

DOUGLAS FORWARD 2025



Planning Our Community's Future Together





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MESSAGE FROM THE CHAIRMAN

Dr. Romona Jackson Jones



Dr. Romona Jackson Jones serves as the first African American Commission Chairman in the history of Douglas County, Georgia. Dr. Jones was elected to serve as Commission Chairman on November 8th, 2016 and re-elected for a second term on November 3rd, 2020.

Dr. Jones worked in the healthcare industry for 40 years, of which 31 years involved: Leadership, Master Facility Planning, Multimillion-Dollar Budget Oversight, Operations Management, Personnel, Policy Development, Process Improvement and Strategic Planning.

She has worked in federal, state, and local government, private, non-profit, and for-profit organizations. She was among the first Civil Service employees in the Nation to coordinate and direct a federally regulated environmental program for the U.S. Navy. She has led several multi-million-dollar master facility planning and execution projects for healthcare organizations throughout the United States.

As Chairman of Douglas County Board of Commissioners (BOC), Dr. Jones has oversight and responsibility for a \$181 million-dollar budget. Under Dr. Jones's leadership, Douglas County has gained a record-breaking amount of economic development investments totaling \$4.8 billion with continued growth in Douglas County. Dr. Jones serves as Chairman of the BOC Finance, Purchasing Oversight, Fire/EMS, Public Safety, Tax Abatement Compliance and Beautification Committees.



What is your vision for the future of Douglas County?

My vision is to turn the ordinary into the extraordinary in Douglas County!

Are there other plans you hope to align with the Strategic Plan?

We have several plans that the Board of Commissioners are actively working on such as the Capital Transportation plan, which is underway. We certainly look to align the strategic plan with our Land Use Study plan. Also, our Parks and Recreation Comprehensive plan could be one to align, because it's futuristic. The Special Purpose Local Option Sales Tax (SPLOST) is part of our plan, as well as the overall planning and preparation for our capital assets in the future.

How important is it to engage the citizens around the work of the County Government?

My administration has taken the lead on public engagement by getting our message out directly to the citizens. Our foundation is built on transparency, so we've been able to pull back the curtain and allow our citizens to be engaged in many initiatives. Our work sessions are filmed and open to the public. We rotate morning and evening legislative meetings, we've ramped up our social media, I have a column in the Chapel Hill News, our Commissioners send newsletters to their Districts, we have our DCTV Channel 23, a process to respond to citizens within a 24-hour period and many other ways that we are engaging with our citizens at all levels and across generations.

MESSAGE FROM THE VICE CHAIRMAN

Kelly Robinson - District 2



Kelly Robinson serves as Vice Chairman and the District 2 Commissioner for Douglas County. Voters first elected Vice Chairman Robinson to office in 2008 and re-elected him in 2012, 2016 and 2020.

Commissioner Robinson possesses 27 years of business experience, currently operating as chief executive officer of Archie Mae, a housing advocacy and capital markets firm. Prior to that, he served as Senior Vice President of Strategic Pricing at Wachovia within its \$4 billion commercial banking group that encompassed business banking, regional banking, corporate banking, commercial real estate, and treasury services. Robinson also sits on the board of a homeless prevention center, Caring for Others, as well as the Bronner Business Institute.

Robinson has been involved in the negotiation of the intra-county bus system to include "regional" route design connecting through Cobb and Fulton into H.E. Holmes Station (pre-ATL), in the rebranding of all county mobility programs into "Connect Douglas," championed a long-term capital policy that the Board of Commissioners adopted unanimously as well as a long-term capital plan for financial purposes and served as lead local legislator to validate the strategic fit and performed site due diligence leading to the securing of Georgia's largest economic investment deal in history - the \$2.5 billion Switch Data Center.



What gets you excited about the future of Douglas County?

For the first time in the county's 150-year history, we have a strategic plan that allows the Board of Commissioners to see a full vision of the county in writing. We now have it all in one place. I can sit back and see everything... a single view of the future. This empowers us to make qualified and informed financial decisions today, for a better tomorrow.

How important is it to engage the citizens around the work of the County Government?

As the senior Commissioner, I've always employed citizen feedback as I advocated the interest of my District. The things that are being manifested across the entire County improves equitable distribution of resources. I do what the citizens ask me to do. From the community center and senior center to the bus system as well as sidewalks, resurfacing and mental health - these have always come from the direct input of my citizenry. By the people and for the people. I advocate the interest of our citizens because it's not about me, it's all about them.

What lessons did you learn during the pandemic that the government will continue forward?

The pandemic revealed a greater and more diverse need in the community whereby a policy position of inclusion is here to stay.

MESSAGE FROM COMMISSIONER

Henry Mitchell III – District 1



Henry Mitchell, III is the District 1 Commissioner for Douglas County. Mitchell enlisted in the United States Army after graduating from Henry Grady High School in Atlanta, GA. He served his military time at Schofield Barracks in Hawaii and after completing his tour of duty with the Wolfhounds, Mitchell received an Honorable Discharge from the Armed Forces.

Upon his discharge, he began a career in the broadcasting industry - known as "Mitch Henry." Working for many radio stations around the country including 1400 The Touch (Pennsylvania), WIBB (Georgia), WBLX (Alabama), and V103/WAOK (Georgia), Mitchell has held numerous positions from on-air personality, production director to operations manager.

Adding to his civic commitment, Mitchell served as Mayor Pro Tem (Vice Mayor) of the City of Douglasville, GA where he was Chairman of the Finance, Information Technology and Personnel/ Organizational Committees. He is the founder and Chairman of the Northside Community Initiative, the annual Multi-cultural Enrichment Back-to-School Festival, Communications Chairman of the United Negro College Fund, and Assistant Coach of the Winston Raiders 150 pound Football Team.



What does the strategic plan do for the Douglas County Government and its citizens?

It gives us a sense of direction. A sense of where we are going and what that looks like when it comes to the make up of Douglas County.

How important is it to engage the citizens around the work of the County Government?

Engaging our citizens is extremely important. I want to know what they envision for the County 5-, 10- or 20- years down the road. When you break out the age demographics, 18–34-year-olds or 25–54-year-olds, some will be up-and-coming leaders, and others will be seniors trying to enjoy the seeds of their labor. I want to know what the future looks like to them. The final execution and the decision lie with the Board including myself, however, I still want citizen input, which is extremely important to me because my vision needs to line up with theirs.

