPENED.

"This was the cornerstone of the development of the north downtown area," says Roger Dixon, president and CEO of the Metropolitan Entertainment & Convention Authority. "And it did what it was supposed to do. Dr. Ernie Goss did a study for us a couple of years back that said that in the first ten years, the economic impact of this facility alone has been \$5 billion."

The year before, First National Bank moved into a 40-story downtown tower, the tallest between Chicago and Denver, and was soon joined in the area by the likes of the Union Pacific Center. Still construction continued. In 2005, the city opened the \$100-million Holland Performing Arts Center, and then in 2011, the \$131-million, 24,000-seat TD Ameritrade Park, which took over as the home of the College World Series. All of these developments took place within walking distance of each other and complemented a growing arts, culture and indie music scene that was creating a cool nexus of activity.

"What first impressed me about the city when I came here was the fact that there was a vibe in the downtown," says Keith Backsen, executive director of the Omaha CVB. "I came in on a midweek night and there were actually people out in downtown. It's not a city that because it's five o'clock and the business

UNIVERSITY OF NEBRASKA AT OMAHA

"Right now 75 to 80 percent of the world's population is in urban, metropolitan areas, not just in the U.S., but across the globe," explains UNO chancellor Dr. John Christensen. "We're in a situation where public institutions in those settings are partnering with their communities to not only address challenges and opportunities, but to help advance the community and peoples in that community."

He can point to his own public, metropolitan university as a fine example of this, and its role is never

more evident than in its Barbara Weitz Community Engagement Center. The first-of-its-kind building opened in early 2014, as a place to bring faculty, staff, students and community organizations all in one building, and offers a meeting place for all the non-profits in the area.

Says Christensen, "The feedback that we're getting from the community is as positive as any feedback I've heard regarding almost anything we've ever done in the 108-year history of this institution."



First National Bank Tower

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community went home, it's dead."

According to the Chamber, this energy has provided a boost to its recruitment efforts.

"Omaha's quality of place has become one of our great attributes," says Brown. "We try really hard to keep young professionals here and young families here, and so we have to make sure we have the quality of life that attracts them as well as will retain them. And we want to attract and retain retirees too, so you've got to have a quality of life that looks at all these different population groups."

Construction work continues across the city. Eppley Airfield, the city's passenger airport, has begun the \$20.1-million first phase of a terminal ramp reconstruction project, with plans to begin work on a new parking structure in 2016. Meanwhile, Methodist Health System is following up on the 2010 opening of the region's only medical campus devoted to women with a \$90-million expansion and renovation project at Methodist Hospital that will enhance its state-of-the-art surgical care offering.

There's plenty still happening downtown too. In June 2014, the city broke ground on a mixed-use

development to be anchored by a 333-room Marriott hotel, right across the street from the CenturyLink Center. The \$205-million Capitol District will also feature 225 apartment units, 125,000 square feet of office space and a large central plaza, while linking north downtown with the Old Market.

Elsewhere downtown, another \$50-million hotel, apartment and retail campus is to be built around an education, leadership and innovation center for Kiewit; HDR is moving its headquarters from the suburbs to a brand-new 20-story tower; and further residential complexes continue to enter the market.

"There's a lot of moving parts right now, a lot of big projects that have been announced, and frankly we don't see the end of it," says Brown. "I think the next decade is just going to be a blast here because people want to see Omaha continue to improve and grow."

Lincoln

At only 2.5 percent, in July 2015, Lincoln has the third-lowest unemployment rate of all metropolitan areas in the U.S. This points to a place of stability, reflected in the city's relative removal from the cycle of boom and bust, and a

strong work ethic, but also presents a future challenge that city leaders are working hard to address.

If Lincoln businesses are going to continue to grow they need a pool of able workers that they can call on. That means retaining young talent, of which there is an enviable pipeline coming out of UNL, and convincing others from around the country that the Nebraskan capital is a great place to live, work and play.

