

**FOSTER CARE NEEDS ASSESSMENT**

**FINAL REPORT**

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**GEORGIA DEPARTMENT OF HUMAN RESOURCES**

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## TABLE OF CONTENTS

<b>EXECUTIVE SUMMARY</b>	<b>i</b>
<b>INTRODUCTION AND BACKGROUND</b>	<b>1</b>
<b>METHODOLOGY</b>	<b>5</b>
<b>ESTIMATES OF NEED FOR FOSTER CARE SERVICES</b>	<b>11</b>
<b>RESOURCES FOR FOSTER CARE SERVICES</b>	<b>19</b>
<b>RESOURCE GAPS</b>	<b>27</b>
<b>PLACEMENT PREVENTION SERVICES</b>	<b>30</b>
<b>CONCLUSION AND RECOMMENDATIONS</b>	<b>31</b>
<b>APPENDIX A: ZIP CODE CLUSTERS</b>	<b>35</b>
<b>APPENDIX B: ITEM 5C NEEDS</b>	<b>38</b>
<b>APPENDIX C: CCFA NEEDS</b>	<b>51</b>
<b>APPENDIX D: PROJECTED FOSTER CARE POPULATION BY ZIP CODE AND CALENDAR QUARTER</b>	<b>64</b>
<b>APPENDIX E: PROJECTED FOSTER CARE POPULATION BY ZIP CODE, AGE GROUP AND CALENDAR QUARTER</b>	<b>65</b>

## **EXECUTIVE SUMMARY**

Early in 2006, the Division of Family and Children Services (DFCS) within the Georgia Department of Human Resources (DHR), released a request for proposals for a foster care needs assessment in Fulton and DeKalb Counties. Conduct of a foster care needs assessment was one of the stipulations of the consent decree in the *Kenny A.* case, and the procurement was designed to ensure compliance with that component of the decree. The foster care needs assessment contract was awarded to Hornby Zeller Associates, Inc. (HZA) and began approximately one year after the initial request for proposals had been released.

### **NEEDS**

Over 90 percent of the children in care are African American, nearly half are 12 years of age or older and roughly one-third are under the age of six. Children with the goal of adoption comprise less than 10 percent of the total, but children with siblings in care represent about one-third of the population in DeKalb and 40 percent in Fulton. For those under six years of age, children with siblings in care represent nearly half of the population. In broad stroke the largest needs are for homes for African American children, and specifically for African American teenagers and African American children with siblings under the age of six.

Between the end of 2006 and June of 2009, DFCS should anticipate a relatively small increase, less than three percent, in the Fulton County population and a somewhat larger one in the DeKalb County population, nearly 12 percent. Moreover, those changes will affect different portions of the counties in different ways, with some areas showing a declining a population, even while the total population in each county grows. The changes are, however, relatively gradual and do not reflect any major shift in the overall composition of the population.

### **RESOURCES**

Over 40 percent of the homes identified as serving children from Fulton or DeKalb Counties were located *beyond the borders* of either county. This represents a serious need for re-structuring of the system.

The first thing to note about the available foster home resources is that DeKalb County has nearly twice as many available foster homes as Fulton County, although it has only about half the foster care population. In fact, DeKalb has more resources than Fulton for every demographic category.

A second important point is that the group for whom the smallest number of homes is available is also the group representing the largest proportion of children, i.e., those 12 and older. Within DeKalb County the smallest age grouping, children six to 11, has the largest number of available beds, while in Fulton the largest number of beds are available for children under six.

In terms of the ability and willingness of foster homes to handle children's special needs, in one sense DeKalb is again more richly resourced than Fulton County. Although DeKalb has nearly double the number of foster home beds as Fulton, it has roughly equal numbers of homes that do not handle any special needs. On the other hand, the only special needs category in which DeKalb has more available beds than does Fulton is developmental needs – with the exception of developmental needs, 60 percent of homes in DeKalb County are unavailable to children with any given special need, compared to roughly 30 to 35 percent of homes in Fulton County. Children with physical, developmental or emotional/behavioral needs are more likely to find an appropriate foster home in Fulton County.

Not all children can or should be cared for in foster homes. Some require more structured settings with professional staff who can provide closer supervision than generally occurs in home-like settings. Thus, a second component of the resource analysis involved a survey of child-caring institutions (CCIs) serving children from Fulton and DeKalb Counties. Like the foster care case reviews, CCIs were surveyed to determine their total capacity, as well as the types of populations they serve by age, race, ethnicity and special needs.

The vast majority of the CCI beds available for children from Fulton and DeKalb are for older youth. Developmental needs are those most commonly served by CCIs, with 62 percent of all CCI beds available to children with developmental needs, while beds are least frequently available for children with emotional/behavioral needs – only 25 percent of the beds are available to children with those needs.

One significant finding was the disparity between the types of needs served by CCIs in each county. Within DeKalb County, only 28 percent of the 194 CCI beds are available to children with a physical disability, while in Fulton County, 48 percent of the 319 CCI beds are available to physically disabled children. Equally disproportionate ratios are evidenced for children with emotional/behavioral disabilities– while 41 percent of beds in DeKalb County are available to children with emotional/behavioral disabilities, only 14 percent of beds in Fulton County are available to children with such needs.

## **RESOURCE GAPS**

There is a relatively serious problem with foster home resources in Fulton County, because there is less than one bed per child in foster care. In contrast there are 2.4

beds per child in DeKalb. This latter figure should not be taken as a standard and may well not be sufficient to provide every child an opportunity at an appropriate placement setting, but it stands in sharp contrast to the situation in Fulton.

Nor is the situation in Fulton helped substantially by available beds in CCIs. Within the county, there are one-third as many CCI beds as there are foster home beds, not enough to ensure a bed for every child in care, even if those beds could meet all the needs the children present.

The real issue, however, lies not so much with the total number of beds but with disparities in available resources among sub-groups within the population. For most sub-groups there are far more beds nominally available, even if currently occupied by someone from another sub-group, than are needed to meet the children's needs. This is not the case, however, for African American children, for older youth and for siblings needing placement together.

The picture is much better in relation to special needs children in foster care may present. Comparing the number of children with each type of need with the resources available to meet those needs, there are very few categories where resources do not exceed need by some margin. However, in both counties, children six and older with a combination of emotional/behavioral and educational needs are not likely to be served appropriately within the county. In particular, DeKalb County youth 12 and older who show emotional/behavioral needs face a dearth of placement resources. While broadly speaking, resource providers in Fulton County are more willing than those in DeKalb County to accept children with special needs, the lack of overall systemic capacity in Fulton County leads to large gaps when it comes to serving children with special needs within the county.

## **RECOMMENDATIONS**

**RECOMMENDATION 1:** DFCS should begin a major effort to expand the number of foster homes in Fulton County, until there exists for each child at least two appropriate potential beds.

There is nothing magical about a 2:1 ratio, but it serves as an ambitious but realistic goal for Fulton County and would mean a major improvement in the chances that every child would have an opportunity for an appropriate placement. At present Fulton County would have to recruit 1,500 additional beds to achieve this overall standard. Assuming 3 beds per home, that would be 500 homes. DeKalb is already at the standard.

**RECOMMENDATION 2:** DFCS should increase the number of homes available for adolescents, especially adolescents with emotional/behavioral issues.

At present DFCS would have to recruit 941 new beds in Fulton and 324 new beds in DeKalb to meet the need for adolescent placements assuming the 2:1 ratio. The majority of the new homes which are recruited under the first recommendation should be targeted at the disturbed adolescent population.

**RECOMMENDATION 3:** DFCS needs to find a strategy to increase the number of beds available for siblings who need to be placed together.

This is perhaps the most difficult area to address because it requires finding new homes that can handle not only children with special needs but also multiple children from the same family, all of whom may have special needs, possibly of varying type and severity. The size of the recruitment effort that would be needed cannot easily be estimated because some of the homes with empty beds which were assumed here to be available for siblings are probably not actually available for siblings. What can be said with some certainty is that a successful effort to address this issue will be a large undertaking.

