



## 2006-2010 Strategic Plan Review





By nature we are a forward-looking organization. We are continually strategizing; collaborating and scanning to seize opportunities that will fulfill our mission and vision.

But we are also an organization that is accountable to investors and strives to learn from past actions. Thus, this document looks back, both with a critical eye and with celebration, on the results associated with the Chamber's 2006–2010 strategic plan.

During 2005, a strategic planning process took place that gathered input from our stakeholders and resulted in a plan that had four goals, each with a vision of dreams to achieve by 2010. I believe dreams are a crucial component to our success — it's the passion that drives us to succeed. As part of the planning process, we spent quite a bit of time talking about what our dreams were for the Chamber

and community. Many board members, volunteers, Chamber members and staff responded to the question "What would you say if you were standing on the street corner in 2010 and someone asked you what recent Chamber accomplishments were you most proud of?"

We had dreams to be a "hotbed of growth" that attracted business and people; to provide better support for entrepreneurs; to get closer to our customers; to aggressively build our image; to see tangible results from recent community development studies; to build stronger relationships across the state and region; to streamline government and to reach "the big leagues" by being a community of one million people.

The intent of many of those dreams were captured within the 2010 vision statements and annual benchmarks outlined for each of the plan's four goals. They were focal points for our actions over the past five years. The following pages summarize our efforts in reaching those goals and dreams. It also includes a listing of a few of our notable outcomes and how we performed against our projected annual benchmarks.

I believe the past five years have been remarkable. Hundreds of volunteers and strategic partnerships have supported dedicated Chamber staff in accomplishing a wide range of outcomes focused on making our community among the top in the nation in which to work and live. There were several surprises along the way (like a national economic meltdown!) and we didn't achieve everything we initially had set out as measures of success. But what we did is persevere, maintain focus on what we could accomplish and in many instances surpass our initial expectations! Thank you for your support of the Chamber and our community.

Regards,

David G. Brown  
President and CEO

## Past chairmen of the board



### 2006 – Rex Fisher

Being chairman of the Greater Omaha Chamber is a big responsibility but also very gratifying because of the significant role the Chamber plays in the Omaha area's success. As chairman in 2006, we began the implementation of our 2006-2010 strategic plan. On our members behalf we helped get a \$100 million tax cut package passed, we added a variety of member benefits, launched the Young Professional Summit and re-activated Foreign Trade Zone No.19.



### 2007 – Steve Martin

It was my honor to serve as the chairman of the Greater Omaha Chamber in the year the \$425 million tax cut was passed by the Nebraska legislature. The staff and membership of the Chamber, along with the legislation's other statewide partners, demonstrated what could be done to positively change the economic course of a state with a single piece of pro-business legislation. In addition, 2007 was the launch year for the North Omaha Development Project; the Chamber led the way in the purchase of adjacent land to Offutt Air Force Base to provide expansion space to promote the sustainability of current and future military missions; it was a benchmark year for improving Chamber services to members; office space was expanded and services brought to west Omaha; and Web services and publications were enhanced. And finally, it was during 2007 that the Chamber received a 5 Star Accreditation from the U.S. Chamber of Commerce.



### 2008 – Dan Neary

Even as the financial crisis began to grip the nation in 2008, Omaha maintained its momentum and made significant strides forward in 2008. Midtown Crossing at Turner Park, the \$350 million mixed-use development that embodied the vision of the Destination Midtown project, took shape and inspired confidence while creating jobs and investment in the Midtown neighborhood. Omaha hosted the 2008 U.S. Olympic Trials-Swimming, an event that energized the city and engendered significant visibility and goodwill for Omaha. The event so impressed USA Swimming officials that Omaha was selected to host the event again in 2012. The Chamber expanded its efforts to encourage innovation and entrepreneurship, working to connect entrepreneurs with the resources and customers necessary to successfully bring their ideas to market.



### 2009 – Jim Young

Closing 40 projects that created more than 1,600 jobs and \$367 million in investment, despite the most challenging economic environment of our generation, was a significant achievement for the Chamber in 2009. Benefits employers seek, such as relatively low electric costs, help attract businesses and jobs to the Omaha area. I am proud of the Chamber's accomplishment in cultivating and protecting those types of regional advantages.