"We know there's a good number of talent that's graduating from our university systems that we are not capturing that we want to keep here in Lincoln," says Wendy Birdsall, president of the Lincoln Chamber of Commerce. "One of the things that they tell us is that there has been a disconnect between these graduates and businesses to tell them there are actually jobs here for them. We're turning that around; we're very engaged with the university, creating internships, mentorships and just being proactive."

The city has also made a concerted investment in its quality of life, and making sure there is plenty for its workers to do when they log out for the day. Much of this has occurred in downtown, in the city's Haymarket

Lincoln's Haymarket district



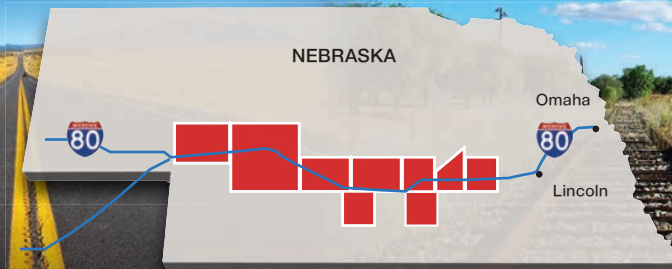
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district, where a turn-of-the-century warehouse area has been restored with restaurants, independent shops and nightspots, as well as numerous housing and apartment projects.

In recent years, more than \$300 million has gone towards its revitalization, especially around the former rail yard on its western edge. Here, new development has been anchored by the Pinnacle Bank Arena—a \$179-million project in its own right—which can now host close to 15,000 fans for concerts and Nebraska Cornhuskers basketball games. Designated as the state's first official entertainment district, West Haymarket is now home to more than two-dozen bars and eateries, and features a public plaza with a huge three-sided video display that screens everything from movies to soccer games. The result: downtown has become a lively destination for tourists and locals alike.

"People are taking their blinders off," says Jeff Maul, executive director of the Lincoln CVB. "They're going and trying the new restaurants, visiting the attractions, going back to some place they haven't been in 10 years because in their minds, Lincoln has grown up. Lincoln's cool. Lincoln's

a hip place for people to be."

The city isn't stopping there. Planning is now underway on another major mixed-use project in east downtown that developers say could be twice the size of West Haymarket. Known as the Telegraph District, it will complement repurposed industrial buildings with new structures, filling both with retails, offices and residential units, while offering a catalyst for additional investment in the Antelope Valley area.

"It's going to be a vibrant and growing part of our town," says Birdsall. "We think the Haymarket is awesome and it will remain so, but this is going to be every bit as incredible."

But no matter how good the city's amenities and attractions may be, it won't keep hold of its young workers unless it has the jobs to satisfy their ambitions. That's where the Haymarket district comes into play again: It has become a popular location for technology start-ups, turning Lincoln into a Midwestern high-tech hub, as part of what's been dubbed 'Silicon Prairie'. Most notably, this is where Hudl has grown up, and it is where the company will launch its next era of growth, having chosen West Haymarket for its new headquarters.

Elsewhere, the Nebraska Innovation Campus is projected to provide employment for more than 5,000 people when fully built out in a couple of decades, while the city could also benefit from the potential offered by the 1,000-acre LNK Enterprise Park at Lincoln Airport. With 375 acres of property already falling within an established Foreign Trade Zone, the airport is working with the city and the state in transforming approximately 400 acres into a dedicated rail development served by two different rail providers.

"We're located adjacent to the I-80 corridor, we have the access to significant trucking routes, then you have rail access and then the air side of it, so it really serves itself well as an intermodal transportation hub," says airport director David Haring.

Put this all together, and the Chamber believes there's plenty to be optimistic about.

"I've had numerous people say that we remind them of Austin 10 or 15 years ago," says Birdsall. "We're going to surpass everyone's expectations as to the way they see Lincoln right now, as far as the number of businesses that we have, the number of jobs that we're growing and our technology capabilities."

