

Board Action

BOARD OF DIRECTORS

November 16, 2021

ITEM

SD-11: Economic Development Monitoring Report

PURPOSE

To ensure full Board review, discussion and acceptance of SD-11: Economic Development Monitoring Report.

FACTS

- a. The first set of Board policies was approved by the Board on July 16, 2015. A second set of Board policies was approved by the Board on October 15, 2015.
- b. Each policy was evaluated and assigned to the appropriate Board Committee for oversight of the monitoring process.
- c. The Public Information Committee is responsible for evaluating Board Policy SD-11: Economic Development.
- d. The Public Information Committee has reviewed the SD-11: Economic Development Monitoring Report, as outlined on Exhibit A, and is recommending that OPPD be found to be sufficiently in compliance with the policy as stated.

<u>ACTION</u>

The Public Information Committee recommends Board approval of the 2021 SD-11: Economic Development Monitoring Report.

RECOMMENDED:

APPROVED FOR BOARD CONSIDERATION:

─DocuSigned by:

lisa d. Olson

Lisa A. Olson

Vice President - Public Affairs

L. Javier Fernandez

AC300FDCE56247E...

L. Javier Fernandez

DocuSigned by:

President and Chief Executive Officer

Attachments:

Exhibit A – Monitoring Report

Resolution

Exhibit A

Monitoring Report SD-11: Economic Development

Public Information Committee
Lisa Olson, Vice President – Public Affairs
November 16, 2021



SD-11: Economic Development

Promoting economic growth and vitality through the production of affordable, reliable and environmentally sensitive energy is key to the success of OPPD. Therefore, OPPD shall exercise strategic leadership and actively participate in regional economic development.

Specifically, OPPD shall:

- Create and retain revenue for the District through the attraction of new business, the retention and expansion of existing business, and by fostering economic growth in our communities.
- Align and maintain leadership in economic development activities with local, regional and statewide initiatives.
- Promote innovation while maintaining rate affordability, aligning with SD-2, by offering economic programs or rates.
- Assist with site development by carrying out site due diligence and marketing efforts for large businesses and industrial customer-owners.
- Give periodic updates to the Board on economic development projects.



What we did this year.

- Supported and assisted hundreds of business customers resulting in new jobs and investment in the region.
- Provided new small business support services.
- Actively led the way to new economic development legislation.
- Executed on new site development opportunities.
- Launched new marketing and promotions strategy.
- Provided leadership across the community, region, and beyond.
- Won two major industry awards.

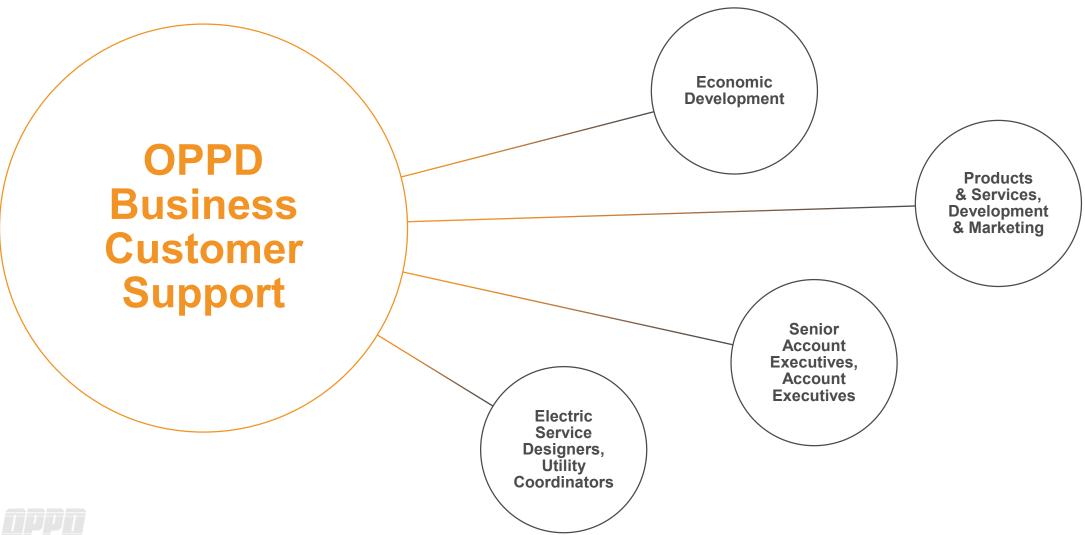








How we work with the business community and across OPPD teams.



