2018 – 2020 DBE Goal-Setting and Public Participation Summary
DOUGLAS COUNTY, GA 2018 - 2020 DBE GOAL-Setting

1A Determine the weight of each type of work by NAICS Code:

* Enter all the FTA-assisted projects below. Project amounts should be assigned relevant NAICS Code(s).

<table>
<thead>
<tr>
<th>NAICS Code</th>
<th>Project</th>
<th>Amount of DOT funds on project</th>
<th>% of total DOT funds (weight)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) 23622</td>
<td>Construction-related transit facility upgrades</td>
<td>$2,000,000.00</td>
<td>0.2247</td>
</tr>
<tr>
<td>2) 541512</td>
<td>Computer network, fleet connectivity upgrades</td>
<td>$500,000.00</td>
<td>0.0562</td>
</tr>
<tr>
<td>3) 485113</td>
<td>Local Bus Service</td>
<td>$6,400,000.00</td>
<td>0.7191</td>
</tr>
<tr>
<td>4)</td>
<td></td>
<td></td>
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<td>5)</td>
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<td>8)</td>
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<td></td>
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<tr>
<td><strong>Total FTA-Assisted Contract Funds</strong></td>
<td><strong>$8,900,000.00</strong></td>
<td><strong>1</strong></td>
<td></td>
</tr>
</tbody>
</table>

1B Determine the relative availability of DBE's by NAICS Code:

*Information on the number of available DBEs and all available firms was obtained from GDOT UCP Directory and GDOT Directory of Certified and Registered firms

<table>
<thead>
<tr>
<th>NAICS Code</th>
<th>Project</th>
<th>Number of DBEs available to perform this work</th>
<th>Number of all firms available (including DBEs)</th>
<th>Relative Availability</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) 23622</td>
<td>Construction-related transit facility upgrades</td>
<td>12</td>
<td>73</td>
<td>0.1644</td>
</tr>
<tr>
<td>2) 541512</td>
<td>Computer network, fleet connectivity upgrades</td>
<td>8</td>
<td>16</td>
<td>0.5000</td>
</tr>
<tr>
<td>3) 485113</td>
<td>Local Bus Service</td>
<td>2</td>
<td>7</td>
<td>0.2857</td>
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<tr>
<td>4)</td>
<td></td>
<td>0</td>
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<tr>
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<td>7)</td>
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<tr>
<td>8)</td>
<td></td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td><strong>Combined Totals</strong></td>
<td><strong>22</strong></td>
<td><strong>96</strong></td>
<td><strong>22.92%</strong></td>
<td></td>
</tr>
</tbody>
</table>
1C \( (\text{Weight}) \times (\text{Availability}) = \text{Weighted Base Figure} \)

<table>
<thead>
<tr>
<th>NAICS Code</th>
<th>Project</th>
<th>Weight</th>
<th>x</th>
<th>Availability</th>
<th>Weighted Base Figure</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) 23622</td>
<td>Construction-related transit facility upgrades</td>
<td>0.22472</td>
<td>x</td>
<td>0.16438</td>
<td>0.0369</td>
</tr>
<tr>
<td>2) 541512</td>
<td>Computer network, fleet connectivity upgrades</td>
<td>0.05618</td>
<td>x</td>
<td>0.50000</td>
<td>0.0281</td>
</tr>
<tr>
<td>3) 485113</td>
<td>Local Bus Service</td>
<td>0.71910</td>
<td>x</td>
<td>0.28571</td>
<td>0.2055</td>
</tr>
<tr>
<td>4) 0</td>
<td>0</td>
<td>0.00000</td>
<td>x</td>
<td>0.00000</td>
<td>0.00000</td>
</tr>
<tr>
<td>5) 0</td>
<td>0</td>
<td>0.00000</td>
<td>x</td>
<td>0.00000</td>
<td>0.00000</td>
</tr>
<tr>
<td>6) 0</td>
<td>0</td>
<td>0.00000</td>
<td>x</td>
<td>0.00000</td>
<td>0.00000</td>
</tr>
<tr>
<td>7) 0</td>
<td>0</td>
<td>0.00000</td>
<td>x</td>
<td>0.00000</td>
<td>0.00000</td>
</tr>
<tr>
<td>8) 0</td>
<td>0</td>
<td>0.00000</td>
<td>x</td>
<td>0.00000</td>
<td>0.00000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>0.2705</strong></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td><strong>Expressed as a %</strong></td>
<td>(*100)</td>
<td></td>
<td></td>
<td></td>
<td><strong>27.05%</strong></td>
</tr>
<tr>
<td><strong>Rounded, Weighted Base Figure:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>27%</strong></td>
</tr>
</tbody>
</table>

2. Adjustments Necessary?
During the three year period including 2015, 2016 and 2017, Douglas County had limited DBE participation in the few projects it undertook. The average participation per year for DBEs during that three year period included:
2015: $37,250, 4 percent; 2016: $8,197, 2 percent; 2017: $8,963, 2 percent.

