

LEE COUNTY GOVERNMENT

STRATEGIC PLAN 2020 – 2025



Adopted September, 2020

LETTER FROM COMMISSIONERS

It is our pleasure to present the Lee County Government for 2020 - 2025. This plan reflects the input of engaged community and business partners, the appointed and elected staff in Lee County, and the Lee County Commissioners. The effort represents the first County-wide issues based strategic plan in our County's history.

The community Vision, Mission and Values provide the foundation for the plan's Key Areas of Focus: Arts and Culture, Community Safety, Economic Development, Education, Health and Well Being, and Partnerships. The team developed the strategic Goals and Objectives in each Key Area of Focus through an extensive series of feedback and meetings, local and national trends, and information provided by experts. Our strong commitment to protect and support our lifestyle underlies every strategic Objective. These Objectives will guide the work we do to create prosperity in Lee County.

The Strategic Plan is a tool that clearly captures the most important priorities and will direct the development of our budget and resource allocation. We are confident that this year's planning process will lead to a comprehensive and responsive budget that balances the diverse needs of our community through its emphasis on accountability, partnership, innovation, and efficiency.

We want to convey our appreciation to the residents who provided their time and input to the process, to the Senior Leadership Team for their commitment, and to the partners and agencies throughout Lee County who will continue to work on this Plan. As a living document, it is our commitment to update the strategic plan on a regular basis so that we can measure our success in coming years.

Sincerely,

Lee County Commissioners



LEE COUNTY GOVERNMENT CENTER

TABLE OF CONTENTS

Letter from Commissioners	1
Table of Contents	2
2020 - 2025 Strategic Plan	3
About Lee County	4
Community Insight	7
The Strategic Plan Process	9
Vision, Mission and Values	10
Key Areas of Focus	11
Major Goals and Objectives	12
The Path Forward	18



LEE COUNTY GOVERNMENT STRATEGIC PLAN



VISION

Lee County Government is a celebrated community seen as the center of economic advancement and cultural heritage connected to the people.



MISSION

Lee County Government cultivates a community of collaboration and innovation through visionary leadership and dedicated service.

Health and Well Being

Lee County Government's community health programs and services will be well-marketed.

Create an environment that promotes physical and mental health and well-being in the community.



Partnerships

Foster and grow long-established foundational partnerships within all sectors for the community.

Expand partnerships in the region.



Arts and Culture

Create intentional opportunities and grow spaces for affordable entertainment to be known throughout North Carolina.

Increase awareness of cultural activities throughout the community.



Key Areas of Focus

Education

Lee County Government will have an established role in the provision of life long learning for the community and region.

Lee County Government will have solid, clear, and mutually beneficial relationships with all sectors of education in the region.



Economic Development

Become a world-class center for the biotech industry.

Create the environment for community based Economic Development.

Increase tangible opportunities for economic growth.



Community Safety

Increase opportunities and activities for youth of all ages.

Increase opportunities to grow public trust.

Ensure Lee County remains a safe environment for community interactions.



ABOUT LEE COUNTY

Lee County is nestled in the heart of North Carolina. Established in 1907, the community is rooted in rural history and agricultural heritage that also embraces transformative growth bringing new industry and advancement opportunities to the local community and surrounding region.

