

2025

ANNUAL REPORT



INVESTORS



Atlanta Gas Light
Atlas
Benchmark Homes
Connally, Jordan & Associates
DeNyse Companies
Douglas County Sentinel
Just Love Coffee - Tributary

Kaiser Permanente
MAU Workforce Solutions
Medline Industries
Pioneer Land Group
RaLin
Synovus
T5

LETTER FROM THE CHAIRMAN

As we reflect on 2025, I am proud of the steady progress and meaningful impact achieved by Elevate Douglas Economic Partnership. This year has been one of transition, momentum, and renewed focus as we continue to position Douglas County for long-term economic strength and resilience.

On behalf of our Board of Directors, I want to express our appreciation to our investors, public partners, and business community for their continued confidence and commitment. Your engagement is what fuels our mission and ensures that our work remains both strategic and community-driven.

In 2025, Elevate Douglas strengthened its efforts to support business retention and expansion, attract new investment, and advance workforce development initiatives that meet the evolving needs of employers. We also deepened collaboration with our city and county partners, recognizing that strong economic development outcomes are built on alignment, communication, and shared vision.

This year also marked a leadership transition within our organization. We are grateful for the steady leadership that has guided Elevate Douglas over the years and confident in the direction ahead. The Board remains fully committed to supporting our team as they execute the strategic plan and continue building a vibrant, competitive environment for business growth.

Douglas County's future is bright. With strategic infrastructure, a strong workforce pipeline, and a pro-business climate, our community is well-positioned to compete and succeed in today's dynamic economy. Elevate Douglas will continue to champion opportunities that create quality jobs, strengthen small businesses, and enhance the overall prosperity of our county.

Thank you for your partnership, your investment, and your belief in the work we do. Together, we are elevating Douglas County.

Gary Miller

BOARD OF DIRECTORS

- Gary Miller, Chair
- Nadia Faucette, Secretary
- Michael J. Stephens, Treasurer
- Leslie Choo
- Dr. Romona Jackson Jones
- Rochelle Robinson
- Trent North
- Gil Shearouse
- Lauren Meeks
- Shandron Forte
- Jerry Hall
- Alicia Doherty
- Trevor Quander
- Julie Teer

LETTER FROM THE PRESIDENT

Dear Partners and Stakeholders,

On behalf of the Board of Directors and staff of Elevate Douglas Economic Partnership, I am pleased to share our 2025 Annual Report and reflect on a year of continued progress and momentum for Douglas County.

Throughout most of 2025, Elevate Douglas benefited from the leadership of Chris Pumphrey, whose almost fifteen years of service helped advance key initiatives and strengthen the organization's foundation. In December 2025, I was honored to step into the role of Interim President, ensuring continuity as we prepare for the next chapter of leadership and growth.

In 2025, we remained focused on our core mission—advancing economic opportunity, supporting existing industries, strengthening workforce pipelines, and fostering an environment where businesses and talent can thrive. In collaboration with our public and private partners, we supported business expansion and investment, expanded access to resources for entrepreneurs and small businesses, and continued to respond to the evolving needs of employers across Douglas County.

These efforts would not be possible without the leadership of our Board of Directors, the dedication of our staff, and the continued investment and engagement of our investors, elected officials, and community partners. Your support allows Elevate Douglas to remain proactive, strategic, and responsive in a competitive economic environment.

As we look ahead, Elevate Douglas is well positioned to continue the momentum of building upon our strong foundation. We remain committed to collaboration, thoughtful growth, and ensuring that economic development in Douglas County is inclusive, sustainable, and beneficial to the entire community.

Thank you for your continued partnership and support.

Breezy Straton

MEET THE TEAM



BREEZY STRATON
INTERIM PRESIDENT



DEEPA XAVIER
PROJECT MANAGER



RACHEL ASH
PROJECT MANAGER

We exist to create a globally competitive and resilient economy with a superior quality of life in Douglas County.

ORGANIZATIONAL VALUES

- **Audacity**
- **Authenticity**
- **Collaboration**
- **Competitiveness**
- **Inclusivity**
- **Excellence**

TRIBUTE

LEADERSHIP & LEGACY

As Elevate Douglas Economic Partnership looks toward its next chapter, we pause to recognize and honor the leadership and service of Chris Pumphrey, who stepped down from his role as President after years of dedicated leadership.