**RECOMMENDATION 4:** Development efforts should be focused on specific neighborhoods, specifically those in which there is currently a disparity between needs and resources.

The disparity of need is currently so great that in Fulton County one of the areas<sup>1</sup> with the largest number of foster children shows only four foster home beds available within the entire area. Many foster care recruitment efforts are done through broad media campaigns, but that is unlikely to generate homes in the specific areas where the homes are most needed. A different strategy or set of strategies is needed. Programs which target particular churches, schools and organizations in the selected communities are also needed. When an identified child requires a home, child specific recruitment in the given community may help as well.

**RECOMMENDATION 5:** Aside from expanding resources to meet the current need, DFCS should attempt to reduce the current level of need by expanding and enhancing its placement prevention efforts.

Georgia uses placement more frequently than do most of its neighboring states. Given that it currently does not have sufficient resources to meet the needs of all those children adequately, it is likely to be beneficial to many of those children to remain with their families. This will require, however, the services necessary to ensure the safety of

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<sup>1</sup> The "Fulton Central" cluster involves zip codes 30303, 30308 and 30313.

those children, as well as the services needed to address any of the special needs they may exhibit.

**RECOMMENDATION 6:** DFCS should implement an automated placement matching system which would both ensure that each child is provided the most appropriate available placement and that also provides a measure of the progress the agency is making in making appropriate placements for all children.

As part of its work on this project, HZA is delivering to the agency a tool which will provide a quantified score for each potential placement for each child. In addition, its results can be aggregated to determine whether the placements being made at the present time are more appropriate than the placements made last month or six months ago or even a year ago. No development efforts will be useful unless they impact the individual children needing placement. Whether DFCS uses this tool or something equivalent, it needs to connect its resource development efforts to individual placements to ensure that the requirements of *Kenny A.* are met.

## **INTRODUCTION AND BACKGROUND**

Early in 2006, the Division of Family and Children Services (DFCS) within the Georgia Department of Human Resources (DHR), released a request for proposals for a foster care needs assessment in Fulton and DeKalb Counties. Conduct of a foster care needs assessment was one of the stipulations of the consent decree in the *Kenny A.* case, and the procurement was designed to ensure compliance with that component of the decree.

Plaintiffs had initiated the class action litigation on June 6, 2002, alleging violations of constitutional and statutory rights in the operation of the foster care systems in Fulton and DeKalb Counties. While the state, as defendant in the litigation, did not admit to any violations, it did enter into a consent decree requiring DFCS to undertake a number of reforms of the foster care systems in those two counties.

One important set of elements in those reforms related to placement. Section 5C of the consent decree requires DFCS to conform to several process requirements to ensure that each child is placed in the most appropriate setting for his or her needs. Examples of the kinds of requirements laid out in the decree include:

- 1) Children for whom placement has determined to be necessary shall receive an assessment of their placement needs by a qualified professional no later than 30 business days after the child enters placement.
- 2) As soon as the placement assessment is completed, the child's current placement shall be reevaluated to ensure that it meets the child's needs and if not a new placement shall be obtained as quickly as practicable.
- 3) DHR shall ensure that each county has a placement process in place, including placement specialists with knowledge of both the resources available to enable the child to remain at home safely to avoid the need for placement if possible and of the placement resources, including the specific placement (foster home or group setting) available in a contract agency and its suitability for the particular child needing placement to reasonably ensure that each child receives the most appropriate placement for his/her individual needs.

A child welfare agency can ensure that children are placed in the most appropriate settings only if it has a clear definition of what constitutes an appropriate setting and only if such settings exist in the system. The ultimate purpose of this needs assessment is to put forth a resource development plan to fulfill the latter criterion, that is to determine whether the appropriate settings exist and, if not, how to correct that.

The consent decree itself sets out the definition of an appropriate setting, specifying, in part, that "children shall be placed according to the following standards:"



- a) Children shall be placed in accordance with their individual needs, as determined by the needs assessment in paragraph C. 1 of this section, taking into account the child's needs to be placed as close to home and community as possible, the need to place siblings together, the DHR/DFCS preference for placement with relative resources, and the need to place children in the least restrictive, most home-like setting.
- b) Children shall be placed within their own county or within 50 miles of the home from which they were removed. This provision shall not apply if
  - i) the child's needs are so exceptional that they cannot be met by a family or facility within their own county or within 50 miles of the home from which they were removed,
  - ii) the child is placed through the ICPC consistent with its terms,
  - iii) the child is appropriately placed with relatives, or
  - iv) the child is in an adoptive placement.
- c) No child shall be placed in an emergency or temporary facility or any other foster home or group facility beds used on a temporary basis, for more than 30 days. Children shall not be placed in more than one emergency or temporary facility within one episode of foster care. No child shall spend more than 23 hours in a county DFCS office, or any facility providing intake functions, including but not limited to the current Children's Center in DeKalb County and the Fulton Family Resource Center in Fulton County.
- d) Siblings who enter placement at or near the same time shall be placed together, unless doing so is harmful to one or more of the siblings, one of the siblings has such exceptional needs that can only be met in a specialized program or facility, or the size of the sibling group makes such placement impractical notwithstanding diligent efforts to place the group together. If a sibling group is separated at the initial placement, the case manager shall make immediate efforts to locate or recruit a family in whose home the siblings can be reunited.
- e) No child shall be placed in a foster home if that placement will result in more than three (3) foster children in that foster home, or a total of six (6) children in the home, including the foster family's biological and/or adopted children, without the written approval of the Social Services Director based on a reasonable determination that the home is appropriate for and can meet the needs of the additional number of children. No placement will result in more than 3 children under the age of 3 residing in a foster home. The only exception to these limits shall be circumstances in which the placement of a sibling group in a foster home with no other children in the home would exceed one or more of these limits.

- f) Group Care Restrictions.
  - i) No child under six years of age shall be placed in a group care setting without the express written approval of the Social Services Director based upon his or her certification that the individual child has exceptional needs which cannot be met in any foster home placement or other facility. The certification shall describe the services which are available in the group care setting to address the child's exceptional needs. No child under six years of age who shall be certified for a group care setting under the terms in this subparagraph shall be placed in any group care setting which has a total capacity in excess of 12 children.
  - ii) No child between the ages of six and 12 years of age shall be placed in a group care setting without the express written approval of the Social Services Director based upon his or her certification and specific findings that the individual child has needs which can be met in the particular group care setting and that the particular group setting is the least restrictive placement that can meet such needs. The certification shall describe the services which are available in the group care setting to address the child's needs. No child between the ages of six and 12 years of age who shall be certified for a group care setting under the terms in this subparagraph shall be placed in any group care setting which has a total capacity in excess of 12 children. This paragraph shall not apply to a child between the ages of six and 12 years who is also the sibling of another child who has been placed in a group care setting prior to the entry of this Consent Decree, except that any such sibling between the ages of six and 12 years shall be moved to a foster home placement within 12 months of the entry of this Consent Decree unless doing so would not be in the best interest of the children in question. For any other children between the ages of six and 12 who were placed in a group care setting prior to the entry of this Consent Decree, DHRJDFCS shall have 12 months from the entry of this Consent Decree to move such children to a non-group care setting unless doing so would not be in the best interest of the child or children in question.
  - iii) Children who are at least 12 years of age and older may be placed a group care setting without any of the restrictions contained in paragraphs i. or ii., above.
- g) Children for whom the permanency goal is adoption should, whenever possible, be placed with a family in which adoption is a possibility.
- h) Race and/or ethnicity and/or religion shall not be the basis for a delay or denial in the placement of a child, either with regard to matching the child with a foster or adoptive family or with regard to placing a child in a group facility. Race and/or ethnicity shall otherwise be appropriate

considerations in evaluating the best interest of an individual child to be matched with a particular family. DHR shall not contract with any program or private agency that gives preference in its placement practices by race, ethnicity, or religion, but may utilize its authority to contract with private providers to ensure that the pool of available foster and adoptive families reflects and meets the needs of children for whom foster and adoptive placements are needed, including placements for children for whom placement resources are scarce or unavailable.