How we work with the business community and across OPPD teams.

Economic Development

- Provide resources and connections to business customers to assist with retention and expansion opportunities.
- Work closely with business community, state and chambers to address business climate needs/opportunities.
- Conduct energy audits.
- Identify real estate and site development needs.

Senior Account Executives, Account Executives

- Provide major commercial, industrial and institutional accounts with extraordinary customer service via a single point of contact.
- Advise on and coordinate both strategic and day-to-day energy-related customer issues.
- Conduct rate reviews and analysis.
- Offer cutting-edge energy conservation technologies.

Products & Services, Development & Marketing

- Energy consulting, renewables energy, business rebates, ECO 24/7, GLHE Turnkey Solutions, Approved Trade Allies, Trade Ally Central, Commercial Surge Guard Program, Commercial Green Power, Energy Monitoring, Customer-Owned Generation.
- Development and marketing of new offerings.

Electric Service Designers, Utility Coordinators

- Support line-extension and load-addition requests, equipment relocations, or changes to other operational requirements for customers.
- Utilities Coordinator: Handles facility relocation activity involving road projects with all government agencies, utilities, communications companies, and contractors.



Sample of business expansion and attraction in the past year.

- Firstar Fiber
- Home Depot
- Bennington site development
- Blair site development
- Syracuse site development

- Corbion
- Novozymes
- Fiserv
- Gruma Corporation
- Guardian Bandsaw



Biotechnology



Warehouse/Distribution



Manufacturing



Other Sectors
service, data processing, office, etc.



2021 Key Outcomes



2021 key outcomes.

Aligned and maintained leadership in economic development activities with local, state and regional initiatives:

5,350 jobs landed

12,386 overall jobs—total effect

\$370M \$2.4B direct capital investment

total economic impact



2021 Projects



Retaining partnerships.

This year, we were able to keep large-scale organizations in the region.

fiserv.

- Objective: OPPD partnered with the state and the chamber to work with corporate executives on addressing facilities, energy, workforce needs and incentives to retain Fiserv as a large employer in Nebraska.
- Outcome: 5,000 permanent jobs retained.

"Fiserv will keep a major employment presence in Nebraska."

- Omaha World-Herald



New business expansion and attraction projects in 2021.

Corbion

- Biotechnology
- Investment: \$45 million
- 5-8 new, permanent jobs
- Cargill campus in Blair
- Operational in 2022

novozymes

- Biotechnology
- Investment: \$315 million
- 75+ new, permanent jobs
- Cargill campus in Blair
- Operational in 2023

THE HOME DEPOT

- Distribution center
- Investment: \$5 million
- 30 new, permanent jobs
- 132nd & Cornhusker Rd.
- Operational in 2022

وسات

- Food processing
- Investment: \$7.5 million
- 240 permanent jobs
- 96th & L Street
- Operational 2021-22

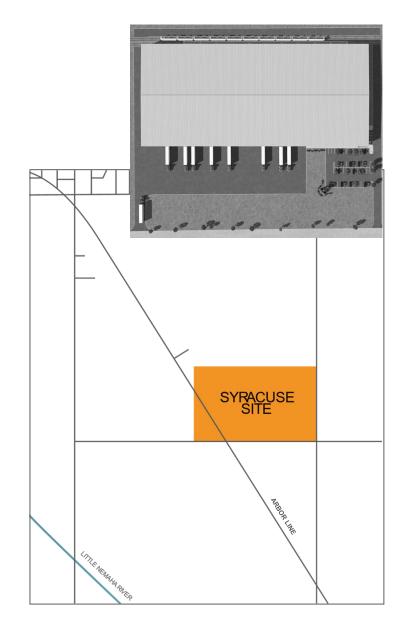


Site development wins 2021.