Chris played a pivotal role in strengthening Douglas County's economic development ecosystem. Under his leadership, Elevate Douglas advanced a clear, data-driven strategy focused on targeted business recruitment, workforce development, and long-term investment. His steady guidance helped position the organization as a trusted partner to businesses, local governments, and regional stakeholders alike.

He was instrumental in helping Douglas County secure transformational projects and investments while also prioritizing support for existing industries. He championed strategic planning efforts that emphasized quality growth, infrastructure readiness, and workforce alignment—laying a strong foundation for the county's future economic success.

Beyond projects and metrics, Chris is widely respected for his collaborative leadership style and commitment to partnership. He worked closely with the Board of Directors, investors, public-sector leaders, and community partners to ensure Elevate Douglas remained mission-focused and responsive to the evolving needs of the county.

As he transitions from his role, Elevate Douglas extends its sincere gratitude to Chris for his vision, leadership, and lasting contributions. His impact will continue to be reflected in the organization's work and in the continued growth and competitiveness of Douglas County.



AWS ANNOUNCES HISTORIC INVESTMENT IN DOUGLAS COUNTY

Amazon Web Services, Inc. (AWS) announced plans to establish major data center campuses in Douglas County, representing the largest capital investment in the county's history. The project includes a planned investment of at least \$5 billion and is expected to create more than 250 new full-time jobs in high-tech and technical fields, including data center operations, engineering, and security roles.

Community leaders highlighted the announcement as a transformational milestone that positions Douglas County at the forefront of technology and innovation, bringing long-term economic opportunity, advanced infrastructure, and high-quality career pathways for residents.

"This next expansion from AWS will bring the most resilient and advanced cloud computing technology with hundreds of high-paying jobs. It is a game changer for our county." - Dr. Romona Jackson Jones, Commission Chair and Elevate Board Member

In addition to job creation, AWS will partner with the Douglas County School System to introduce Think Big Spaces, hands-on STEAM learning labs designed to expand access to technology education and prepare students for future careers.

LOCAL WORKFORCE TALENT DEVELOPMENT

The Career Ready Training Program offers free training to individuals in Douglas County who are looking for careers in high demand career areas. The program provides access to a new pipeline of candidates for Douglas County employers.

The Career Ready Training Program is a strategic workforce development program of Elevate Douglas Economic Partnership and is held in partnership with: West Georgia Technical College, Douglas County School System, and Be Pro. Be Proud.

Summer 2025 Cohort **Fall 2025 Cohort**

- | | |
|----------------------------------|----------------------------------|
| • 19 started program | • 15 started program |
| • 17 completed program | • 14 completed program |
| • 24% hired within 30 days | • 27% hired within 30 days |
| • 82% hired within 60 days | • 46% hired within 60 days |
| • Average starting wage: \$18.25 | • Average starting wage: \$18.51 |

AWS Fiber Workshop

This summer Elevate Douglas added the two-day AWS Fiber Optic Fusion Splicing Certificate training to the Career Ready curriculum with the immediate impact on the opportunities available to the entire Cohort.



Ayden Williams (pictured left), member of our summer cohort, made the most of his training and was hired by AT&T as a Fiber Technician making \$31/hour with the fiber splicing certificate credited as a significant factor in his placement.



CONSTRUCTION READY WORKFORCE PATHWAY ANNOUNCEMENT

Elevate Douglas, in partnership with Construction Ready, Goodwill of North Georgia, and the West Georgia Chapter of The Links, Incorporated, is introducing a new workforce pathway to strengthen the skilled trades talent pipeline in Metro West. Together, the organizations aim to train 200 new trades professionals by the end of 2027.

The Career Ready Training Program provides free, industry-aligned training for residents pursuing careers in high-demand fields. We are also pleased to announce the launch of the Construction Pathway of the Career Ready Training Program and look forward to the long-term success of the program's inaugural cohort.

"This is about creating a reciprocating ecosystem to help build, sustain, and transform the lives of individuals and families in our community. The Construction Ready Workforce Pathway program provides individuals with specific workforce education and training—not only to get higher wages—but to have access to the local jobs and opportunities supporting data centers." - Shandron Forte, Elevate Board Member and local small business owner.

