



Strategic Planning 2022

VILLAGE OF CAIRO



Charity Adams

308-379-9119 | charity@visionfusionconsulting.com

STRATEGIC PLAN PROCESS

Process Summary

The Village of Cairo team committed to participate in a multi session planning process to establish priorities that will assist in generating positive growth for the Cairo Community. The community has focused on creating sustainable community and economic development growth since the establish of the initiative in 2013.

Participants:

Board members: Gordon Sorensen, Michael Dibbern, Jason Johnson, Mark Johnson, Matthew Bellamy

Clerks: Jaime Rathman, Christy Osburn

Stakeholders: Ashely Schultz, Rachel Rice, Joan Larson, Kenneth Wiemers, Brook Sautter, Barb Knopik, Lisa Wright, Brian Wright, Steve Oseka, Richard Hadenfeldt, Randy Gleason, Amy Osburn, Rebecca Hadenfeldt, John Hadenfeldt, Scott Sorensen, Bill Heger, Gary Harders, Judy Landers, Dave Sautter, Amanda Schweitzer, Jennifer Barker

TABLE OF CONTENTS.	2
Wall of Wonder, February 10, 2022	4
Environmental Scan, April 7, 2022	5
Practical Vision, April 7, 2022	7
Underlying Contradictions, April 21, 2022	7
Strategic Directions, June 2, 2022	9
Focus Implementation, July 13, 2022	10
First Year Calendar, July 13, 2022	14
90 Day Action Plans, July 13, 2022	14
Priorities, July 13, 2022	19



FOCUS QUESTION

Village of Cairo started its strategic planning process by listening to the people it served. They conducted a comprehensive plan, community needs assessment survey, and a wall of wonder environmental scanning workshop. The community voice was important to inform the strategic planning process.

Using the gathered community information the Village of Cairo Board developed a focus question to guide their strategic planning work.

Focus Question:

How might we align and support our shared vision and talents for the future of the Cairo Community?



WALL OF WONDER

	BUILDING A FOUNDATION 1940 - 1960	GROWTH AND TECHNOLOGY 1970 - 2000	COMMUNITY BETTERMENT 2000 - 2021	PARADIGM SHIFT 2021 - Future
CAIRO COMMUNITY	Community Leadership Town-School, Church, Fire Department Fire Department & QRT Bond Issues New School Cairo Housing Authority	Streets (Water and Sewer) Church Improvements Golf Course Scenic Highway New Elementary School Bowling Alley Farmers Support Baseball Dick Heckman 3 Ladies(Senior Center) Marv Roth Community Center Junk Jaunt 1st 9 at Golf Course	Business Closings (food mart, Lumber yard, Tony's Daycare Community Improvement Funding Storm Drains Downtown Renovation New Bank (2010) Cairo Community Foundation Community Center Activities, Youth Activities Industrial Park Vault Opened Centura 2019 High Cairo Steering Committee Softball Baseball sports at Centura New Hope School Expansion Food Pantry Veterans Park Christ Lutheran Church 100 Years Attractions: Bowling Alley, Coffee Shop & Golf Course	Splash Pad Fiber Internet More People More QRT needs Retail on Mainstreet Cornstalk Festival Youth Field House Dollar General Pave Gravel Roads New Community Center Playground at Centura Pedestrian Overpass Bike Path More Youth Involvement Housing Development Ball Bathrooms Done Silent Train Horns Small Town Events Pool Reno Cetnura - intervention resources, tech opportunities Prioritize and Organize Volunteers/keep help/Utilize human resources Expand City Limits Urgent Care Trick or Treat Infrastructure Business at Industrial Park Grocery
NEBRASKA	Interstate	Nebraska Centennial Farm Crisis Dunlap Fund Nebraska Flood	Covid -19	
UNITED STATES	Baby Boomers			

The Wall of Wonder workshop was attended by twenty community members. The workshop is designed to produced a shared picture of the organizations history and discuss its significance in relation to the future.



PAST, PRESENT, FUTURE

The Village of Cairo Strategic Planning Team started their 4 day in person strategic planning workshop sharing their experiences of the Cairo Community's past accomplishments and setbacks, present strengths and weaknesses, and future risks and opportunities.

