



## 2017 Program of Work

The Greater Omaha Chamber strives to accelerate growth and prosperity in the region. This summary outlines the annual work plan for the following five organizational goals:

- Create, grow and recruit businesses, jobs and investment in the region
- Foster a more competitive business environment
- Grow, recruit and retain the talent needed for the future
- Deliver relevant and high quality member programs, events, services and information
- Operate the Chamber with excellence

The subsequent pages summarize the strategic direction guiding this year's actions, the year-end macro and micro success measures and the general objectives that will direct day-to-day activity to accomplish each of the above goals.

In total, the human resources necessary to accomplish this total program of work include a staff of approximately 60 individuals, about 1,000 volunteers and dozens of partner organizations.

Policy guidance and leadership are provided by the Executive Committee and Board of Directors, supported by approximately 60 councils and committees. Executive leadership is provided by the Chamber president/CEO, two senior vice presidents and a chief financial officer. Chamber 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 \$9.5 million. Within that overall budget is a Prosper Omaha budget of \$5.7 million restricted for regional economic development, image marketing, business climate and talent development programming and a Chamber budget of \$3.8 million which funds a variety of member services, events and advocacy related functions.

The largest revenue sources in 2017 include: Prosper Omaha contributions, membership dues and special events. The largest areas of expenditures in 2017 include personnel and benefits, promotion (which includes event expenses) and professional and consulting fees (which includes additional project or program assistance with items such as site design, video production, etc.).

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

### **Vision**

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

### **Mission**

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**

### **Strategic Direction:**

In order to become a more prosperous region, we will execute a focused economic development strategy targeting high wage, high investment and high innovation opportunities. This effort is concentrated on opportunities that expand the economy by supporting those companies that sell their goods or services outside the region. This is accomplished through an aggressive regional business expansion strategy, targeted business attraction efforts, small business support and an aggressive business startup campaign.

A focused marketing campaign supports the economic growth objective, with the *We Don't Coast* brand helping to differentiate Greater Omaha as a dynamic place to live and work. Throughout the year this unique and impactful marketing will continue. Also in 2017 a variety of staff, volunteers and partners will begin the strategy development of longer range economic development goals through the Prosper Omaha program and future scoping project participation.

### **Annual Success Measures:**

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| <ul style="list-style-type: none"><li>• GDP growth: Greater than 2.5 percent</li><li>• Civilian employment: 1 percent growth annually</li><li>• \$600 million in investment from landed projects</li><li>• 2,400 new and retained jobs associated with landed projects at or above median wage</li></ul> | <ul style="list-style-type: none"><li>• 20 startups launched</li><li>• \$30 million of venture capital investment</li><li>• 50 new venture capitalists added to investor network</li><li>• \$3 million in contracts for REACH contractors</li></ul> |
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### **Objectives:**

- Help existing industry grow through 600 retention visits with regional businesses and 40 out-of-town headquarter visits
- Attract new investment to the region with disciplined outreach (1,200 outbound calls annually), 75 out-of-market visits and 50 in-market host visits
- Build deep relationships from strong Target Advisory Group engagements resulting in 50 referrals and assistance to identify and build relationships with the top 20 influencers by industry
- Provide best in class RFI response and project management, with 100 percent on-time submittals
- Promote and maintain an excellent working relationship with the commercial real estate broker community to increase awareness of resources available through the Partnership and to increase leads channeled from the broker community to the Partnership
- Drive The Startup Collaborative community building by engaging 7,000 participants throughout the year and company building actions resulting in 20 new startups per year and \$30 million in venture capital investment
- Launch The Kitchen Council community building by engaging 4,000 participants and company building by growing membership to 10 full time, 10 nights/weekend and 10 associate members
- Provide REACH education and consultation; access to financial resources; contracts and workforce resulting in 12 new SEBs, 40 contracts totaling \$3 million and access to \$1 million of capital
- Lead a proactive media strategy that increases the positive messages of our brand and create marketing campaigns that generate excitement, interest and the actions desired
- Create summaries/white papers/publications and story skeletons with headlines, summary, data and company stories to better sell the region.
- Proactive content creation (blogs, videos, social images, etc.) and research services for target needs

## **Goal: Foster a more competitive business environment**

### **Strategic Direction:**

We will continue to advocate for legislative action that improves the business climate in Nebraska. Lower tax rates, fewer regulations, improved access to qualified labor and simplified economic development incentives are key initiatives that will improve the state and local business climate. We will maintain a variety of relationships at the local level and facilitate the business community discussion around elections and policy issues.

We will also remain focused on long-term infrastructure improvements that enhance our competitiveness such as supporting a regional transportation funding strategy, developing more GO! Ready certified sites, supporting community development initiatives, building a stronger pool of potential candidates for public office, launching a new activation strategy for the riverfront and engaging with Offutt Air Force Base leaders to attract new missions and improve infrastructure.