What is your vision for the future of Douglas County?

I'll start with my District, where I envision an Atlantic Station area on the north side that will progress that part of town forward. I see a transportation system to get people moving to jobs, to grocery stores and doctor's appointments that will ensure citizens are active who don't access to cars. How do we balance economically the investments needed without an undue tax burden on our county residents? Also, how do we entice, encourage, and attract a true economic platform that's appealing to businesses, and have that proper balance mentioned earlier? I think we're doing an excellent job moving in the right direction to produce that balance of economic growth and value for our citizens. It's a great layout and look to the future. That's the legacy that I want to leave to those who are coming after me. When I pass the torch, I still want it to be lit.

MESSAGE FROM COMMISSIONER

Tarenia Carthan— District 3



Tarenia Carthan serves as the Commissioner for District 3. She is an Atlanta native and holds a Computer Information Systems degree and a Bachelor of Science degree from Atlanta Christian College.

As the chief executive officer of Elohim Consultants, a health technology-consulting firm established in 2005, Commissioner Carthan has served in the healthcare and technology sectors for over 20 years. Her dedication to excellence in the medical and technology field may be seen in her philanthropic work that includes co-founding the Angels N Tech/ Angels N Me Foundation which was created to benefit young girls and encourage them to pursue careers in science, technology, engineering, arts, and mathematics (STEAM). In recognition of her work in the field, Carthan was recognized as an Outstanding Entrepreneur by Who's Who in Black Atlanta in 2012 and is also the former Chairman of the Healthcare Committee of the Georgia Federation of Democratic Women.

Carthan is an ordained minister and serves as a Deaconess at Jackson Memorial Baptist Church. She loves working in her community as a member of the Democratic Women of Douglas County and the Douglas County Democratic Committee. In 2020, Commissioner Carthan was appointed by National Association of Counties (NACo) President Gary Moore to serve on the Community, Economic Development and Workforce Development Steering Committee and the Economic Development Subcommittee Vice Chair.



What does the strategic plan do for the Douglas County Government and its citizens?

The strategic plan is a guide and blueprint for taking the priorities of the community and ensuring as Leadership we make the decisions that align with the plan.

What gets you excited about the future of Douglas County?

Douglas County is in a great place to control the impact of growth and ensure those who choose to call Douglas County home have a good quality of life, are safe, and have everything they need to raise their families and thrive.

How important is it to engage the citizens around the work of the County Government?

The voice of our diverse constituency is crucial in local government as it reminds us all that we have the power to be a part of collective efforts to improve our community.

MESSAGE FROM COMMISSIONER

Ann Jones Guider— District 4



Ann Jones Guider serves as District 4 Commissioner. She retired as the Douglas County Tax Commissioner in 2008 after 28 years. Guider has served as President, Vice President, and Second Vice President of the Georgia Association of Tax Officials (GATO) and the Chair of Modernization Committee during several years at GATO.

Guider also served as President and Vice President of the Tax Commissioners' Technology Association (TCtech), on the Steering Committee with State officials to implement the state-wide tag system and served on Steering Committee with state and county officials to implement on-line emission testing.

She served on the Technology Board for Douglas County Courthouse and on the Board of Community Character Coalition of Douglas County for 16 years. Guider founded and continues to direct a Celebrate Recovery (program for hurts, habits, and hang-ups) at Ephesus Baptist Church, where she has been a member for 35 years.



Are there other plans you hope to align with the Strategic Plan?

Yes, I want it to be fair to all Districts. In my District, there is a plan to increase the size of the Dog River reservoir, which will create a beach area for the County. The banks are going to go out because of Dog River Park and it's going to create a nice beach head that can be a new recreational space for our citizens. I hope to align this new development with the plan.

What gets you excited about the future of Douglas County?

I am excited about controlled growth. Some areas don't want the traffic or the growth, so maintaining green and clean areas in my district, especially down in the Capps Ferry Road and Fairplay areas, are important.

What is your vision for the citizens of Douglas County?

My vision is a good quality of life, representative government, equity in government to all of the districts, because we all pay the same sales tax and property tax therefore, we should all be equally represented.

MESSAGE FROM THE COUNTY ADMINISTRATOR

Sharon D. Subadan, ICMA-CM



Mrs. Sharon D. Subadan began her role as County Administrator for Douglas County on Monday, April 19, 2021.

Recognized as a highly skilled manager and a dynamic senior executive, Mrs. Subadan brings a proven track record of success in building effective teams, creating opportunities for growth, and implementing fiscally responsible budgets.

Her career in public service spans over 30-years with a wealth of knowledge and experience with Miami-Dade County, Florida, Montgomery County, Maryland, Hillsborough County (Tampa), Florida, and Albany, Georgia.

Her government leadership roles have included budgets exceeding \$4.4 billion, employee counts of more than 4,200, and populations up to 1.4 million residents with a record of achievement that shows groundbreaking and advancement of progressive improvement initiatives.



What does the strategic plan do for the Douglas County Government and its citizens?

"If you fail to plan, you plan to fail." Benjamin Franklin

The strategic plan puts me in a unique position because it allows me to have a roadmap to execute against for the Board of Commissioners. The Board sets policy and as their full-time employee, I take their policy, their vision, their mission, their direction, and execute against that. I'm the person who will take the plan and put it into action and my strength is delivering results. The strategic plan comes at a perfect time because it allows me to have some very collective direction from the board. As we see opportunities arise in the future, we're able to use this plan as a roadmap and a guide to help us to execute and deliver results not just for the board but for the citizens who live here in Douglas County.

What lessons did you learn during the pandemic that the government will continue forward?