BUSINESS RECRUITMENT & STRATEGY

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Advanced Manufacturing

- Fabricated Metals and Machinery Manufacturing
- Aviation and Aerospace Component Part Manufacturing
- Automotive Component Part Manufacturing



Life Science and Healthcare

- Pharmaceuticals
- Medical Devices
- Healthcare Services



Professional and Technology Services

- FinTech
- Logistics Consulting
- Back Office Support
- Corporate Headquarters



Media and Entertainment

- Film and TV Productions
- Marketing, Advertising, PR
- Arts and Entertainment



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GUIDING PRINCIPLES OF OUR STRATEGIC PLAN

Data Driven

- Employ robust data to drive strategy. We are the information hub that enables us and our partners to identify and respond effectively to opportunities and challenges.

Creative Approaches

- Seek and deploy creative approaches to driving economic and community growth.

Access & Opportunity

- Focus on improving equitable access and opportunity. We view equitable access and opportunity as an economic issue, and are committed to connecting economically challenged areas and population segments to capital, opening doors, and other opportunities.

Collaboration

- Engage and collaborate with partners across the county, region, and state. When we collaborate in our economic development activities, we are stronger and more competitive.

Measurable Results

- Pursue objective measures and ensure transparency. We have identified performance measures and will track and report progress in a transparent fashion.



IMPACT

2020 - 2025
BY THE
NUMBERS

We continue to pursue sustainable economic growth by attracting businesses that prioritize investing in our people, advancing technologies, and fostering community connection.

Over the past 5 years, our community has achieved major milestones: developing, retaining, and attracting talent; growing local businesses and quality jobs; and driving meaningful investment across the county. These accomplishments reflect the power of working together, yet they also remind us that our progress is only the beginning.

5-YEAR LOOK AT THE RESULTS OF DOUGLAS COUNTY ECONOMIC DEVELOPMENT

SUCCESSFUL BUSINESSES FUEL

COMMUNITY GROWTH

2025 Business Growth	5-Year Growth
73,074 JOBS CREATED	8.85% ↑
3,514 TOTAL BUSINESS FIRMS	17.45% ↑
9.60% JOB GROWTH RATE	84.62% ↑
50,942 TARGET IND JOBS	21.02% ↑
\$6,891,846 ANNUAL GDP	28.38% ↑

FIVE YEAR STRATEGIC PRIORITIES

- 1 DEVELOP, RETAIN, AND ATTRACT TALENT**
Improve workforce quality and availability, a key component of successful business recruitment and retention
- 2 GROW BUSINESSES AND JOBS**
Implement core economic development strategies focused on supporting, retaining, and expanding existing businesses and attracting new businesses in targeted sectors.
- 3 DRIVE INVESTMENT IN DOUGLAS COUNTY**
Improve the business climate for the private sector and quality of life for Douglas County residents and families.

THRIVING COMMUNITIES ENHANCE

QUALITY OF LIFE

2025 Community Growth	5-Year Growth
\$1,107 AVERAGE WEEKLY WAGE	28.87% ↑
19,274 HIGH WAGE JOBS CREATED	16.28% ↑
75,912 TOTAL LABOR FORCE	4.77% ↑
1,935 NET MIGRATION	146.50% ↑
50,781 OWNER-OCCUPIED HOUSING	43.05% ↑

STRONGER COMMUNITIES

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Our mission is to strengthen a thriving, sustainable economy for everyone who calls Douglas County home. We work to attract new businesses, support the growth of existing companies—large and small—and equip local entrepreneurs with the tools and resources they need to succeed.

Economic development is more than a strategy; it's a catalyst for innovation, opportunity, and stronger communities. A dedicated economic development team helps remove barriers for both businesses and residents, opening doors to advancement and long-term stability.

When businesses grow, employees grow with them, and the entire community benefits from a stronger tax base, expanded opportunities, and a more vibrant local economy. In this way, thriving businesses help weave an even stronger social fabric across Douglas County.



The overall goal of economic development is to enhance the quality of life for our residents. Communities with a strong social fabric have lower crime rates, better parks and recreational facilities, and a more vibrant cultural scene. Our citizens have the opportunity to enjoy a broader array of services, including enhanced public safety, improved public spaces, and more robust social networks. This sustainable and thriving community in turn provides the necessary momentum for future economic development opportunities.