### **Annual Success Measures:**

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| <ul style="list-style-type: none"><li>• Key bills passed in legislature</li><li>• Improved competitiveness rankings</li><li>• Measurable increase in riverfront activity</li></ul> | <ul style="list-style-type: none"><li>• Community Development Intermediary, SPARK, investments in measurable projects</li><li>• Offutt AFB runway design completed</li></ul> |
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### **Objectives:**

- 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; oppose policy that would harm the business environment
- Engage Chamber members in the public policy process and through the Public Policy Council develop a legislative agenda
- Build relationships with key internal and external stakeholders and influencers
- Improve the pro-business public office holder ratio in the state and continue educating members on the importance of the PAC (Political Action Committee)
- Create a new Candidate Recruitment Committee to lead the identification of qualified candidates for elected office
- Conduct a Candidate Academy to provide education and encouragement to equip new candidates for the rigor of running for office
- Lead efforts to engage, inform and influence decision-makers (local, state and federal) and citizens to ensure retention of existing missions and successfully attract new missions for Offutt Air Force Base, the Nebraska National Guard and the Greater Omaha area
- Nurture the community development intermediary (CDI), SPARK
- Build coalition to develop and implement a holistic regional transportation strategy with a focus on transportation funding and mass transit
- Maximize the Chamber's influence on important community initiatives
- Maintain six sites as GO! Ready certified and six sites as identified 'next sites' in GO! Ready pipeline
- Conduct a market analysis and demand study
- Through the Missouri River Commons director and committee, develop and implement an activation strategy for the Omaha/Council Bluffs riverfront
- Provide media, marketing and research needs for these Chamber initiatives

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

### **Strategic Direction:**

To fuel the businesses of the region, we are committed to accelerating the growth and capability of the regional talent base. Working with businesses, schools, and other public partners, we deliver programs and services to attract new talent to the market, support the training and development of existing workers, retain and grow our Young Professionals, and expose area students to future career pathways. These talent efforts are focused on high wage, high growth sectors, with particular emphasis on tech talent.

The upcoming year will also begin the 40<sup>th</sup> anniversary year of Leadership Omaha and 30<sup>th</sup> year of Omaha Executive Institute, so along with conducting traditional leadership programming, there will be additional focus on incorporating alumni and other program partners into communication and actions highlighting the impact of the programs.

### **Annual Success Measures:**

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| <ul style="list-style-type: none"><li>• Increase net number of individuals employed</li><li>• Increase number of individuals employed at above-median wage income</li><li>• Increase percent of individuals with post-secondary degrees</li></ul> | <ul style="list-style-type: none"><li>• Increase percent of high school graduates going on to two- and four-year colleges</li><li>• Increase percent of high school graduates</li></ul> |
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### **Objectives:**

- Launch CAREEROCKIT by providing 10,000 student experiences from 400 businesses
- Offer Educator Internship program to 50 participants
- Recruit 20 companies to participate in targeted, out of market talent attraction efforts
- P-16 programs: Identify top performing/highest in demand youth career development programs in tech, engineering and manufacturing and increase participation by 15 percent
- Equip community leaders to serve on nonprofit boards
- Connect Leadership Omaha Alumni to each other through increased programming in order to tap into their collective brain power, community trusteeship and creativity to continue to work towards solutions together for the Greater Omaha area
- Develop effective community leaders
- Continue to execute Tech Talent strategy to grow IT talent to 20,000 by 2020 by: recruiting 5,000 career experiences for IT during CAREEROCKIT; implementing a brand refresh; developing a comprehensive tech talent ecosystem tool; executing 8 events to engage local tech talent; conducting high touch strategies to attract 250 IT professionals to the region; and conducting a skills and competency study
- Engage more than 2,000 young professionals through events and online presence
- Analyze survey results of 250 local black young professionals and discuss findings with 25 or more groups
- Create summaries/white papers/publications and story skeletons with headlines, summary, data and company stories to support talent initiatives
- Promote the regional image as it aligns to talent recruitment and retainment through a variety of storytelling tactics
- Lead a proactive content and media strategy that increases the positive messages of our brand
- Maintain/update the talent (We Don't Coast) website, social channels with accurate, current and meaningful information
- Provide media, marketing and research needs for these Chamber initiatives

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

### **Strategic Direction:**

The Chamber will continue to recognize and celebrate the accomplishments of our members with more than 50 awards, provide sponsors and members ample visibility opportunities and deliver to more than 7,000 attendees an excellent experience through a variety of high quality, relevant events. We have recently restructured the staff who provide much of the programming to members and we will be spending a significant portion of time this year rolling out new programming, while consistently listening to customer feedback to adjust as needed.