PAST ACCOMPLISHMENTS	PAST SETBACKS	PRESENT STRENGTHS	PRESENT WEAKNESSES	FUTURE RISKS	FUTURE OPPORTUNITIES
<ul style="list-style-type: none"> • Pool • Paved Streets • Industrial Park • Golf Course • Elementary School • New Businesses on Main-street • Community Center • Update Parks • New Fire & City Hall • Veterans Memorial • Updated Ball Fields • Fire Trucks/ORT • Banks • Vault • Gathering Place • Community Events • Clean Up Day • Economic Development • Foundation • Comprehensive Plan 	<ul style="list-style-type: none"> • Downtown Tornado • Lose of Businesses (Grocery Store) • Recession • Ice Storm • Loss of Doctors/ Dentists • Loss of Paper • Knowledge of Past/ Present Residents Lost 	<ul style="list-style-type: none"> • Foundation-Steering Committee • Strong Town Board (Active) • Community Involvement - Good Helping People • Business Participation • School • Cairo Cornstalk Festival • Churches • Willingness to Grow/ Change • Business Park • Food Pantry • Strong Businesses • QRT and Fire Department • Stuff for Youth - Ball, Theatre 	<ul style="list-style-type: none"> • Housing • Cash Position • Rising Interest Rates • Land • Generational Shift • Volunteers/ Employees • Dilapidated Houses • Pool • Cost of Living - Inflation 	<ul style="list-style-type: none"> • Land Availability and Cost • Workforce Talent In Rural Nebraska • Recession, Inflation/ Financials • Generational Shift • Unfunded Mandates • Covid Hangover • Elections • Present Administration • War 	<ul style="list-style-type: none"> • Local Desire to Grow Community • State Resources Continue To Be Available For Rural Communities • Covid Dollars • Grants • Generational Involvement • Business Park - More Businesses (Main Street) • Fiber Internet • Development of Current Golf Course • Housing • Town Growth With Housing and Businesses

THEMES

- Growth
- Community Driven
- Community Betterment

WHAT SHOULD WE KEEP IN MIND

The Strategic planning group reviewed the comprehensive plan, housing study, Village budget, community needs assessment survey, and the wall of wonder activity. They gathered ideas from this review and the ideas generated in the environmental scan to determine themes to “keep in mind” as they created the Village of Cairo’s vision for the future.

Keep people informed of the plan and the process

Strategic planning not focused on annexation

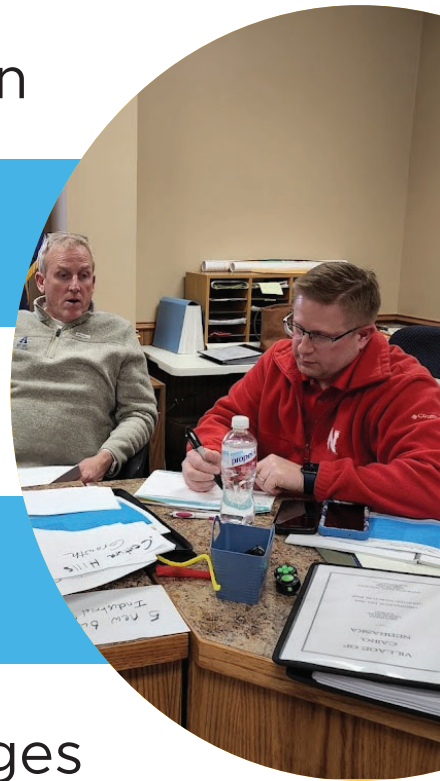
Being clear on our priorities

Focus on our streets

Being clear on processes

Stay true to community’s most impactful changes

Is water and sewer adequate for growth



PRACTICAL VISION WORKSHOP

The practical vision workshop allows the group to think about or plan the future with imagination and wisdom. Visions are hopes and dreams that are real to the organization and based on what the group wants to become reality.

Practical Vision Question

What do we want to see in place in 3-5 years as a result of our collective actions?

