



2012 Program of Work Executive Summary

The Greater Omaha Chamber is a nonprofit membership organization representing more than 3,200 businesses. This document summarizes the activities planned across the organization in the second year of the Chamber's five year (2011-2015) strategic plan. More detail is available at the division, program and individual level. Progress on the Chamber's overall program of work is reported quarterly to the board of directors and posted on www.OmahaChamber.org.

The financial resources to implement this program of work, includes the combined Chamber operating budget of \$6,886,521. Within that overall budget is a GO! program budget for economic development of \$2,787,666. The largest revenue sources in 2012 include GO! contributions, membership dues and events. The largest areas of expenditures in 2012 include personnel and benefits, promotion (which includes event expenses) and professional and consulting fees.

The following is a summary of the six goals, actions planned and the measures of success.

Grow membership by providing exceptional value and service

Our priority is to end the year with a net increase in both membership and revenue. We will accomplish this by focusing on better understanding and meeting individual member needs.

2012 Objectives:

- Achieve a net membership of 3,350 with a dues value of \$2,025,000 by 12/31/12. *Project lead: Jim Butler*
- Execute a membership marketing plan and corresponding sales and retention processes, which incorporates "My Chamber" and ROI information. *Project lead: Jim Butler and Karla Ewert*
- Recognize the accomplishments of members with about 80 awards, provide more than 150 sponsors visibility and approximately 7,500 attendees an excellent experience through eight high quality special events. *Project lead: Tracey Fricke with Jane McCain, Kari Watts and Sarah Johnson*
- Each staff person will determine and execute his or her contribution to membership efforts by providing referrals, new member recruitment and/or documenting relationship building contacts with Chamber members. *Project lead: Each Chamber staff member*
- Recognize and support Chamber members for their exceptional efforts and services to recruit and retain young professionals. *Project lead: Sarah Johnson*
- Continue to improve the quality of member events and tools to increase member engagement and visibility. *Project lead: Bridget Lynch, Larry Gomez, RuthAnn Manley*

Our measures of success for the year include:

- Membership totals as of 12/31/12
 - Dues value of \$2,025,000 and net number of 3,350
- Progress compared to benchmark chambers – we want to be in the upper half of a peer group of chambers with dues over \$1 million as reported by the ACCE Annual Operations Survey

- Percentage growth in member revenue, in membership base, retention rate and market penetration
- Customer engagement and satisfaction
 - Overall member satisfaction rate of at least 80 percent
 - Event/program measures - # of members/individuals participating in Chamber activities and a satisfaction rate of at least 4 (on a 5 point scale) for each separate program/event/service

Quarterly progress reported by:

- New and dropped # of members and \$ value against projection
- Member participation in events (number and satisfaction)
- A short written report on progress of annual priorities

Be the catalyst for business development in the Greater Omaha market resulting in \$3 billion in investment over the next five years

Our priority is to land at least 50 projects that result in an estimated 1,750 jobs and \$500 million in investment by the end of the year. We will leverage the unique 2012 events in Omaha to host more than 100 clients and potential clients throughout the year.

2012 Objectives:

- Continue the partnership approach to business development with on-going refinement of the project based process which combines economic, community and work force development efforts to serve clients. *Project lead: Wendy Boyer and Rod Moseman*
- Ensure Greater Omaha has the talent necessary to retain and expand business. *Project lead: Andrew Rainbolt with Sarah Johnson, Karla Ewert, Dusty Reynolds*
- Expose 22 million people to the Omaha image message and provide supporting data. *Project lead: Karla Ewert*
- Target marketing efforts to bring business executives to experience signature events in Omaha during 2012. *Project lead: Karla Ewert and Rod Moseman*
- Implement a recruitment strategy that results in about 200 new project files opened in 2012 *Project lead: Rod Moseman, Mark Norman and Karla Ewert*
- Promote local business growth by providing information and connections to needed services/programs that result in at least 60 new existing industry project files opened. *Project lead: Phil Phillips and Marja Ricci*
- Continue the process to establish two new business park sites within the Greater Omaha area. *Project Lead: Mark Norman*
- Support Healthcare and Transportation/Distribution/Logistic Industry partnerships to attract and develop talent in an effort to retain and expand business. *Project lead: Andrew Rainbolt*
- Provide critical assistance in the start-up of 10 new ventures and reach an additional 300 entrepreneurs through entrepreneurship and innovation programming *Project lead: Dusty Reynolds*
- Provide critical assistance in business development projects within the Vinton Street, Gifford Park, Leavenworth/Park Avenue, 30th & Ames/Metro South business districts. *Project lead: Jamie Grayson-Berglund and Karen Mavropoulos*
- Retain \$2.6 million in annual GO! investment, execute investor relationship and retention strategy, implement new planned giving initiative and plan for launch of GO! phase III. *Project Lead: Patti McAtee*