The historical median for DBE projects for the 2015 - 2017 period is 2 percent.

Rounded Weighted Base Figure: **27%**
Historical Median: **2%**

Sum: **29%**
Divided by Two: **14.50% DBE Goal**

Douglas County believes that 15 percent is a reasonable goal for DBE participation for the three year period including 2018, 2019 and 2020. Two significant construction projects plus computer connectivity projects for facilities and vehicles should increase the opportunities for DBE participation.

3. Race-Neutral/Race-Conscious Split
Based on prior experience, Douglas County anticipates that its 15 percent DBE goal will be 10 percent race conscious and 5 percent race neutral. To achieve DBE participation, Douglas County typically has to require
DBE participation as part of the contract.
2. Adjustments Necessary to Rounded Weighted Base Figure?

During 2015, 2016 and 2017, Douglas County had limited DBE participation in its federally-funded projects. The largest federal expenditures during that three year period were:

2015

Four mini-buses, $179,656
Transportation Center Repairs, $174,996
Transportation Services Study, $179,618
17 commuter vans, $463,115

Douglas County’s only DBE participation was $37,250 in the Transportation Center repairs. This amounts to 4 percent DBE participation in the federal projects.

2016

Marketing equipment, $9,315
Safety equipment, $1,271
Landscaping, $2,900
11 vehicles, $339,195
Design of Transportation Center expansion, $57,500
Park and ride lot improvements, $43,144

Douglas County’s only DBE participation was $8,197 in the park and ride lot improvements. This amounts to 2 percent DBE participation in the federal projects.

2017

Renovation of fleet maintenance space, $200,000
4 vehicles, $300,000
Park and ride lot improvements, $47,144.

Douglas County’s only DBE participation is $8,963 for park and ride lot improvements. This amounts to 2 percent DBE participation in all the federal projects.
Median Participation

During the three year period including 2015, 2016 and 2017, Douglas County’s median DBE participation was:

2015: 4 percent
2016: 2 percent
2017: 2 percent

The 2016 DBE participation becomes the three year historical median of 2 percent.

Weighted Base Figure

Douglas County’s rounded Weighted Base Figure is 27 percent for Years 2018 – 2020. This figure is based on potential projects, the overall availability of contractors and the availability of DBE contractors.

2018 – 2020 Adjusted DBE Goal

Rounded Weighted Base Figure: 27 percent
Historical Three year Median: 2 percent
Sum of Rounded Weighted Base and Historical Three Year Median: 27 plus 2 equals 29.
30 divided by 2 equals 14.5 percent, rounded to 15 percent DBE goal for 2018 – 2020.

Historical Review

In reviewing past records, from Oct. 1, 2007 through March 31, 2014, Douglas County had an annual DBE goal of 19 percent, but did not have any DBE participation in its projects. From Oct. 1, 2006 through Sept. 30, 2007, Douglas County had 5.5 percent DBE participation in its projects.

Also, a review of past records shows that up to 2014, the Federal Transit Administration (FTA) approved Douglas County’s annual DBE goal and methodology which was based on bidders’ lists and proposed DBE participation by the bidders. During this time, Douglas County’s annual DBE goal was approved by FTA at 19 percent.

For the 2015 – 2017 period, Douglas County’s DBE goal and methodology was based on probable projects to be undertaken, the overall availability of contractors for a given project,
and the availability of DBE contractors for a given project. This methodology was patterned from USDOT's *Tips for Goal Setting* webpage and approved by FTA when Douglas County submitted its revised DBE policy in June 2014. Using this new methodology, Douglas County's 2015 – 2017 DBE goal also turned out to be 19 percent.

But while Douglas County's annual DBE goal has been around 19 percent, the county has only infrequently reached that level of participation by DBEs.