PROVIDING OPPORTUNITIES FOR THE NEXT GENERATION

- More diverse activities for youth
- Centura Baseball program plays at Cairo
- Youth activities -growth

EFFECTIVE COMMUNITY OUTREACH

- Communication to non-internet users
- Sales Tax awareness
- Cairo/Centura journalist program for local paper
- More community outreach

EXCEPTIONAL QUALITY OF LIFE

- Availability of Food Pantry
- Park equipment updates
- Splash Pad
- Pool upgrades
- Fiber internet - work from home

POSITIVE SUSTAINABLE SUCCESSFUL GROWTH

- Filling the Industrial Park with businesses
- 5 New businesses in the Industrial Park
- More than just a bedroom community
- 3 housing projects in city limits
- Centura Hills Growth -Business Opportunities
- Fill mainstreet buildings
- Job opportunities in Business Park
- Create more jobs
- Build more housing

ENERGETIC & UNIQUE ENTERTAINMENT

- Develop overpass or walking area over R.R.
- Entertainment for ages 29 - 99
- Microbrewery
- Provide entertainment for all ages
- Community fieldhouse & walking path

SUCCESSFUL PURPOSEFUL TOGETHERNESS

- Community Investment Fund
- Volunteer Appreciation Dinner(outing) Growing community involvement (volunteers)
- Organizations continue to succeed

PURPOSEFUL & BALANCED FUNDING OPPORTUNITIES

- Become familiar with available grants being offered
- Foundation Growth "Grants"
- Housing Investment 501c6



UNDERLYING CONTRADICTIONS

Objectively identifying the negative patterns and issues that could prevent strategic initiatives from being successfully implemented strengthens a realistic strategic plan. Obstacles are blocks or barriers that prevent teams from realizing their vision; they are like boulders in the path to the future.

The obstacles workshop is often the hardest segment of the strategic planning process, but is essential to goal setting. Obstacles are things that exist, not the absence of something. Identifying obstacles allows the organization to identify productive avenues for action and strategic directions that will open the door to the future.

This workshop identified nine underlying obstacles (i.e. blocks, barriers, attitudes, perceptions, etc.) that currently stand in the way of moving toward the desired future vision for Village of Cairo.

Underlying Contradictions

What is blocking us from moving toward our vision?

NOT KNOWING LAND OWNERS INTENT PREVENTS US FROM KNOWING WHAT WE CAN DEVELOP

- Location agreement and land opportunities for walking path
- RR and State
- Land by Cairo
- Where to locate

UNAWARENESS OF OPPORTUNITIES PREVENTS PEOPLE FROM PARTICIPATING

- People willing to
- Support from the community
- Strong pipeline of future leaders in community

NARROW PUBLIC RELATIONS PLAN PROHIBITS REACHING ALL GENERATIONS

- Means of communication among ages, reaching every community member
- How to reach everyone?
- Communicate with school

LACK OF FUTURE VISION HINDERS US FROM MAKING CHOICES FOR AN EXCEPTIONAL QUALITY OF LIFE

- We don't know what to do
- Future splash pad/ money
- Pin point true investment value of upgrading existing infrastructure

UNDEFINED VISION RESTRICTS ABILITY TO ACQUIRE EXTERNAL FUNDS

- Outside Investment in Community
- More knowledge of funding opportunities

NOT KNOWING WHAT BUSINESSES NEED STOPS US FROM CREATING INCENTIVES

- Enticement to open viable downtown businesses

DISCONNECT BETWEEN CIVIC ENTITIES PREVENTS US FROM PROVIDING OPPORTUNITIES FOR NEXT GENERATION

- More opportunities for young adults
 - internships
 - returning alumni
- Identification of the interests of today's youth

UNTARGETED INFORMATION DISTRIBUTION ABOUT BUSINESS PARK GROWTH OPPORTUNITIES HINDERS BUSINESS GROWTH

- Attract business for industrial park

UNDEVELOPED AND OUTDATED COVENANTS FOR BUSINESSES ON MAIN THOROUGHFARES PREVENTS HAVING BUSINESS SPACES

- More business in town



STRATEGIC DIRECTIONS

Strategic directions are not the implementation plan for the vision. Strategic directions specifically address the obstacles blocking the organization from progress. Creating strategic directions helps set the direction for change in an organization. It begins the process of operationalizing the practical vision by building courses of action or programs based on the organization's obstacles.

