GREATER OMAHA CHAMBER

2016 Program of Work

The Greater Omaha Chamber strives to accelerate growth and prosperity in the region by assisting individual businesses and providing a wide range of other, broader-based actions.

This summary outlines five specific organizational goals focused on accelerating regional growth. They are:

- Creating, growing and recruiting businesses, jobs and investment in the region
- Fostering a more competitive business environment
- Growing, recruiting and retaining the talent and workforce needed for the future
- Delivering relevant and high quality member programs, events, services and information
- Operating the Chamber with excellence

Included within each goal are both community impact or macro measurements, as well as more micro measures of specific Chamber outcomes.

The resources designated to support the goal are also outlined. In total, the human resources necessary to accomplish this program of work include a staff of approximately 60 individuals, several hundred volunteers and dozens of partner organizations.

Policy guidance and leadership are provided by the Executive Committee and Board of Directors, supported by several councils and committees. Executive leadership is provided by the Chamber president/CEO, two senior vice presidents and chief financial officer. Staff is structured into three divisions: Office of the President, Economic Development and Innovative Services.

The financial resources are reported in the combined operating budget of $8.2 million. Within that overall budget is a Prosper Omaha budget of $4.7 million restricted for regional economic development, image marketing, business climate and talent development programming and a Chamber budget of $3.5 million which funds a variety of member services, events and advocacy related functions. The largest revenue sources in 2016 include: Prosper Omaha contributions, membership dues and special events. The largest areas of expenditures in 2016 include personnel and benefits, promotion (including event expenses) and professional and consulting fees.

The organization's financials and progress on the Program of Work will be reported quarterly to the Chamber Board of Directors. A copy of this program of work, as well as the quarterly progress reports, is available on OmahaChamber.org.

The following pages provide a summary of the five goals, measurements and related actions planned. More detail on the elements of this Program of Work is available at the individual staff and program level.

Vision
The Chamber will be the catalyst organization that ensures Greater Omaha is a vibrant place to do business, work and live.

Accomplish more.
Together.

Mission (proposed)
To champion a thriving business community and a prosperous region through visionary leadership and collaboration.

Values
Excellence – We provide the highest quality programs and services, challenging ourselves to achieve greater results for our members, our community and each other.
Family – We respect, trust and support each other in an environment that embraces work-life balance.
Passion – We pursue our work with enthusiasm, fueled by a strong commitment to our mission.
Vision – We consistently focus on a bold future, pursuing innovation and collaboration to facilitate the growth and vitality of our community.

Goal: Create, grow and recruit businesses, jobs and investment in the region

Measurements:

Annual
- Gross Domestic Product (GDP) growth: Greater than 2.5 percent
- Civilian employment: 1 percent growth annually
- $600 million in investment from landed projects
- 2,400 new and retained jobs associated with landed projects at or above median wage
- 500 business visits
- 20 tech startups launched
- $30 million in capital deployed or received

Quarterly
- Project pipeline data – number of files opened and number of prospect visits
- Progress on landed projects, jobs, investment
- Status updates on programs and initiatives

Objectives and Measures of Success:

Business Assistance, Retention and Expansion (BARE)
- Drive job, income and investment growth by assisting regional companies – open 125 opportunities and land 30 projects
- Conduct 500 in-person visits with regional businesses to build relationships, educate and provide assistance
- Plan and execute trips to 40 headquarter/corporate offices that have operations in the Greater Omaha region
- Provide programming and resources that nurture and grow small businesses within the region
- Facilitate 8 events with commercial loan officers of area financial institutions to provide information and encourage referrals
- Increased Council and Target Advisory Group (TAG) engagement to continue relationship building with members

Attraction
- Drive job, income and investment growth by bringing new companies to Greater Omaha
- Complete recruitment strategies for data centers, shared services/back office, architecture and engineering
- Conduct 10 out-of-market trips and 52 domestic out-of-market prospect visits resulting in 24 project opportunities
- Conduct 20 international out-of-market prospect visits and take 2 out-of-market trips resulting in 6 project opportunities
- Conduct 12 detailed pitches for specific industries, functions and locations. Targets include agribusiness, financial services and defense

