

The Future of Greater Omaha

An Ambitious 20-Year Plan
for a New, Great American Region

Revised | September 29, 2016

The logo for Next Generation Consulting features the word "next" in a lowercase, white, sans-serif font. A small green circle containing a white arrow pointing up and to the right is positioned above the letter "t".

next

Next Generation Consulting

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SITUATION APPRAISAL

What is Greater Omaha's vision for itself? What can Greater Omaha be twenty years from now? What steps need to be taken to become the "Next Greater Omaha"?

The community has a strong record of performance and philanthropy, of investing in first rate amenities that make Greater Omaha a great place to live for many. The community has also invested in education, social services, arts and cultural offerings that have made Greater Omaha a great place to live and work. The list of achievements is long.

But there is still much to do if Greater Omaha is to be a place where all of our citizens can see a path to prosperity. We are seeing progress in narrowing the academic achievement gap but there is still work to be done. There are areas in Greater Omaha whose residents are surviving but not thriving. How do we restore confidence in our distressed areas and create a region that's vibrant for all? How do we build on our successes and broaden them, to ensure that all of our kids and grandkids can be proud to call Greater Omaha "home"? Can we identify a path to such a future?

In the next 20 years, the Greater Omaha region could emerge as one of America's next great regions. We have an opportunity to look deeply into the future and determine how to play smarter, to play stronger, to work with the trends facing us and be on the cutting edge of trends facing the world.

The time to start is now.

- Many of Greater Omaha's leaders are on the brink of succession. How can an ambitious agenda align with wishes for legacy and inspire passion in a new generation?
- There are no "Silver Bullet" approaches to tenacious community issues. Leadership and collaboration within a multi-pronged, multi-stakeholder effort is required.
- Greater Omaha's demographics are changing. In twenty years, the area's Caucasian majority will be the minority. How can we embrace this future?

OBJECTIVES

Our objectives for this project are to:

1. Develop a bold and ambitious future scape for Greater Omaha that will “raise all boats” and transform the community into an even better, more future-ready version of itself.
2. Forge new partnerships and alliances among the region’s stakeholders who are committed to next-generation strategies.
3. Engage leaders who can capably take the reins of this initiative and continue to make the region a great place for current and future generations.

WORK SCOPE

We recommend the following workscope to meet these objectives:

Stage 0 - Preparing for Success

“Measure twice, cut once.” In this stage, the project’s co-sponsors—David Brown, Shawna Forsberg, and Tom Warren—work with Jamie Berglund, Rebecca Ryan, and her team at NEXT Generation Consulting, Inc. (NGC) to align calendars, stakeholders, resources, etc.

Deliverables:

1. A complete calendar of key dates including: foresight labs; dates when Rebecca will be “in residence” at the Chamber and teaching local classes or facilitating workshops for nonprofits; dates when cosponsors have board meetings; etc.
2. A complete calendar of key milestones and outcomes including: project launch; project report-backs to sponsors and stakeholders; recommendations for Prosper Omaha.; report back to the community; etc.
3. Cosponsors understand their roles and have scheduled regular check-in meetings with Ryan, Berglund, etc.
4. A draft list of stakeholders/invitees for foresight labs have been identified. In cases where stakeholders have reservations, we have identified an approach that is sensitive to their concerns.
5. Ryan (and cosponsors) will meet with Greg Youell (MAPA, Heartland 2025) and other organizations who’ve recently done large scale community visioning projects, to find overlaps, learn more about their projects, and share this project with them. The intention is to be complementary (not competitive), to build on and support their work, and to enlist their alliance in moving forward with our foresight project.
6. Research on Four Forces trends (Resources, Technology, Demographics and Governance) have been gathered into a central file or database, e.g. Dropbox, Google Drive
7. The project has a name and a brand/logo.
8. Talking points and a communication schedule has been identified. Of special note: we need a communication strategy that addresses how this process will be different and complementary (not similar and competitive) with Heartland 2050.
9. The cosponsors will identify the project’s final deliverables, e.g. PDF, video, other.

This stage will begin in October and be completed in early January, 2017.

Stage 1 - Getting the Lay of the Land

In this stage, NEXT Generation Consulting, Inc. will compile research and meet with key stakeholders to assess the major trends and forces that will shape Greater Omaha's future. This includes:

1. Rebecca Ryan and Kaleem Caire will meet with key stakeholders and influentials in Greater Omaha, mapping the community social networks, and formal and informal power, with a special emphasis on those who may be reticent to participate in a project like this, or who are often overlooked or marginalized.
2. Develop a Trends Brief and Trends Deck¹. Based on the STEEP analysis above, we will provide the community with a list of trends that are likely to affect Greater Omaha in the next 20 years. These trends will also be turned into a tabletop card game that will be used in the foresight labs.
3. Develop an "Official Future" for Greater Omaha in 2040, for internal use. This future scenario will assume that Greater Omaha will deal with future trends mostly in the same way it's historically dealt with trends (e.g. "Not first, but not last.") This "official future" may be previewed by the cosponsors and select stakeholders, to build momentum and interest in future elements of the project.