"People are going back to some place they haven't been in 10 years because in their minds, Lincoln has grown up"

Jeff Maul



Lincoln and the Nebraska State Capitol

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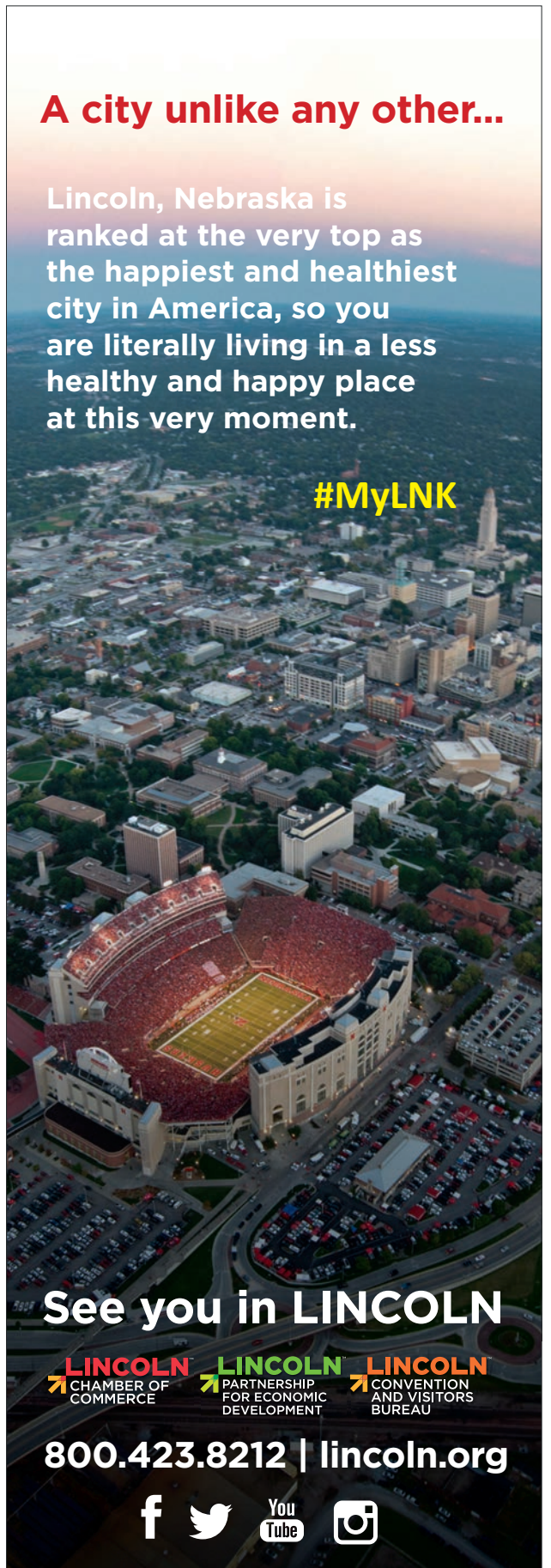
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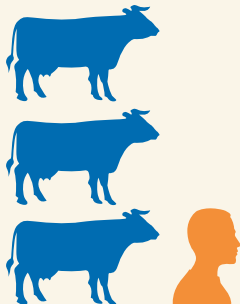
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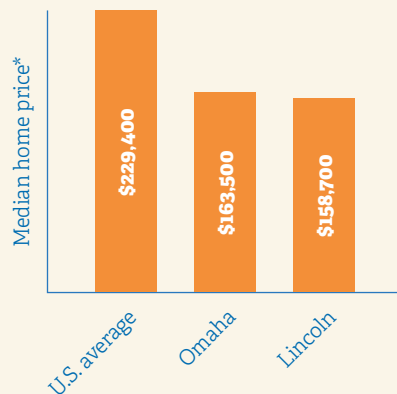


Nebraska's farms and ranches utilize **45.3 million acres** – **92%** of the state's total land area.




340,000

More than **340,000** baseball fans attend the annual College World Series, which has been held in Omaha since 1950.



NEBRASKA RANKINGS:



Lowest average car repair costs (carMD.com, 2014)



Best states for young people (MoneyRates.com, 2013)



Best states for military retirees (WalletHub.com, 2014)



Least stressed out state (Movoto, 2014)



States with highest well-being (Gallup-Healthways, 2014)

*NATIONAL ASSOCIATION OF REALTORS (Q2, 2015)

AT 45 TONS, AND CONTAINING MORE THAN 5,000 ITEMS, THE 'WORLD'S LARGEST TIME CAPSULE' IS BURIED IN SEWARD, NEBRASKA.