The foster care needs assessment contract was awarded to Hornby Zeller Associates, Inc. (HZA) and began approximately one year after the initial request for proposals had been released. This report provides the findings from that assessment and makes recommendations about the kinds of foster care resources DFCS should be developing if it is to provide placements to children which meet their needs as defined in the consent decree.

## METHODOLOGY

### NEEDS ANALYSIS

#### Conceptual Framework

The basic idea of any needs assessment is to estimate the number of persons with various types of needs and then to compare those needs to the existing resources. In other words, every needs assessment involves both a needs analysis and a resource analysis. For the Georgia foster care system there are two sources for analyzing needs: the Comprehensive Child and Family Assessment tool (CCFA) and Item 5C of the *Kenny A. Consent Decree*. The requirements of the latter are relatively straightforward. Children should be placed within their own communities and neighborhoods or with relatives; they should be placed with siblings; they should be placed in the least restrictive, most home-like setting available; they should be placed in homes of the same race or ethnicity when that can be done without delaying the placement; they should be placed in homes which may potentially adopt them when their goal is adoption; and they should be exposed to emergency placements on a strictly limited basis, no more than 30 days and no more than once per removal episode. While these factors are often viewed as either elements of compliance or of best practice, each actually represents a need for the children for whom it is relevant. Factors like placement in children's own communities and neighborhoods and placement in least restrictive environments are relevant to all, while factors related to siblings, for instance, apply only to a sub-group. Part of the task of the needs analysis component of this study is to quantify the level of need for each of these factors, and, to the extent possible, the level of need for combinations of these factors. Throughout the remainder of this report these types of needs are referred to as the "Item 5C needs."

The needs identified in the Comprehensive Child and Family Assessment (CCFA) tool are more diverse. Precisely because the assessment is designed to be comprehensive, it identifies very unique needs for each child, making aggregate needs analysis more difficult. If the overall needs assessment is to produce results which can be used to create a resource development plan, the needs identified in the CCFA (or what will here be called "CCFA needs") must be classified into relatively broad categories. Without that, the number of combinations of needs will be as large as the population itself. HZA has, therefore, combined all CCFA needs into four categories: physical, developmental, emotional/ behavioral and educational.

For the creation of a resource development plan all of these needs had to be combined in some way. It is not sufficient, for instance, to have enough foster care beds to handle children under six if none of those beds can serve children with physical disabilities, some of whom will inevitably be in the population of children under six. Moreover, one must expect that the population will change over time and be able to

anticipate the nature of those changes, to the extent possible. Otherwise, the resource development plan is likely to have been designed around a population which no longer exists.

## **Understanding the System**

Prior to analyzing either the needs or the resources for this study, HZA undertook two efforts which were designed simply to familiarize the researchers with the Georgia foster care system. The first was a set of interviews with private providers who serve children from Fulton and DeKalb Counties, whether located within those counties or not. This included providers who recruit and supervise foster homes, as well as providers who operate group homes and institutions. While the results of these interviews are not discussed explicitly in this report, the people interviewed provided valuable information about the history of foster care in Georgia, the relationships between the public and private sectors and the changes which are taking effect in July of 2007 which will replace the level of care system with a new rate-setting structure.

The second effort was a written survey given to providers at a conference on the *Kenny A.* litigation and settlement. The survey forms asked for detail about each provider's services, including services provided to families prior to the removal of a child. Respondents were also asked to tell what they thought were the most important things that would need to happen to ensure that every child had the most appropriate and least restrictive placement possible. As with most written surveys, the response rate was not sufficient to allow any valid quantification of the array of services, but the responses did help shape the researchers' thinking during the course of the data analysis.

## **Needs Analysis**

To address all of the issues involved in quantifying need, HZA undertook three separate data collection activities for the needs analysis component of the study: one related to the Item 5C needs, one related to CCFA needs and one related to the socio-economic factors impacting various communities. The first of these, the collection of data about Item 5C needs, involved an analysis of information from DFCS' Interim Data System (IDS). From the data in IDS HZA generated counts of children in each possible cell of a multi-dimensional matrix of Item 5C factors. The factors used included the following:

- 1) Age category (under six, six to 11 and 12 and over);
- 2) Whether siblings are in care;
- 3) Whether the child has a goal of adoption;
- 4) Child's race;
- 5) Child's ethnicity; and
- 6) Child's zip code.

These counts were generated for a single date: December 31, 2006. Given when HZA received the data, this was the latest end of a calendar quarter which could be used to estimate "current" need. The best estimate of current need is assumed to be the actual needs of all the children in care at that time.

To estimate the nature and extent of CCFA needs, HZA drew a sample of 100 foster care cases from each of Fulton and DeKalb Counties. Through a structured, objective, fixed-answer case reading instrument, HZA staff collected demographic, service history and current service need data on each case, classifying each need as physical, developmental, emotional/behavioral or educational. This generated estimates of the total number of children in care as of December 31, 2006 who had any single category of need or any combination of those needs or no need at all. Given the number of cases sampled, separate estimates were able to be generated for children in each age group in each county.

Because the CCFA needs were derived via a sample of cases, the application of the resulting estimates to individual zip codes could be done only by formula. After calculating the proportion of cases with each category (or combination of categories) of need separately for each age group in each of the two counties, HZA staff applied those proportions to the actual counts of children of the respective ages in care in each zip code.

To project needs into the future, HZA identified the number of admissions to and discharges from foster care in each zip code, doing so separately for each age group over the ten quarters prior to the last calendar quarter of 2006. These admissions and discharges were then trended forward to produce estimates of the population, by age, for the end of the next ten quarters, i.e., through June of 2009. The estimates of CCFA needs were then made by applying the previously identified proportions to those populations.

The final component of the needs analysis was the collection of data on socio-economic factors which could impact future foster care caseloads. To identify factors likely to have an influence on the caseload, HZA conducted a literature review specifically aimed at finding research which demonstrated significant correlations between socio-economic factors in communities and the foster care population in those communities. Four factors were identified: unemployment, poverty, race and the incidence of single motherhood. Information was then gathered on each of these factors for both Fulton and DeKalb Counties. Where appropriate, adjustments were then made to the projections of the future foster care populations to account for the probable changes in the population.

## **RESOURCE ANALYSIS**

The essential first step in the resource analysis is an examination of the resources currently available for providing foster care services for children in Fulton and DeKalb Counties. As suggested above, if one is to match the resources to the needs children actually have, it is necessary to identify the capacities of those resources in terms of the needs they can serve. This means the capacities must be defined in the same terms as the needs were defined.

HZA conducted two separate data collection processes for this part of the study, one for congregate settings such as group homes and institutions, and one for foster homes. For congregate facilities, HZA surveyed each facility located in Fulton or DeKalb County to assess its total capacity and ability to serve the special needs of children in its care. For foster homes, HZA obtained as much information as it could from IDS. This included location (zip code), whether the home was an adoptive home, whether the home was a relative home, the number of empty beds, the family's preferences in relation to the ages, race and ethnicity of the children who could be served and the number of beds designated as emergency beds. This did not, however, supply complete information on the preferences or capacities of the foster parents. Therefore, HZA staff read the hard copy records of samples of 200 homes from each of the two counties to provide a better picture of the distribution of resources.

Once all of the resources were identified, each home and facility was further identified by location. Where relevant, the location identification followed the same pattern as that used for the identified needs, i.e., each home and facility was associated with a specific zip code or zip code cluster. Homes and facilities outside the two counties were simply identified as such.

## **GAP ANALYSIS**

Once needs were projected and resources were estimated, the final step in the process was to compare the two. The gap or "net need" is simply the need for service minus the available resources.

The actual calculations were, of course, not that simple. In fact, the answer to the size of the gap or net need, even in a given zip code, is not simply one number. To set the stage for the creation of a resource development plan, HZA created a set of rules for deciding how to compare needs and resources, with most of the rules drawn either literally or in spirit from the *Kenny A.* consent decree. These included the following.

- 1) Any child with no special needs, regardless of age, should be in a foster home, meaning that congregate facilities are not considered as resources.
- 2) Every child under the age of 12 should be in a foster home.