In setting its 2015 - 2017 DBE goal, Douglas County did review DBE participation dating all the way back to 1998 when Douglas County first began tracking DBE participation. This gives an overall view of Douglas County's DBE goals and achievement.

(C). *From the period July 1, 1998 through June 30, 2014, Douglas County awarded two prime contracts to DBEs. Both of these contracts were 2003 and prior. One DBE prime contractor performed 72 percent of the work on a project while a second DBE prime contractor performed 100 percent. These two attainments were considered race/gender neutral.*

(B). *These two prime contracts, which were awarded in different years, represent the two years Douglas County exceeded its DBE goal of 19 percent. However, they do not reflect a typical year for DBE participation in Douglas County projects.*

(D). *Beyond these two prime DBE contracts, Douglas County has not had a DBE participation of more than 5.5 percent.*

(E). *The two contracts that were awarded to DBEs in 2003 and prior were achieved through race neutral means. The projects representing the 5.5 DBE participation in FY 2007 were considered race conscious.*

(G). *At least since FY 2007, Douglas County has not met its DBE goals, due largely to a limited number of certified DBEs within the borders of Douglas County.*

Douglas County has always encouraged DBE participation in its projects, but its efforts have been limited by two factors: 1. Lack of significant construction and consulting-type projects that typically attract DBE firms, and 2. Lack of certified DBEs within the boundaries of Douglas County. A check of the Georgia DOT DBE directory listed only about two dozen DBE companies in Douglas County. Their areas of expertise involved trucking, food service and other services that do not match the type of projects Douglas County has.

Case in point: In 2016, Douglas County issued a request for bids for park and ride lot repairs. It included a race conscious requirement of 19 percent DBE participation. The RFP was advertised in the local media, social media and personal contact with local DBEs. Also, 40 notices of the RFP were mailed to metro Atlanta contractors. Only one bid was received. It did, however,
include a 19 percent DBE participation. In contacting firms that did not bid, Douglas County learned that it was the relatively small size of the overall project ($90,288) and/or the 19 percent DBE requirement that were major factors in them not submitting a bid.

(F. However, going forward, Douglas County expects to: Undertake larger projects that will have more DBE opportunities. 2. Concentrate more on the pool of available DBEs beyond the boundaries of Douglas County, thus exposing more DBEs to the opportunities available to them. Douglas County’s new External Affairs Director, who is heavily involved in minority professional and business associations, will be a tremendous help to Douglas County Rideshare in identifying potential participants in Douglas County projects.

Race Neutral, Race Conscious Split

For the period 2018 – 2020, Douglas County proposes a 15 percent DBE goal. Douglas County proposes that 10 percent be achieved through race neutral measures and 5 percent through contract-specific measures. This split was derived by adjusting the actual RN/RC split of 13/6 for the period 2015 – 2017.

(A. To the fullest extent possible, Douglas County will use the following race-neutral measures to meet its overall DBE goal:

- Douglas County Rideshare has one staff member who serves as a liaison with the minority, small business community. She explains the DBE program to them, encourages them to become DBEs, and assists them with the application process. This staff member will work closely with the new External Affairs Director in soliciting minority involvement in Douglas County’s bidding process.
- Arranging solicitations, time of bids and size of contracts to facilitate DBEs. Douglas County may unbundle large contracts to make them more accessible to small businesses, or encourage prime contractors to subcontract portions of work they could do themselves.
- Working with DBEs to overcome problems with financing and bonding.
- Providing technical and other assistance to DBEs.
- Assuring maximum information and communication with DBEs on contracting possibilities.
- Supporting DBEs in their efforts to improve their management, record-keeping and other business skills.
- Encouraging DBEs in attempting a more diversified and significant program of work, thus gaining more expertise, confidence and eventually becoming self-sufficient.
- Encouraging start-up DBEs to participate in the Douglas County bid process; make start-up DBEs known to large prime contractors.
• Insuring maximum distribution of DBE directory.
• Providing technical assistance to DBEs attempting to develop their computerized and electronic capabilities.
DOUGLAS COUNTY RIDESHARE/MULTI-MODAL SERVICES
DISADVANTAGED BUSINESS ENTERPRISE
PUBLIC COMMENT/INVOLVEMENT

As part of its Disadvantaged Business Enterprise goal-setting exercise for 2018 – 2020, Douglas County Rideshare/Multi-Modal Transportation Services sought input from the public. The culmination of that effort was a public meeting on May 17, 2017. A summary of that meeting is provided as part of this report.

