



## 2010 Program of Work

As we implement the last year of our five-year strategic plan, we are closer to attaining the vision that drove each of the plan's four goals. Since the plan's launch in January 2006, there have been several key accomplishments:

- **Membership value** has been enhanced with the addition of new educational programming and networking events, more group savings options, new sponsorships and a more robust Web site.
- Tax and regulatory improvements (including the largest tax cut in Nebraska history), creation of the innovative workforce collaborative, leadership of the Nebraska PAC supporting pro business candidates, and a strategy of targeted image efforts and relationship building have **improved the business climate**.
- Our aggressive **economic development activities** have landed almost 200 projects which are projected to add more than 10,000 jobs and \$2.2 billion in investment to the Greater Omaha area. New entrepreneurship and community development initiatives have helped spread growth across the area.
- Opening a west office, a branding initiative, obtaining a five-star U.S. Chamber of Commerce accreditation and the SHRM 2009 employer of the year have enhanced Chamber **visibility**.

Recent changes in the economic climate have caused the Chamber to make resource adjustments and narrow the focus for this year's program of work. However, we will continue to build on the various gains made over the past few years and concentrate on tasks that will sustain the Chamber's and the community's positive momentum going forward.

### 2010 Priorities

**To provide value for our members** we will supply additional support to business owners through the BOSS program (Business Owner's Success Series); continue to develop member discounts and group savings opportunities; promote *Say Yes – Buy O!* to encourage purchases from Chamber members and strengthen educational, networking and on-line resources.

**To create a growing environment** we will continue to examine, develop and work to implement improvements to the overall tax and regulatory climate; strategically position our marketing efforts in rebounding industry segments and vulnerable geographical areas; continue creating dynamic partnerships among the business community, local educational institutions and community based organizations to provide the education and training necessary to build a strong work force; support efforts to improve education quality in Omaha and encourage young professional and leadership initiatives.

**To increase jobs and investment** we will continue to focus on local business expansion and retention efforts; aggressively follow-up on targeted marketing activities and pursue industry targets through sales efforts; remain committed to the implementation of Destination Midtown, North Downtown, North Omaha and South Omaha strategies and continue to cultivate an entrepreneurial ecosystem.

**To operate the Chamber with excellence** we will closely monitor and adjust resources as necessary; develop the next five year strategic plan; implement activities to engage former chamber chairmen in new productive ways and continue to engage employees and the community in the organization's vision, mission, values and goals.

### 2010 Financial Resources

The combined Chamber operating budget is \$6,926,671; including a GO! program budget for economic development of \$2,416,750. The 2010 budget is approximately nine percent below the 2009 budget. The largest revenue sources in 2010 include GO! contributions, membership dues and events. The largest areas of expenditures in 2010 include personnel and benefits, promotion and professional/consulting fees.

# Goal: Provide value, services, networking opportunities and recognition for our members

***This goal's five year vision was that by December 2010:***

*The 4,000 member Greater Omaha Chamber will be among the largest chambers in the country and nationally recognized for quantifying, communicating and delivering the value of membership.*

*The vast majority of members will be satisfied with their investment (88%) as a result of the Chamber offering enhanced programs and services to encourage business development; desirable networking events and professional development opportunities; and extensive member promotion and recognition.*

## **Our focus in 2010:**

Progress has been made on much of this goal's vision over the past four years. Several new initiatives were developed and traditional events were refined in order to continue to meet the changing needs of the membership. Given current circumstances, we do not anticipate reaching 4,000 members by the end of the year. However, the rest of this vision is clearly within reach. Member value will continue to be enhanced through a broad range of programs and services.

We will continue to help members *make money* through new programming for business owners (BOSS - Business Owner's Success Series). Members will also generate sales by utilizing revitalized Chamber networking events and on-line groups to develop new relationships and market to a targeted audience.

Members will *reduce costs* when they take advantage of current and new member savings opportunities. Member-to-member discounts on OmahaChamber.org will continue benefiting both users and providers of these discounts. Chamber programs and events will also continue to support business relationships and impart best practice information to help members identify new ways of reducing costs.

