

2006 – 2010 Strategic Plan



2006 – 2010 Strategic Plan Forward

Overview of the Strategic Planning Process

In the fall of 2004, Chamber leadership decided to establish a strategic development division charged with delivering a five-year strategic plan and coordinating the resources to implement it. The strategic planning process began in January 2005 and implementation will begin in January 2006.

There were four vital assumptions:

- The board, volunteers, members and staff would be engaged throughout the process to ensure creation of a relevant and valuable product.
- All goals, objectives and tactics would align with the Chamber's vision, mission and values.
- The plan would balance measurable results with adequate flexibility for management to take advantage of future opportunities.
- The final product would be simple enough to be quickly understood yet complex enough to provide focus and stretch achievement.

Timeline and Accomplishments

First and Second Quarter 2005

Information was gathered and reviewed and the process structure developed. Input was sought from the board, members, volunteers and staff. A SWOT analysis was conducted during second quarter. Data from all sources was analyzed and the following consistent themes emerged and were used as a framework for the organizational goals:

- There is a widespread expectation that the Chamber provides leadership and/or connects resources to get things done - we must be visionary and proactive.
- It is important to offer our members value for their investment: excellent quality along with breadth and depth of programs and services; and communicate it well.
- We are the development force of the state/region.
- We advocate for businesses to improve the business climate, government efficiency, workforce and quality of life issues.
- We are a knowledge broker; offering access, providing information, referrals and professional development. Our network/reach is large and diverse.

First and Second Quarter 2005 (continued)

- We believe quality growth is essential to our community; therefore, we support entrepreneurship, small business, an increasingly diverse population and infrastructure improvement. We also believe the one million population designation is important.
- We promote a positive image of the community.

From the themes, a vision for excellence in 2010 and the following organizational goals were developed:

We will

- Provide value, services, networking opportunities and recognition for our members
- Create an environment that promotes business and community growth
- Recruit, expand and retain businesses, investment and jobs in the Greater Omaha Area
- Operate the Chamber with excellence, innovation and efficiency in accordance with our values

Second and Third Quarter 2005

From the end of the second quarter through the beginning of the third, each Chamber division and the corresponding councils worked to create their tactical five-year plan. The entire plan, which includes the tactics for each objective, is available by request. The plan was approved by the Board of Directors of the Greater Omaha Chamber of Commerce September 2005.

The following pages are a summary of the organization's four goals and corresponding visions for 2010. It also includes objectives and measurements for implementation.

2006 – 2010 Strategic Plan

Provide value, services, networking opportunities and recognition for our members

So that by 2010:

The 4,000 member Greater Omaha Chamber of Commerce 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.

To accomplish this vision we will:

- Strengthen the value of member programs and services
- Deliver outstanding customer service
- Promote and inform members of the value of their investment
- Provide professional development opportunities for members
- Boost member recognition and networking opportunities
- Increase interaction between staff and members to better communicate public policy programs and services
- Provide research and business development services for members
- Supply members and staff with accurate and timely information through the effective management of the membership database
- Create communications tools for use by members
- Represent the interests of members
- Attract new members and retain existing members

Quarterly progress will be measured by these leading indicators:

- Number events/programs offered, with number of members participating and feedback/evaluation
- Number of member contacts (includes weekly broadcast emails)
- 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)

Annual measurements:

Membership Retention

Target:
2006 84.5%
2007 84.5%
2008 85.0%
2009 85.0%
2010 85.0%

Membership Sales

Target:
2006 625
2007 650
2008 675
2009 700
2010 730

Total number of members and dues value

Target:
2006 3,400 \$2.03 million
2007 3,540 \$2.04 million
2008 3,680 \$2.05 million
2009 3,830 \$2.06 million
2010 4,000 \$2.07 million

Member Satisfaction

Target:
2006 84%
2007 85%
2008 86%
2009 87%
2010 88%

Sources: Member retention, new sales and totals are all derived from the Chamber's membership software program. Member satisfaction will be measured by an annual membership survey conducted each fall.