Objective: Focus on economic development and strategic planning for site development ensures we fully utilize all our assets.

- Completed rail capacity study; working with UP and BNSF to identify rail developable sites along the Arbor Line.
- Working with Omaha Chamber and CBRE to market the Bennington Power Park site.
- Working with local leaders in Otoe to market the Syracuse site.
- Working with Dept. of Economic Development and the Omaha Chamber on a North Omaha site assessment.
- Actively leading/participating in county site target advisory group task forces that are newly formed with utilities, engineering firms, and community leaders to identify and plan for the next site development opportunities:
 - Douglas (Chair of Committee), Sarpy, Cass/Otoe, Washington





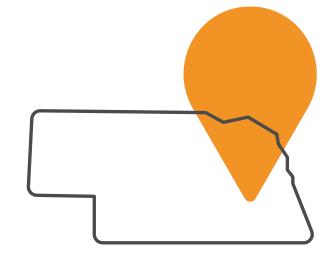
Site development wins 2021.

Objective: Work with economic development partners to identify a new tool or program that can be a catalyst for future economic development growth and industrial projects.

Inland Port Authority Bill: Support the concept and passage of this bill, a funding/financing mechanism designed to attract large industrial projects.

 We spent more than two years researching and discussing with other states and with stakeholders across Nebraska to gain the traction need to write this bill and get it approved by the state legislature.

Outcome: The bill passed, and we're now working with communities interested in partnering on the planning of an inland port area for future economic development.





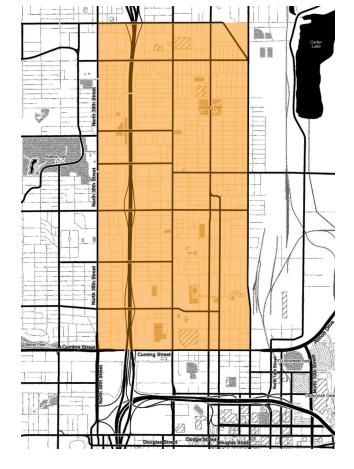
Redevelopment focus.

Objective: Identify redevelopment areas in North Omaha.

Outcome: Collaborative approach and site assessment underway.

- Since February 2021 OPPD, has partnered with the Governor's office, Department of Economic Development, City of Omaha, and Greater Omaha Chamber to create a repository of developable sites in North Omaha for business attraction efforts.
- Due to the nature of land ownership and existing development (or lack thereof) in North Omaha, the initiative has morphed into a "redevelopment" effort focusing on industrial uses. OPPD has provided leadership and expertise from the onset, and provided guidance in the areas of:
 - Site analysis
 - Utility capacity
 - Infrastructure
 - RFP development
 - Project management

- Business attraction
- Broker assistance
- Budget development
- Community connections
- Community development





Power with purpose + economic development.

Platteview Solar project announced.

81MW

Saunders County

\$75M

local economic impact during construction

\$100M+

capital investment

\$2.5M

local economic impact annually



Estimated annual new property tax revenue from project = \$300K+ local annual benefit, including:

\$200K+

\$17K

\$14K

to local schools

to community college

to local volunteer fire department

to county



Small Business Support + Partnerships



Small business partnerships.

Objective: Implement new programs and tools to support entrepreneurs and small businesses.



OPPD is a key partner

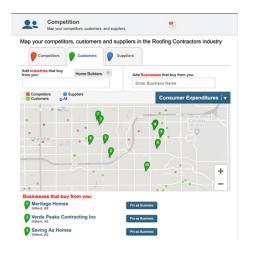
Outcome: Partnership with nine entities which creates, promotes, and encourages educational opportunities for aspiring and existing entrepreneurs in Omaha and the surrounding Nebraska region.





Powered by OPPD, launching mid-November

Outcome: Providing competitive business intelligence and market analysis to support local businesses directly along with economic development partners, including Nebraska Enterprise Fund.





Small business partnerships.

Objective: Implement new programs and tools to support entrepreneurs and small businesses.