Members will *save time* by using the Chamber to access information and reach more people with less effort. Professional development training through Chamber Academy and the enhanced 101 Series will provide members access to a broad range of expertise. Relevant information will continue to be easily accessible and delivered through improvements in OmahaChamber.org and other technologies.

## **Our annual measurement targets for 2010:**

<i>Membership Retention</i>	<i>82% (85% was the original target)</i>
<i>Membership Sales</i>	<i>700</i>
<i>Total number of members/dues value</i>	<i>3,400 and \$2.0 million (both revised down from the five year plan)</i>
<i>Member Satisfaction</i>	<i>88%</i>

## **Quarterly progress will be measured by:**

- Number events/programs offered, with number of members participating and feedback/evaluation
- Number of member contacts (includes weekly e-newsletters)
- Membership directory usage (referrals)
- Web traffic numbers (visitors to omahachamber.org)
- Number of new members (actual versus projected)
- Number of dropped members (actual versus projected)

# Goal: Create an environment that promotes business and community growth

***This goal's five year vision was that by December 2010:***

*Nebraska and Omaha will have a stronger business climate. Improvements in the tax and regulatory climate will cause us to be a more competitive metro area and state. We will be in the better half of business climate measures, and targeted marketing efforts will have increased awareness of the area and interest in considering Omaha for business location.*

*Several solutions will have been implemented to ensure quality education and a well prepared workforce, and Chamber-developed civic leaders will be leading many initiatives across the metro area. A variety of Chamber efforts, programs and events will have provided members more opportunities grow their business, spurred community development, encouraged diversity and provided general enthusiasm for Omaha.*

## **Our focus in 2010:**

Several initiatives have advanced this goal's vision over the past four years. Focused public policy efforts delivered numerous business-related improvements. A unique workforce collaborative was created to provide innovative solutions. The positive momentum created by these initiatives as well as the on-going success of the Greater Omaha young professionals and leadership programs will continue to drive this vision forward in 2010.

Image and target marketing efforts will remain focused on the area's positive attributes and ability to accommodate growth. Research will guide messaging and activities designed for rebounding industry segments as well as geographic opportunities. The workforce collaborative will use metrics gained from its first year in existence to continue to drive change within the area's workforce delivery system and develop new programs. Continuing quality leadership and young professional programs will keep us on the cutting edge in these fields nationally. Public policy efforts to improve the state's economic climate will include continued collaboration with organizations to support pro-business candidates for public offices and implementing a modern and effective transportation funding and prioritization program. Monitoring and informing members the impact of federal policy will also be a priority.

## **Our annual measurement targets for 2010:**

<i>Competitiveness</i>	<i>Omaha MSA (Moody's economy.com "Cost of Doing Business Index") Maintain overall cost of doing business for Omaha to at least 5% to 10% below national metro average State of Nebraska (Tax Foundation) 40</i>
<i>Education and Workforce</i>	<i>HS Graduation Rates, College Completion Rates and % of Individuals with College Degrees (both Associates/Bachelor's)</i>
<i>Civic Leadership</i>	<i>Increase 2%</i>
<i>Image Impressions</i>	<i>22,705,000</i>

## **Quarterly progress will be measured by:**

- Policy issue update
- Number of writers/editors contacted - number of articles generated and estimated readership
- Number of visits to economic development site ([www.selectgreaterOmaha.com](http://www.selectgreaterOmaha.com))
- Number of estimated exposures achieved through advertising
- Number of members using member-to-member discount Web site and group discount programs
- Number of organizations using the O! and coverage of the O! campaign

# Goal: Recruit, expand and retain businesses, investment and jobs in the Greater Omaha area

***This goal's five year vision was that by December 2010:***

*Greater Omaha will have a steadily increasing job and business investment base. The total non-farm employment will reach 473,000 and there will be \$13.3 billion in business property. The median annual wage will near \$33,000 and over 100,000 residents will make \$50,000 or more annually.*

*Targeted economic development efforts will have resulted in new and existing business growth across the entire community. Development efforts will be nationally recognized by media and professional development organizations.*

## **Our focus in 2010:**

Since this strategic planning cycle began in January 2006 there have been almost 200 landed projects which are projected to add about 10,000 jobs and \$2.2 investment to the area as a result of the Greater Economic Development Partnership (GO!). Since the first phase of GO! was launched in January 2004 more than \$3 billion in capital investment has been linked to landed projects. Retention and attraction efforts have been strengthened with the addition of several target advisory groups (TAGs) and a new entrepreneurial effort was launched. Community development was also introduced with strategic coalitions in midtown, north and south Omaha.