This stage will begin in November and be completed within 8 weeks after all Four Forces trends are collected.

Stage 2: Community Foresight Labs & "Futurist in Residence"

In this stage, Rebecca Ryan will spend three to four contiguous days each month in Greater Omaha, e.g. the second Tuesday-Friday of each month to complete the following:

1. Facilitate three, one-day Foresight Labs. Each lab will convene up to 80 community members who will discuss trends (see Trends Deck, above) and design plausible future scenarios for the community in 2040.
2. Teach classes on foresight, innovation and strategy to cosponsors and their members. Each class will be one to three hours in length and include hands-on activities designed to help participants apply foresight to their organizations. The cosponsors will work with Rebecca to determine the best curriculum, timing, and audiences.
3. Facilitate or attend meeting with nonprofits, foundations, and other organizations that want to apply foresight to their missions. Rebecca may be joined and/or co-teach with Jamie Berglund, Lynda Shafer or Sarah Moylan (as available). Berglund,

¹ A sample of our previous work is available in the Next Big Things: <https://www.dropbox.com/s/rdjlmortlqbj09a/Next%20Big%20Things%20Free%20Digital.pdf?dl=0>

Shafer and Moylan are each qualified to co-teach and co-facilitate foresight processes.

At the conclusion of this stage, Rebecca Ryan will present a draft of key findings and recommendations to the cosponsors (and their boards, if appropriate.)

This stage will begin in January, 2017 and conclude by June.

Stage 3: Ideas to Action

In this stage:

1. Rebecca Ryan will present community-level recommendations and insights to key stakeholders, and solicit feedback.
2. Ryan's team will produce a final set of ambitious, 20 year, community-wide plans/recommendations, delivering them in the format(s) requested by the cosponsors in Stage 0. Ryan will do any media required to help the plan reach the widest possible audience/stakeholders.
3. Ryan will work with the Chamber to backcast its Prosper Omaha initiative from the community-wide plan.
4. Janyce Fadden will facilitate a day-long Strategic Doing workshop with key stakeholders who have an interest in advancing the most ambitious initiatives from the previous step. At the conclusion of that workshop, the initiatives will be underway with a broad cross-section of stakeholders and change agents.

This stage will begin occur in July 2017

Stage 4: Coaching and Accountability

This stage is an optional add-on, and has not been included in the project cost. The sponsors can decide whether this will be of value at any point in the process.

In this stage Rebecca Ryan and Janyce Fadden will meet with stakeholders on a regular basis to ensure that there is accountability and follow through on the plans and recommendations. We will assist as needed, according to our strengths.

MEET YOUR TEAM

The following people will play a role in this project:



Rebecca Ryan - Futurist

Rebecca will serve as the Chamber's resident futurist and will facilitate all of the foresight workshops. Rebecca's strengths are engaging and mobilizing stakeholders towards the project's vision. Rebecca is the author of *The Next Big Things: The Next 20 Years in Local Government* (2015); *ReGENERATION: A Manifesto for America's Future Leaders* (2013); and *Live First, Work Second: Getting Inside the Head of the Next Generation* (2007). Described as a "human spark plug," she is the founder and owner of NEXT Generation Consulting, the Resident Futurist at the Alliance for Innovation, the Resident Futurist at AGRiP, and a Senior Advisor at the Governing Institute. Rebecca has degrees in Economics and International Relations from Drake University and a certificate in Strategic Foresight from the University of Houston. [LinkedIn](#). [Website](#).



Kaleem Caire - Social Entrepreneur

Kaleem will work closely with Rebecca in Stage 1 and serve as an advisor to the project. Kaleem is the founder and CEO of Achieve64, a business and community services firm dedicated to strengthening business, and advancing equity and diversity in the workforce. He is also the founder and CEO of One City Early Learning Centers, a new-age early childhood education center that's designed to ensure children are reading-ready by kindergarten and that their parents have the knowledge, tools and ability to nurture their children and families success, and lead happy and productive lives. Kaleem is a nationally recognized social entrepreneur and leader in community and organizational transformation, education reform, public engagement campaigns and workplace diversity and inclusion. He has spearheaded and developed many coalitions, public engagement initiatives and complex organizational change efforts that have led to broad and highly impactful changes and improvements in public education, business operations, workplace productivity and diversity, and community inclusion and success. His innovative ideas and contributions to education have positively impacted millions of children in the United States and abroad, and his efforts in business and nonprofit leadership have opened the doors to education, employment and career advancement opportunities to thousands of children and adults. [LinkedIn](#).