- 3) There is a gap in service if the Item 5C resources in the zip code are less than the Item 5C needs in the zip code.
- 4) There is a more immediate and more serious gap in service if the Item 5C resources in the county are less than the Item 5C needs in the county.
- 5) There is a gap in service if the resources to meet children's CCFA needs are not found in the child's county.
- 6) There is a more immediate and more serious gap in service if the resources to meet children's CCFA needs are not found within 50 miles of the child's county.
- 7) Both the current existence of relative placements and the potential for expansion of those placements should be calculated into the final statement of need.

These rules were utilized to identify a variety of levels at which a resource development plan can be aimed. HZA's recommendations on resource development come from an examination of the different levels and their relative scope and seriousness.

### **ONGOING MONITORING**

The final piece of HZA's methodology for this study has to do not with measuring the current or future level of need but rather with devising a mechanism for ongoing facilitation and monitoring of the agency's progress in making more appropriate placements of children. Developing new resources, even if those resources are consistent in quantity and nature with the recommendations of this report, will not be sufficient if children are not matched to a home which appropriately meets their needs. Moreover, there is a significant chance that circumstances will change sufficiently that any current balance between needs and resources will be disrupted in the not too distant future. The most appropriate measurement of success is, therefore, the extent to which appropriate placements are actually made. For that reason, HZA has designed and created an automated tool for DFCS to use both to make its placements and to identify changes in the nature and level of need in the future.

The method used to create the ongoing monitoring process involved translating the assumptions and rules governing the needs assessment and gap analysis into a system for ranking the potential placements for each individual child. Each factor defining a need was assigned a set number of points. The number of points assigned to each factor was designed to reflect the relative priority that factor has in DFCS' placement priority scheme. The number of points recommended by HZA for each factor (but changeable by DFCS) is shown in the following table. Note that all CCFA needs, because they are unique to the child, are considered as one and that for a placement resource to obtain the points for meeting those needs, it must meet all of the child's needs.



<b>Placement Factor Weights</b>	
<b>Factor</b>	<b>Weight</b>
Home meets physical, developmental, emotional/behavioral and educational needs	34
Child placed within county or 50 miles or with relative	8
Siblings are placed together	8
Child under 6 placed in foster home	8
Child 6 to 12 placed in foster home	6
Child 12 and over placed in foster home	4
Child with adoption goal placed in potential adoptive home	6
Child placed with same race	4
Child in emergency care more than 30 days	-5 <sup>2</sup>
Child in more than one emergency placement in one episode	-5

The goal for each placement is the home or facility which represents the maximum number of points possible for that child. For each child with physical, developmental, emotional/behavioral and/or educational needs, there would be a minimum score which would be required before a placement would be made, and that score would be equal to the weight for a home or facility that meets those needs. HZA is recommending that the weight for meeting those needs is one-half of the highest total which could be reached in any case (a child with those needs, needing to be placed within county/50 miles/with relative, with siblings, under six, with a goal of adoption and needing to be placed in a same race/ethnicity home). The message behind that weight is that no combination of other factors can produce a score higher than a home which meets the child's special service needs.

This report does not provide further discussion on the monitoring tool, except insofar as its use is one of the recommendations of the report. Coincident with the publication of this final report, however, HZA is providing DFCS with both the automated tool and a detailed instructional manual, including a description of how DFCS can alter the weights it assigns to each factor.

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<sup>2</sup> The negative scores for the emergency placement settings assume that these scores are given to emergency placements. For the one related to stays over 30 days, this would mean that the placement monitoring process would need to be conducted at the end of a 30-day stay in emergency care, even if the intention is not to remove the child from that setting.

## **ESTIMATES OF NEED FOR FOSTER CARE SERVICES**

### **CURRENT NEED**

#### **Item 5c Needs**

As described above, the methodology for the assessment of the need for foster care services concentrated on the zip codes of the children in care. Many of the zip codes in Fulton and DeKalb Counties, however, had so few children in foster care on December 31, 2006, the date chosen for identifying the current need for foster care services, that the numbers cannot be taken to represent anything other than a very temporary situation subject to change with the addition or subtraction of only a few children. For this reason, HZA merged zip codes where there were fewer than 50 children.

In general, contiguous zip codes with small numbers of children were merged with one another to form "zip code clusters" which were then treated as though they were a single zip code. In some instances, however, there were not sufficient numbers even then, so the zip codes with smaller numbers of children were combined with one of those with larger numbers. The map in Appendix A shows the final clustering of the zip codes.

The assumption behind the use of zip codes is that children should, whenever possible, be placed as close to their own homes, as possible. Zip codes provide a relatively simple mechanism for defining what is "close to home," particularly for large, densely populated counties such as Fulton and DeKalb, where placement simply within the county may not be at all close to the child's home.

The analysis of current need examines the number of children in each zip code and assumes that there should be sufficient beds in each zip code to handle the number of children originating there. A comparison of total children to total beds is not, however, sufficient. Because each child has his or her own specific needs and not all placement settings can meet the full range of needs, the need for foster care services in each zip code or zip code cluster must be defined in terms of the characteristics of each child.

With the Item 5c needs identified in the methodology, the most discrete level of analysis divides each zip code's population into 60 categories prior to considering the special needs the children may have. Tables 2 and 3 show both these categories and the actual number of children in Fulton and DeKalb Counties falling into each category. The tables showing the number of children in each category in each zip code and zip code cluster are found in Appendix A.

## ***Findings***

What these tables show is that over 90 percent of the children in care are African American, nearly half are 12 years of age or older and roughly one-third are under the age of six. Children with the goal of adoption comprise less than 10 percent of the total, but children with siblings in care represent about one-third of the population in DeKalb and 40 percent in Fulton. For those under six years of age, children with siblings in care represent nearly half of the population.

In broad stroke the largest needs are for homes for African American children, and specifically for African American teenagers and African American children with siblings under the age of six. Table 1 shows for each zip code or cluster the predominant characteristics of the population. Because there is no zip code or cluster in which White children outnumber African American children, race is not included in the listing of characteristics except where there is a significant proportion of White children.

<b>Table 1 Predominant Characteristics of the Foster Care Population, December 31, 2006 by Zip Code/Cluster</b>	
<b>Zip Code/Cluster</b>	<b>Characteristics</b>
Fulton 30310	12 or older, Siblings
Fulton 30311	12 or older, Siblings especially 6 to 11
Fulton 30312	12 or older, Siblings
Fulton 30314	Under 6, 12 or older, Siblings especially under 6
Fulton 30315	Siblings
Fulton 30318	Siblings
Fulton 30331	12 or older, Under 6, Siblings
Fulton 30344	Siblings especially under 12
Fulton 30349	12 or older, Siblings
Fulton Southeast	12 or older, Siblings under 12
Fulton Central	Under 6
Fulton Southwest	12 or older, Siblings especially 12 or older
Fulton North	12 or older, White
Fulton Unknown Zip Codes	Siblings
DeKalb 30032	Under 6, Siblings under 6
DeKalb 30034	12 or older
DeKalb 30058	12 or older, Siblings under 12
DeKalb 30083	12 or older, Siblings
DeKalb Central	Under 6, 12 or older
DeKalb North	Under 6, Siblings under 12
DeKalb, North Central	12 or older, White
DeKalb, East	12 or older, White
DeKalb, South	12 or older, Siblings under 12
DeKalb, Unknown Zip Codes	12 or older, Under 6

**Table 2  
Fulton County Item 5c Need Categories**

		Under 6				6-11				12 or Older			
		Siblings		No Siblings		Siblings		No Siblings		Siblings		No Siblings	
		Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal
Black	Hispanic	0	2	0	0	0	1	0	1	0	1	0	2
	Non-hispanic	9	165	16	175	12	144	34	97	7	139	34	335
White	Hispanic	0	2	0	2	0	1	0	1	0	2	0	7
	Non-hispanic	0	7	1	9	0	5	1	6	0	5	1	16
Other Race	Hispanic	0	0	0	0	0	0	0	0	0	0	0	2
	Non-hispanic	0	2	1	2	1	0	0	0	0	0	0	0