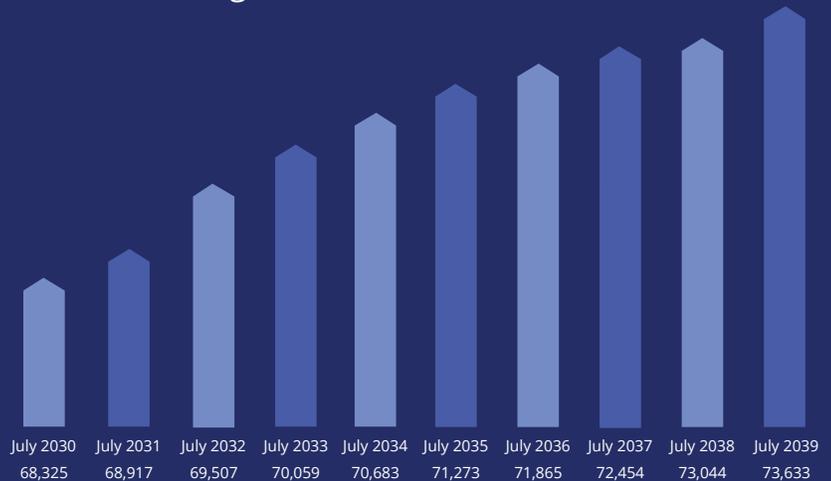
POPULATION



Lee County is situated near the geographical center of the state in the Piedmont region. County residents have the benefit of being a within an hour drive to the Raleigh-Durham Metro Area to the northeast, Fort Bragg to the southeast, Southern Pines-Pinehurst to the southwest, and the Greensboro-Winston-Salem Metro Area to the northwest. The county is also within a three-hour drive to both the North Carolina mountains in the west and beaches in the east.

Lee County has two municipalities - the City of Sanford and Town of Broadway, which along with our unincorporated areas offer distinct charm and personality creating a unique community character that is welcoming to all!

OVERALL POPULATION GROWTH PROJECTIONS



THE INFORMATION CAME FROM THE NORTH CAROLINA OFFICE OF STATE BUDGET AND MANAGEMENT





Median household income
(in 2018 dollars), 2014-2018

\$48,873



MEDIAN HOUSEHOLD INCOME

THIS INFORMATION COMES FROM THE US CENSUS.

MAJOR INDUSTRIES

- Agri-Business and Tourism
- Bio-Tech and Science
- Education and Health Services
- Employment Services
- Manufacturing



LARGEST EMPLOYERS

LISTED IN ORDER OF SIZE.

- LEE COUNTY SCHOOLS
- CATERPILLAR INC
- PILGRIMS PRIDE CORPORATION
- PENTAIR WATER POOL & SPA INC
- CENTRAL CAROLINA COMMUNITY COLLEGE
- COTY LLC
- CENTRAL CAROLINA HOSPITAL
- BELFLEX STAFFING SERVICES
- COUNTY OF LEE
- FRONTIER SPINNING MILLS INC
- TYSON MEXICAN ORIGINAL INC
- MAGNETI MARELLI USA INC
- LIBERTY HEALTHCARE GROUP LLC
- WAL-MART ASSOCIATES INC.
- CITY OF SANFORD
- MOEN INCORPORATED
- GKN DRIVELINE, INC.
- KELLY SERVICES INC
- CORE-MARK
- QUALITY BUSINESS SOLUTIONS INC
- STATIC CONTROL COMPONENTS INC
- FOOD LION
- SANFORD CONTRACTORS INC
- CIRCLE K STORES INC
- BEAR CREEK ARSENAL

THIS INFORMATION PROVIDED BY SAGA



COMMUNITY INSIGHT

OVER 200 RESPONDENTS COMPLETED OUR ONLINE SURVEY FROM MAY 15 THROUGH JULY 3. WE WERE ABLE TO GAIN INSIGHT INTO HOW OUR COMMUNITY USES OUR SERVICES AND RESOURCES AND WHAT THEY WOULD LIKE TO SEE IN THE FUTURE.

OVER

200

RESPONDENTS

What people love about Lee County:

SMALL TOWN FEELING

PARKS, RECREATION AND OPEN SPACE

HISTORIC BUILDINGS

LOWER COST OF LIVING

What can we improve?



EDUCATIONAL OPPORTUNITIES



HEALTH CARE



ECONOMIC HEALTH



PARKS AND OPEN SPACE



TRANSPORTATION



COMMUNICATION AND ENGAGEMENT



ARTS AND CULTURE



**LEE COUNTY GOVERNMENT
STRATEGIC PLAN**

COMMUNITY VISION

The community was asked what their Vision for the future of Lee County would be like, described in just one word. The results shown below indicate the importance of what Lee County is today and what it will continue to be moving into the future.