Military
- Work to ensure the retention of existing missions and seeking the attraction of new missions at Offutt Air Force Base (AFB)
- Partner with the City of Bellevue, 55th Wing and leadership at Offutt AFB on community partnership opportunities
- Ensure an effective combination of efforts with the Nebraska National Guard leadership and the 55th Wing regarding moving in flying operations to Lincoln, NE during Offutt AFB runway closure for rebuild (2017-2018)
- Engage the Nebraska National Guard regarding moving an Armory to the Offutt AFB area in early 2016 and assisting with the potential for Cyber mission expansion

Entrepreneurship and Innovation (E&I)
- Drive job, income and investment growth by sparking the startup community
- Identify, support and document area locations in Greater Omaha that serve entrepreneurs
- Conduct entrepreneurship events in the area to showcase and promote the startup community
- Become nationally recognized for Corporate Innovation by engaging 40 corporations with the startup community
- Launch a culinary incubator in the Greater Omaha area
- Link startups to customers by hosting 10 product insight sessions with our membership

REACH
- Grow capacity of Small & Emerging Businesses (SEBs) throughout Greater Omaha; especially in Omaha's underserved areas
- Conduct at least 100 Business Retention & Expansion calls on SEBs
- Conduct 600 hours of group training and 100 hours of one-on-one training
- Assist 20 SEBs in obtaining access to non-traditional banking
- Grow certified SEB count by 50

Client Services

- Best in class RFP response by providing 100 percent on-time response to project opportunities and constant project management to support the 6 county partnership
- Conduct Data Center Day event and 6 events with area commercial real estate brokers to increase connections

Marketing

- Promote the regional image as it aligns with targets (agribusiness, military, financial services, etc.) through a variety of storytelling tactics
- Create marketing campaigns that generate excitement, interest and the actions desired
- Lead a pro-active media strategy that increases the positive messages of our brand
- Provide strategic economic and demographic information/publications/summaries/white papers
- Create story skeletons with headlines, summary, data and company stories to better sell the region
- Proactive content creation (blogs, videos, social images, etc.) based off target needs
- Maintain/Update economic development and entrepreneurship and innovation websites and social channels with accurate, current and meaningful information

Research

- Services for BARE: Generate HQ lists for peer cities and 11 target markets; provide support in creating 3 tiers of BARE lead lists for business visits; identify newly incorporated businesses for THRIVE leads
- Services for Attraction: Provide data and writing assistance for 3 target industry white papers; assist in creating a repeatable prospecting process; create a "Partner's Toolbox" with industry and geographic data to support partner attraction efforts; provide data for trip presentations
- Services for E&I: Create a regional service provider referral list; write white paper on the regional start-up eco-system with special focus on access to capital; continue to search resources to identify activity in the E&I community including financing, exits or new ventures
- Services for Client Services: Create updatable and/or real-time sell sheet templates for each target industry and general regional information; provide a 15 minute training at each team meeting on a research tool; continue to provide request for information (RFI) support and economic impact analyses as-needed; attend site visits

Goal: Foster a more competitive business environment

Measurements:

Annual	Quarterly
• Key bills passed in legislature • Improved competitive rankings • A Community Development Intermediary	• Progress updates on legislative bills • Political Action Committee (PAC) Fundraising • Status updates on programs and initiatives

Objectives and Measures of Success:

Public Policy
- Pursue enactment of legislation that improves Nebraska's state and local business climate, including lowering the overall tax burden and removing regulatory barriers to business development
- Develop legislation that improves economic development programs
- Monitor bills and opportunities to support bills developed by other entities that would contribute to a better business environment
- Oppose policy that would harm the business environment
- Engage Chamber members in the public policy process
- Build relationships with key internal and external stakeholders and influences
- Develop a legislative agenda with the Public Policy Council for the 2017 Legislature

PAC
- Improve the pro-business public office holder ratio in the state
- Elect pro-business candidates to Omaha Public Schools (OPS) and Legislature
- Continue educating members on the importance of the PAC
- Increase the amount of money in the PAC; raising $50,000 in 2016

Community Development
- Create and implement a community development intermediary (CDI)
- Develop and implement a holistic regional transportation strategy
- Maximize the Chamber's influence on important community initiatives