Our measures of success for the year include:

- Investment value and number of jobs associated with landed projects

- 50 projects that result in an estimated 1,750 jobs and \$500 million in investment
- Additional breakout by:
 - Landed economic development projects for the region
 - Specific development landed east of 72nd Street.
- Estimated value of assistance provided to align resources supporting development
- 10 new high growth start-up businesses created
- Greater Omaha development progress - be in the upper half on the measures below compared to our benchmark communities (Austin, Charlotte, Denver, Des Moines, Indianapolis, Kansas City, Minneapolis, Nashville, Oklahoma City, Raleigh)
 - Percentage net employment growth
 - Percentage personal income growth
 - Private industry output data
 - Number of placements in a set of key annual rankings

Quarterly progress will be reported by:

- Landed projects (Number, investment value, jobs)
- Prospect pipeline (Number of prospect visits, number of new files opened, impressions generated by various marketing efforts)
- A short written report on progress of annual priorities

Assist small business growth and development

Our priority this year is to complete the redesign of the small business assistance program. We will add more purchasing connections and focus on filling gaps within the small business support system.

2012 Objectives:

- Reconstitute the Small Business council to more adequately address small business expansion opportunities. *Project lead: David Brown*
- Complete small business ecosystem analysis to identify gaps and overlaps in service. *Project lead: Jamie Grayson-Berglund and Winsley Durand*
- Provide hands-on programming including: connecting purchasers and vendors; assistance needed, but not currently provided, to small businesses; matching corporate training opportunities with small business needs and providing best practice examples on the chamber web site. *Project lead: David Brown with the cross-functional team of Winsley Durand, Larry Gomez, Jamie Grayson-Berglund, Karen Mavropoulos and Dusty Reynolds,*
- Identify means to fill gaps discovered in ecosystem analysis. *Project lead: Winsley Durand and Jamie Grayson-Berglund*
- Create opportunities for 300 business owners, presidents and CEO's to connect regularly throughout the year through the Business Owners Success Series (BOSS). *Project lead: Jim Butler*

Our measures of success for the year include:

- A completed analysis and adjustment of small business programming
- Service usage report (how many businesses did we help)
 - Web site traffic
 - Internal service (clients we assisted and referrals to partners)

Quarterly progress will be reported by:

- A short written report on progress of the annual priorities

Develop leaders and articulate the Chamber's leadership and collaborative role in accomplishing priorities

Our priority this year is to continue to strengthen leadership development efforts and further define the Chamber's collaborative role. We will accomplish this by continuing to prepare civic leaders and building meaningful regional relationships.

2012 Objectives:

- Introduce opportunities for civic engagement and provide leadership development to approximately 100 well qualified individuals through Leadership Omaha and Executive Institute program participation. *Project lead: Lynda Shafer*
- Connect individuals to civic and political leadership opportunities. *Project lead: Lynda Shafer and Sarah Johnson*
- Evaluate, and realign as necessary, young professional programming and events for relevancy, ability to be a voice for area young professionals and to strengthen congruence with Chamber activities. *Project lead: Sarah Johnson*
- Create a map of staff member's formal collaborative relationships. *Project lead: David Brown with Anne Branigan and Lynda Shafer*
- Continue to build regional development relationships. *Project David Brown with Alecia Hartwig*
- Coordinate the community's Talent Dividend Initiative. *Project David Brown with Alecia Hartwig*

Our measures of success for the year include:

- Chamber leadership program graduate participation on identified key community boards
- Number of participants in leadership development offerings
 - Leadership Omaha
 - Executive Institute
 - Ready2Serve.org
 - Young Professionals

Quarterly progress will be reported by:

- A short written report on progress of annual priorities

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

Our priority this year is to improve information technology capabilities by completing a database conversion, and continue to focus on effective employee and volunteer engagement, revenue stream, brand management and facility upgrades.

