

## Strategic Plan

2024-2026

*\*Metrics will be reviewed and evaluated throughout the three-year plan.*

*The Board may add additional metrics or evaluation items as needed.*

<b>Business Retention + Expansion</b>	
Strategy Statement (why):	The vitality of a community's economy largely stems from existing businesses, which are integral to job creation and economic stability. BRE programs are essential in understanding and addressing the needs of local businesses.
Strategy Outcomes (what):	An aggressive Business Retention and Expansion program will result in an increased number of new existing industry project opportunities identified, which will ultimately result in a greater number of existing industry landed projects. The goal would be greater than 50% of all landed projects would be from existing industry.
Strategy Tactics (how):	<p><b>Tactic 1:</b> An effective BRE initiative thrives when it garners the endorsement and backing of the local businesses it aims to serve.</p> <ul style="list-style-type: none"> <li>• Conduct BRE visits annually. Coordinate meetings with communities.</li> <li>• Create and promote a Sarpy BRE annual report showing the findings of the program, actions taken as a result of the visits, and aggregate results of projects identified through the program. When appropriate utilize the findings in the regional BRE report to compare Sarpy and the region.</li> <li>• Create "Leave Behind" materials for companies to provide a resource of materials for business assistance programs and community resources to aid in growth and investment decisions. Resources would include information and connections to incentives, workforce training, public policy, business continuity and succession planning, permitting, business planning assistance and more.</li> <li>• Develop an annual BRE blitz that could be conducted with each of the communities. These blitzes should have the community support and assist organization to ensure we are reaching the intended companies.</li> </ul> <p><b>Tactic 2:</b> Local business growth decisions are not always made locally. In the case of companies with headquarters situated outside of the region, develop relationships with decision-makers to ensure they are aware of advantage or support available in Sarpy County. By establishing a connection with HQ we can convey local appreciation which is pivotal.</p> <ul style="list-style-type: none"> <li>• Make annual in-market headquarter calls to Sarpy's larger employers.</li> <li>• Conduct out-of-market headquarter calls once to twice a year. Partner or accompany NDED on trade missions or international trips the Governor's office might be taking.</li> </ul>
Metrics/Benchmarks	<ul style="list-style-type: none"> <li>• 100 annual BRE visits</li> <li>• 1-3 Headquarter visits annually if feasible (Reviewed annually)</li> <li>• Participate in 1 NDED Trade Missions annually if feasible (Reviewed annually)</li> <li>• Publish Annual Sarpy BRE Report</li> <li>• Existing Industry &gt;50% of Landed Projects (Reviewed annually)</li> </ul>

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<b>Site Development</b>	
Strategy Statement (why):	Having readily available or virtual shovel-ready sites, suitable for both existing and new-to-market businesses for constructing new facilities, is an essential element for sustaining economic growth. Speed to market is a key decision factor on site location decisions. Having controlled sites that can be easily developed positions Sarpy competitively.
Strategy Outcomes (what):	Through the development of GO Ready Certified sites, Grow Sarpy will see an increase in site visits to our area and an increase in landed project conversion. Local business expansion projects will increase allowing those companies to expand within Sarpy as opposed to outside of the region.
Strategy Tactics (how):	<p><b>Tactic 1:</b> Utilize Grow Sarpy’s Site Development Fund to research sites within the county. Catalyze expansion of infrastructure across Sarpy to identify sites and growth.</p> <ul style="list-style-type: none"> <li>• Re-establish Site Committee to identify sites. Identified sites would be locations that are not existing market-ready sites.</li> <li>• Preferred sites are those that can have value added to them through the GO Ready/Due diligence process which makes them in turn marketable.</li> <li>• Sites should be sized appropriately for the community and targeted use.</li> </ul> <p><b>Tactic 2:</b> Inland Port Authority – continue to assist Bellevue with the Inland Port Authority process.</p> <ul style="list-style-type: none"> <li>• An Inland port will stimulate economic development county by attracting businesses and industries that rely on efficient transportation and distribution networks. As a result, job creation will be a direct outcome.</li> <li>• Work with and monitor the Nebraska legislatures as it relates to inland port authority bills or incentives.</li> </ul> <p><b>Tactic 3:</b> Ramp up marketing of sites to increase awareness of the available sites to increase turn ratio.</p> <ul style="list-style-type: none"> <li>• Partner with local real estate firms to market the sites</li> <li>• Improved website presence with virtual tours.</li> <li>• Increased direct contact (in-person, electronic) with existing businesses to make sure they are aware of the opportunities for local expansion.</li> <li>• For proactive recruitment, focus on target sectors.</li> </ul>
Metrics/Benchmarks	<ul style="list-style-type: none"> <li>• 2 GO! Ready sites certified (Reviewed annually)</li> <li>• Grow the site development fund (Work with Site Committee develop fiscal goal)</li> </ul>