**Table 3  
DeKalb County Item 5c Need Categories**

		Under 6				6-11				12 or Older			
		Siblings		No Siblings		Siblings		No Siblings		Siblings		No Siblings	
		Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal
Black	Hispanic	0	0	0	2	0	0	0	0	0	0	0	1
	Non-hispanic	7	92	10	103	7	55	9	44	5	53	15	243
White	Hispanic	0	8	1	1	0	1	0	0	0	0	0	4
	Non-hispanic	0	1	2	10	0	2	0	2	0	1	2	19
Other Race	Hispanic	0	2	1	1	0	0	0	1	0	0	0	0
	Non-hispanic	0	2	0	2	0	1	0	0	0	3	0	2

## CCFA Needs

As noted in the description of the methodology, collection of data on the special needs of the children in care was accomplished through a sampling methodology rather than through a complete count. The samples were large enough to permit estimates at the county level but not at the zip code level. However, using the proportions of children with specific types of special needs in each county permitted HZA to estimate the number of children in each zip code or cluster who had specific special needs. Those estimates are presented below for each county by age group. The zip code specific tables are shown in Appendix B.

	Under 6	6 to 11	12 or Older
Physical Only	63	25	32
Emotional/Behavioral Only	47	76	148
Developmental Only	31	13	0
Educational Only	0	0	11
Physical, Emotional/Behavioral	31	0	32
Physical, Developmental	16	13	0
Physical, Educational	0	0	0
Emotional/Behavioral, Developmental	31	38	53
Emotional/Behavioral, Educational	0	25	21
Developmental, Educational	0	0	0
Physical, Emotional/Behavioral, Developmental	0	0	21
Physical, Developmental, Educational	0	0	0
Emotional/Behavioral, Developmental, Educational	0	25	64
All	0	0	21
None	173	89	148

These tables demonstrate some fairly clear differences between the populations in the two counties. Most notably, more than half of the children in DeKalb County show no special needs, compared to only about one-third in Fulton County. Second, children with physical needs, whether occurring alone or in combination with other needs, are much more likely to be found among the Fulton County population than among the DeKalb population. At the same time, the two counties share one common feature: emotional/behavioral needs are the most frequently identified special need in both counties.

**Table 5  
DeKalb County Needs Identified in Comprehensive Child and Family Assessment**

	Under 6	6 to 11	12 or Older
Physical Only	8	0	0
Emotional/Behavioral Only	17	17	166
Developmental Only	25	0	8
Educational Only	0	11	8
Physical, Emotional/Behavioral	0	0	0
Physical, Developmental	8	0	8
Physical, Educational	0	0	0
Emotional/Behavioral, Developmental	0	0	0
Emotional/Behavioral, Educational	0	6	15
Developmental, Educational	0	0	0
Physical, Emotional/Behavioral, Developmental	0	0	0
Physical, Developmental, Educational	0	0	0
Emotional/Behavioral, Developmental, Educational	0	0	8
All	0	0	0
None	186	89	136

While there are differences among the various geographic areas within and between the two counties, one can summarize the overall picture of resource needs fairly succinctly. Homes are needed most for:

- 1) African American children,
- 2) Youth 12 and over,
- 3) Children with emotional and behavioral issues, and
- 4) Sibling groups.

### **PROJECTED NEED**

While it is relatively simple to identify the current level of need for any service, projecting the future level is somewhat more difficult and, obviously, more prone to error. Making some projection is, however, necessary if the resource development plan is not to become obsolete almost immediately.

There are numerous ways in which to project future trends. The simplest is to assume that the direction of recent trends will continue into the future. Thus, a growing population will be assumed to keep growing at the same rate and a falling population will be assumed to keep declining, again at the same rate.

The methodology used here is similar but slightly more complex. Rather than taking a series of point-in-time population counts and identifying the direction in which they are moving, HZA has trended the admissions and discharges from care and used the results to add and subtract from the initial population, in this instance, the population on

December 31, 2006. This should provide a somewhat more accurate projection, because it calculates the rates of admissions and discharges separately, rather than burying both of them in one overall trend line.

Overall, between the end of 2006 and June of 2009, HZA anticipates a relatively small increase, less than three percent, in the Fulton County population and a somewhat larger one in the DeKalb County population, nearly 12 percent. Moreover, those changes will affect different portions of the counties in different ways, with some areas showing a declining a population, even while the total population in each county grows. The following table shows the overall trends by zip code and cluster, beginning with the December 2006 population and ending with the June 2009 population. The complete set of projections for each quarter during that period is shown in Appendix C.

<b>Table 6 Projected Foster Care Population by Zip Code/Cluster</b>		
	<b>December 2006</b>	<b>June 2009</b>
Fulton 30310	104	115
Fulton 30311	47	44
Fulton 30312	72	84
Fulton 30314	72	69
Fulton 30315	169	194
Fulton 30318	161	141
Fulton 30331	139	148
Fulton 30344	77	71
Fulton 30349	74	61
Fulton Southeast	73	80
Fulton Central	63	70
Fulton Southwest	43	28
Fulton North	76	93
Fulton, unknown zip	78	80
<b>Fulton Total</b>	<b>1,248</b>	<b>1,278</b>
DeKalb 30032	131	149
DeKalb 30034	76	88
DeKalb 30058	63	68
DeKalb 30083	64	71
DeKalb Central	71	67
DeKalb West	70	78
DeKalb North	27	14
DeKalb North Central	43	61
DeKalb East	64	62
DeKalb South	47	60
DeKalb Unknown Zip	59	80
<b>DeKalb Total</b>	<b>715</b>	<b>798</b>

Given that the projected growth in the foster care population is relatively small, one would not expect too many changes in the composition of the population. Certainly, there is nothing to suggest that the proportion of African American children will decline. On the other hand, when the projections are broken down by age (see Appendix D),

some small variations do appear. For instance, in Fulton County zip code 30318, there has been a sharp decline and that decline is expected to continue at a slower rate, but the number of children in care 12 years of age or older is expected to increase slightly.

## **ADJUSTMENTS TO PROJECTED NEED**

As noted earlier, HZA conducted a literature review to identify socio-economic factors which might be anticipated to have an impact on the foster care population, altering the expected trends in one direction or another. Four factors were identified as having shown such impacts: unemployment, poverty, race and single motherhood.

While unemployment does appear to have an impact on the foster care population, neither county has shown much change in the unemployment rate over the past 15 years. In fact, straight line projections suggest that over the next five years DeKalb's rate will increase from 5.0 percent to 5.3 percent, while Fulton's rate will remain at 4.9 percent. Even the DeKalb change, given that it is extended over five years, is not sufficient to suggest any impact on the foster care population. Whatever impact unemployment has on the foster care population appears already to be incorporated in current trends.

Poverty has been demonstrated to have a significant impact on foster care placement, although quantifying that impact is somewhat difficult. It may, however, be worth doing so, because although Fulton's poverty rate has stayed stable since 2000, DeKalb's rate for families has risen from 7.8 percent in 2000 to 12.4 percent in 2005. If this trend continues, the available numbers suggest that approximately a dozen additional children might be placed into care in DeKalb County than would otherwise be there. That is a relatively modest change and is quite possibly already accounted for in the basic trends for the county. In either event, it will not change the basic pattern of need in the county.

The race factor is not likely to be important in either of these counties, because race has been shown to have an impact on the size of the foster care population only in relation to the "visibility hypothesis," i.e., when minorities are a very small proportion of the total population. This is not the case in either Fulton or DeKalb.

Finally, there is strong evidence that children from single-mother families are four percent more likely to enter care than children from two-parent families. Moreover, the number of single-mother households with children has increased over the past five years by 13 percent in DeKalb and by 16 percent in Fulton County. The four percent is, however, so small that it is unlikely that any increase in the population due to this factor would be perceptible.



## **NEEDS SUMMARY**

The above examination of current and future needs can be summarized fairly simply. The nature of the current needs is a good representation of what will occur in the future, although there will be slightly greater needs for placement resources in the coming two to three years. To the extent that changes in the composition of the needs may be expected, they are unlikely to show anything much different than the current pattern of need.