### 2010 – Gary Gates

My tenure as the chairman of the board was ripe with tough issues, including political concerns. As we worked together to address these issues, we always ensured our direction was best for the total membership, not just a few. With that big picture view, we were able to continue to grow this community despite the poor economic times. And, that was possible because of the quality of the staff and the board. When you have a great team, you achieve great results. It's been an honor working together to move our city forward.

## Goal

### 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.*

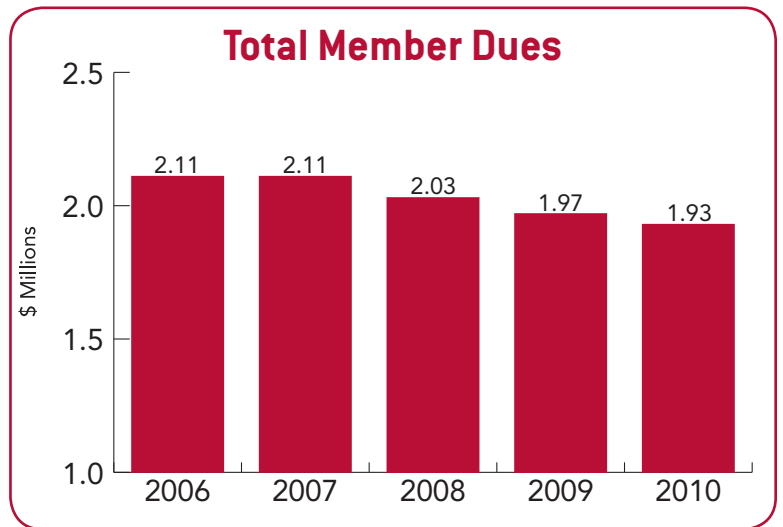
*The vast majority of members will be satisfied with their investment (88%) as a result of the Chamber offering enhanced programs and services to encourage business development; desirable networking events and professional development opportunities; and extensive member promotion and recognition.*

## Results

We ended the plan with a total of 3,130 members and continue to be among the 20 largest chambers in the country. The national recession negatively impacted the planned growth in membership as well as the actual trajectory of growth. However, we brought ourselves closer to our customers by opening a second Omaha area location (about 75 percent of all members are now within a five-mile drive of one of the locations) and we continued to enhance programming to reflect member's interests.

Significant accomplishments include:

- Provided almost 3.9 million member referrals (2006 – 2010)
- ChamberBlue health insurance options for members launched (2006)
- Began annual Member Appreciation Holiday Party (2006)
- Member electronic communication initiated (2006)
- Retention-focused volunteer group called Advantage formed (2006)
- Launched a redesigned OmahaChamber.org (2006)
- West Omaha office location opened (2007)
- Five star accreditation from the U.S. Chamber (2007)
- Member news and discount postings available on OmahaChamber.org (2007)
- OmahaChamber.org enhancements include video and podcasts (2008)
- Began All Chambers Together, a bi-annual networking event of 11 metro chambers (2008)
- Developed RSS feeds in 2008 and continue to modify as member demands direct, currently have seven covering a variety of news, events, public policy areas (2008 – 2010)
- Established BOSS (Business Owners Success Series) (2009)
- Redesigned Member Orientation and opened the sessions to both new and existing members (2009)
- A variety of upgrades provided a "face lift" to OmahaChamber.org (2009)
- Added targeted small group breakout sessions at most networking events (2009)
- Say Yes, Buy O! campaign PSA video commercials developed and aired (2009)
- Introduced the 101 Series training in networking, sales, customer service and marketing (2009)
- Began a member referral program to incent members to refer prospective new members (2009)
- Additional member discounts added PayLESS office supplies (2009) and AAA Nebraska (2008)
- Incorporated a new small business section on OmahaChamber.org (2010)
- Added purchasing connections (over 80 appointments occurred) at Buy the Big O! Show (2010)
- Launched the Small Business Ambassadors, volunteers who assist with member ribbon-cuttings and grand openings (2010)
- Provided over 600 opportunities to network for about 103,000 participants (2006 – 2010)
- Over 150 Chamber Academy sessions provided education to more than 4,000 attendees (2006-2010)
- More than 200 members recognized for their excellence at Chamber special events (2006 – 2010)