2012 Objectives:

- Begin execution of the volunteer engagement and talent continuity strategies. *Project lead: David Brown with Chamber staff*
- Direct an effective human resource operation that assures attraction and retention of exceptional personnel for the Chamber and provide opportunities to employees for full engagement, growth and development. *Project lead: Laurie Pieper*
- Complete a database conversion and corresponding processes to improve organizational information management. *Project lead: RuthAnn Manley with cross-functional technology team of Anne Branigan, Julia Keith, Marja Ricci, , Audra Schawang, Kari Watts, Christine Fortier, Jim Butler*
- Continue to review revenue streams and implement additional strategies. *Project lead: David Brown with Audra Schawang and Patti McAtee*

- Develop and implement an organization-wide communications and marketing plan that connects and leverages divisions' program-level needs as well as providing broad brand management. *Project lead: Karla Ewert*
- Research PCI Compliance requirements and determine areas of weakness. *Project lead: Audra Schawang*
- Continue to determine the impact of health care reform and implement necessary adjustments. *Project lead: Laurie Pieper and Audra Schawang*
- Work with cross-functional team to develop a design plan for the plaza area in front of the Chamber building. *Project lead: Kim Sellmeyer with Patti McAtee, Shirley Allen, Jamie Grayson-Berglund, Karen Mavropoulos, Audra Schawang*
- Measure and report on the program of work and five year plan. *Project lead: Anne Branigan and RuthAnn Manley*

Our measures of success for the year include:

Financial sustainability

- Average operating reserves as a percentage of operating revenue
- Actual revenue compared to projected for each major revenue source (membership dues, affinity programs, events, GO!, community development, grants, other misc.)
- ACCE benchmarks
 - Revenue per FTE
 - Total personnel expense/total expenses

Human capital and infrastructure sustainability

- Q12 scores and report on action plan progress on "off" years
- ACCE benchmark of occupancy rate (as an expense of the total)
- Report progress on the annual cross-functional plans: communication/marketing; events calendar; facilities; fundraising; information management/technology

Quarterly progress will be reported by:

- A short written report on progress of annual priorities

Advocate to improve the competitiveness of Greater Omaha and Nebraska

Our priority this year is to develop and advocate for legislative and administrative changes aimed at improvements to area and regional competitiveness. This includes striving for the lowest practical tax burden and levels of government spending, the minimum and least administratively cumbersome regulatory structure and burden.

2012 Objectives:

- Continue to act as the voice for business while monitoring public policy and regulatory issues, and proactively addressing issues such as taxation, spending and business regulation. *Project lead: Joseph Young and Tim Stuart*
- Execute a focused policy agenda based on views and information from a wide range of members *Project lead: Joseph Young and Tim Stuart*
- Advocate on behalf of the Greater Omaha Young Professionals in the organization's five areas of focus: arts & culture, community development, inclusion, public engagement and public transportation. *Project lead: Sarah Johnson*
- Collaborate with various local, state, regional and national groups in furthering the Chamber's efforts *Project lead: Joseph Young*
- Use the Chamber's council structure to effectively advocate for business issues including transportation, agriculture, sports and other topics related to business growth and sustainability. *Project lead: David Brown with Chamber staff*

Our measures of success for the year include:

- Cost of doing business (continue the measurement from Moody's economy.com with the goal of staying at least 10 percent below national metro average)
- Total tax burden (continue to measure state progress, per Tax Foundation, with the goal being in the better half); in addition review other measures with the goal of steadily increasing our rankings and consistently being ranked in the upper echelon
- Report progress of annual public policy priorities

Quarterly progress will be reported by:

- Number of input sessions with members and number of members participating
- A short written report on progress of the annual priorities



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