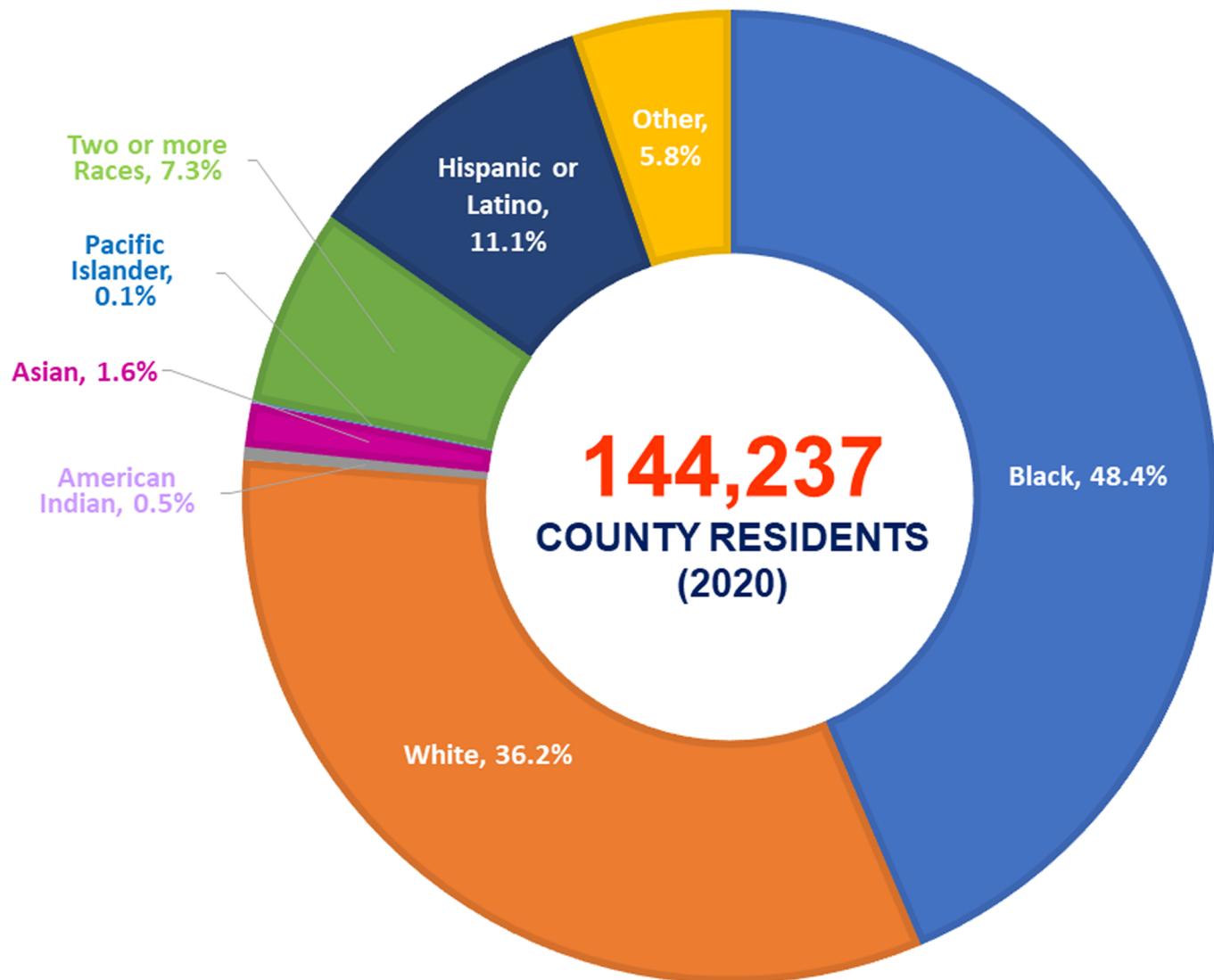
Lessons learned included having the ability to run the government from remote locations to make the shift seamlessly. I learned that we need to make greater investments in technology and process improvements to become more nimble and paperless, more customer-friendly online, and more citizen-centric.

What is your vision for the future of Douglas County?

I want us to be that place where people view us as a great place to live, work and play. I want us to be in the top 10 places where businesses look for as a great place to site and citizens look for as a great place to live because our Citizen Services are robust, our service delivery is second to none and they are proud of us and see us as their advocate, their partners, their government, where we are actively working on their behalf - ready to make their lives better so people and businesses can thrive.

Douglas County Today

With more than **144,237** residents, Douglas County is one of the most diverse counties in Georgia where approximately **48.4** percent of residents are African American, **36.2** percent are Caucasian, **11.1** percent are Hispanic or Latino, **7.3** percent are two or more races, **1.6** percent are Asian, **0.5** percent are American Indian, **0.1** percent are Pacific Islander and **5.8** percent are Other.



Source: [U.S. Census Bureau](#)

Mission, Vision and Core Values

Mission Statement

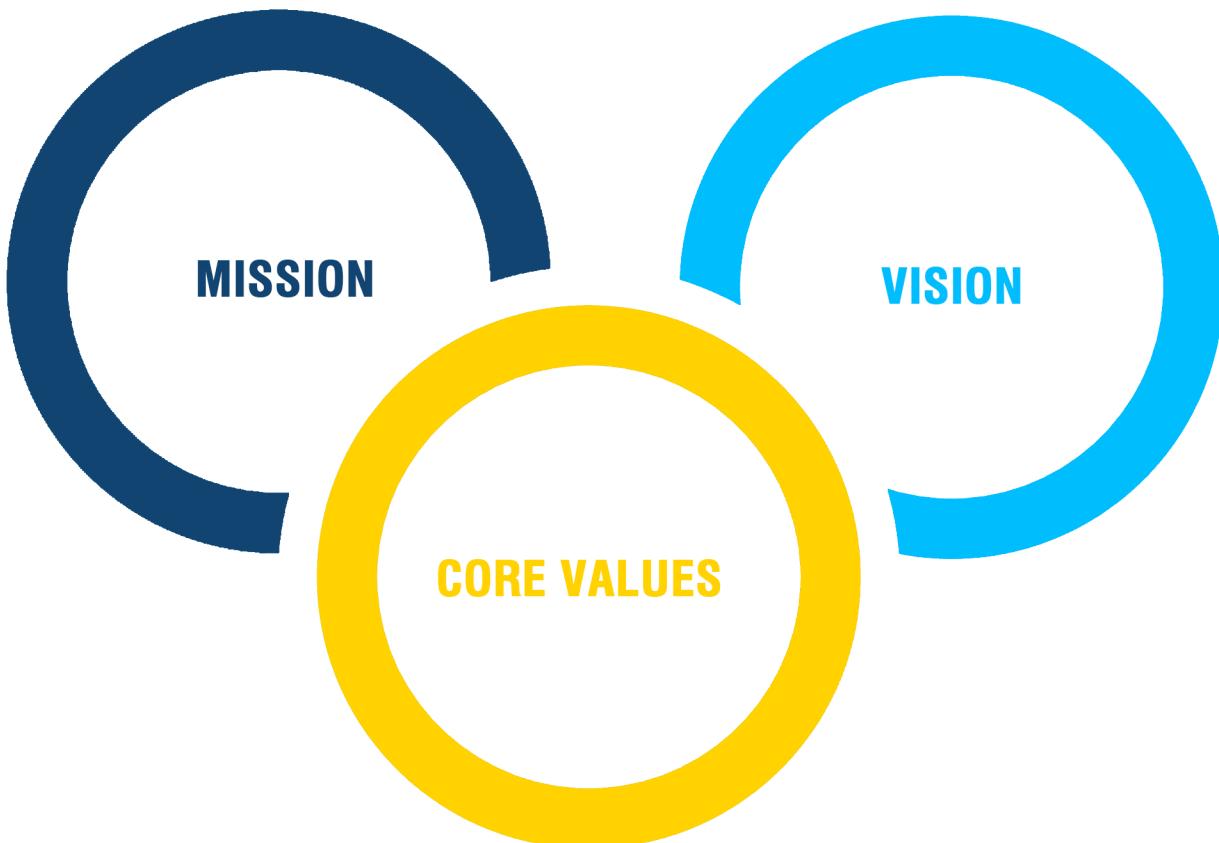
To efficiently deliver superior public service that enriches the quality of life within a thriving, safe, and healthy community in a fiscally responsible manner.

