

# LEE COUNTY GOVERNMENT

## STRATEGIC PLAN 2023 – 2028



# LETTER FROM COMMISSIONERS

It is our pleasure to present the Lee County Government Strategic Plan for 2023 – 2028. This plan reflects the input of engaged community and business partners, the appointed and elected staff in Lee County, and the Lee County Commissioners. This effort represents an update to our original plan founded in 2020, and is a County-wide issues based strategic plan.

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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.

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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.

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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

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# LEE COUNTY GOVERNMENT STRATEGIC PLAN



## VISION

Lee County Government is a celebrated community at the center of economic achievement and diverse cultural heritage, connected to all 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 of 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.

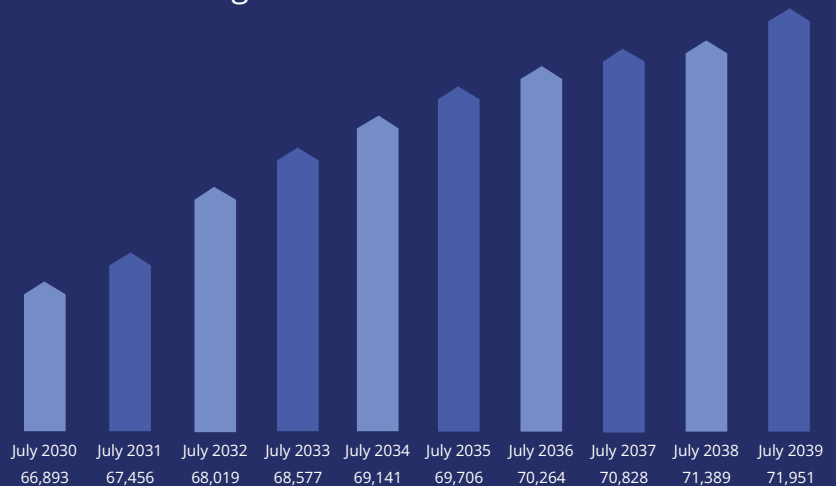
## POPULATION



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 2021 dollars), 2017 – 2021

**\$57,674**



## 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.*

CATERPILLAR	ARDEN	CHARLES R. UNDERWOOD (CRUCO)
LEE COUNTY SCHOOLS	PARKDALE	WST INDUSTRIES
PILGRIM'S PRIDE	LIBERTY HEALTHCARE GROUP	AMERICAN TREATS
PFIZER	FOOD LION	LEE BRICK AND TILE
COTY	MCDONALD'S RESTAURANTS	SPANSET
PENTAIR	AMERICOLD	MERTEK
CENTRAL CAROLINA COMMUNITY COLLEGE	NOBLE OIL SERVICES	JMC TOOL
TYSON	LOWES HOME CENTER	RED WOLF
CENTRAL CAROLINA HOSPITAL	MOEN	LEE IRON AND METAL
BEAR CREEK ARSENAL	CHALLENGE PRINTING	CARGO CONTROL
COUNTY OF LEE	TRION	ATLANTIC HYDRAULIC
COREMARK	ZURN	WIND SOLUTIONS
SANFORD CONTRACTORS	PCC AIRFOILS	HERITAGE CONCRETE
CITY OF SANFORD	EDEBROCK	J&G MACHINERY
WALMART	DESCO 3M	BOSTON FRUIT SLICES
GKN	STI POLYMER	CERTIFIED MACHINING
FRONTIER SPINNING	THIS END UP	METAL STAMPING SOLUTIONS
STATIC CONTROL COMPONENTS	HYDROTUBE	OLIVIA MACHINE AND TOOL

*THIS INFORMATION PROVIDED BY SAGA*





## HIGHER EDUCATION IN THE AREA

### Community Colleges and private secondary schools

Central Carolina Community College .....	Main Campus is 8 miles
Durham Technical Community College .....	48 miles
Sandhills Community College .....	28 miles
Fayetteville Tech .....	35 miles
Wake Technical Community College .....	43 miles
ITT Technical Institute (Cary and Durham) ...	44 miles
CET (Durham) .....	44 miles
MyComputerCareer.com (Raleigh) .....	36 miles
Miller-Motte College (Raleigh, Cary) .....	35 miles