Strategic Directions

What innovative substantial actions will overcome our underlying contradictions and move us toward our vision?

Guiding A Sustainable Economy

Communicate and Support Business Growth

- Create Cairo Business Association
- Committee of business owners to revitalize downtown
- Constant contact with area business owners needs
- Committee to research and contact possible businesses
- Yearly business review with each business

Communicate Growth Opportunities

- One on one with land owners
- Face to face meetings with land owners

Market Our Town

- Brochures/flyers at state fair advertising industrial park
- Create a strategic targeted marketing campaign

Protect Business Environment

- Rewrite business covenants

Encouraging Community Involvement

Appreciating and Involving Community

- Individual talks with community members
- Resident appreciation dinner draws in possible prospects
- Each person on board reach out to 5 people about volunteer opportunities
- Community get together to discuss projects at Cornstalk

Acknowledge Community Buy-in

- Location cost, time frame, community feedback
- Awareness of possible funding opportunities
- Create special committee for funding opportunities

Nurture Future Generations

- Youth council 7 - 11 grade
- Face to face communication with Centura - journalism, surveys, internships

Collaborating With Neighboring Communities

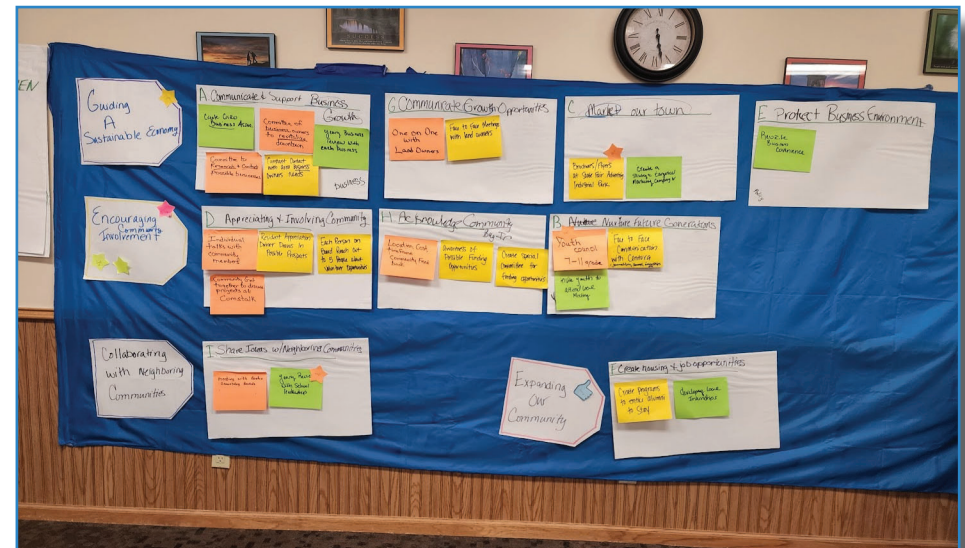
Share Ideas With Neighboring Communities

- Meetings with Boelus and Dannebrog Boards
- Yearly review with school leadership

Expanding Our Community

Create housing and job opportunities

- Create programs to entice Alumni to stay
- Developing local internships



FOCUSED IMPLEMENTATION

Collaborating With Neighboring Communities

FIRST - ACCOMPLISHMENTS

CURRENT REALITY	1ST YEAR ACCOMPLISHMENTS	2-3 YEAR MILESTONES
<ul style="list-style-type: none"> •Centura •New Hope •Ball Association •Fire Department •Food Pantry •Silo-ed •Shared Goals 	<ul style="list-style-type: none"> •Schedule a joint meeting •Align Centura needs •Rep attends board meeting 	<ul style="list-style-type: none"> •Better communication between organizations •Support for Bigger projects ie: field-house •School addition increase student population