Lisa Loniello - Administration

Lisa will coordinate calendars, meetings and logistics. Lisa joined the NEXT Generation Consulting Consulting team in September 2014 after twelve years at the Greater Madison Chamber of Commerce where she wowed 2,300 members in her role as Executive Assistant to the CEO. Lisa has a Bachelors degrees in Spanish from the University of Wisconsin-Oshkosh. [LinkedIn](#).



Stephanie Ricketts - Project Management

Stephanie will serve as our project manager. She will assist with some of the behind the scenes trend analysis and data gathering, and be your day to day contact on progress and next steps. Stephanie has a graduate certificate in Sustainability from Edgewood College, a project management certificate from the University of Wisconsin and a Bachelor of Arts from the University of Wisconsin. [LinkedIn](#).



Dr. Charlie Grantham - Futurist & Advisor

Dr. Charlie Grantham will assist with the trend analysis and provide advice on the project's direction. Dr. Grantham is the Founder of the Community Design Institute (CDI) and is the author of seven books including *Corporate Agility*, *The Future of Work*, and several dozen technical papers. Dr. Grantham received his Ph.D. in Sociology from the University of Maryland in 1980. He is a Viet Nam combat Veteran who served 8 years in the U.S. Army as a Chief Warrant Officer in the Intelligence Corps. Prior to launching CDI, Dr. Grantham was a Co-Founder of the Work Design Collaborative where he worked with companies and individuals to re-think and re-design what work can – and should – look like for 21st century knowledge workers. [LinkedIn](#).



Janyce Fadden - Strategic Doing

Janyce will lead the [Strategic Doing](#) process. Janyce is the Executive in Residence at the University of North Alabama's College of Business and a Strategic Doing consultant, working with founder Ed Morrison at Purdue University's Center for Regional Development. She previously served as President of the Rockford Area Economic Development Council in Rockford, Illinois and has experiences as President, Vice President, and General

Manager for major multinational corporations including Honeywell, General Signal, Applied Power, Pacific Scientific, and Danaher. Janyce earned her Bachelors of Science in Engineering and Management from Clarkson University in Potsdam, New York, and her Masters of Business Administration from Northern Illinois University. [LinkedIn](#). [Website](#).

JOINT ACCOUNTABILITIES

NEXT Generation Consulting Inc.’s accountabilities will include: completing all research and design related to the Trends Briefing; facilitating all foresight meetings, teaching or facilitating all classes on strategy, foresight and innovation; designing and executing all activities for the Foresight Lab; adhering to agreed upon deadlines; responding to requests and questions within one business day; representing the Greater Omaha Chamber and other sponsors professionally and with integrity; and providing progress reports at agreed upon milestones.

The Greater Omaha Chamber’s accountabilities will include: coordinating cosponsors; providing a staff member who can serve as a day to day project liaison for this project (Jamie Berglund); coordinating schedules and milestones with Lisa Loniello and Stephanie Ricketts; providing all research and data material to this project; providing meeting space, refreshments, and reasonable meeting materials, e.g. LCD projector, flip charts, when needed; and paying in conformance with the terms below.

We will both alert each other immediately of anything we learn that may materially affect the success of this project. We will respect each other’s confidentiality and proprietary materials and approaches. We will achieve reasonable accommodation for conflicts, unforeseen events, and other priorities. We will work together with a positive spirit, befitting the intention of Greater Omaha’s next generation.

INVESTMENT, TERMS, and SIGNATURES

This proposal — including all investment schedules and deliverables — is valid until October 29, 2016. After that date, a new proposal may be required based on schedule and availability.

Investment

Your total investment, which is inclusive of travel and material costs, is \$150,000.

Terms

Twenty-five percent of the total investment (\$37,500) is due at the start of the project. The remaining balance will be spread evenly over the term of the project as follows:

- Payment 2 of \$37,500 is due January 15, 2017
- Payment 3 of \$37,500 is due April 30, 2017
- Payment 4 of \$18,750 is due June 15, 2017
- Payment 5 of \$18,750 is due by August 30, 2017, or within ten business days of cosponsors final sign-off/approval of the final deliverables.

This project is noncancelable. You may postpone and reschedule with our approval without penalty so long as you maintain the existing payment schedule.

The quality of our work is guaranteed. If our work is not consistent with the quality expressed in the accountabilities section, we will refund your full fee less any work completed to date.

Signatures

By our signatures below, we agree to these terms and affirm this agreement:

For the Greater Omaha Chamber

For NEXT Generation Consulting, Inc.



David Brown, President & CEO

Rebecca Ryan, Founder & CEO

Date: _____

Date: September 29, 2016