Vision Statement

Douglas County is a diverse, vibrant, innovative, and sustainable community that sets the standards nationally for public service.

Core Values

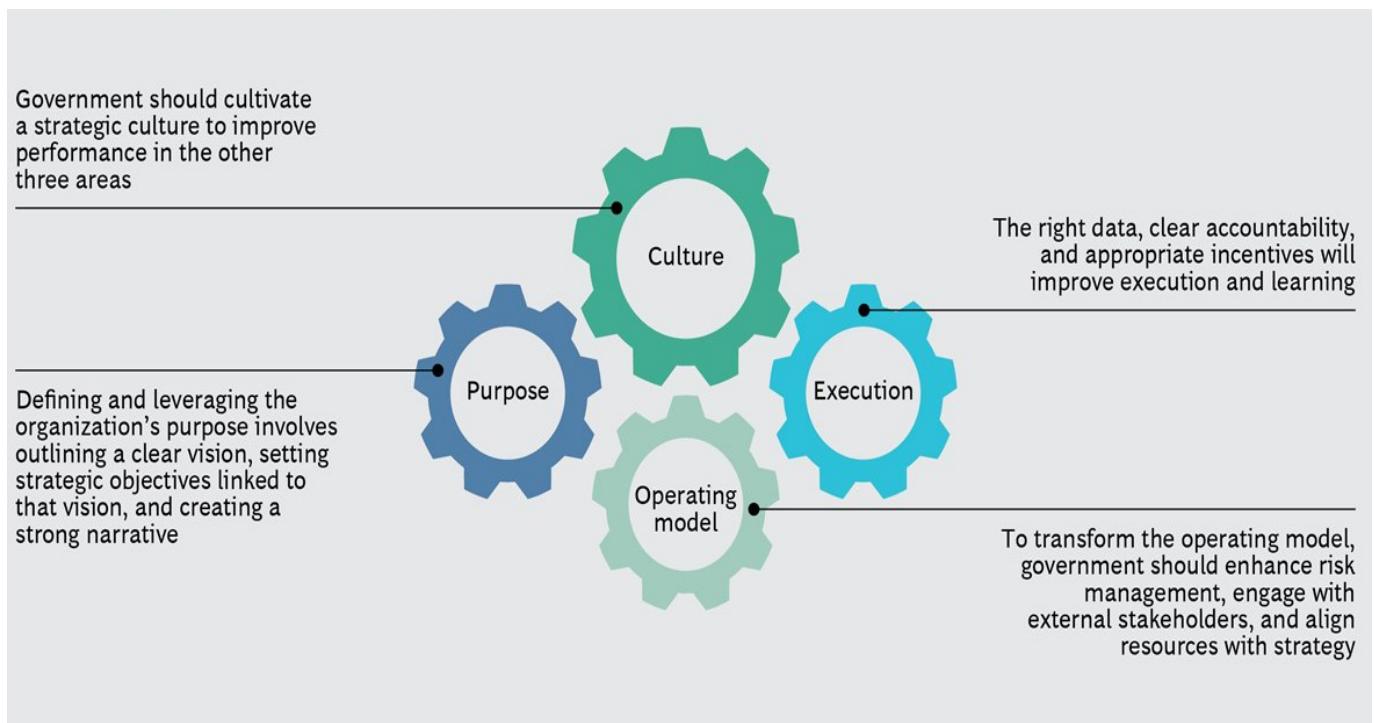
Integrity ~ Transparency ~ Efficiency
Inclusivity ~ Quality



Why a Strategic Plan

Douglas County Government and other public-sector leaders are facing unique challenges in this current operating environment. Political upheaval is the norm, and technology continues to alter the ways that society functions.

In such an environment, government institutions must up their game or risk becoming irrelevant to the citizens they serve. Because confidence has slipped and must now be rebuilt, governments will be forced to take a major leap in the ways that they plan and execute strategy. Douglas County aspires to institute a strategic plan that identifies the right priorities and drives decision making that supports those priorities. Our efforts are focused in the four areas we've outlined – culture, purpose, operating model, and execution- to move this government from planning to delivery of results for the citizens of Douglas County.