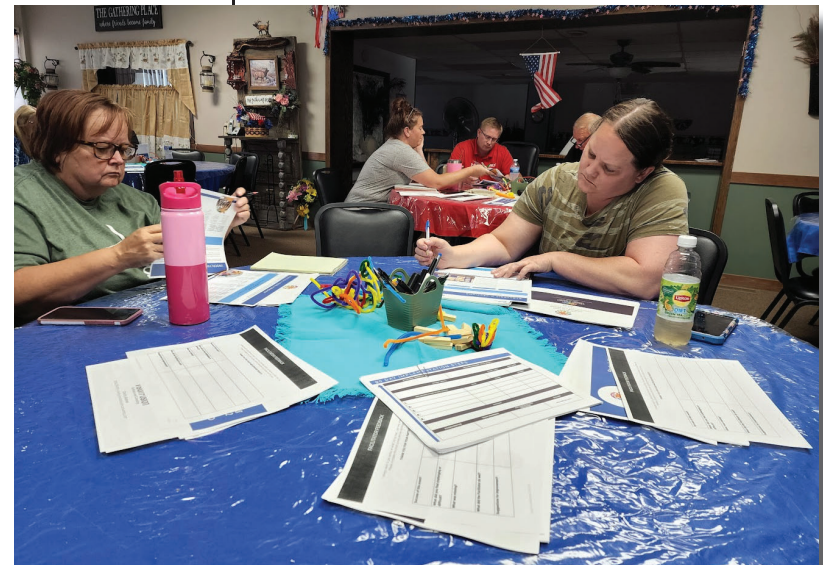


FOCUSED IMPLEMENTATION

Guiding A Sustainable Economy

FIRST - ACCOMPLISHMENTS

CURRENT REALITY	1ST YEAR ACCOMPLISHMENTS	2-3 YEAR MILESTONES
<ul style="list-style-type: none">•Land available for new business•Thriving businesses•Established committees•Farms are a plus•Not actively attracting businesses•Too many empty downtown spaces•Not a reason to come here	<ul style="list-style-type: none">•Rewrite business covenants•Strategic land acquisition plan•Marking plan to attract builders•Communication plan with store fronts•Resource packet for businesses•Establish Cairo businesses association	<ul style="list-style-type: none">•2 to 3 active businesses•25 new homes in limits•Staying yearly•25 new jobs•Store fronts are filled•Cairo business association•Clear website



FOCUSED IMPLEMENTATION

Expanding Our Community

FIRST - ACCOMPLISHMENTS

CURRENT REALITY	1ST YEAR ACCOMPLISHMENTS	2-3 YEAR MILESTONES
<ul style="list-style-type: none"> •Established thriving businesses •New-Centura Hills •New Hope - New School •Money •Land •Blah •Recession 	<ul style="list-style-type: none"> •State Fair marketing •Evaluate online presence •Billboard - Live in Cairo •Social media engagement plan •Senior - See you off gift DCB 	<ul style="list-style-type: none"> •Bigger Tax base •Young families •New ideas •Business park full •Housing development •Would grow



FOCUSED IMPLEMENTATION

Encouraging Community Involvement

FIRST - ACCOMPLISHMENTS

CURRENT REALITY	1ST YEAR ACCOMPLISHMENTS	2-3 YEAR MILESTONES
<ul style="list-style-type: none"> •Great community involvement •Good community events •Show support New Hope/Centura •Community Foundation <ul style="list-style-type: none"> •Same people •Note enough ways to involve junior high 	<ul style="list-style-type: none"> •Appreciation dinner •Volunteer fair •Meeting with Centura •Volunteer needs assessment •Youth Council survey 	<ul style="list-style-type: none"> •Diverse group of volunteers •Successful paper or newsletter use current publications •Graduates come back •Tech avenue all generations