Over the next two years, resources will be needed for African American children, principally African American teenagers with emotional/behavioral issues and African American children under the age of six who need placements with their siblings. Those needs are likely to remain stable in Fulton County and to grow by somewhere between 12 and 15 percent in DeKalb County, but the basic composition of the population will not change.

## **RESOURCES FOR FOSTER CARE SERVICES**

### **FOSTER HOME RESOURCES**

To determine whether the resources available in each of the communities are sufficient for the number of children needing placement, the available beds have to be classified in the same way as the children. The first of those classifications involves location and IDS provides sufficient information to answer the basic question of whether, in each of the zip code and zip code clusters, there are sufficient foster home beds for all of the children currently in care or likely to come into care in the near future.

IDS does not contain, however, complete information on the other factors needed to determine what needs each of those homes can serve. HZA therefore randomly selected the records of 422 foster homes from the total population of 855 homes located in or serving children from the two counties. For each of those 422 homes, detailed information was gathered from the paper record about the overall capacity of the home (adjusted, where necessary, for limitations imposed by ORS and DFCS regulations), as well as about the number of beds available for each gender, race, ethnicity and age group. The data gathered from the case reviews was then applied proportionally to all the homes to estimate the detailed capacity by zip code and zip code cluster.

Because not all foster parents express preferences, some method is needed to estimate how many beds are actually available for each characteristic. Because the data available for each preference factor are somewhat different, HZA used a different methodology for each preference. First, when ethnicity preferences were unknown, equal numbers of beds were assigned to each of the relevant values of the variable, i.e., Hispanic or Non-hispanic. For age the capacity was weighted by the amount of overlap in the age range of the desired child with the age ranges used in this analysis to categorize the children's needs, i.e., under six, 6 to 11 and 12 or older. When no racial preference was stated, it was assumed that the racial preference was the race of the foster parents as recorded in IDS and when that value was missing the beds were distributed equally among all races. Finally, the number of homes willing to accept multiple children was used as a proxy to derive the number of resources available to serve sibling groups – that is, where a home could accept more than one child, it was assumed that the home was able to accommodate a sibling group up to the capacity of the home.

In addition to the analysis performed based on the demographics of the desired child, the case record for each foster home was reviewed to determine the types of special needs that could be served by the family. Where a foster home was unable to serve children with physical, emotional/behavioral or developmental needs, they were not

included in the tally of homes available to serve that type of child. Again, the total number of beds system-wide was derived by projecting the counts obtained from the record reviews proportionally to the system as a whole.

A detailed analysis of the number of beds available to children of varying ages and special needs was also performed based on the simple intersection of beds available for a given age range and the homes ability to serve children with specific special needs. That is, if a home was willing to serve children age 0-5, and was also willing to serve children with physical special needs, it was assumed that the home would be willing to serve any child age 0-5 with physical health needs.

### ***Findings***

Over 40 percent of the homes identified as serving children from Fulton or DeKalb Counties were located *beyond the borders* of either county. This represents a serious need for re-structuring of the system, and, for purposes of the following discussion, homes outside the two counties are not considered to represent available resources for children from Fulton and DeKalb Counties, although their characteristics are shown in aggregate form.

The first thing to note about the available foster home resources is that DeKalb County has more foster homes than Fulton County, although it has only about half the foster care population. In fact, DeKalb has more resources than Fulton for every demographic category.

A second important point is that the group for whom the smallest number of homes is available is also the group representing the largest proportion of children, i.e., those 12 and older. Within DeKalb County, the smallest age grouping, children six to 11, has the largest number of available beds, while Fulton County shows more beds for children under six than for any other group.

The final point to be made from the demographic breakdown of the foster home resources is that the out-of-county homes look basically similar to the in-county homes, and are willing to serve children of each demographic subcategory at approximately the same rate as homes in Fulton and DeKalb Counties.

Turning to the ability and willingness of foster homes to handle children's special needs, in one sense DeKalb is again more richly resourced than Fulton County. Although DeKalb has nearly double the number of foster home beds as Fulton, they have roughly equal numbers of homes that do not handle any special needs. On the other hand, the only special needs category in which DeKalb has more available beds than does Fulton is developmental needs. With the exception of developmental needs, 60 percent of homes in DeKalb County are unavailable to children with any given special need, compared to roughly 30 to 35 percent of homes in Fulton County. Children with

physical, developmental or emotional/behavioral needs are more likely to find an appropriate home in Fulton County.

**Table 7  
Foster Home Resource Capacity  
By Gender, Race, Ethnicity and Age**

Cluster	Total Capacity	By Race			By Ethnicity		By Age		
		White	Black	Other	Hispanic	Non-hispanic	Under 6	6-11	12 and older
Fulton 30310	61	61	61	61	30	30	33	13	12
Fulton 30311	70	70	70	70	35	35	55	8	5
Fulton 30312	20	20	20	20	10	10	6	6	9
Fulton 30314	22	18	22	18	11	11	16	6	1
Fulton 30315	59	59	59	59	29	29	31	21	0
Fulton 30318	65	49	65	49	24	41	17	17	31
Fulton 30331	111	93	108	93	59	53	55	31	24
Fulton 30344	91	88	91	88	45	48	41	38	15
Fulton 30349	189	158	189	158	89	100	82	70	36
Fulton Southeast	53	41	53	41	26	26	24	21	3
Fulton Central <sup>3</sup>	4	4	4	4	2	2	1	1	2
Fulton Southwest	122	107	122	107	58	63	65	37	18
Fulton North	102	90	102	90	45	57	83	14	4
Fulton, unknown zip	12	12	12	12	6	6	8	3	0
<b>Fulton Total</b>	<b>981</b>	<b>870</b>	<b>978</b>	<b>870</b>	<b>469</b>	<b>511</b>	<b>517</b>	<b>286</b>	<b>160</b>
DeKalb 30032	121	93	121	93	61	61	69	35	17
DeKalb 30034	233	170	233	170	117	117	75	101	57
DeKalb 30058	287	255	287	255	144	144	108	104	74
DeKalb 30083	138	113	138	113	69	69	71	31	36
DeKalb Central	70	70	70	70	35	35	19	22	28
DeKalb West	114	84	114	84	57	57	41	50	22
DeKalb North	28	20	28	20	14	14	21	7	0
DeKalb North Central	63	56	53	46	26	31	22	22	15
DeKalb East	360	331	360	331	187	173	111	177	63
DeKalb South	305	276	305	276	153	153	101	149	54
<b>DeKalb Total</b>	<b>1,719</b>	<b>1,468</b>	<b>1,709</b>	<b>1,458</b>	<b>863</b>	<b>854</b>	<b>638</b>	<b>698</b>	<b>366</b>
<b>Out of Area Total</b>	<b>1,842</b>	<b>1,435</b>	<b>1,821</b>	<b>1,435</b>	<b>893</b>	<b>950</b>	<b>796</b>	<b>678</b>	<b>360</b>

<sup>3</sup> As none of the homes sampled were from the Fulton Central cluster (zip codes 30303, 30308 and 30313), sample data from zip code 30312 were used to calculate the estimated total capacity for the Fulton Central cluster.