	2006		2007		2008		2009		2010	
	goal	actual	goal	actual	goal	actual	goal	actual	goal	actual
Membership retention	84.5%	80.0%	84.5%	79.0%	85.0%	80.0%	85.0%	80.0%	82.0%	81.4%
Membership sales	625	829	650	812	750	537	700	605	700	496
Total members	3,400	3,502	3,540	3,576	3,725	3,358	3,650	3,240	3,400	3,130
Total dues (\$ millions)	2.03	2.11	2.04	2.11	2.095	2.032	2.1	1.97	2.0	1.93
Member satisfaction	84%	92%	85%	86%	87%	89%	87%	77%	88%	90%

Note: Goals for member retention, sales and total members/dues were adjusted downward from original targets. 2010 member satisfaction percentage was from a survey with limited response and not statistically valid.

## Goal

### 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.*

## Results

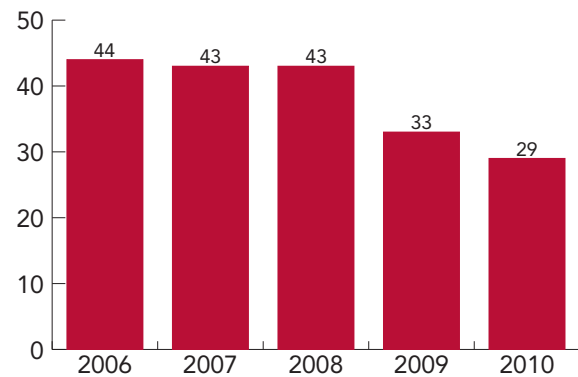
We have made significant progress on the two competitiveness benchmark measures due to aggressive public policy agendas that focused on tax cuts and incentives as well as the good stewardship of resources by elected officials, especially compared to other states. Signature events, such as the United States Olympic Trials-Swimming, have provided unique opportunities to promote Omaha's image. Young professional and leadership efforts have flourished and a workforce initiative driven from a business perspective has begun to transform how workforce solutions are achieved within the community.

Significant accomplishments include:

- Public policy successes in support of business climate concerns:
  - \$100 million tax cut package (2006)
  - \$425 million tax cut package (2007)
  - Reduced corporate income tax (2008)
  - Job training assistance (2008)
  - Nebraska Advantage Act and subsequent incentive updates (2006 – 2010)
  - Leading the effort to utilize innovative financing options for surface transportation development (2006 – 2010)
  - Ongoing advocacy for federal and local issues included military support, healthcare reform, Card Check, Combined Sewer Overflow and a regional effort, Success in the Heartland (2006 – 2010)
- Leadership and talent initiatives driving change:
  - Launched the annual Greater Omaha Young Professionals Summit (2006) and created the Young Professionals Choice Award for employers (2007)
  - The Workforce Collaborative, a three-year initiative to change the workforce delivery model (2007 – 2010) gave birth to the locally-controlled new 501(c)(3) Heartland Workforce Solutions (2010)
  - Transferred Youth Leadership Omaha program administration to Creighton and AIM (2007)
  - Over 400 alumni gathered to celebrate 30 years of Leadership Omaha (2008)
  - Lynda W. Shafer Inclusivity Scholarship established by Class 31 enables Leadership Omaha to increase the diversity of participants (2008)
  - Created six workforce development programs in partnership with targeted industries to produce skilled workforce (2008-2010)
- [www.ready2serveOmaha.org](http://www.ready2serveOmaha.org) developed to connect individuals with volunteer leadership opportunities (2008)
- Awarded the MAEDC Annual Economic Development Award 1st Place, Workforce Development (2009)
- Greater Omaha Young Professionals hosted 174 participants for the YP Bus Challenge to improve public transportation (2009)
- More than 300 individuals participated in programming to develop effective community leaders (2006 – 2010)
- Leadership Omaha Alumni Association awarded more than \$10,000 in book scholarships (2006 – 2010)
- Local, national and international image efforts:
  - United Airlines Hemispheres in-flight magazine (2006)
  - O! Public Art Project (2007)
  - *Omaha Extraordinary Opportunities* lifestyle magazine (2007)
  - New website [SelectGreaterOmaha.com](http://SelectGreaterOmaha.com) (2007)
  - United States Olympic Trials-Swimming (2008)
  - National image rankings campaign (2009)
  - Southwest Airlines Spirit in-flight magazine (2010)
  - More than 122 million advertising impressions for image development and targeted industry visibility (2006 – 2010)
  - Worked with 150 writers and editors to place over 100 stories with an estimated readership of more than 63 million (2006 – 2010)
  - A significant increase in national rankings, quadrupling the number over the last three years for a total of 128 (2006-2010)