Douglas County solicited comments from the public in several ways. Working from an updated mailing list that had been compiled for previous DBE meetings and solicitations, 93 invitations were mailed to individuals, businesses and associations that represent numerous trades and services.

Early in 2017, the Douglas County government hired an External Affairs Director. One of her responsibilities is to build relationships with minority entities in Douglas County and the Atlanta region. The External Affairs Director was able to provide Rideshare/Multi-Modal with the names of approximately 50 trade associations and organizations who were asked for comment and participation in the DBE meeting.

On May 10, 2017, Rideshare/Multi-Modal published an announcement in the Douglas County, GA. Sentinel, the county’s legal organ. The announcement explained Rideshare’s DBE goal for 2018 – 2020, and also notified the public of the DBE meeting to be held May 17. The purpose of the meeting was to explain Rideshare’s participation in FTA’s DBE program, its 2028 – 2020 goal, potential federally-funded projects for that three year period, how to keep up with Rideshare projects, and how to become a certified DBE.

Rideshare published two similar announcements on its webpage: www.celebratedouglascounty.com/departments/Rideshare. One announcement was about Rideshare’s DBE goal for 2018 – 2020 while the other was a notice about the May 17 meeting.

In addition, Rideshare has one staff member who is assigned to identify local DBEs or individuals or companies that desire to become DBEs. This staff member is currently assisting two local small businesses in completing the DBE certification application, and has successfully guided two other small firms through the certification process. This staff member is able to answer questions and provide technical assistance to active DBEs and potential DBEs.

Following the public announcements and notices, Rideshare hosted its DBE informational and goal-setting public meeting. There were seven people in attendance: Chris Scott, King and Queens Transportation; John Cade, RTL Transportation; Carol Chateau, Department of Community Supervision; Randy Hulsey, Director, Douglas County Department of Transportation; Gary Watson, Division Manager, Multi-Modal Transportation Services Division; Davidae Walker, Assistant Division Manager, Multi-Modal Transportation Services Division, and Liz Marino, Douglas County Sentinel.

The agenda was distributed and followed with roundtable introductions.

The purpose of the meeting was to:

- Explain the federally mandated DBE program and how Douglas County Rideshare, as an FTA recipient must have a current DBE program/policy.
- Explain the methodology by which Rideshare establishes its three year goal for DBE participation in its federally-funded projects.
- Explain the Unified Certification process for becoming a DBE.
- To offer assistant to minority businesses who want to attempt the certification process.
Gary Watson explained FTA requirements of the DBE program and then talked about upcoming projects that may include or have a need for a DBE such as the expansion of the Transportation Center, the planned circulator bus service and property improvement projects. He announced that for the 2018-2020 period, Rideshare has a goal of 15 percent DBE participation in its federally-funded transportation/transit projects. He mentioned that two projects, the bus service and the Transportation Center expansion, would likely have a clause in the contracts requiring 15 percent DBE participation.

Carol Chateau expressed concern about inner city transportation for those who have no access to personal transportation. She was introduced to Mr. Scott and Mr. Cade who participate in the Douglas County Senior Citizen and Disabled Voucher program and offer shuttle service to the MARTA Holmes station.

Davidae Walker talked about the DBE application process and offered her assistance to businesses who are interested in submitting a DBE application. Georgia has a unified certification process that is conducted by the state Department of Transportation. She explained how the DBE certification can lead to participation not only in Douglas County projects, but projects throughout Georgia and other states as well. Ms. Walker has assisted several local minority enterprises in submitting a successful certification application.

Participants were encouraged to offer feedback to Rideshare about their DBE experience.

Randy Hulsey supported the information that Mr. Watson and Mrs. Walker talked about and assured the attendees that Douglas County wants to have a strong DBE program and is willing to work with interested participants to give them a broader opportunity to help their business grow.

A DBE agenda packet was available for attendees to take with them. Ms. Chateau took an additional packet to pass on to another business owner. Mr. Cade was given a DBE application. The packets included the Multi-Modal Division DBE policy, potential DBE projects for 2018-2020, the goal methodology and information on how to keep up with Rideshare projects.

The meeting received front page coverage in the Douglas County Sentinel on May 19.