Site Development
- Maintain 5 sites as GO! Ready certified and 5 sites as identified 'next sites' in GO! Ready pipeline
- Create a reward program to increase broker incentive to promote GO! Ready sites
- Develop financing option to acquire site currently under option

Marketing
- Lead a pro-active media strategy that tells the story of PAC
- Provide marketing materials for PAC and public policy efforts
- Create GO! Ready site summaries

Goal: Grow, recruit and retain the talent and workforce needed for the future

Measurements:

Annual
- Increase number of individuals employed
- Increase number of individuals employed at above-median wage income
- Increase percent of individuals with post-secondary degrees
- Increase percent of high school graduates going on to 2 and 4 year colleges
- Increase percent of high school graduates

Quarterly
- Status updates on programs and initiatives

Objectives and Measures of Success:

Leadership Development
- Identify a pool of qualified candidates for elected office
- Equip community leaders to serve on nonprofit boards
- Connect Leadership Omaha Alumni to each other
- Develop effective community leaders

Talent
- Execute Tech Talent strategy to grow IT talent to 20,000 by 2020
- Engage more than 2,000 young professionals through events and online presence
- Work with Metropolitan Community College to gain 5 business partners for the Center for Advanced and Emerging Technologies (CAET) facility
- Grow Educator Internships by 44 percent with an emphasis on targeted industries
- Promote the Summer Connector program through 12 company presentations and increase contacts by 200
- Connect with 2 college campuses through on-site visits
- Engage workforce partners to address the skilled trades shortages in the region
- Implement We Keep Talent (ConAgra) initiative and connect displaced workers with local job opportunities

Marketing
- Promote the regional image to both individuals and businesses through a variety of storytelling tactics
- Create marketing campaigns that generate excitement, interest and the actions desired
- Lead a pro-active media strategy that increases the positive messages of our brand
- Develop tools to promote the region to targeted individuals and occupations
- Use a variety of tactics to create awareness around available job opportunities in Greater Omaha to retain talent through the We Keep Talent (ConAgra) initiative
- Provide strategic economic and demographic information/publications/studies to support talent initiatives
- Create story skeletons with headlines, summary, data and company stories to better sell the region
- Proactive content creation (blogs, videos, social images, etc.) based off target needs
- Maintain/Update talent website and social channels with accurate, current and meaningful information

Research
- Increase utilization and analysis of workforce data in EMSI and JobsEQ's data explorer
- Interpret Young Professionals 2015 survey data and present stories and infographics data for 2016 release
- Identify markets for college fair workforce recruiting, including markets where Nebraska students attend school or markets where current Nebraska college students are from
- Provide semi-annual data for the Tech Talent Initiative measures; possibly manage outside research firm on collecting primary research needed and not currently available
- Support "Concierge" process to provide data to at least 4 new clients
- Support Educator Internship program by creating lists of opportunities within target industries

Goal: Deliver relevant and high quality member programs, events, services and information

Measurements:

Annual	Quarterly
• Increase in net membership base (>3,200 members, $1,962,000 dues) • Develop benchmark data for member engagement (including attendance at events, groups or educational opportunities, use of electronic or research information, and business assistance)	• Member satisfaction on events/other – measuring above a 4 on a 5-point scale • Acquisition and retention update • Metrics of communication channels • Status updates on programs and initiatives

Objectives and Measures of Success:

Member Programming
- Create and continuously improve fresh, exciting opportunities for meaningful business connections and promotion through targeted networking events and programs (GENERATE, Boss, Tips, networking events, Greater Omaha Business Excellence Awards, Small Business of the Month); pilot a new member event to maximize new member promotion
- Host signature special events that inform, engage and excite participants and recognize outstanding member accomplishments (Annual Meeting, Young Professionals Summit, Omaha Business Hall of Fame, Business on the Green, Make / Happen, Economic Outlook Luncheon)
- Offer various education series on relevant topics utilizing partnerships within the Chamber and member expertise (HR, Talent, online presence)
- Utilize technology for just-in-time education, networking and member interaction
- Continue to deliver best-in-class export support services, growing our e-Certify line of business by increasing marketing efforts with quarterly letters and eblasts
- Implement and market new offering to benefit mainly retail businesses