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<b>Workforce and Talent Development</b>	
Strategy Statement (why):	Sarpy has a strong education system in place with K-12 and college systems. Sarpy and the Greater Omaha region’s biggest challenge is workforce, mainly the lack of a sufficient number of people to fill vacancies (low unemployment rate), the brain drain of younger talent, and the shortage of skilled labor. Existing businesses looking to expand most often cite the inability to find employees as their greatest obstacle to growth and expansion.
Strategy Outcomes (what):	To attract talent of the future, the region will need to think differently and take on new strategies as we are competing with other regions and states that are experiencing similar challenges. A focus on targeted marketing, policies (i.e. diversity, equity & inclusion, immigration reform), reskilling and upskilling of current employees, retaining college students and building upon quality of life (i.e. housing and childcare availability/affordability) and additional lifestyle opportunities and amenities will be key to talent attraction and retention efforts.
Strategy Tactics (how):	<p>As funding allows, workforce and talent development should focus on the following Upskilling, Retention (Current workers and Youth/Graduates) and Attraction.</p> <p><b>Tactic 1:</b> Partnering with education systems to develop a workforce pipeline is a strategic approach that benefits both employers and educational institutions. Targeted collaboration helps ensure the workforce possesses the skills and qualifications needed for evolving job market.</p> <ul style="list-style-type: none"> <li>• Identify Industry Needs and Build Programming – Work closely with industry associations and employers to identify the specific skills and qualifications requested in each sector. Create conversation between education and industry to discuss expected future trends; this could be done through industry roundtables, BRE’s, etc. Through these conversations collaborate and align academic curriculum for current and future needs. (i.e Construction Kits)</li> <li>• Continue to share resources available to employers about existing programs to utilize, i.e. InternNebraska. Research the feasibility of industry mentorship programs.</li> <li>• Find other organizations within Sarpy County to develop and provide an Educator Internship program. Educator’s would apply for the program and be matched with industry/companies.</li> <li>• Work with educational systems to encourage them to participate in guest lectures, workshops or other sessions with existing industry in Sarpy County.</li> <li>• Arrange for job shadowing opportunities.</li> </ul> <p><b>Tactic 2:</b> Cooperate with regional partners and State of Nebraska on policy and programming to provide an encouraging and welcoming environment for the workforce of the future.</p>

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<b>Workforce and Talent Development Continued</b>	
Strategy Tactics (how) continued:	<p><b>Tactic 3:</b> Enhance quality of life and additional lifestyle opportunities to attract and retain talent including:</p> <ul style="list-style-type: none"> <li>• Affordable housing opportunities</li> <li>• Sarpy County and Regional Public transportation improvements</li> </ul>
Metrics/Benchmarks	<ul style="list-style-type: none"> <li>• Partner with education to connect with alumni about internship opportunities within Sarpy County.</li> <li>• Partner with private businesses to develop a boomerang campaign with existing high school alumni associations. (Work with Workforce committee to develop specifics metrics around this campaign)</li> <li>• Develop industry and education in-service days to talk about curriculum and partnerships with industry. (Reviewed annually)</li> <li>• Continue with construction industry kits program (Roughly 1,200 kits per year) and increase opportunities for industry to partner with classrooms. (Work with Workforce committee on potential additional metrics as program grows)</li> </ul>

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<b>Business Attraction</b>	
Strategy Statement (why):	Proactive Business Attraction increases the diversity of industry types within Sarpy County strengthening the economy through the development of new and emerging sectors and ensuring resiliency of the economy during economic downturns.
Strategy Outcomes (what):	Currently, Sarpy County has little or no perception outside of the Midwest. Grow Sarpy needs to build upon the success our organization has had and develop our next chapter of success. Telling our story is part of this. Being successful in telling that story will allow us to increase the number of new-to-market projects looking at our area and ultimately grow our GDP. Additionally, telling our story well help continue to create brand awareness for our organization showcasing the value we bring to our area.
Strategy Tactics (how):	<p><b>Tactic 1:</b> Focus proactive efforts on those sectors Sarpy has a distinct advantage as well as those sectors that are emerging and high-growth.</p> <ul style="list-style-type: none"> <li>• Advanced Manufacturing</li> <li>• Cybersecurity and IT Technology</li> <li>• Green Economy</li> <li>• Advanced Distribution and Logistics</li> </ul> <p><b>Tactic 2:</b> Grow Sarpy – Elevate the Grow Sarpy Brand through strategic ad buys, editorials, and earned media. Look to past projects to have them share their message as to why they wanted to locate here and the advantages to working with our organization provide – third-party advocates.</p> <ul style="list-style-type: none"> <li>• LinkedIn stories</li> <li>• Utilize past impact studies to create case scenarios, examples of the success, partnerships</li> </ul>
Metrics/Benchmarks:	<ul style="list-style-type: none"> <li>• Open 30 New to Market projects per year (Evaluate goal yearly based on new site options adding to the pipeline.)</li> <li>• 5 landed projects per year (Reviewed annually)</li> <li>• Track sites and buildings submitted by project (Review annually)</li> <li>• Track conferences and presentations to showcase Sarpy to developers and business sector influencers</li> </ul>