We will work to accelerate our net membership growth through more targeted acquisition efforts, as well as through concentrated focus on retention, particularly in the first two years of membership. We will also continue to maximize the efforts of our volunteers through active membership acquisition and retention committees.

### **Annual Success Measures:**

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| <ul style="list-style-type: none"><li>• Increase in net membership base (&gt;3,200 members, \$2,075,000 dues)</li><li>• Recognize 50+ outstanding companies and individuals</li></ul> | <ul style="list-style-type: none"><li>• Customer satisfaction on events/other programming – measuring above a 4 on a 5- point scale; using the feedback to continue to adjust and improve offerings</li></ul> |
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### **Objectives:**

- Host eight signature special events that inform, engage and excite 5,500 participants and recognize outstanding member accomplishments
- Create and continuously improve fresh, exciting opportunities for meaningful business connections and promotion through a dozen targeted networking events serving 1,500+ members
- Develop new educational programming and partnerships to deliver valuable information to members
- Partner with outside organizations with referral group expertise (BNI of the Heartland and Center Sphere), to provide the best in referral group opportunities to our members
- Provide high-level leadership training for key decision-makers in collaboration with MindSet
- Recognize member accomplishments through more than 50 awards throughout the year
- Expand opportunities for members to promote their businesses through the Chamber – utilizing ribbon-cuttings, social media, member discounts, business showcases and sponsorship opportunities
- Utilize outside partner to analyze our acquisition and retention data, to determine prospect targeting; continue to use online tool for leads
- Assess our dues structure and create a long term plan for dues revenue
- Work with our acquisition and retention volunteer groups (the President's Club and the Engagement Council) to assess and revamp our two-year onboarding process to maximize the efforts of the volunteers, and the customer experience for our members
- Implement new affinity programs to provide member value and a revenue stream
- Maintain/update Chamber website, social channels with accurate, current and meaningful information
- Create marketing campaigns that generate excitement, interest and the actions desired
- Provide proactive content creation (blogs, videos, social images, etc.) based off event/member service needs to keep members engaged and informed
- Proactively publish research of benefit to business community, maintaining leadership position in research and information (ex. Barometer, monthly Economic Indicators)

## **Goal: Operate the Chamber with excellence**

### **Strategic Direction:**

Focus will continue on operating with best practices across the organization and with strong employee and volunteer engagement. Several significant structural changes have occurred in the organization and time will be spent on ensuring the outcomes produced are as effective as possible.

The year will also include several specific initiatives: Finalizing Chamber location options; completing the U.S. Chamber accreditation process; planning for the Chamber's 125<sup>th</sup> anniversary; effectively executing a technology transition; and leading a strategic foresight initiative which will also guide the development of the next five-year Prosper Omaha strategy.

### **Annual Success Measures:**

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| <ul style="list-style-type: none"><li>• Expenses and income managed to budget</li><li>• Continued focus on employee engagement monitored by Q-12 scores and dialogue</li><li>• Prosper Omaha II strategy and funding strategy completed</li></ul> | <ul style="list-style-type: none"><li>• Board, member, sponsor and investor feedback</li><li>• Organizational and community visibility</li><li>• Chamber digital engagement across channels</li><li>• Chamber engagement in key community issue discussions</li></ul> |
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### **Objectives:**

- 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
- Participate in community strategic discussions and develop relationships with key partners across the state
- 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
- Create and sustain a culture of engagement and innovation - establish and communicate clear performance expectations; use the performance appraisal process to effectively coach and develop team members to successfully accomplish goals
- Effectively manage all financial functions of the organization
- Oversee facility management, improvements and future space needs
- Establish Rebecca Ryan as the "Futurist in Residence" and implement strategic foresight project resulting in the development of the Prosper Omaha II initiative (2019-2023)
- Develop Prosper Omaha II fundraising strategy and effectively manage current Prosper Omaha investor relations, communications, data and processes
- Establish new Business Intelligence team to guide organization into a data-driven, evidence-based culture
- Select and launch new organization-wide CRM, including clean data conversion, plan and implementation for 100 percent employee adoption, and the creation of processes and procedures to ensure clean data and accurate reporting
- Operate a research request and fulfillment process that is clear, timely and transparent
- Create regional online data hub with community partners using Avalanche Headlight tool
- Increase the technology competencies of Chamber staff through providing technology trainings for existing staff and onboarding technology training for new employees, and laying the groundwork for a Technology Employee Resource/Knowledge Center
- Promote the regional and organizational images to appropriate audiences through a variety of storytelling tactics and maintain websites, social channels with accurate, current and meaningful information
- Successfully complete the accreditation process and receive another five-star designation
- Begin planning for the Chamber's 125<sup>th</sup> anniversary in 2018