OPPD is a key founding partner, launch expected in November 2021

Outcome: Provide a platform where small businesses and entrepreneurs are linked to the specific resources they are seeking and create awareness of educational, networking and training events across a wide spectrum of interests for small businesses and entrepreneurs.



Community Relationships + Support



Local leadership.



Past president/board member



Certified community/ North Omaha economic inclusion committees



Committee/target advisory groups



Board member



President



Board member



Community relations



Board member



Board member



Board member



Target advisory groups, regional and county



Past president



Board member



Board member



Leadership outcomes.

Community relationships & support.

Community preparedness

Drive site development and planning discussions with local leaders.

Strengthen local organizations

Provide leadership on more than a dozen economic development boards.

Share best practices

Presented to Nemaha County Leadership Class, Energy Day.

Program support

 Supported the City of Ashland's application and process to become a Leadership Certified Community in 2021.

Connector to resources and experts







Innovative Rates + Consistent Affordability



Promoting innovation and maintaining rate affordability.

Outcome of CARES Act Utility Assistance funding to customers:

\$2.17M

CARES Act funding

6,673

households served

20,019

individuals reached

Outcome of COVID-19 Utility Assistance funding to customers:

\$1M

COVID-19 UAP funding

1,000

households served

2,930

individuals reached

Outcome of one-stop utility assistance delivery:

\$3.5M

utility assistance

8,813

households served

25,822

individuals reached



Innovative Marketing



Industries we target.

OPPD criteria:

- Value to OPPD
- Value to community
- Acquisition likelihood
- Utilization of OPPD's assets more efficiently



Biotechnology

Customer criteria:

- Energy load size, factor, and quality
- Grid balancing impact
- Improved commercial and industry diversity
- New investment



Warehouse/Distribution



Manufacturing

- New jobs
- Economic multiplier impact
- Alignment with business climate
- Available workforce



Other Sectors
service, data processing, office, etc.



How we brought our 2021 marketing plans to life.

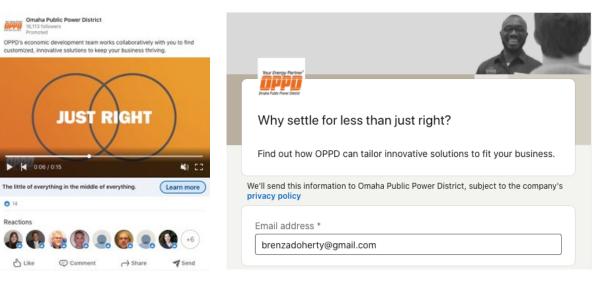
Marketing was focused on business and consultant outreach and analytics. We invested in:

- Prospect nurturing via our custom digital platform with personalized emails and information.
- Print placements in top site selection publications.
- Paid LinkedIn campaigns reaching decision-makers at companies we aspire to bring to Nebraska.
- Paid Google search for users actively searching for sites, expansion into Nebraska and low energy rates.
- Digital display ads that retarget our website visitors and provide more information on development in our service area.
- New case studies to showcase how we work with businesses.
 - Posting of site development efforts along the Arbor Line has resulted in four contacts, including one media entity and three real estate brokers.





High impact placement in September's Utility issue viewed by qualified readers in target industries.



LinkedIn paid ads reach 320,000+ decision makers as they use the social platform and collect email leads from interested users.









READ MORE HERE →

Google search ads appear for relevant keywords and bring an average of 150 interested visitors to OPPD's website each week.



2021 Leading by Example



Site Selection 2021 Top Utility 5th year in a row

Site Selection Magazine recognized OPPD as atop utility in economic development.

This annual award recognizes 20 utilities among more than 3,000 utilities across the US that are leading the way in economic development, including on business attraction and expansion projects leading to new jobs and capital investment as well as services and offerings.

Business Facilities2021 Top Utility Power Players

We were recognized as a Top Utility Power Player by *Business Facilities*.

"In 2020, OPPD built upon and enhanced its economic development strategy. The utility continued to establish its own site development initiative and speculative site development is currently underway including site control, engineering services, and marketing of sites. OPPD has secured site control along its 56-mile rail line, which provides dual-rail access to Union Pacific and Burlington Northern Santa Fe railroads. The utility also works in close partnership with the State of Nebraska, area economic development organizations, utilities, and cities to prepare shovel-ready sites."