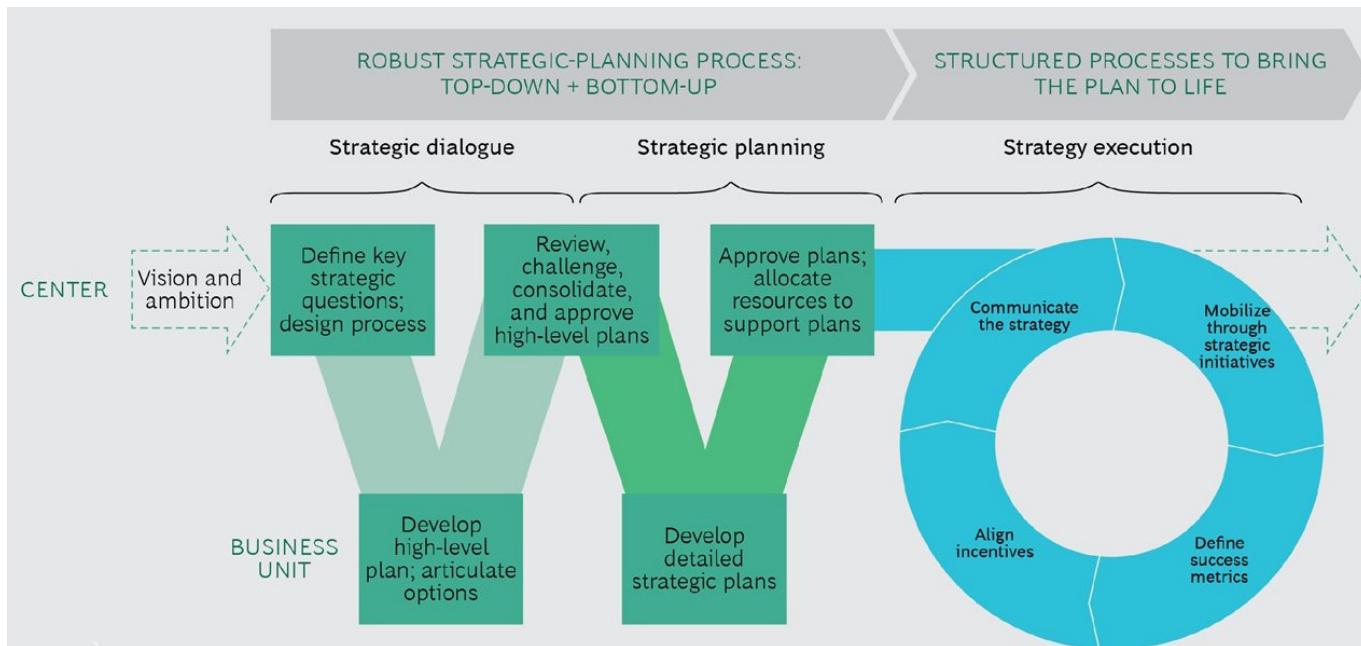
The Strategic Planning Process

Douglas County embarked on this strategic planning process with a goal of creating strategic objectives based on citizen feedback. We had three guiding principles that drove our engagement.

The three (3) Guiding Principles were:

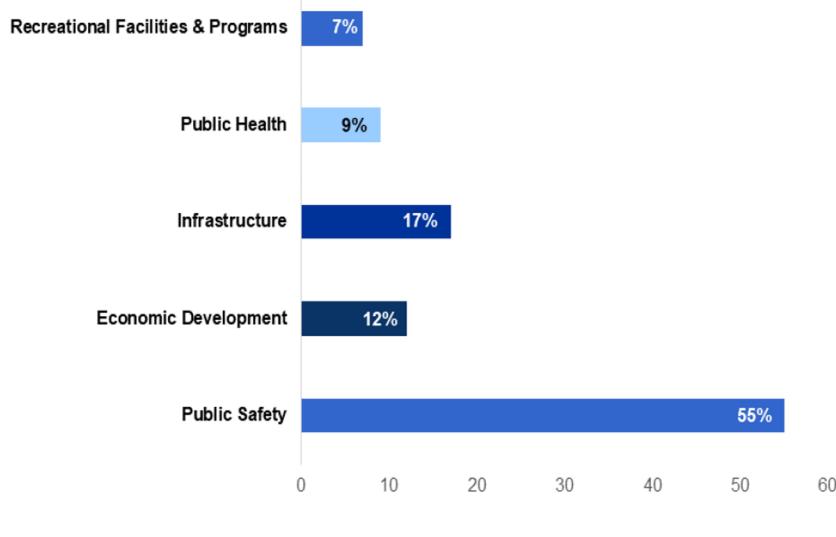
1. All perspectives will be heard & valued
2. Engage every activity with the citizens in mind
3. Produce transparent & tangible results

The project team met with citizens across each district via virtual sessions. We also met with many special interest groups to ensure that we had a diverse set of citizens across the entire Douglas County Community. We will use this feedback to help inform the County Government on the important objects over the next 5 years. Lastly, we also utilized a tiered polling process that enabled us to get the initial broad feedback and a second poll to refine the choices that we received from the community.