Diverse
Family
Urban
Friendly
Rural
Inclusive

Welcoming
Small
Fun
Cultural
Safe

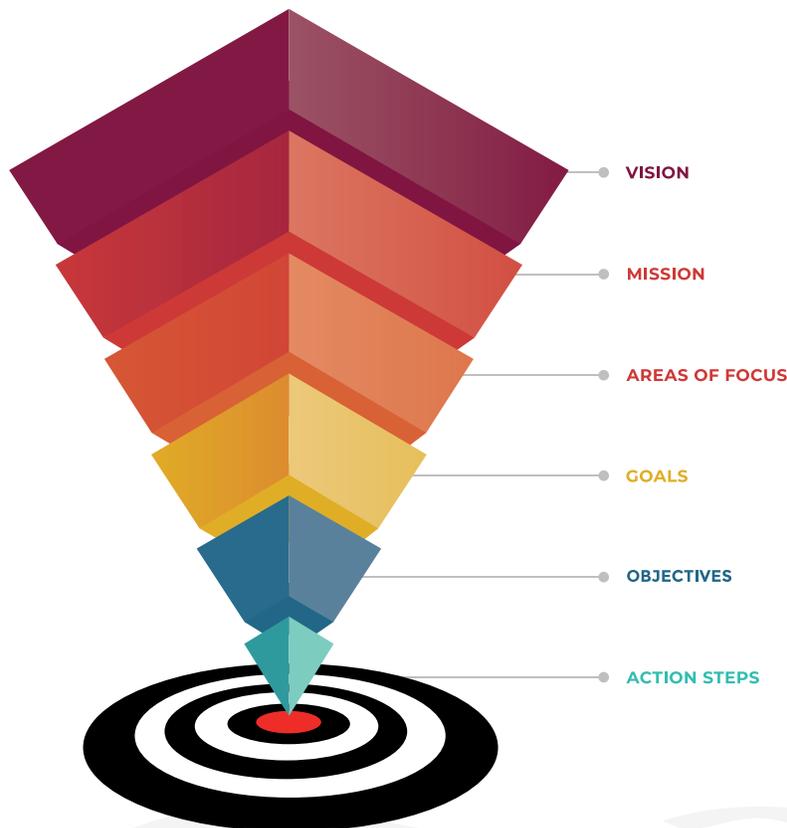


THE STRATEGIC PLAN PROCESS

Lee County Government has a solid foundation of strategic planning through wise allocation of resources, staffing and services to the residents, businesses and visitors. This formal strategic plan was the result of an eight month process that involved the community, the Commissioners and the staff in creating each component of the plan.

The Commissioners met for a visioning session to start the process, which continued with a community wide survey with over 200 responses. Those responses guided the formation of the Key Areas of Focus, the Objectives and the Outcomes. Staff refined those Objectives and Outcomes in a series of meetings focused on implementing the Strategic Plan.

The community was also involved through a series of virtual meetings, social media outreach, and various engagement efforts that focused on the health and safety aspects. The result is a long range plan for the future of Lee County that is aspirational, realistic and achievable!



VISION, MISSION AND VALUES



MISSION

Lee County Government cultivates a community of collaboration and innovation through visionary leadership and dedicated service.



VISION

Lee County Government is a celebrated community seen as the center of economic advancement and cultural heritage connected to the people.