### State of Nebraska Tax Foundation Ranking\*



\*One is the most competitive state, 50 is the least.

	2006		2007		2008		2009		2010	
	goal	actual	goal	actual	goal	actual	goal	actual	goal	actual
Annual targets										
Competitiveness										
Moody's	5-10% below	Upper quartile	5-10% below	6% below	5-10% below	8% below	5-10% below	15% below	5-10% below	15% below
Tax Foundation	35	44	43	43	42	43	41	33	40	29
% of students graduating from high school	88.76	n/a	88.76	91.75	88.76	92.60	88.76	92.60	88.76	93.3
% of adults with at least a high school diploma	87.20	n/a	87.20	92.40	87.20	92.30	87.20	91.30	87.20	91.8
% of adults with at least a bachelor's degree	25.00	n/a	25.00	34.90	25.00	33.30	25.00	33.20	25.00	32.7
Civic Leadership										
% LO grads volunteering in community		94		93		96		97		95
% LO grads serving on boards		87		80		92		81		85
% LO grads serving in leadership position on boards		72		63		72		65		68
Image impressions	5,812,500	6,096,880	9,687,500	21,113,310	14,531,200	32,166,000	18,164,000	7,337,600	22,705,000	57,700,000

## Goal

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

So that by 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.*

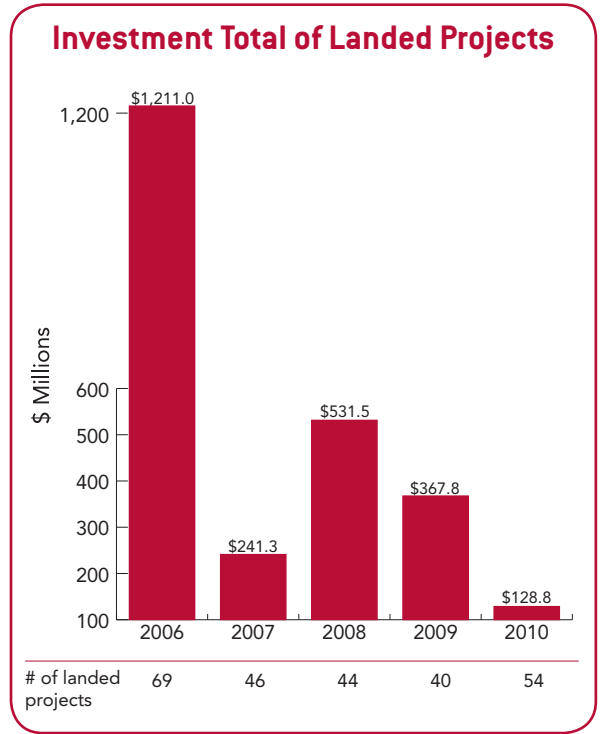
*Targeted economic development efforts will have resulted in new and existing business growth across the entire community. Development efforts will be nationally recognized by media and professional development organizations.*

## Results

During the five years of the plan, the Greater Omaha Economic Development Partnership (GO!) successfully landed a total of 253 projects that represent an estimated 12,090 new/retained jobs and \$2.48 billion in projected capital investment. The recession slowed development locally and we did not reach 473,000 jobs. However, by the end of the five-year plan the median annual wage was \$31,900 and approximately 92,000 workers in the metro area earned \$50,000 or more, up from 62,000 workers five years earlier.