Horace Roberts is a current active DBE. His firm, Corporate Vision, Inc. is involved in residential and commercial construction. Mrs. Walker has been a mentor for Mr. Roberts as he actively searches for DBE opportunities for his company. While he was not able to attend the May 17 meeting, he did meet with Mr. Watson and Mrs. Walker on June 8 to discuss potential Rideshare projects. Mrs. Walker personally led Mr. Roberts to the Douglas County Purchasing Department, which initiates all Requests for Proposals for Rideshare and Douglas County projects. Mr. Roberts was encouraged to stay in touch with Rideshare about its upcoming projects, and it was suggested he try to build relationships with prime contractors in the area so they will consider him as a sub-contractor on some major projects. It is Mr. Roberts’ goal to grow his business to where it will be large enough to serve as the prime contractor on major projects.

Currently, there are about 15 DBE firms in Douglas County on Georgia DOT’s certification list. A number of them are listed under trades such as catering, food service and business consulting which are areas that Rideshare does not anticipate needing. However, Rideshare will serve as a mentor/technical helper for these and any other firms interested in DBE participation.
Rideshare seeks minority businesses for local transit projects

BY LIZ MARRNO

The Douglas County’s Multi-Modal Transportation Center, funded projects, now ready to participate in federally-funded projects. The Douglas County, through its Multi-Modal Transportation Center, seeks to include minority businesses in their transportation projects.

Rideshare services head to head with a Multi-Modal Transportation Center.

With a Multi-Modal Transportation Center, the Douglas County seeks to include minority businesses in their transportation projects. The center is designed to provide transportation services to the community, including rideshare services.

The Douglas County seeks to include minority businesses in their transportation projects. The center is designed to provide transportation services to the community, including rideshare services.
“I really don’t have any words for it but dad cried like a baby, huged the child just as tight as he could,” Pounds said. “He Lopez’s parents reported her missing when they went to get her up for school Wednesday morning and told him she left in the middle of the night. “She said she stayed in the woods the entire day,” Pounds said. “So I day ultimately paid off with the best possible outcome. “It was a great success,” Pounds said.

TRANSEIT
FROM THE FRONT PAGE

Gary Watson, director of the county’s multi-modal transportation department that includes Ride- share, said the multi-modal transportation complex was built by leveraging federal money. Other federally funded dollars paid for improvements at Park and Ride locations on Post and Thornton roads.

“It has been fortunate to use a lot of federal money to get things done and utilize minority firms,” said Watson. “We received $170,000 to renovate this building and $80,000 for improvements on the Park and Ride lots. We received $150,000 for 100 percent Disadvantaged Business Enterprises for work in the transportation study,” he said.

“All furniture and fixtures in the building are also 100 percent DBE.”

He explained that in the role as a grandparent of the Federal Transit Authority, they must reset a DBE goal every three years for DBA minority participation in the county’s Ride- share projects.

Watson said they have reached a percentage of 15 percent DBE participation over the next three years — but hope to attain even more minority participation.

“We’re entering into a very exciting phase to this program” Watson said. “There will be a lot of opportunities for contractors and we want to include DBE in the process.”

He said the multi-modal/Ride-share division is in the process of implementing a “flex” or Flexible Zone Circulator (Flex Zone) bus schedule expected to be up and running by mid-January of next year.

“There will be a lot of projects in bus service over the next three years,” Watson said. “We’re looking at including 15 percent participation in order to include a third-party contractor to run the day-to-day operations of the bus service.”

Another project scheduled for next year is to complete a $1 million expansion of the multi-modal transportation center, which will be contracted out to contractors and subcontractors.

There will be minority opportunities available for the “flex mode” or demand response bus service for more rural areas that regular bus service doesn’t cover, said Watson.

It has been a challenge in the past to attract certified DBEs in Douglas County, he admitted. “The problem we’ve had in the past,” he said, “is that many DBEs in Douglas County in trades we’ve had a need for. As we move forward and expand our projects, we hope to expand DBE involvement. We are actively recruiting DBEs in Douglas County.”

The Disadvantaged Business Enterprise offers a win-win to both the small minority business and the county’s multi-modal transportation program.

“It is different being a minority business and being a DBE,” Watson said. “We don’t get credit for minorities — you must be certified as a DBE.”

So how does a minority small business become a DBE?

Walker said there is a certification application process, but that once certified in Douglas County, an individual can be certified in the state of Georgia and any other state to do business with the government. They can then apply for national certification as well.