### Universities (Public and Private)

Benett College .....	57 miles
Campbell University .....	27 miles
Methodist University .....	34 miles
Fayetteville State .....	36 miles
UNC – Chapel Hill .....	38 miles
UNC – Greensboro .....	58 miles
NC A&T .....	56 miles
NCSU .....	39 miles
Meredith .....	39 miles
Shaw .....	42 miles
William Peace University ...	44 miles
St. Augustine .....	45 miles
NC Central .....	48 miles
Duke University .....	50 miles



# 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



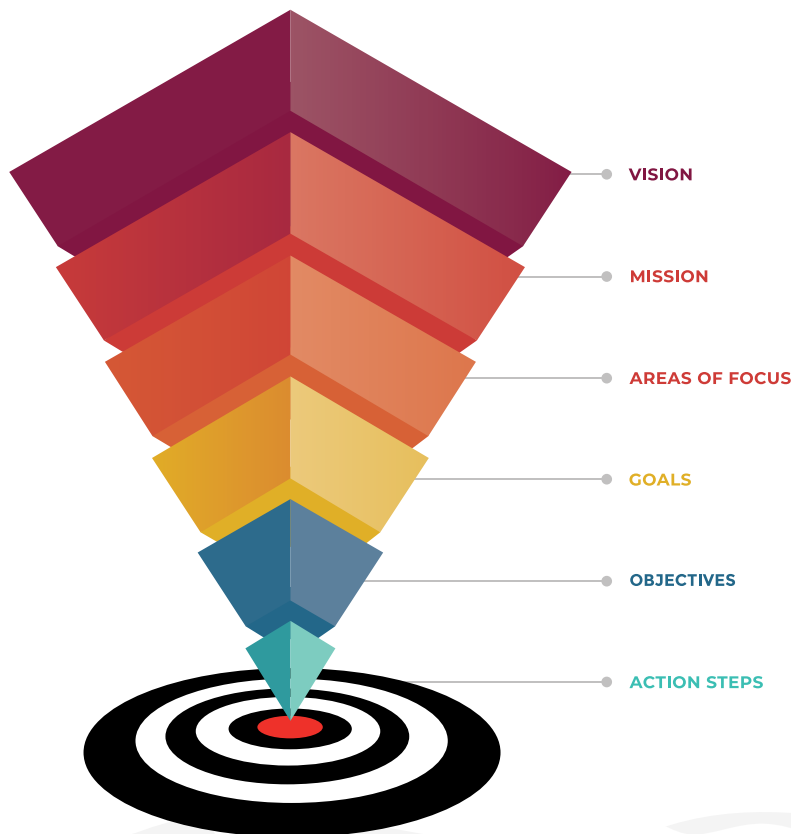


# THE STRATEGIC PLAN PROCESS

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 at the center of economic achievement and diverse cultural heritage, connected to all people.