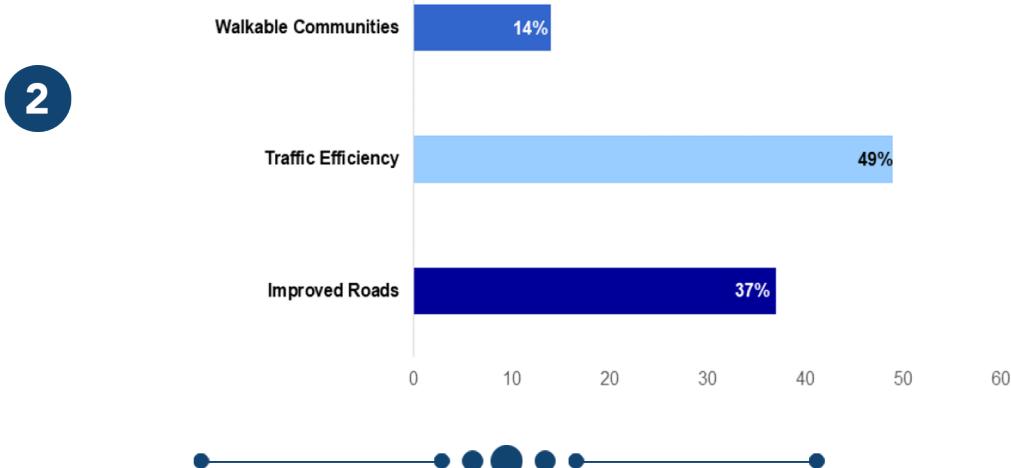


Citizen Engagement Results

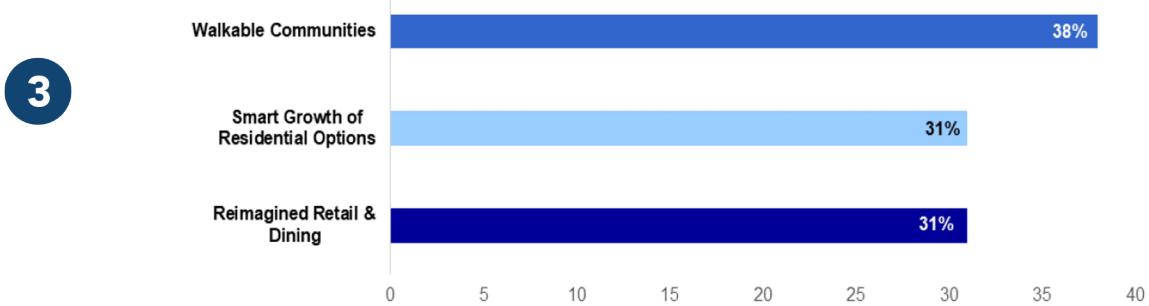
Rank the following priorities for Douglas County Government



Rank the following Infrastructure items that need to be addressed



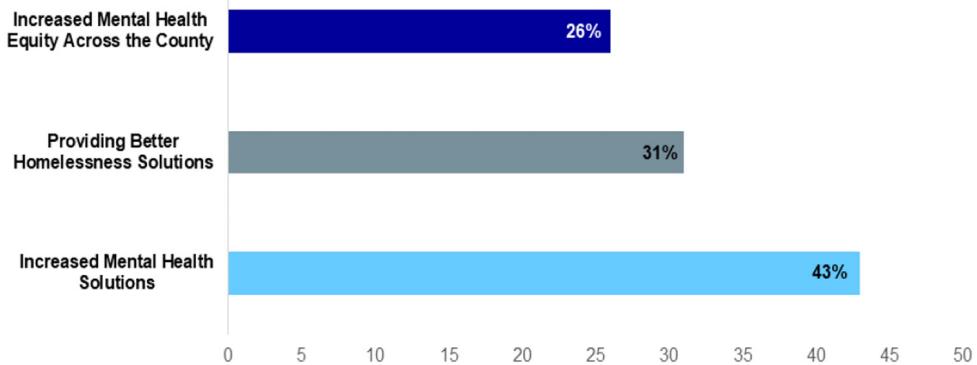
Rank the following Economic Development items that need to be addressed



Citizen Engagement Results

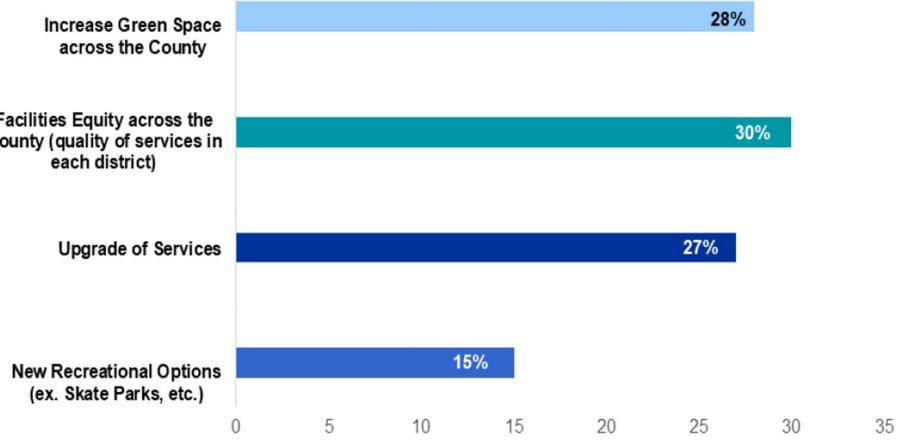
4

Rank the following Public Health items that need to be addressed



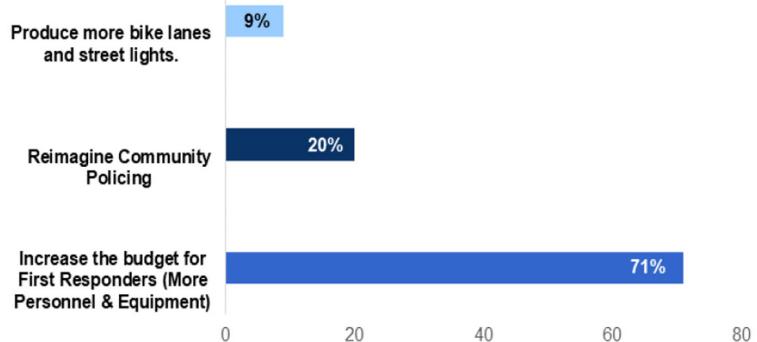
5

Rank the following Recreational Facilities & Programs that need to be addressed



6

Rank the following Public Safety items that need to be addressed



Strategic Priorities





GOAL 1 Public Safety

Douglas County is a place where citizens feel safe at home, work and in the community.

Objective: Provide Timely and Quality Services

- Ensure public safety agencies have the training, equipment and resources needed to deliver timely and effective services and develop ways to measure and report on the quality of those services.
- Strengthen community relations and trust through outreach, community engagement, partnerships, and active recruiting and hiring of qualified personnel who reflect the communities they serve.
- Provide timely, quality protective services to mitigate the risk of harm and ensure the safety of children and vulnerable adults.



Objective: Improve Community Resilience Through Better Prevention, Preparedness and Recovery

- Leverage state, business, volunteer, and community partnerships to enhance preparedness, response, and recovery to disasters.
- Enhance continuity of operations planning and training to ensure capability and continuity of essential government services in the event of an emergency.
- Ensure coordinated post-incident human services and recovery assistance including case management, emergency housing, behavioral health, and family reunification.



Objective: Strengthen Resiliency of Critical Infrastructure

- Conduct a comprehensive risk analysis of critical infrastructure and systems in the county and develop an action plan for the purpose of enhancing protection and resiliency.
- Proactively test and assess the county's information technology systems to identify weaknesses and reduce the risks associated with cyber-attacks.