NEBRASKA IS HOME TO NEARLY 24,000 MILES OF RIVERS AND STREAMS.

OUT OF OFFICE

From family-friendly outings and hip night-time attractions, to spectacular natural sights, there's lots to do when the meeting's finished

Chimney Rock

For years, the distinctive silhouette of Chimney Rock, in western Nebraska, made it a key landmark for travelers following the Oregon, California and Mormon trails. Designated as a National Historic Site in 1956, the pillar remains popular among those following in the pioneers' footsteps, and was even recognized on the Nebraska State Quarter, in 2006.



Cranes on the Platte River

Every spring, one of America's greatest wildlife sights comes to the Platte River in central Nebraska, as more than half a million Sandhill cranes descend to rest on their way to their northern breeding grounds. As the sun rises, early morning chattering develops into a deafening roar, before the sky turns dark as the birds take flight—you don't have to be an avid bird-watcher to be awestruck.

NEBRASKA

FACTFILE

VISITOR SPENDING: \$4.5 billion
 EMPLOYMENT: 44,965
 TAX RECEIPTS: \$627.2 million
 (all 2013*)

*U.S. TRAVEL ASSOCIATION, GOLF PHOTO COURTESY NEBRASKA TOURISM

IN MARCH 2015, THE *WALL STREET JOURNAL* NAMED OMAHA AS ONE OF ITS SIX "GREAT SMALL CITIES FOR FOOD LOVERS".

LINCOLN WAS NAMED THE HAPPIEST CITY IN AMERICA BY THE 2012 GALLUP-HEALTHWAYS WELL-BEING INDEX.



Nebraska Cornhuskers

It's a cliché, but college football really is a religion in Nebraska, as the 90,000 that make up the Sea of Red in Lincoln's Memorial Stadium every gameday will attest. Plan ahead if you hope to experience it for yourself: The stadium holds the ongoing NCAA record of more than 340 consecutive sellouts.



Golf

Golfing in Nebraska can be a surreal experience. With its links-style courses built upon windswept prairies and sloping sandhills, you'd be forgiven for thinking that you're playing the other side of the Atlantic. In all, the state boasts close to 200 public and semi-private courses to choose from, so there are plenty of reasons to pack your clubs.



MY NEBRASKA

KATHY MCKILLIP DIRECTOR, NEBRASKA TOURISM COMMISSION

"We're a great place to start or begin a business, or transfer a business, but how that usually happens is a result of visitors coming for pleasure and leisure first and realizing that it's really a very humble atmosphere, it's very solid on community spirit and we're really nice. We're very welcoming and we love being able to have people experience what we have, and a lot of the external environment factors that travelers are seeking—that serenity and a little bit of calm, yet a little bit of eclectic fun and a lot of nature—we have within our state. I think it's a pleasant surprise when they experience it.

"I'm very passionate about certain areas. I love the northwest hill country, with Fort Robinson. I adore the history and legacy that Nebraska City offers. The sandhills are one-of-a-kind in the United States. The metro regions are just coming alive so much that it makes us feel very metropolitan—I think people would be very surprised to get that sense and feel. And it's pretty hard to not be a little spiritual or emotional when you hear more than a million cranes coming into land on a beautiful prairie sunset."

Omaha Old Market

When the sun goes down on Omaha, join the crowds at one of the city's most popular nightspots, named as a historic district on the National Register of Historic Places. The cobblestone streets, covered sidewalks and horse-drawn carriages point to its heritage, while the many restaurants, galleries and boutiques ensure it remains as vibrant as ever.