## CORE VALUES

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

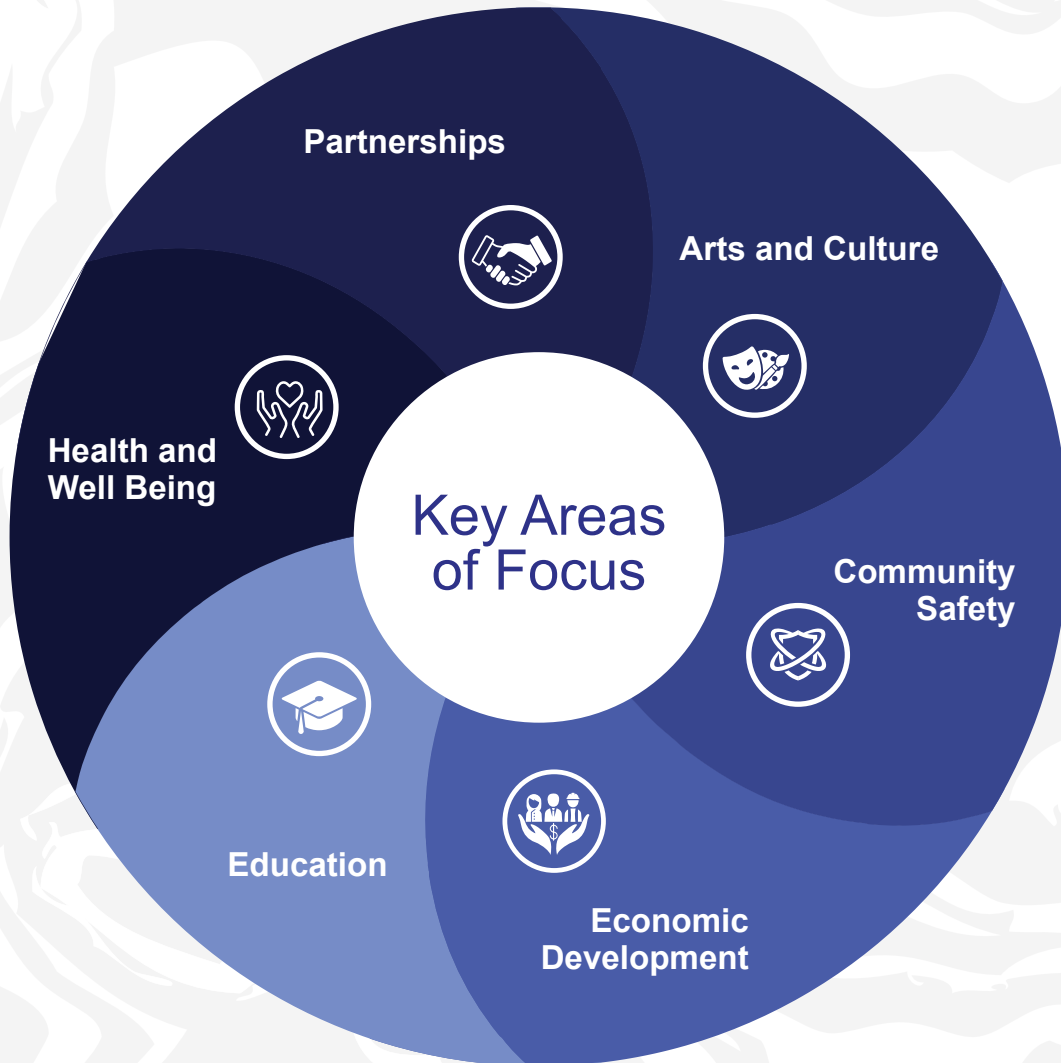


# KEY AREAS OF FOCUS

## 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.

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

**Objective:** Assist in the expansion of spaces that promote local artists and makers.

**Goal:** Increase awareness of cultural activities throughout the community.

**Objective:** Identify and collaborate with local artists to highlight and integrate their works into county facilities and programming.

**Objective:** Facilitate/Grow an integrative learning mentorship experience (visual, teaching) between artists and the Lee County Community.





## 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 events.
- 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 and services.
- Objective:** Actively seek feedback from the community on events.
- Objective:** Foster events with direct involvement from community leaders with the intent of building connections.

### Goal: Ensure Lee County is 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:** 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.

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### **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 CCCC to develop degree program in biotech.

### **Goal: Create the environment for community based economic and workforce 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 sustainable opportunities for economic growth.**

**Objective:** Provide supportive efforts to increase the availability of certified and shovel ready industrial sites.

**Objective:** Review the effectiveness of services provided by the county to agricultural producers and promote communication between agribusiness leaders and commissioners.

**Objective:** Grow non-industrial business opportunities in the community.



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

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**Goal:** Lee County Government will define the role and intention of County government as it relates to community education and knowledge base.

**Objective:** Lee County Government will define its role, identify opportunities, and allocate resources toward community education.

**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:** 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.

**Objective:** Assess opportunities to expand broadband in Lee County to increase accessibility to virtual learning opportunities.

**Goal:** Increase public education regarding local government resources and services.

**Objective:** Analyze data to determine location of new elementary/middle/high school.

**Objective:** Develop information hub via new County website with events, services, resources.





**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.

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**Goal: Lee County Government’s community health programs and services will be well known and accessible.**

**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.

**Objective:** Compile mental health resources and post said resources on the County website and at relevant County facilities and local businesses and organizations.

**Goal: Create opportunities that promote physical and mental well-being in the community.**

**Objective:** Develop 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.

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**Goal: Foster and grow long-established foundational partnerships within all sectors of 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 greater focus.

**Objective:** Tell the story better: develop a plan to market and identify partnerships between LCG and various community 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.

**Objective:** Assess ways to promote the development of additional affordable housing for the current and growing workforce.





## 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 at the center of economic achievement and diverse cultural heritage connected to all people.





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**LEE COUNTY GOVERNMENT  
STRATEGIC PLAN**