Major economic development initiatives in 2010 include a continued focus on outreach to the area's existing businesses. Attraction and sales efforts will concentrate on the identified targeted industries and military missions. There will also be aggressive follow-up on targeted marketing activities, with special attention on Omaha's competitive advantage compared to high cost areas.

Several initiatives currently underway including international and minority economic development will continue as well as the on-going support of an entrepreneurial ecosystem. Community development efforts will focus on the implementation of Destination Midtown, North Downtown, North Omaha and South Omaha strategies.

## **Our annual measurement targets for 2010:**

<i>Job Growth (thousands)</i>	<i>478.7</i>
<i>Commercial Property Valuations (billions)</i>	<i>16.0</i>
<i>Commercial Electrical Users</i>	<i>43,700</i>
<i>Net Taxable Sales (billions)</i>	<i>10.0</i>

*NOTE: New measurements for entrepreneurship include SBIR grants, venture dollars invested in Nebraska and area companies on Inc. 5000 list*

## **Quarterly progress will be measured by:**

- New and expanding business announcements
- Number of new active and suspect project files
- Number of in-city attraction and retention/expansions visits
- Ambassador program (volunteers, calls completed and headquarter visits)
- Number of companies assisted
- Number of projects landed (number, jobs and investment)
- GO! fundraising progress

# Goal: Operate the Chamber with excellence, innovation and efficiency in accordance with our values

***This goal's five year vision was that by December 2010:***

*The Greater Omaha Chamber will be an organization which is recognized as one of the nation's best chambers through the certification program of the U.S. Chamber and American Chamber of Commerce Executives. The organization will also be one of the most desirable employers in the community.*

*The Chamber will be highly visible and a community catalyst. Decisions will be made and resources allocated within the framework of our strategic plan and as a result of our vision, mission and values.*

## **Our focus in 2010:**

Tremendous progress has been made on this goal's vision over the past four years. The Chamber became accredited with the highest possible rating (five stars) from the U.S. Chamber of Commerce. Opening a west office location, executing a new brand strategy and implementing a more robust OmahaChamber.org site have increased the organization's visibility.

During 2010, the next five-year strategic plan will be developed building upon the success of current efforts and focusing on future opportunity. Work will also continue implementing the organizational structure determined in October 2009 with emphasis on employee engagement and sustaining an organizational culture based on the values, vision and mission.

The Chamber president and staff will continue to be visible and active within the community, reaching thousands of people through visits, speeches and other activities. We will ensure the Chamber's new Courtyard/Parking Plaza and the state-of-the-art electronic sign serve as a dynamic community resource. We will also build upon the many regional and local relationships which enhances our ability to be a catalyst organization. A new Chairmen's Council will implement activities to engage former chamber chairmen in the organization in productive ways.

Staff will continue to concentrate on managing the Chamber's resources efficiently and effectively. We will focus on reviewing revenue streams and pursuing opportunities to grow revenue in 2010.

## **Our annual measurement targets for 2010:**

<i>Financial Stability</i>	<i>Fund 53% of depreciation*, add \$20,000 to the building fund</i>
<i>Member Involvement</i>	<i>62%</i>
<i>Employee Engagement</i>	<i>Be above the Gallup 50<sup>th</sup> percentile in all four hierarchy scores</i>
<i>Community Visibility</i>	<i>720 events/activities</i>

*\*The original goal was 100%. Reduced funding and a large amount of fixed assets anticipated for the west office have altered this goal.*

## **Quarterly progress will be measured by:**

- Financial statements
- Member event and program attendance and feedback
- Number of volunteers engaged on councils/committees/projects
- Voluntary employee turn over rate
- Number of community speaking engagements and # of people reached