GOAL

2 Infrastructure

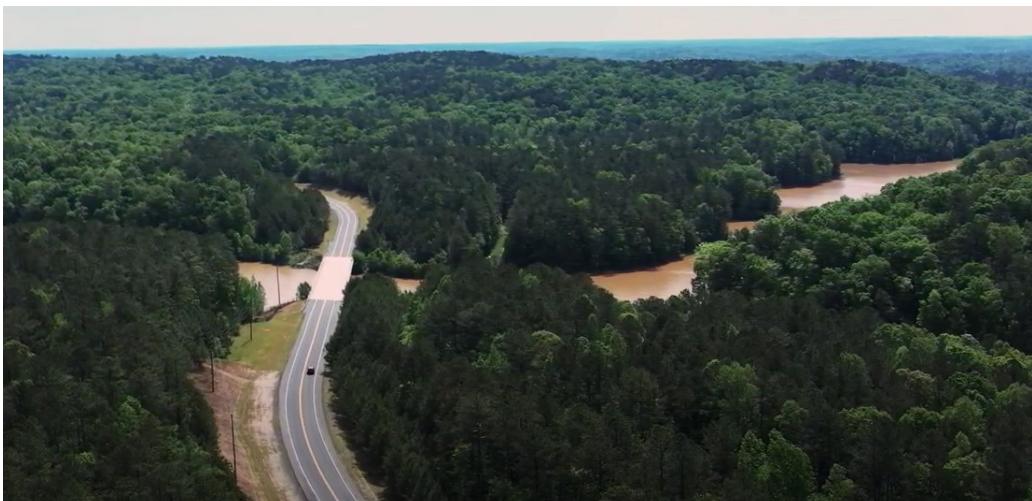
Douglas County is a place where citizens can move efficiently, affordably, and safely via our well-designed and maintained network of roads, sidewalks, trails, and transit options.

Objective: Improve and Modernize Transportation Infrastructure

- Promote transit-oriented and mixed-use development across the county, where appropriate, to allow residents and employees more opportunities to walk, bike and use transit and reduce auto dependency to meet their daily needs.
- Further develop and expand the multimodal network by a) increasing the number of routes and frequency of service connecting urban hubs and amenities, b) enhancing services on highly traveled corridors to reduce car volume in those corridors and c) improving pedestrian and bicycle access to transit services and activity centers.
- Facilitate more active transportation (walking and biking) by adding, improving, and maintaining sidewalks and shared-use paths; enhancing bike facilities throughout the county; addressing “first/last mile” challenges; and educating the community on how to increase their use of active transportation modes safely.
- Create and retrofit more great places through quality street design that more equitably balances the goals of automobile throughput and the experience and comfort level of pedestrians, cyclists, and transit riders.

Objective: Promote a Clean, Beautiful, and Sustainable Community

- Improve the quality of life for every resident of the County by leading the fight to end littering and improve recycling.
- Enhance our efforts on the beautification of our community and gateways.
- Educate, engage, and empower citizens and businesses with the resources to promote a clean, beautiful, and sustainable community.
- Preserve open space and the natural environment.



Objective: Improve Access to Employment Supports

- Provide residents with a comprehensive menu of available services and resources to promote individual and family economic opportunity and facilitate broad access through proactive community engagement.
- Focus efforts on removing barriers that limit participation in the workforce and employment-related programs.
- Integrate evidence-based interventions in the areas of wealth building and personal financial coaching into existing county and community programs that are designed to promote economic self-sufficiency.

Objective: Attract and Support Businesses

- Collaborate with the business community to explore innovative approaches to enhance efforts to attract, retain, support, and expand businesses, particularly in target industries and across various types and sizes.
- Advance the skills of new business owners by assessing currently available county and community services and building a more coordinated and impactful network of expertise and support.

Objective: Leverage Partnerships, Collaboration and Competition

- Identify, and work to remove obstacles to targeting economic opportunity enhancement and sustainability in areas such as local procurement.
- Facilitate improved connection of employers to qualified talent by increasing awareness of workforce services and incentives.
- Partner with businesses, universities, research institutions and incubators to foster innovation that supports high-impact entrepreneurship, attracts capital, creates jobs, builds a relevant workforce, and stimulates economic growth.



GOAL 3 Economic Development

Douglas County is a place where citizens, businesses and places are thriving economically.

Objective: Build a Strong Workforce and Support Skills Attainment for Residents

- Work with community stakeholders to execute a compelling marketing strategy to support efforts by Douglas County businesses to recruit and retain talented employees, highlighting and promoting the competitive advantages of the county.
- Work with community stakeholders to build a roadmap that enables our most economically disadvantaged residents to develop fundamental workforce competencies, including technology acumen and English proficiency, in alignment with employer requirements and through leveraging existing county and community resources.





GOAL 4 Public Health

Douglas County is a place where citizens can attain their highest level of health and well-being within a healthy sustainable environment.

Objective: Support Healthy Communities

- Integrate considerations of health, well-being and equity into the development, implementation and evaluation of land use, transportation and housing policies and ordinances.
- Create walkable, bikeable, transit-oriented, dense, mixed-use, and connected places that make inviting and vibrant communities with opportunities for recreation and active living for individuals of all ages and abilities.
- Create healthier environments on county properties through policies such as the expansion of tobacco-free zones and healthy vending options.
- Promote healthy eating by implementing policies and initiatives that increase access to fresh, and nutritious food options.
- Use enhanced data analysis and population-level data from COVID-19 to better quantify and monitor differences in health outcomes among groups of people to close the gap on health inequities.

Objective: Expand Access to Health Services and Information

- Identify barriers to accessing health services for residents in need and align county and community resources to address the underlying factors contributing to underutilization, and to eliminate gaps in services.
- Integrate the delivery of behavioral health services for those in need through co-locating services and redesigning care providers' practices and business processes.
- Attract health service providers to underserved geographic areas by incentivizing the provision of care that is culturally competent, accessible, high quality and affordable.
- Address substance use through coordinated education efforts for prevention, expanded treatment options and harm reduction actions in collaboration with community partners.
- Implement a comprehensive, coordinated, evidence-based healthy living campaign that is tailored to reach, inform, educate, and motivate people to increase health-promoting behavior across all segments of the population.
- Foster innovation that supports high-impact entrepreneurship, attracts capital, creates jobs, builds a relevant workforce, and stimulates economic growth.