FIRST - ACCOMPLISHMENTS

STRATEGIC DIRECTION	QRT 3 JUL - SEPT	QRT 4 OCT - DEC	QRT 1 JAN - MAR	QRT 2 APR - JUNE	YEAR 2
GUIDING A SUSTAINABLE ECONOMY	<ul style="list-style-type: none"> •Establish Cairo Business Association 	<ul style="list-style-type: none"> •Strategic land acquisition plan •Resource packet for business 	<ul style="list-style-type: none"> •Communication Plan with Store Fronts 	<ul style="list-style-type: none"> •Rewrite business covenants 	<ul style="list-style-type: none"> •Marketing plan to attract builders
ENCOURAGING COMMUNITY INVOLVEMENT	<ul style="list-style-type: none"> •Volunteer needs assessment 	<ul style="list-style-type: none"> •Youth council survey 	<ul style="list-style-type: none"> •Meeting with Centura 	<ul style="list-style-type: none"> •Appreciation dinner 	<ul style="list-style-type: none"> •Volunteer Fair
COLLABORATION WITH NEIGHBORING COMMUNITIES		<ul style="list-style-type: none"> •Schedule a joint meeting 	<ul style="list-style-type: none"> •Representative attends school board meeting 	<ul style="list-style-type: none"> •Align Centura needs and resources School capacity will it match blue 	
EXPANDING OUR COMMUNITY	<ul style="list-style-type: none"> •State Fair marketing 	<ul style="list-style-type: none"> •Evaluate online presence 	<ul style="list-style-type: none"> •Social media engagement plan 	<ul style="list-style-type: none"> •Senior see you off gift DCB 	<ul style="list-style-type: none"> •Billboard “live in Cairo”

90 DAY IMPLEMENTATION STEPS

STRATEGIC DIRECTION		ACCOMPLISHMENT TITLE (WHAT)	
Guiding A Sustainable Economy		Establish Cairo Business Association	
INTENT (WHY)		START DATE	END DATE
Best interest for their needs and align with community needs			
IMPLEMENTATION STEPS (HOW)	WHO	WHEN	WHERE
1. Assess all businesses in Cairo			
2. Set a date/intro meeting		August 19	Gathering Place or Community Center
3. Recruit team players	Business Owners		
4.			
5.			
VICTORY			
Business Association Established			
COORDINATOR	TEAM MEMBERS	COLLABORATORS/ PARTNERS	BUDGET
			NEXT MEETING DATE:

90 DAY IMPLEMENTATION STEPS

STRATEGIC DIRECTION		ACCOMPLISHMENT TITLE (WHAT)	
Encouraging Community Involvement		Volunteer needs Assessment	
INTENT (WHY)		START DATE	END DATE
Diverse group of volunteers			
IMPLEMENTATION STEPS (HOW)	WHO	WHEN	WHERE
1. Identify all committee members		August	
2. Access needs of each committee		September	
3. Communication with the village, public, and web-site		October	
4. Host an event for volunteers		2023	
5. Follow up with each committee		2023	
VICTORY			
COORDINATOR	TEAM MEMBERS	COLLABORATORS/ PARTNERS	BUDGET
			NEXT MEETING DATE:

90 DAY IMPLEMENTATION STEPS

STRATEGIC DIRECTION		ACCOMPLISHMENT TITLE (WHAT)	
Expanding Our Community		State Fair Marketing	
INTENT (WHY)		START DATE	END DATE
To promote our business park		July 13	Sept 30
IMPLEMENTATION STEPS (HOW)	WHO	WHEN	WHERE
1. Compile information (facts, pictures)	Jaime	July 22	email
2. Create Brochure	Brook	August 6	
3. Show to board	Jaime	August 9	
4. Print copies	Jaime	August 20	
5. Find volunteers to hand out and register w/ state fair Talk with school about volunteering	Brook and Jaime	August 26	
VICTORY			
COORDINATOR	TEAM MEMBERS	COLLABORATORS/ PARTNERS	BUDGET
			NEXT MEETING DATE:

90 DAY IMPLEMENTATION STEPS

STRATEGIC DIRECTION		ACCOMPLISHMENT TITLE (WHAT)	
Collaborating With Neighboring Communities		Set up Joint board meetings	
INTENT (WHY)		START DATE	END DATE
Coordinate ideas for the betterment of all communities		October 2022	December 31, 2022
IMPLEMENTATION STEPS (HOW)	WHO	WHEN	WHERE
1. Establish an agenda		December 31	
2.			
3.			
4.			
5.			
VICTORY			
COORDINATOR	TEAM MEMBERS	COLLABORATORS/ PARTNERS	BUDGET
			NEXT MEETING DATE:

PRIORITIES