Create an environment that promotes business and community growth

So that by 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.

To accomplish this vision we will:

- Improve Nebraska's tax burden and general business climate rankings compared to other states
- Increase awareness of and preference for Greater Omaha as a top business and career destination
- Implement a proactive legislative agenda for creating a statewide "next generation" business climate improvement strategy
- Coordinate and align resources and stakeholders to design workforce development solutions that meet specific industry needs
- Represent the interests of the business community on issues which will improve the business climate, quality of life or enhance community growth
- Develop civic leaders
- Participate in and when appropriate lead discussions which enhance the community's visibility and wellbeing (sports council, public/private partnerships, etc.)
- Implement initiatives which will attract and retain Omaha's youth and young professionals in the area
- Develop and implement a community-wide plan to ensure quality education and a prepared and ready workforce
- Enhance small business programs and services (business assistance and purchasing connections, networking, education and recognition)
- Promote community and neighborhood development
- Create for our members the most dynamic networking opportunities in the region
- Aggressively compare Omaha's competitive stance relative to other communities and states

Quarterly progress will be measured by these leading indicators:

- Policy Issue Update
- Number of writers and editors contacted with the number of articles generated and estimated readership
- Number of visits to economic development web site
- Number of estimated exposures achieved through advertising
- Number of members using member-to-member discount website and group discount programs
- Number of organizations using the O! and coverage of the O! campaign

Annual measurements:

Competitiveness

Target:

- Omaha MSA – Increase business climate ranking (higher ranking = less costly)
- State of Nebraska – Increase business climate ranking (lower ranking = better tax climate)
- 2006 274 Omaha, 35th Nebraska
- 2007 Least costly quartile Omaha, 32nd Nebraska
- 2008 Least costly quartile Omaha, 29th Nebraska
- 2009 Least costly quartile Omaha, 26th Nebraska
- 2010 Least costly quartile Omaha, 24th Nebraska

Education and Workforce

Target: (To be determined by December 2005, council strategic planning commences 8/31)

Civic Leadership

Target:

- 2006 +2%
- 2007 +2%
- 2008 +2%
- 2009 +2%
- 2010 +2%

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**Annual Measurements
(continued)**

Image Impressions	Target:
(assumes scheduled	2006 5,812,500
GO! budget increases)	2007 9,687,500
	2008 14,531,200
	2009 18,164,000
	2010 22,705,000

Sources: Competitiveness – Omaha MSA will be measured by economy.com’s Cost of Doing Business Index (a composite index which includes unit labor cost, energy cost and state/local tax), the State of Nebraska will be measured by the Tax Foundation’s annual estimate of each state’s “business tax friendliness” (corporate income, individual income, sales and gross receipts, unemployment insurance tax and fiscal balance index – the state’s overall fiscal situation); Education and Workforce – to be determined, Civic Leadership – participation of Leadership program alumni, Image Impressions – compilation of economic development marketing efforts.

Recruit, expand and retain businesses, investment and jobs in the Greater Omaha Area

So that by 2010:

Greater Omaha Area 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.

To accomplish this vision we will:

- Recruit national and international companies that complement Greater Omaha's existing assets
- Strengthen existing business retention and expansion efforts by implementing a more aggressive business call program and by instituting additional focused retention and expansion programs
- Enhance overall economic development program by building interlocking partnerships with all economic development organizations serving the Greater Omaha MSA (SCEDC, Gateway EDC, Minority Economic Development Council, OPPD, Aquila, MUD, NDED).
- Support and promote activities which increase the growth of business, economic and community development, and employment opportunities in the minority community
- Ensure that the targeted industry and marketing component of the economic development strategy are aggressively implemented
- Provide strategic economic and demographic information for the above economic development efforts
- Continue to raise funds for the GO! Program and sustain strong investor relationships
- Create and coordinate communications tools for recruiting, expanding and retaining business, investment and jobs
- Support Chamber events, activities and programs designed to recruit, expand, and retain business, investment and jobs
- Support business growth by connecting resources whenever and wherever possible