Significant accomplishments include:

- Foreign Trade Zone No. 19 activation (2006)
- Purchased land adjacent to Offutt AFB (2007)
- Cass County joined the regional GO! partnership (2008)
- International recruitment trips to China (2008, 2009, 2010), Denmark (2010), France (2010), Germany (2007, 2008, 2010), Ireland (2008), Japan (2006, 2007, 2008, 2009) and Spain (2010)
- Launched the next five-year economic development plan, GO! phase II (2009)
- New entrepreneurship and innovation strategy and efforts provided critical assistance in the start-up of 37 new ventures and reached an additional 300 entrepreneurs through programming (2009 - 2010)
- Initiated annual Midwest Franchise Seminar (2009)
- Launched Site Investigation and Development Target Advisory Group to address need for fully-developed industrial sites (2010)
- Military Target Advisory Group focus on mission protection/attraction including responses to Air Force for global strike, cyber, public affairs and MC 12 missions and support of the Nebraska Military Support Coalition (2006 – 2010)
- Headquarters Target Advisory Group conducted 18 headquarters call trips, meeting with over 125 companies throughout the United States that have operations in Omaha (2006 – 2010)
- Destination Midtown, in collaboration with its partners, has announced over 120 projects, which added more than 1,000 jobs and investment in excess of \$650 million. (2006 – 2010)
- Destination Midtown projects include:
  - Code enforcement (2006 – 2009); entrepreneurship and home ownership education (2006); Midtown Redevelopment Tours, two Historic Churches Tours and annual block parties and open houses (2006 – 2010); Park Avenue Redevelopment Study (2007 – 2010); Leavenworth community building program (2007 – 2010); Saddle Creek Road Relocation Feasibility Study, phase 1 (2007); Midtown Transportation Feasibility Study resulting in Farnam Street conversion (2008) and Gifford Park neighborhood planning (2010)
- North Omaha Development Project (2007) with the following project successes thus far:
  - B-Street Collision Opening (2008); Metropolitan Community College – Institute for the Culinary Arts (2008); Blue Cross and Blue Shield/Mutual of Omaha Customer Service Program (2008); ALDI – 30th Street and Sorensen Parkway (2009); Long School Townhomes (2009); Business Ventures I (2009); First National Bank (2010); Centris Federal Credit Union (2010); SAC Federal Credit Union (2010) and Malcolm X Birth Site International Headquarters (2010)
- South Omaha Development Project (2009) with the following project successes thus far:
  - Engaged over 2,000 people in the master planning phase through a variety of bilingual advertising, workshops and activities (2009 – 2010); SODP Master Plan approved (2010) and developed the organizational structure for the SODP, recruited volunteers and prioritized projects (2010)
- Received national awards for excellence:
  - Five American Chamber of Commerce Executives ACE awards (2006)
  - MAEDC marketing awards for: community profile fact book (2007); overall marketing campaign (2007); Select Tour program (2008 and 2010); workforce development (2009); existing industry program (2010)



	2006		2007		2008		2009		2010	
	goal	actual	goal	actual	goal	actual	goal	actual	goal	actual
Annual targets										
Jobs (thousands)	454.9	460.0	459.5	466.0	464.0	468.4	468.7	461.1	478.7	454.8 (est)
Commercial property valuations (\$Bill.)	11.8	10.6	12.8	13.7	13.2	14.5	13.6	14.8	16.0	15.4
Comm. electrical users	41,175	41,765	41,790	42,867	42,420	43,220	43,050	43,282	43,700	43,404 (est)
Taxable sales (\$Bill.)	9.0	8.7	9.1	9.1	9.4	9.3	10.0	9.1	10.0	9.2 (est)
Entrepreneurship										
High growth grad. co.						5		11		21
Venture related \$								0		\$26.7m
Reputational hits								7		TBD
SBIR/STTR grants								15		16
% population growth								1.23		1.9