Benchmarking



We benchmarked ourselves against the top 20 utilities in economic development as identified by *Site Selection Magazine* to further understand service offerings, identify new opportunities, and what gaps there may be.

Our researched confirmed the role of a utility is often primary business recruitment/expansion, site development, community development, and continuing to utilize available assets.



Top 20 utilities.



Small-Business Service

Only four of the Top 20 utilities have publicly identifiable services within their economic development services; Consumers Energy, NextEra Energy, Energy and Arizona Public Service. They utilize a service called SizeUp. OPPD and its economic development partners have begun to assess this service to assist in support of small business development.



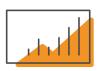
Rate Calculator

This is one of OPPD's most unique offerings as compared to the other Top 20 Utilities. The calculator allows current or prospective customers to input to estimate annual cost.



SourceLink

Another differentiator for OPPD and will launch virtually the second week of November 2021.



Retain and Grow Revenue

The key measure chosen to determine the success of OPPD's Economic Development efforts.



Services mapping.

Our research identified organizations providing services to business and communities with services vital for economic growth:

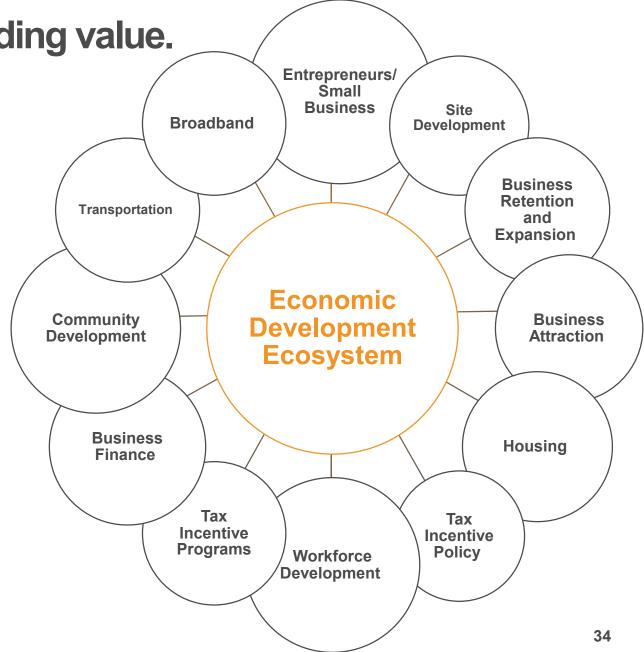
- 65+ organizations identified. Government agencies, non-profits, education, and private entities.
- Our team reached out to a number of the service providers to assess whether their primary focuses have changed. While there weren't drastic changes, we noticed increased focus on barriers to customers, including:
 - Transportation
 - Broadband
 - Diversity, equity, and inclusion

The trend was toward new programs involving pandemic and disaster recovery funding.



Outcome: Driving growth, providing value.

There are many resources and entities for entrepreneurs and small business needs, but fewer for attraction and site development. This research confirms we should continue to focus on business attraction, retention, and expansion, as well as site development and planning and maintaining active leadership roles across economic development-focused initiatives and organizations. This is where we can best drive growth and provide value.





End Summary: Objectives + Outcomes



Takeaways.

Each year, we set benchmarks for ourselves and work tirelessly to meet our goals.

Economic Impact:

- We continue to secure project wins and deliver new business announcements to the region – creating more than \$2.4 billion of local economic impact.
- OPPD made significant announcements about investing in our own solar and natural gas backup facilities for the future, creating direct economic impact.
- We've delivered new attraction, retention, and expansion projects in 2021 across multiple industries in rural and urban areas.

- Previous projects landed in 2020 continue to make progress. Since our last report, Facebook expansion was officially announced in March 2021; Dollar General broke ground and began hiring new positions; Amazon continues to grow; and Papillion Foods opened its state-of-the-art food-processing facility.
- We've increased research and support to provide new value to the small business community, including a new partnership and programs with the Nebraska Enterprise Fund.