**Table 8  
Foster Home Resource Capacity  
By Special Needs Restrictions**

Cluster	Will Not Accept Children with the Following Needs:							
	Total Capacity	Physical	Emotional	Developmental	Physical, Emotional	Physical, Developmental	Physical, Emotional, Developmental	Emotional, Developmental
Fulton 30310	61	0	0	0	0	0	0	0
Fulton 30311	70	8	17	0	17	8	17	17
Fulton 30312	20	0	10	0	10	0	10	10
Fulton 30314	22	9	9	0	9	9	9	9
Fulton 30315	59	0	15	0	15	0	15	15
Fulton 30318	65	0	0	0	0	0	0	0
Fulton 30331	111	12	15	0	18	12	18	15
Fulton 30344	91	19	11	8	19	19	19	11
Fulton 30349	189	48	48	0	57	48	57	48
Fulton Southeast	53	7	22	0	22	7	22	22
Fulton Central	4	0	2	0	2	0	2	2
Fulton Southwest	122	3	20	0	20	3	20	20
Fulton North	102	23	23	8	27	23	27	23
Fulton, unknown zip	12	0	0	0	0	0	0	0
<b>Fulton Total</b>	<b>981</b>	<b>129</b>	<b>192</b>	<b>16</b>	<b>216</b>	<b>129</b>	<b>216</b>	<b>192</b>
DeKalb 30032	121	99	99	0	115	99	115	99
DeKalb 30034	233	140	190	0	193	140	193	190
DeKalb 30058	287	165	176	0	201	165	201	176
DeKalb 30083	138	113	138	0	138	113	138	138
DeKalb Central	70	10	70	0	70	10	70	70
DeKalb West	114	59	66	0	66	59	66	66
DeKalb North	28	24	24	0	24	24	24	24
DeKalb North Central	63	53	56	0	63	53	63	56
DeKalb East	360	177	275	0	275	177	275	275
DeKalb South	305	219	258	43	266	230	266	258
<b>DeKalb Total</b>	<b>1,719</b>	<b>1,059</b>	<b>1,352</b>	<b>43</b>	<b>1,411</b>	<b>1,070</b>	<b>1,411</b>	<b>1,352</b>
<b>Out of Area Total</b>	<b>1,842</b>	<b>671</b>	<b>1,014</b>	<b>78</b>	<b>1,078</b>	<b>671</b>	<b>1,078</b>	<b>1,014</b>

**Table 9  
Foster Home Capacity  
By Age and Need Restrictions  
Fulton County (981 total beds)**

<b>Will Not Accept Children with the Following Needs:</b>	<b>Under 6 (525 beds)</b>	<b>Age 6 to 11 (295 beds)</b>	<b>12 and older (161 beds)</b>
Physical Needs	80	45	14
Emotional Needs	114	63	17
Developmental Needs	6	9	0
Physical & Emotional Needs	130	67	21
Physical & Developmental Needs	130	45	14
Physical, Developmental and Emotional Needs	130	67	21
Emotional & Developmental Needs	114	63	17

**Table 10  
Foster Home Capacity  
By Age and Need Restrictions  
DeKalb County (1,719 total beds)**

<b>Will Not Accept Children with the Following Needs:</b>	<b>Under 6 (653 beds)</b>	<b>Age 6 to 11 (692 beds)</b>	<b>12 and older (374 beds)</b>
Physical Needs	423	431	247
Emotional Needs	513	528	296
Developmental Needs	8	29	12
Physical & Emotional Needs	537	560	309
Physical & Developmental Needs	537	436	253
Physical, Developmental and Emotional Needs	537	560	309
Emotional & Developmental Needs	513	528	296

**Table 11  
Foster Home Capacity  
By Age and Need Restrictions  
Outside Fulton and DeKalb Counties (1,842 total beds)**

<b>Will Not Accept Children with the Following Needs:</b>	<b>Under 6 (799 beds)</b>	<b>Age 6 to 11 (680 beds)</b>	<b>12 and older (363 beds)</b>
Physical Needs	279	281	104
Emotional Needs	436	400	178
Developmental Needs	10	34	34
Physical & Emotional Needs	482	412	184
Physical & Developmental Needs	482	281	104
Physical, Developmental and Emotional Needs	482	412	184
Emotional & Developmental Needs	436	400	178

**Table 12  
Foster Home Ability to Serve Sibling Groups**

<b>Cluster</b>	<b>1 Child</b>	<b>2 Siblings</b>	<b>3 Siblings</b>	<b>4+ Siblings</b>
Fulton 30310	4	9	13	0
Fulton 30311	3	11	11	3
Fulton 30312	3	3	3	0
Fulton 30314	2	7	2	0
Fulton 30315	0	15	0	7
Fulton 30318	5	5	16	0
Fulton 30331	12	18	21	0
Fulton 30344	3	8	24	0
Fulton, 30349	17	34	34	0
Fulton Southeast	5	10	10	0
Fulton Central	1	1	1	0
Fulton Southwest	15	17	12	7
Fulton North	20	28	4	4
Fulton, unknown zip	0	0	2	2
<b>Fulton Total</b>	<b>90</b>	<b>166</b>	<b>153</b>	<b>23</b>
DeKalb 30032	16	19	19	3
DeKalb 30034	20	33	13	23
DeKalb 30058	14	25	43	22
DeKalb 30083	10	34	10	5
DeKalb Central	20	0	0	10
DeKalb West	4	26	11	4
DeKalb North	4	12	0	0
DeKalb North Central	10	17	7	0
DeKalb East	7	49	56	21
DeKalb South	4	32	43	22
<b>DeKalb Total</b>	<b>109</b>	<b>247</b>	<b>202</b>	<b>110</b>
<b>Out of Area Total</b>	<b>186</b>	<b>364</b>	<b>179</b>	<b>93</b>

### **CONGREGATE CARE RESOURCES**

Not all children can or should be cared for in foster homes. Some require more structured settings with professional staff who can provide closer supervision than generally occurs in home-like settings. Thus, a second component of the resource analysis involved a survey of the 42 child-caring institutions (CCIs) located in Fulton and DeKalb Counties. Like the foster care case reviews, CCIs were surveyed to determine their total capacity, as well as the types of populations they serve by age, race, ethnicity and special needs.

As the tables on the following pages show, the vast majority of the CCI beds available for children from Fulton and DeKalb are for older youth. Developmental needs are those most commonly served by CCIs, with 62 percent of all CCIs serving children with

developmental needs, while beds are least frequently available for children with emotional needs – only 25 percent of the beds are available to children with emotional needs. As will be seen, however, these ratios vary widely between the two counties.

One significant finding was the disparity between the types of needs served by CCIs in each county. Within DeKalb County, only 29 percent of the 194 CCI beds are available to children with a physical disability, while in Fulton County, 48 percent of the 319 CCI beds are available to physically disabled children. Equally disproportionate ratios are evidenced for children with emotional needs – while 41 percent of beds in DeKalb County are available to children with emotional needs, only 14 percent of beds in Fulton County are available to children with such needs.

While every home that serves physical needs was also able to serve children with developmental needs, there are very few beds available to serve children with any other combination of needs; system-wide, there are only 67 beds for children with physical and emotional/behavioral needs (only 15 such beds in Fulton County), and only 113 beds for children with emotional/behavioral and developmental needs (only 25 of which are located in Fulton County).

Perhaps most striking, however, was the fact that one-third of the CCIs surveyed (representing 32 percent of total CCI capacity) would not serve children with physical, emotional/behavioral or developmental needs.

**Table 13  
Child-Caring Institution Capacity  
By Gender, Race, Ethnicity and Age**

County	Total Capacity	By Race			By Ethnicity		By Age		
		White	Black	Other	Hispanic	Non-hispanic	Under 6	6 – 11	12 and older
Fulton County	319	319	319	319	160	160	25	36	258
DeKalb County	243	243	243	243	122	117	3	46	195



**Table 14  
Child-Caring Institution Capacity  
By Age and Need Restrictions  
Fulton County (319 total beds)**

<b>Will Not Accept Children with the Following Needs:</b>	<b>Under 6 (25 beds)</b>	<b>Age 6 to 11 (36 beds)</b>	<b>12 and older (258 beds)</b>	<b>Total (319 beds)</b>
Physical Needs	0	18	148	166
Emotional Needs	12	25	239	276
Developmental Needs	0	13	111	124
Physical & Emotional Needs	12	35	257	304
Physical & Developmental Needs	12	18	148	166
Physical, Developmental and Emotional Needs	12	35	257	304
Emotional & Developmental Needs	12	33	249	294

**Table 15  
Child-Caring Institution Capacity  
By Age and Need Restrictions  
DeKalb County (243 total beds)**

<b>Will Not Accept Children with the Following Needs:</b>	<b>Under 6 (3 beds)</b>	<b>Age 6 to 11 (46 beds)</b>	<b>12 and older (195 beds)</b>	<b>Total (243 beds)</b>
Physical Needs	3	41	129	173
Emotional Needs	2	25	117	143
Developmental Needs	0	11	78	88
Physical & Emotional Needs	3	43	146	191
Physical & Developmental Needs	3	41	129	173
Physical, Developmental and Emotional Needs	3	43	146	191
Emotional & Developmental Needs	2	29	124	155

## **RESOURCE GAPS**

### **TOTAL NEED**

Although there are, in a literal sense, more foster care beds available in each of the counties than there are children in foster care, there are nevertheless some serious resource gaps. Not every home can meet the needs of every child, so the identification of gaps must focus at least part of its attention on a comparison of the different types of needs and the availability of resources to meet those needs.