BRIGHTER FUTURES

SMALL BUSINESS + DATA CENTERS

Douglas County is home to one of the fastest-growing data center markets in the region, creating unprecedented opportunity for long-term economic growth. To ensure this growth delivers broad and lasting benefits, Elevate Douglas Economic Partnership launched the Douglas County Ecosystem Collaborative.

The first strategic initiative for the Collaborative is designed to intentionally connect local small businesses with the multibillion-dollar data center industry. The Collaborative serves as a bridge between large-scale data center operators and the local businesses that support their operations.

By fostering these connections, the Collaborative helps build a more resilient local economy while reinforcing Douglas County's reputation as a competitive, business-ready community.

A Strategic Approach to Inclusive Growth

Through this initiative, Elevate Douglas works to reduce barriers to entry for small businesses while supporting data center operators' goals of building reliable, efficient, and locally integrated supply chains.

LOOKING AHEAD

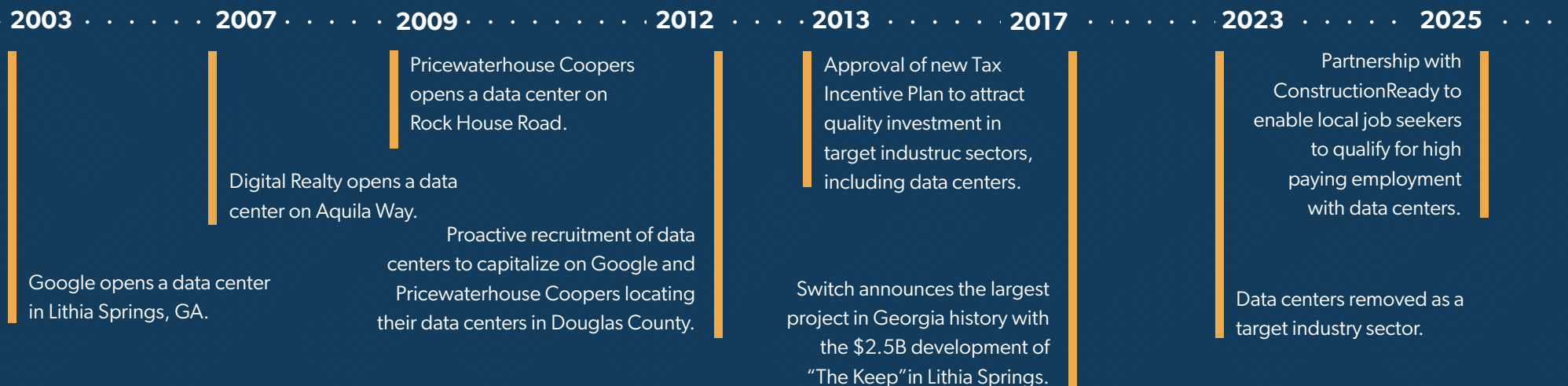
As Douglas County continues to attract world-class data center investment, the Collaborative will play a critical role in ensuring that growth is strategic, inclusive, and sustainable. By intentionally connecting global industry leaders with local businesses, Elevate Douglas is helping create an ecosystem where large-scale investment and small business success grow together.



INTENTIONALLY LOCATED IN INDUSTRIAL CORRIDORS

Douglas County is currently home to eight data centers located within the Riverside and Thornton Road industrial corridor. With more coming online in 2026 and others currently under construction, we anticipate the total job uplift exceeding 700 jobs and supporting over 4,200 independent contractors.

THE DOUGLAS COUNTY DATA CENTER STORY



LOOKING FORWARD TO 2026

- ✓ Launch Retail and Small Business Initiative
- ✓ Launch Strategic Planning for Land Development and Re-Development Opportunities
- ✓ Launch Elevate Douglas 2027-2031 Capitol Investment Campaign

THANK YOU TO OUR PARTNERS

Economic Development is a team sport—our work would not be possible without partnership. From responding to questions on Requests for Information to assisting us with strategic planning, we appreciate the continuous support of our partners.



Elevate **Douglas**



ECONOMIC PARTNERSHIP

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