Community Impact:

- We continue to impact the community and provide leadership on new regional and statewide initiatives and board organizations.
- We're delivering and leading new site development, redevelopment and marketing efforts to plan for the future and promote our region.

Process Improvement:

 We benchmarked ourselves against top utilities and 65+ local, region, and statewide service organizations to improve and enhance our efforts.



Why our work is so important.







growth













Recommendation

The Public Information Committee has reviewed and accepted this Monitoring Report for SD-11 and recommends that the Board find OPPD to be sufficiently in compliance with Board Policy SD-11.



Appendices



2021 progress report.

Team Impact

We continue to impact the community and provide leadership on new regional and statewide initiatives and board organizations.

Economic Impact

We continue to secure project wins and deliver new business announcements to the region. OPPD made significant announcements about investing in our own solar and natural gas backup facilities for the future, creating direct economic impact.

Community Impact

We're broadening our reach beyond public affairs. We've increased research and support to provide value to the small business community. We benchmarked ourselves against top utilities and 65+ local, region, and statewide service organizations.

Project Impact

Previous projects landed in 2020 continue to make progress. Since our last report, Facebook expansion was officially announced in March 2021, Dollar General broke ground and began hiring new positions, Amazon continues to grow, and Papillion Foods opened its state-of-the-art food-processing facility. We've delivered new attraction, retention, and expansion projects in 2021.



How a project comes to life.

Pre-project work: Up to 12 months.

Real estate development

- Site identification.
- Site control or partnership agreement.
- · Due diligence started or completed.
- · Cost projections of infrastructure upgrades.

≤4 MTHS ≤4 MTHS

Business climate and industry preparedness

- Develop industry specific incentives and advocate.
- · Workforce development programing.
- Zoning/planning; municipal support.

≤ 4 MTHS

Marketing and collateral materials

- Video and executive summary.
- Getting the word out.



How a project comes to life.

Project work: Up to 6 years.

Request for information (RFI)

Prospect has engaged OPPD, or a partner organization.

1 WK ≤ 3 MTHS

Round and round

Companies go through rounds of eliminations to focus on the final communities. The goal is to NOT be eliminated.

≤ 18 MTHS ≤ 3 MTHS

Announcement

The project is officially announced to the public.

1 MTH ≤4 YRS

FINISH

Hurry up and wait

There may be multiple layers between OPPD and the actual client with everyone padding their due date.

Final form

The project has invested time/money into due diligence and the local municipalities are participating in the process. Communities have been eliminated.

Construction begins

OPPD internal team shifts – main communications now with other internal contacts.



Appendix 1: Retaining partnerships.

Business retention and expansion

- ~100 BRE customer contacts (Nov/2020 Oct/2021, currently at 82).
- 65% of the Economic Development team's customer contacts have 50 or fewer employees.
- Identified cost savings/refunds for customers totaling ~390K.
- Working with an existing manufacturing company in Sarpy county that is looking to expand into Washington County.
- Working on project opportunities resulting from customer contacts.
 - Proof: Food industry
 - Scotty: Construction industry
 - Mac: Food industry



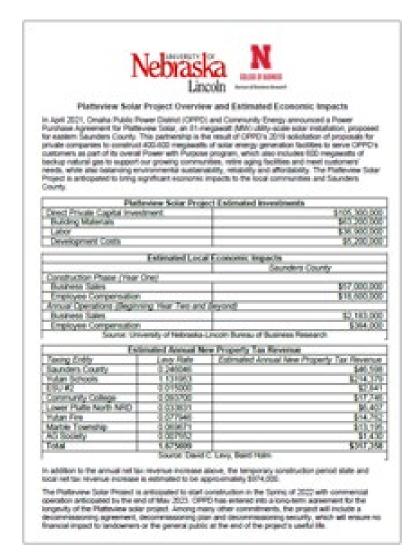
Appendix 2: Business attraction efforts.