GOAL

5 Recreational Facilities & Programs

Douglas County is a place where citizens can participate in quality arts, sports, recreation, and culturally enriching activities.

Objective: Improve Availability and Access to Cultural and Recreational Services

- Collaborate with the business community to determine best practices to cross-promote programs/events at shared spaces.
- Evaluate and address barriers to cultural and recreational opportunities.
- Evaluate the existing business models for agencies and organizations that support cultural and recreational opportunities with the goal of devising a consolidated funding methodology that ensures more affordable and equitable access.
- Develop practices that integrate the needs of the community to achieve equitable access to cultural and recreation facilities, areas, and venues.

Objective: Heighten Awareness, Appreciation and Promotion of Diverse Cultures

- Ensure cultural and recreational amenities are included in placemaking designs for development and/or revitalization in targeted areas.
- Regularly inventory and evaluate cultural and recreational programs provided by the county and its partners based on how they address identified service gaps and how well they positively impact equity.
- Build awareness of volunteer opportunities and recruit a diverse volunteer base to support cultural/recreational opportunities.
- Work with recreational and cultural partners to provide comprehensive, up-to-date, accessible information to the public about local artists, creative cultural industries, places of cultural and natural heritage, events and spaces and facilities.





GOAL 6 Transform Douglas County

Douglas County is a place where citizens trust that their government responsibly manages resources, provides exceptional services, and equitably represents them.

Insights to Engagement

Objective: Ensure Inclusive Community Engagement, Representation and Governance

- Enhance communication and outreach to the community by using all available communication methods and tailoring messaging to individual needs.
- Improve public participation and engagement opportunities to ensure all facets of the community are represented and have physical and technological access to engage and participate in community discussions and decisions.
- Implement a comprehensive approach to consistently solicit citizen feedback on their service experience and share results regarding the quality of the county's programs and services.



Objective: Attract, Develop and Retain a Great Workforce

- Improve the county's competitiveness as an employer to recruit, hire and retain a diverse, highly qualified workforce.
- Make the onboarding process for all new employees streamlined, consistent and compelling, so that staff have the information, tools, and technology they need to begin their county careers effectively.
- Enhance continuity of operations by focusing on key positions and critical functions where effective knowledge transfer and smooth workforce transition needs to take place.
- Expand employee learning opportunities to increase staff competencies and experience in the areas of leadership, equity, cultural proficiency, use of technology and innovation to meet the needs of a changing environment.



GOAL

6 Transform Douglas County

Douglas County is a place where citizens trust that their government responsibly manages resources, provides exceptional services, and equitably represents them.

Objective: Develop a Strong Workplace Culture

- Initiate a regular, countywide process for conducting organizational assessments and employee surveys and then implementing identified changes that will lead to improved employee engagement.
- Implement a workplace culture change effort to actively promote equity and inclusion, collaboration, excellence, innovation, customer service, transparency, accountability, and trustworthiness.
- Provide more flexibility in the areas of workplace environment, benefits, career progression to compete more effectively with surrounding private and public sector employers for the next generation of employees.

Objective: Continuously Improve Process Effectiveness

- Using lessons learned during COVID-19, re-engineer county practices and procedures to improve performance, reduce cost and eliminate redundancies.
- Create "communities of practice" around areas of functional expertise (such as human resources, financial management, data analytics, or performance measurement) to foster innovation, increase collaboration and share best practices across the county workforce.
- Strengthen the use of data-informed decision making through regular data collection, evaluation, and distribution.

Objective: Be Responsible Stewards of County Resources

- Evolve the budgeting process to align resource allocation to those programs and activities that will most effectively advance the outcomes outlined in the strategic plan.
- Pursue policy, fiscal and legislative options to provide Board of Commissioners with the flexibility and tools needed to respond to the challenges associated with leading Douglas County.

Objective: Leverage Technology to Modernize and Ensure Full Utilization of County Facilities

- When building new county facilities and infrastructure, incorporate design that results in multi-use spaces, promotes efficient use of sites, and maximizes return on investment.



GOAL 6 Transform Douglas County

Douglas County is a place where citizens trust that their government responsibly manages resources, provides exceptional services, and equitably represents them.

- Increase resiliency and energy efficiency of existing and new county facilities and infrastructure to improve performance, reduce building maintenance costs and increase the ability for facilities to self-sustain during emergencies.
- Equitably assess and perform ongoing maintenance, upgrades and replacement of county facilities, infrastructure, and equipment so that they can meet future demands and provide a safe and healthy environment for residents and staff.
- Implement a data governance policy that standardizes and strengthens how the county collects, analyzes, warehouses and shares data across departments and with the community.
- Implement a consolidated county technology plan to enable innovative solutions, reduce operational costs and deliver exceptional outcomes.



Ground Breaking



Grand Opening

Acknowledgments

Douglas County acknowledges the many contributors who dedicated their time and effort to the development of this Strategic Plan. Thank you to the Douglas County Board of Commissioners and the County Administrator Ms. Sharon D. Subadan for serving as critical thought partners in the development of the plans' six goal areas.

We are one Douglas County, working to ensure the needs of the community are met. Thank you to County senior staff and agency leaders for your continuous leadership and commitment to ensure that the needs, safety, and well-being of County residents, business owners, and visitors are met.

Together, as drivers of the plan, your input is critical to the success of the County's mission, vision, and core values. Thank you to the strategic planning team for your work on outlining the strategies and activities that correspond with each of the six Goal areas. Thank you to County staff, who do the hard work necessary to keep the County running day in and day out. Your dedication to serving residents will ensure that Douglas County remains a great place to live, work and raise a family.

Special Recognition to Lionheart Consulting Group and the Douglas Forward 2025 Project Team led by Tiffany Stewart-Stanley and project team members, Tabrieah Cobb, Dionne Penn, Allison Duncan, Rick Martin, Dr. Konswella Gilchrist and Fred Perry.

Finally, thank you to the residents and employees of Douglas County for your ongoing participation and feedback at town halls and other community events. You are the County's number one priority. Your input informed the goals, strategies, and activities outlined in this plan. We hope you will continue to be an essential co-contributor to the work that we do.







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CelebrateDouglasCounty.com