CORE VALUES

- Accountable
- Competent
- Inclusive
- Integrity
- Visionary
- Welcoming

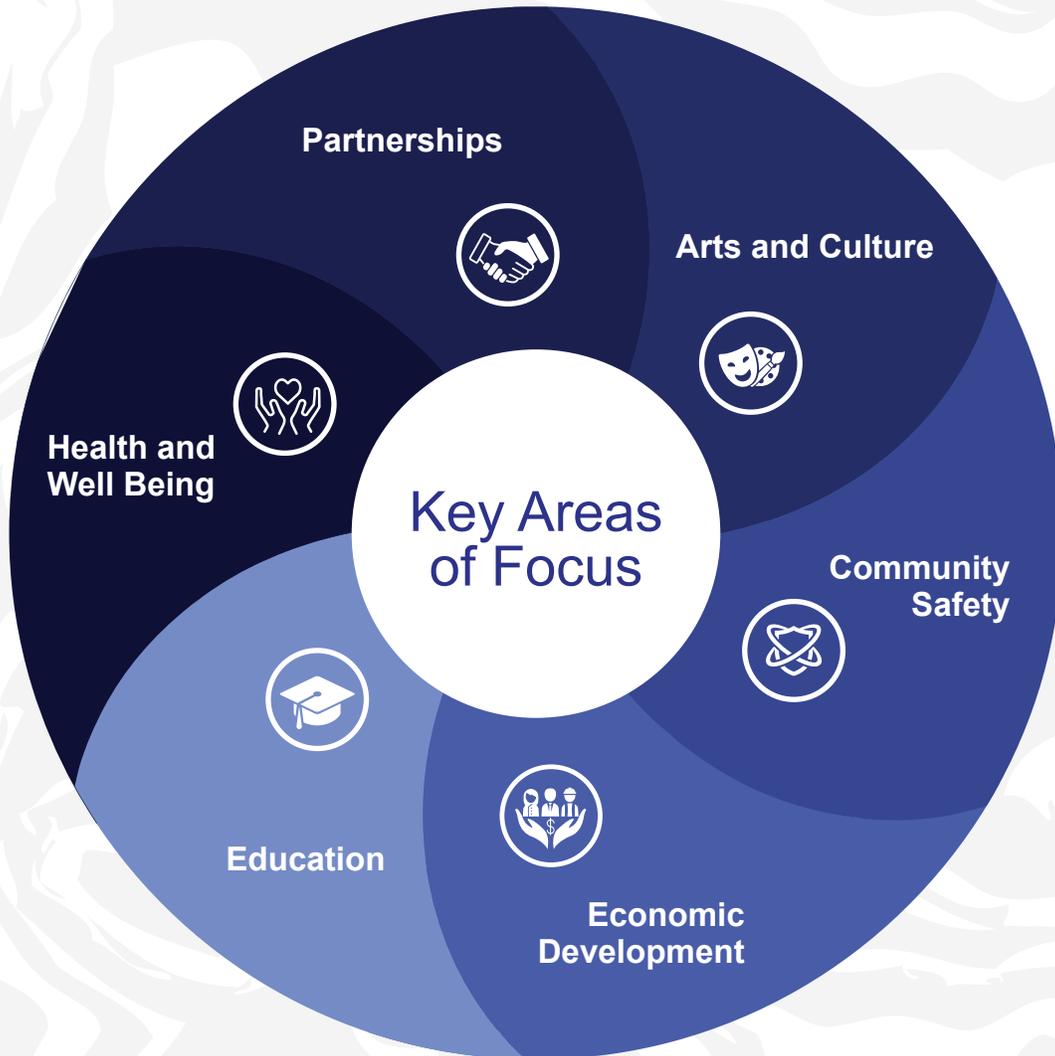


KEY AREAS OF FOCUS

MAJOR GOALS AND OBJECTIVES

Key Areas of Focus were developed for Lee County Government that align with the Vision and Mission. Each Key Area of Focus has specific Goals and each Goal has specific Objectives to accomplish as a part of this Strategic Plan. The Key Areas of Focus represent the most important issues that Lee County Government will work on over the coming years - assuring that resources, budgets, and planning are allocated to these areas as needed.

The Major Goals and Objectives on the following pages all align with the Key Areas of Focus to ensure that the Mission is completed and the Vision is realized.





Arts and Culture: Continue to create and support a vibrant and diverse cultural community in Lee County through support of facilities, programs, and regional partnerships.

Goal: Create intentional opportunities and grow spaces for affordable entertainment to be known throughout North Carolina.

Objective: Over the next 12 months, Lee County Government will work to establish an Arts and Culture Commission.

Objective: Within 5 years, Lee County Government will build, either on its own or through community partnerships, an artists' incubator building/space to cultivate local growth to artists and makers.

Goal: Increase awareness of cultural activities throughout the community.

Objective: Identify and market local trends in artistry.

Objective: Work with Arts and Culture Commission to define local artistic culture.



Community Safety: Support a safe community through programs, partnerships and trust.

Goal: Increase opportunities and activities for youth of all ages.

- Objective:** Increase and encourage law enforcement participation in partnership with local event.
- Objective:** Identify community volunteer groups serving youth and market their presence/mission in a single place.
- Objective:** Host a volunteer/youth group summit where groups can connect with youth.

Goal: Increase opportunities to grow public trust.

- Objective:** Begin a “community conversations” series where the community can meet staff and learn about programs.
- Objective:** Actively seek feedback from the community on events.
- Objective:** Create more events with direct involvement from community leaders with the intent of fostering connections.