Business attraction efforts

- Project 119 list completed; So far, 45 contacts emailed from 17 different companies.
 - 1 (Amgen) executive searched for OPPD contact via LinkedIn
 - 3 company executives met with, pitched, and sent collateral materials
 - 1 CEO offered to meet in person (Minn. Vs. Neb.)
- Working multiple projects through leads from Dept. Of Economic Development and the Omaha Chamber that are at a 50% or higher probability rate.
 - Hexagon Biodiesel, BlueSky Data center, Frostbite Cold storage, Apollo Service



Appendix 3: Platteview Solar Project report impacts.





Appendix 4: Identifying areas where small businesses need support.

Services mapping

- Our research identified 65+ organizations providing services to business and communities with services vital for economic growth.
- These organizations include government agencies, non-profits, the education sector, and private entities.
- Our team reached out to a number of service providers to assess if their primary focuses have changed. While the focus of most organizations hasn't necessarily changed, we noticed an increase in organizations advocating and collaborating more within their small business ecosystem to advance issues identified as barriers for the clients, an increased focus on transportation and on broadband as well as diversity, equity and inclusion. In addition, organizations have taken on increased roles and administration of new programs including involving pandemic and disaster recovery affiliated funding.
- These findings helped us target our initiatives.



Appendix 5: Promoting innovation and maintaining rate affordability.

OPPD is working to secure ARPA funding for utility assistance in collaboration with MUD. We submitted a \$1 million dollar request to City of Omaha, Douglas County, and the State of Nebraska.

More details regarding the above found here:

- MUD/OPPD partner to help customers seeking utility assistance for rental program.

 https://www.oppd.com/news-resources/news-releases/2021/march/mud-oppd-customers-can-apply-for-new-state-rental-and-utility-assistance-program/?page=2
- OPPD partners with MUD to provide utility assistance funds to Douglas county residents. https://www.oppd.com/news-resources/news-releases/2021/february/covid-19-utility-assistance-funds-available-for-douglas-county-residents/



Appendix 6: Site Selection Magazine.

Our team was named a Top Utility for the 5th year in a row. To learn more about the award and the criteria, visit:

https://siteselection.com/issues/2021/sep/unstoppable-this-year-s-top-utilities.cfm



Appendix 7: Business Facilities.

We were named a Top Utilities: Power Player by *Business Facilities*. https://businessfacilities.com/2021/02/top-utilities-power-players/

That award was, in part, based on some of these achievements:

- Amazon Robotic Fulfillment Facility: When fully operational in Sarpy County, the fastest growth county in Nebraska, the facility will employ 1,000 full-time employees and add nearly \$204 million annually to the local economy according to an IMPLAN analysis done by the Greater Omaha Chamber.
- Dollar General Distribution Facility: This 800,000-square-foot, state-of-the art facility with dual capacity for both dry and DG Fresh distribution will be the first of its kind. The facility will add 400 full-time jobs to the Blair, Nebraska area.
- Papillion Foods, a Hormel Foods Company: The company reconfigured an old 535,000-square-foot Shopko distribution center in Sarpy County to become a new food processing space. The facility will make salami and dry sausage products. Operations at the facility started in the fourth quarter of 2020. The project invested \$80 million to the area economy and will add nearly 350 team members in the first year of operation.



Mollhoff/Olson



<u>DRAFT</u> RESOLUTION NO. 64<mark>xx</mark>

WHEREAS, the Board of Directors has determined it is in the best interest of the District, its employees, and its customer-owners to establish written policies that describe and document OPPD's corporate governance principles and procedures; and

WHEREAS, each policy was evaluated and assigned to the appropriate Board Committee for oversight of the monitoring process; and

WHEREAS, the Board's Public Information Committee (the "Committee") is responsible for evaluating Board Policy SD-11: Economic Development on an annual basis. The Committee has reviewed the 2021 SD-11: Economic Development Monitoring Report and finds OPPD to be sufficiently in compliance with the policy as stated.

NOW, THEREFORE, BE IT RESOLVED that the Board of Directors of Omaha Public Power District accepts the 2021 SD-11: Economic Development Monitoring Report, in the form as set forth on Exhibit A attached hereto and made a part hereof, and finds OPPD to be sufficiently in compliance with the policy as stated.