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<b>Infrastructure - Advocacy</b>	
Strategy Statement (why):	Investing in infrastructure improvements offers several benefits and is considered essential for the overall development of our communities and county.
Strategy Outcomes (what):	Investing in infrastructure improvements is a strategic and forward-thinking approach that not only addresses current needs but also lays the foundation for sustainable economic growth and increased competitiveness.
Strategy Tactics (how):	<p><b>Tactic 1: Roads</b></p> <ul style="list-style-type: none"> <li>• Support County’s Platteview Road efforts and combined interchange efforts.</li> <li>• Research the feasibility of a Master Plan around road systems from East to West in Sarpy County.</li> </ul> <p><b>Tactic 2: Sewer</b></p> <ul style="list-style-type: none"> <li>• Continue to advocate for additional federal and state dollars to continue the sewer system’s phases.</li> </ul> <p><b>Tactic 3: Other Utility expansions</b></p>

<b>Transportation – Advocacy</b>	
Strategy Statement (why):	Investing in a regional public transportation system offers a wide range of benefits that extend beyond individual commuters to impact environment, the economy, and the overall well-being of the community.
Strategy Outcomes (what):	A public transportation system improves overall access to those without vehicles, to travel within the region. Increase the talent pool of potential workers by developing routes between different areas within the region.
Strategy Tactics (how):	Tactics will be established as regional transportation plan continues to be evaluated and research. Continue to support MAPA and other organizations efforts and see where Grow Sarpy can be a champion or an advocate.

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<b>Grow Sarpy – Organization Administration/Marketing/Public Relations</b>	
Strategy Statement (why):	Investing in an economic development organization can yield long-term benefits by fostering a vibrant, sustainable, and resilient economy. Grow Sarpy plays a pivotal role in shaping the economic future of our county.
Strategy Outcomes (what):	Grow Sarpy serves as the conduit between public and private sectors to leverage resources, expertise, and aid for mutually beneficial projects. Our collaboration can enhance the efficiency and impact of economic development initiatives county-wide.
Strategy Tactics (how):	<p><b>Tactic 1:</b> Restructure investment levels for organization. It has been a number of years since Grow Sarpy restructured investment for the organization. As programs and opportunities grow the budget needs to align with the organizations program of work and 3-Year Strategic Plan. Additionally, the organization needs to evaluate potential future investment increases and develop a plan.</p> <p><b>Tactic 2:</b> Continue to provide value to community members and businesses within the county through the mission and vision of the organization. Along with the specific tactic in the 3-year strategic plan.</p> <ul style="list-style-type: none"> <li>• Continue to work with communities and county on public presentations and tailor presentations to the audience/community.</li> </ul> <p><b>Tactic 3:</b> Develop an annual comprehensive marketing strategy:</p> <ul style="list-style-type: none"> <li>• Blog posts</li> <li>• Case Studies on past projects</li> <li>• Continue quarterly newsletters</li> <li>• Publish possible white papers to highlight success stories and economic opportunities the organization has worked on.</li> <li>• Evaluate Digital Presence; make website enhancements where necessary.</li> </ul> <p><b>Tactic 4:</b> Event Marketing: continue to host events that attract investors, business leaders, community leaders and policy makers to discuss economic development opportunities.</p> <ul style="list-style-type: none"> <li>• Facilitate events that bring together various stakeholders to foster connections and collaborations.</li> </ul>
Metrics/Benchmarks:	<ul style="list-style-type: none"> <li>• Restructured Investment Levels to grow the budget for the organization. (Annual Balanced Budget).</li> <li>• Send quarterly newsletters throughout the year. (Reviewed annually)</li> <li>• Increase participation and sponsorships in organization’s events. (Reviewed annually)</li> </ul>

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