## Goal

### 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.*

## Results

We underwent a thorough operations review during the U.S. Chamber accreditation process, resulting in a five star accreditation (the highest possible award) issued in November 2007. Currently we are one of 62 chambers with this designation out of about 7,000 chambers in the country. Chamber staff participated in more than 4,400 speeches and community events like ribbon-cuttings and ground breakings. A west office was opened to provide easier access to more members. Currently about 75 percent of members are within a five mile drive of a Chamber facility.

Significant accomplishments include:

- Began the Gallup employee engagement assessment process (Q<sup>12</sup>) to increase employee engagement (2006)
- Social committee planned and executed events for staff and family including contests, community tours, luncheons and annual holiday celebrations (2006 – 2010)
- Operation continuity plan developed (pandemic response strategy) (2006)
- Received unqualified opinion on audit reports annually with no significant issues or recommendations noted (2006 – 2010)
- Developed a new performance appraisal process (2006)
- Five star accreditation from the U.S. Chamber of Commerce (2007)
- West Omaha office location opened (2007)
- Long-Term Finance Task Force reviewed and made recommendations for organization's revenue and expense streams (2007)
- Well Workplace Award for Small Businesses (2007 and 2010)
- Wellness team sponsored at least four lunch-and-learns annually, established complimentary fresh fruit in the break rooms; offered two weight-loss challenges; organized teams for the 100 day wellness challenge and step-it-up campaign; created a wellness library and produced a monthly wellness newsletter (2006 – 2010)
- Began staff inclusivity effort "Team Up For Lunch" (2007)
- Pursued 92 grants and received nearly \$900,000 in grant funding (2006 – 2010)
- Downtown facility renovations include first floor carpet, paint and furniture (2007), meeting rooms painted (2008) and chair rails (2009)
- Launched GO! phase II campaign to raise \$20 million for economic development 2009 – 2013 (2008 – 2010)
- Employee green committee increased the organization's recycling and reduced the amount of disposable waste (2008 – 2010)
- Employer of the Year by the Society for Human Resources Management Nebraska State Council (2009)
- Re-branding process including the development of ongoing brand guidelines (2009)
- Conducted long-term strategic assessment of what is "over the next hill" with Chamber board and management team (2008 – 2009)
- Significant budget revisions (March and August) and a reduction in force (seven positions in October) to protect the organization's financial stability (2009)
- Courtyard Plaza opened after an \$800,000 renovation to provide a pedestrian-friendly, interactive, public green space (2010)
- Updated personnel policies and added an ethics policy in the process (2010)
- All staff/meeting room computers were replaced and several software programs were upgraded (2007, 2010)
- Employees participated in community walks/runs/rides each year to help raise money for Omaha area nonprofit organizations and collected food, clothing and school supplies (2006 – 2010)
- Executed a strategic planning process that incorporated input from over 300 stakeholders and resulted in a five-year plan for 2011-15 (2010)



	2006		2007		2008		2009		2010	
	goal	actual	goal	actual	goal	actual	goal	actual	goal	actual
Annual targets										
<b>Financial stability</b>										
Fund depreciation	65%	50%	45%	n/a	43%	41%	43%	49%	53%	TBD
\$ to building fund	20,000	20,000	20,000	n/a	20,000	15,000	20,000	20,000	20,000	TBD
Member involvement	n/a	58%	60%	65%	61%	60%	61%	59%	62%	84%
Employee engage. (Q12 grand mean)	n/a	4.14	increase	4.27	increase	4.12	increase	4.21	increase	4.16
<b>Community visibility</b>										
Events/speeches	700	721	750	789	600	784	700	1,118	720	1,022
# people reached	n/a	n/a	n/a	24,957	n/a	n/a	n/a	39,000	n/a	27,431

## Vision

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

## Mission

To increase business, investment and employment in the Greater Omaha area.

## 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.