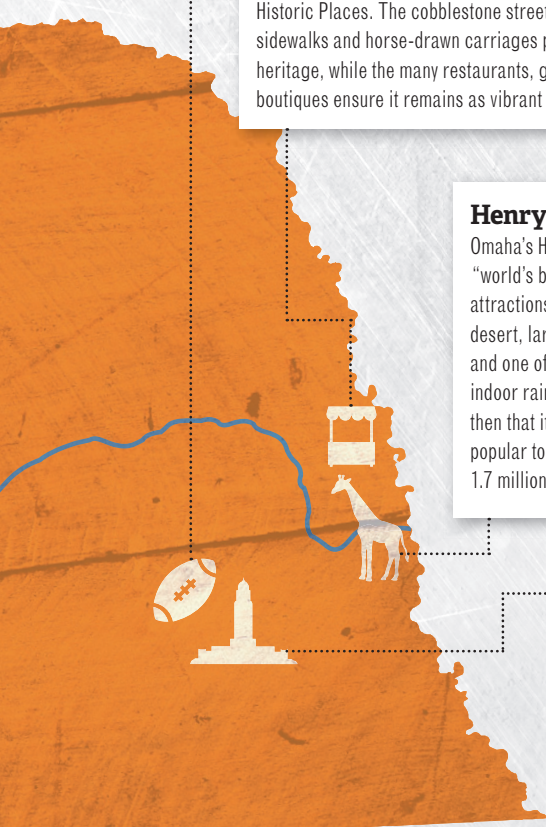
Henry Doorly Zoo

Omaha's Henry Doorly Zoo and Aquarium was named the "world's best zoo" by TripAdvisor in 2014, with a list of attractions that includes the world's largest indoor desert, largest nocturnal exhibit, and one of America's largest indoor rainforests. Little wonder then that it's Nebraska's most popular tourist destination, with 1.7 million visitors last year.



Nebraska State Capitol

The tallest building in Lincoln at 400 feet, the Nebraska State Capitol is home to the only non-partisan, one-house legislature in the U.S. Beyond that though, it is also the perfect place to explore Nebraska's history, with an interior replete with marble mosaic floors and murals depicting the development of the state's pioneer and Native American cultures.



BUFFALO BILL CODY HELD THE FIRST-EVER NATIONALLY RECOGNIZED RODEO, IN NORTH PLATTE, IN 1882.

THE NEBRASKA NATIONAL FOREST, NEAR HALSEY, IS THE NATION'S LARGEST HAND-PLANTED FOREST.

BEYOND THE HORIZON

With consistently low unemployment rates, a broad economic base and an attractive quality of life, Nebraska is primed for growth. We make our predictions for the next 20 years

2020: TOURISM KICKS OFF



Inspired by the success of Nebraska football, and much-lauded national events such as the College World Series and U.S. swim trials, the state is proclaimed to be America's next great sports destination. Visitors take note, and tourist expenditures grow to \$6 billion a year.

2023: OMAHA HITS 1M



After close to a decade of consistent growth, and the success of numerous revitalization projects, the population of the Omaha-Council Bluffs metro area finally tops 1 million. It may just be a number, but it is already turning the heads of site selectors across the nation.

2026: IN GOOD HEALTH



Led by state-of-the-art cancer treatment at Nebraska Medicine and a rapidly growing Children's Hospital & Medical Center—not to mention the surgical advancements at nationally recognized Methodist Hospital—Nebraska has become a healthcare hub drawing visitors from across the world.

2031: POWERING INNOVATION

Nearly all of Nebraska's electricity now comes from non-coal-fired sources, as the state is hailed as an example to follow when it comes to finding innovative and efficient ways to meet its citizens' energy needs. Its prices are still among America's lowest.



2035: FEEDING THE PLANET

The Nebraska Innovation Campus is fully built out, providing employment for more than 5,500 people. Not only that, the pioneering work done in the fields of food, fuel and water has put the state at the center of the world's efforts to feed a rapidly growing global population.



IN 2009, AN AGREEMENT WAS SIGNED WITH THE NCAA THAT WILL KEEP THE COLLEGE WORLD SERIES IN OMAHA UNTIL AT LEAST 2035.

LAUNCHED IN 2005, THE GALLUP WORLD POLL IS A 100-YEAR-INITIATIVE TO TRACK THE OPINIONS OF EVERY CORNER OF THE PLANET.

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