“Once done,” said Walker, “it is easier to apply for other DBE certifications. It is a wonderful opportunity for small business to get in the game.”

There are no set deadlines for certification, but the entire process could take at least one month to complete.

“This opens up a lot of opportunities for small minority businesses,” said Watson.

“Selfishly speaking, we want you to become a DBE so we can work in our projects.”

For more information on becoming a Disadvantaged Business Enterprise, contact David Walker at Multi-Modal 770-707-7777.
REQUIRED MEETING NOTICE

This is the live link to Douglas County’s required notice of the 2018-2020 DBE goal.

Go to www.celebratedouglascounty.com

Go to Departments

Go to Rideshare

On the right side of the page in the light green section, click on DBE meeting notice under downloadable documents. The full DBE notice will appear.
PUBLIC NOTICE
Douglas County Multi-Modal Transportation Services
Disadvantaged Business Enterprise Goal
Notice of Public Meeting

Douglas County Multi-Modal Transportation Services (Rideshare), a division of the Douglas County Department of Transportation of the Douglas County Board of Commissioners, is a recipient of financial assistance from the FTA (Federal Transit Administration). FTA recipients are required to have a Disadvantaged Business Enterprise (DBE) policy and establish a three year participation goal for DBEs in federally assisted projects.

For Federal Fiscal Years 2018 (Oct. 1, 2017 – Sept. 30, 2018), 2019 (Oct. 1, 2018 – Sept. 30, 2019), 2020 (Oct. 1, 2019 – Sept. 30, 2020), Douglas County Multi-Modal Transportation Services anticipates a DBE goal of 15 percent. The methodology used in establishing this goal and the complete DBE policy is available for public review and comment at the Rideshare office for 45 days following this notice. More information on the DBE policy will be available at a public meeting Wednesday, May 17 at 11 a.m. at the Douglas County Multi-Modal Transportation Center.

Multi-Modal Transportation Services offices are in the Douglas County Transportation Center at 8800 Dorris Road, Douglasville, GA. Office hours are 8 a.m. to 5 p.m. The phone number is 770-949-7665. For more information, contact Davidae Walker, Multi-Modal Services Assistant Director. Mrs. Walker’s e-mail is dwalker@co.douglas.ga.us. Her phone number is 770-920-7514. FTA’s Region IV office, which oversees Douglas County activities, is based in Atlanta. The address is 230 Peachtree St., NW, Suite 1400, Atlanta, GA 30303-1512. Phone 404-865-5600.
BETHEL
FROM THE FRONT PAGE

A group of immensely talented young professionals had made up their minds.
Betheh, the Georgia Teacher of the Year, is a passionate educator, an accomplished scientist, and a mentor to students at all ages. He earned a bachelor's degree in biology from the University of Georgia and a master's degree in geology from the University of Georgia.

The science teacher at New Manchester High School is involved in STEM education on every level. He teaches elementary and middle school students, trains high school biology students and is an adjunct professor at a local university.

In 2017, he was nominated for the Presidential Award for Excellence in Math and Science Teaching. Prior to becoming a teacher, he conducted research at Boise State University on Genetic Technologies. While there he performed experimental findings in various peer-reviewed journals.

As a scientist, he now conducts research in biochemistry at Georgia Institute of Technology, hoping to find cures for Alzheimer's disease and Alzheimer's. His research has been most recent publication in Science.

With his research on Alzheimer's disease and his teaching experience, he has been recognized as a great mentor to young students.

The 2017 Georgia Teacher of the Year, Bethel, is dedicated to helping students achieve their full potential.

Young Georgia teachers are designed to create a center for advanced manufacturing and continuing education. The Young Georgia teacher, Bethel, is the Georgia Teacher of the Year.

The Young Georgia Teacher of the Year is dedicated to creating a center for advanced manufacturing and continuing education. The Young Georgia Teacher is the Georgia Teacher of the Year.

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Affidavit of Publication

State of Georgia
Douglas County

To Whom It May Concern:

This is to certify the legal notice attached hereto has been published in the

DOUGLAS COUNTY SENTINEL

Legal Organ for Douglas County on the dates which appear on the notice

Sworn to on this 10th day

Of May, 2017

Representative

Sworn to and subscribed before me this 10th day of May, 2017

Kathy J. Shelton
Notary Public

KATHY J. SHELTON
NOTARY PUBLIC
DOUGLAS COUNTY, GEORGIA