Goal: Ensure Lee County remains a safe environment for community interactions.

- Objective:** Create safe spaces for the interaction of youth and the community to serve all areas of interest.
- Objective:** Incorporate safety of users in the design of all new buildings and public places.
- Objective:** Within 2 years, train all staff on situational awareness and public safety techniques to create an atmosphere of trust, safety, and accountability.



Economic Development: Continue the upward trend of industrial recruitment, small business support, and workforce development through education partnerships.

Goal: Become a world-class center for the biotech industry.

Objective: Establish partnerships with a minimum of two universities in the region with Biotech specialties (NC State, UNC).

Objective: Work with North Carolina BioTech Center (check title) to partner on marketing and industry development programs for Lee County.

Goal: Create the environment for community based Economic Development.

Objective: Grow and support a thriving ecosystem of support for Economic Development at all levels (large-scale recruitment-small business connections, workforce development).

Objective: Work with current large employers to enhance workforce development programs for all ages, from children’s education programs to retraining for furloughed workforce.

Goal: Increase tangible opportunities for economic growth.

Objective: Expand shovel ready industrial land availability by 2,000 acres in 5 years.

Objective: Improve connections for agribusiness by catalyzing partnerships and connections between NC State and local farming community.





Education: Focus on supporting all levels and aspects of community education to contribute to the knowledge base of the entire community.

Goal: Lee County Government will have an established role in the provision of life long learning for the community and region.

Objective: Within one year, Lee County Government will define its role for community education and identify where its role can best serve community education.

Objective: Lee County Government will increase staff capacity for community-led education programs.

Objective: County staff must identify and aggressively market current educational programs to the community.

Goal: Lee County Government will have solid, clear, and mutually beneficial relationships with all sectors of education in the region.

Objective: Rebrand the County's role in community education and identify priorities for areas of new programs and target specific community members.

Objective: Cultivate programming and services that complement and support the work of K-12 public education in Lee County.



Health and Well-being: Promote and maintain the health and well-being of Lee County through parks, recreation, activities, and programs that improve quality of life for our community members.

Goal: Lee County Government's community health programs and services will be well-marketed.

Objective: Identify community needs through the results of the annual Community Health Assessment.

Objective: Use results and data from the Community Health Assessment to drive marketing, resource and personnel allocation, and funding.

Goal: Create an environment that promotes both physical and mental health and well - being in the community.

Objective: Development a marketing plan to target uninformed sectors of the community, as well as sectors that may require preemptive education.

Objective: Identify partners within Lee County Government as well as within the community at large to market programs to promote a healthy and active community.



Partnerships: Maintain partnerships within and beyond Lee County in business, education, community and partner governments.

Goal: Foster and grow long-established foundational partnerships within all sectors for the community.

Objective: Assess community need to find missing partnerships and new areas for involvement.

Objective: Reduce redundancies of mission and duplicate service providers among partners in order to identify areas for great focus.

Objective: Tell the story better: develop a plan to market and identify partnerships between LCG and various communities entities and explain the roles of each.

Goal: Expand partnerships in the region.

Objective: Identify and grow new partnerships with groups offering established community benefits.

Objective: Create new opportunities to make community collaboration more accessible.



THE PATH FORWARD

A strategic plan should never collect dust or sit on a shelf – it is a living document. The plan may need to be adjusted due to unforeseen circumstances and was designed to be flexible and adaptable to changing needs of the community, the economy, and many other factors.

The Commissioners will use the information and lessons learned from this plan to make decisions about policies, programs and services. Through various paths such as the budget, policy decisions by the Commissioners, and daily activities of the staff, this plan will come to life and be continuously updated and improved. A key part of that will be the implementation plan created by the staff, as well as a regular reporting process to the Commissioners and community.

Thank you to our community for your support and feedback during the creation of this plan for our future. We appreciate your effort and as we move into the future with this this living document, we look forward to realizing our vision of Lee County Government as a celebrated community which is the center of economic advancement and cultural heritage, connected to the people.





MCSWAIN CENTER POLLINATOR GARDEN AND PERGOLA

**IF YOU HAVE ANY QUESTIONS
ABOUT THE PLAN OR THE PROCESS,
PLEASE REACH OUT TO:**

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