Quarterly progress will be measured by these leading indicators:

- New and expanding business announcements
- Number of inquiries and qualified leads
- Number of prospect visits
- Number of volunteers and staff participating in Call Program
- Number of companies assisted
- GO! fundraising progress

Annual measurements:

Net Number of Jobs	Target:
	2006 454,900
	2007 459,500
	2008 464,100
	2009 468,700
	2010 473,400

Commercial Property Valuations (business investment)	Target:
	2006 \$11.8 billion
	2007 \$12.2 billion
	2008 \$12.5 billion
	2009 \$12.9 billion
	2010 \$13.3 billion

Business Activity (includes commercial electrical users, and net taxable sales)	Target:
	2006 41,175 electrical users, \$9.0 billion net taxable sales
	2007 41,790 electrical users, \$9.4 billion net taxable sales
	2008 42,420 electrical users, \$9.7 billion net taxable sales
	2009 43,050 electrical users, \$10.1 billion net taxable sales
	2010 43,700 electrical users, \$10.5 billion net taxable sales

Sources: Jobs – US Department of Labor Bureau of Labor Statistics, Commercial Property Valuations – Nebraska Department of Assessment and Valuation and county assessors, Business Activity – OPPD (electrical users,) NE Dept of Revenue (net taxable sales)

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

So that by 2010:

The Greater Omaha Chamber of Commerce will be an organization which is recognized as one of the nation's best chambers through the certification program of the US 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.

To accomplish this vision we will:

- Manage budgets with an ethical efficiency in order to meet fiscal projections
- Consistently and effectively implement the organization's personnel and volunteer policies
- Accurately document member participation in programs, events and services
- Improve the exposure and professional reputation of the Chamber
- Efficiently manage board operations including nominations, board planning, board engagement and expectations
- Conduct ourselves in accordance with our values
- Raise funds for Chamber and community initiatives
- Support diversity in every aspect of the Chamber
- Steadily improve employee engagement, retention and attraction
- Partner effectively across departments to increase efficiency and standards for excellence for Chamber initiatives.
- Efficiently manage the Chamber's financial resources
- Provide a positive first impression to callers/visitors
- Continually monitor information technology needs
- Develop and implement a long-term plan for the Chamber's facilities
- Create consistent internal communications for Chamber staff
- Position the Chamber as the 'one stop' expert information resource for local and national media
- Create printed and electronic communications tools that reflect excellence, innovation and efficiency
- Provide opportunities for team members to grow and develop through formal and informal learning opportunities
- Influence the creation of a learning organization for Chamber employees

Quarterly progress will be measured by these leading indicators:

- 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 number of people reached

Annual measurements:

Financial Stability (availability of unrestricted reserves)	Target:
	2006 Fund 65% of depreciation, add \$20,000 to the building fund
	2007 Fund 80% of depreciation, add \$20,000 to the building fund
	2008 Fund 100% of depreciation, add \$25,000 to the building fund
	2009 Add \$40,000 to unrestricted reserves and \$25,000 to the building fund
2010 Add \$50,000 to unrestricted reserves and \$30,000 to the building fund	
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Member Involvement	Target:
	2006 +2%
	2007 +2%
	2008 +2%
	2009 +2%
2010 +2%	
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Employee Engagement	Target:
	2006 Incremental positive increases in scores
	2007 Incremental positive increases in scores
	2008 Incremental positive increases in scores
	2009 Incremental positive increases in scores
2010 be above the Gallup 50 th percentile in all 4 Hierarchy Scores	

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**Annual Measurements
(continued)**

Community Visibility (media coverage, community involvement, image impressions, web traffic)	Target:
	2006 +2%
	2007 +2%
	2008 +2%
	2009 +2%
	2010 +2%

Sources: Finances – Chamber financial records, annual audit, American Chamber of Commerce Executives, Member involvement – SBA database records, Employee Engagement – Gallup Q12 survey, Community visibility – image impressions, web traffic and attendance at community events