Membership Acquisition and Retention
- Continue to refine and adjust as needed the marketing messages and sales process to sell and retain members on the value of their investment (i.e. sell to retain philosophy)
- Continue to develop and encourage President's Club volunteers to sell and retain memberships without a membership campaign
- Continue to develop our sales staff as an additional channel of membership sales
- Develop high quality prospect lists for President's Club and sales staff; research using technology
- Continous improvement of our proactive, consistent retention plan; focus is the first 2 years of membership; some touch points for longer-term members
- Revamp Chamber Orientation consistent with new member value packet
- Increase the Engagement Council to 20 members
- Revamp and improve the process of contacting every member 90 days past due to attempt to save each account

Marketing
- Create marketing campaigns that generate excitement, interest and the actions desired
- Use editorial calendar to plan a range of diverse topics
- Maintain/Update Chamber website and social channels with accurate, current and meaningful information
- Proactive content creation (blogs, videos, social images, etc.) based off event/member service

Research
- Develop Library - internal clearinghouse for facts and statistics to ensure consistent and correct information and empower staff with accessible database and resources; increase utilization through communications about additions and updates
- Visit all Tips groups at least once to summarize research resources
- Proactively publish research of benefit to business community, maintaining leadership position in research and information (ex. Barometer, Monthly Economic Indicators including New & Expanding and Downsizing reports)

Goal:	**Operate the Chamber with excellence**

Measurements:

Annual	**Quarterly**
• Expenses and income managed to budget • Continued focus on employee engagement monitored by Q-12 scores and dialogue • Board, member, sponsor and investor feedback • Organizational and community visibility	• Financial reporting • Status updates on programs and initiatives

Objectives and Measures of Success:

President
- Lead the organization in accomplishing the vision, mission, goals and division objectives
- Effectively engage Board of Directors, investors, members and volunteers in the program of work
- Create and sustain a culture of engagement and innovation
- Develop and execute a program of work with identified strategies and tactics to drive organizational goals
- Participate in community strategic discussions and develop relationships with key partners across the state
- Raise funds as necessary for program success
- Represent the Chamber on boards and committees

Manager Expectations
- Provide a strengths-based team culture based upon the Chamber's mission, vision and values
- Communicate and establish clear performance expectations; use the performance appraisal process to effectively coach and develop team members to successfully accomplish goals
- Utilize data to monitor progress toward objectives and outcomes, making adjustments as necessary
- Manage expenses and income to budget expectations

Organizational Resources
- Direct an effective human resource operation that assures attraction and retention of exceptional personnel for the Chamber and provide opportunities for full employee engagement, growth and development
- Effectively manage all financial functions of the organization
- Oversee facility management and improvements
- Manage first impressions and functions of the front desk

Fund Development
- Ensure revenue numbers for Prosper Omaha contributions are achieved
- Manage investor relations and develop strategic plan for second Prosper Omaha fundraising initiative (2019-2023)
- Generate Prosper Omaha annual report, quarterly reports and monthly announcements to investors
- Conduct quarterly, semi-annual and one-on-one meetings with investors
- Maintain Prosper Omaha web pages, print materials and the CRM with accurate investor information
- Submit grant applications and progress reports as required

Technology and Information Management
- Continue management of CRM enhancements, documentation and training; assist with process improvements to enhance the availability of information for decision making and to meet business goals
- RFP for managed service partner and manage the selection process
- Conduct a computer refresh
- Create a document for system recoverability and continuity, removal any old documents

Marketing
- Promote the regional image to local and external audience through a variety of storytelling tactics
- Maintain/Update Chamber website and social channels with accurate, current and meaningful information

Research
- Operate a research request and fulfillment process that is clear, timely and transparent
- Assist with CRM development and support increased utilization
- Work to synthesize data into a story-telling communication that is easily understandable and helps to explain why data around a certain topic is relevant
- Plan monthly continuing education opportunity for research staff to learn about community assets
- Participate quarterly in Cost of Living Index data collection, provide news clippings and other relevant current business related events to Chamber departments and maintain online clippings database archive