Even beyond that, however, any system which must match individuals to appropriate resources needs some level of slack in it. If there were exactly 25 beds for behaviorally disturbed teenagers in a given neighborhood where exactly 25 behaviorally disturbed teenagers were placed, it would be next to miraculous if every one of those youth had an appropriate placement. Some of those beds would also serve other needs and would have been filled before one of the behaviorally disturbed youth had been referred.

From this perspective, there is a relatively serious problem with foster home resources in Fulton County, because there is three-quarters of one bed per child in foster care. In contrast there are 2.4 beds per child in DeKalb. This latter figure should not be taken as a standard and may well not be sufficient to provide every child an opportunity at an appropriate placement setting, but it stands in sharp contrast to the situation in Fulton.

Nor is the situation in Fulton helped substantially by available beds in CCIs. Within the county, there are one-third as many CCI beds as there are foster home beds, not enough to ensure a bed for every child in care, even if those beds could meet all the needs the children present.

Utilization of relative placements provides some relief to the picture but again only minimally. If the children currently in relative placement are excluded from those needing foster care resources, the total in Fulton County drops from 1,248 to 1,074. That still means that there is less than one foster home bed for every child in Fulton.

While there is a county-wide need in Fulton County, there are areas within Fulton that have more need than others, and even parts of DeKalb where the resources are insufficient to meet the demand. In Fulton County the areas where the total foster care population especially outstrips the available resources regardless of foster parent preferences include zip codes 30331, 30318, 30315, 30314, 30312, 30310, as well as the southeast and central clusters of zip codes. The list for DeKalb County is shorter: 30032 and the central cluster. In all of these areas, there are simply not enough foster home beds to provide for all of the children in care.

**ITEM 5C NEEDS**

The real issue, however, lies not so much with the total number of beds but with disparities in available resources among sub-groups within the population. For most sub-groups there are far more beds nominally available, even if currently occupied by someone from another sub-group, than are needed to meet the children’s needs. This is not the case, however, for African American children, for older youth and for siblings needing placement together.

The vast majority of beds in both counties are available for African American children, and in DeKalb there are 2.6 beds available for every African American child in care. In Fulton County, however, there is eight-tenths of a bed available for each African American child in care.

The matter is even worse for youth 12 and older. Even if one assumes that all youth in this age bracket who exhibit some special need are cared for in a CCI, there are barely enough foster home beds accepting of youth 12 and older in Fulton as there are adolescents in care without special needs. In DeKalb the situation is again better, but youth in this age group are still far less likely than those in other age groups to have their needs met within the county. As with the total counts, the situation is not made better by the presence of relative care placements. The distribution of relative placements suggests that relatives are not much more likely to accept older youth than are other types of foster families.

Within certain areas of both counties, the lack of resources affect not only those 12 and older but also some of the younger children. Table 16 shows the zip codes and clusters where the number of beds is insufficient for specific age groups.

<b>Table 16 Communities with Too Few Placement Resources by Child’s Age</b>			
	<b>Under 6</b>	<b>6 to 11</b>	<b>12 or Older</b>
Fulton	30312 30314 30315 30318 Central	30310 30311 30312 30313 30314 30315 30318 Central North	All areas
DeKalb	Central	No areas	30032 Central West North

When it comes to systemic capacity for sibling groups, both counties appear to have sufficient resources to house sibling groups. In Fulton County, there are 883 beds in 342 foster homes for the 505 children that are members of sibling groups; in DeKalb County, there are 1,540 beds available at 636 foster homes for the 240 siblings in care. These data should be viewed with caution, however. While capacity available to sibling groups was measured as equivalent to the total capacity of each home, it is certain that not all homes with the capacity to house multiple children will be able to accommodate all members of a sibling group at a given point in time. These results represent, therefore, an optimistic view, but it seems justified given the very large and serious gaps in resources for other types of needs.

### **CCFA NEEDS**

If the conclusion to be drawn in relation to the Item 5C needs is that a significant level of resource development will be needed to meet the basic needs of all children within their own communities, and that even greater efforts will be needed to ensure that youth 12 or older can have their needs met near home, the picture is much better in relation to CCFA needs. Comparing the number of children with each type of need with the resources available to meet those needs, there are very few categories where resources do not exceed need by some margin. However, in both counties, children six and older with a combination of emotional/behavioral and educational needs are not likely to be served appropriately within the county. In addition, youth 12 and older who show emotional/behavioral needs face a dearth of placement resources. This affects both counties about equally.

## **PLACEMENT PREVENTION SERVICES**

At one level one could argue that all public child welfare agencies need to enhance and even expand their placement prevention resources. The case to be made for the need for placement prevention services in Georgia, however, is easier to make. A comparison of Georgia's foster care statistics with those of Alabama, Louisiana, Mississippi, South Carolina and Tennessee shows that:

- 1) Georgia's rate of placement at the end of 2004 was 6.1 per 1000, higher than that of any of the other states, other than Tennessee (6.9);
- 2) the increase in foster care entries in Georgia between 2002 and 2004 was double that of the other five states combined;
- 3) the proportion of Georgia's children exiting the system who stayed in care less than one month was 27 percent, compared to 18 percent in the other states; and
- 4) Georgia has proportionately fewer children in relative care, with a lower median age for those who are there.

This needs assessment was not designed to discover why children come into care in Georgia, nor can the data collected here provide an answer to that question. What the above statistics suggest, however, is that Georgia is more likely to use placement than are neighboring states, including placements of very limited duration, perhaps as a means of protecting children when the worker does not fully understand the situation. Moreover, fewer of those placements are with the relatives who already know and care for the children, and relatives play an especially smaller role in helping to meet the placement needs of older children.

Some of these trends have begun to change in the past couple of years. DFCS has placed more emphasis on keeping children out of care, has increased its utilization of relative placements and has made concrete moves to keep children in foster homes rather than in congregate settings. Comparative data are not available past 2004, so it is not possible to know at this time whether the comparisons given above would still hold in 2006 or 2007.

What is clear, however, is that DFCS has at least two ways in which it can address the disparities between needs and resources which currently characterize its foster care system. It can, as was envisioned in the request for proposals for this project, create and carry out a resource development plan to bring the resources available for children needing placement closer to the level of need. Alternatively, it can enhance and expand its placement prevention services, bringing the needs for placement into closer line with the available resources. In all probability the agency should be doing both.

## CONCLUSIONS AND RECOMMENDATIONS

### SUMMARY OF FINDINGS: HIGHEST PRIORITY NEEDS

Several things stand out in the above discussion. First and foremost, Fulton County needs a major expansion of foster home resources. Not only can many children not currently be placed in their own communities, they cannot be placed in their own county. That increases the level of disruption for both the child and the family and it makes efforts at reunification more difficult and less likely to be successful.

Second, in both counties there needs to be a major effort to increase the resources available for youth 12 and older. This is the largest of the three age groups; it is also the one for whom the fewest resources exist. While most child welfare agencies have more difficulty placing adolescents appropriately than they do younger children, the problem is larger in Fulton and DeKalb Counties.

Third, and consistent with the second finding, more resources are needed to serve children who exhibit emotional/behavioral issues. Fewer resources are available for this group than for any other group of children. The effort to address this issue will undoubtedly be difficult because these children are also disproportionately 12 years old or older. The need is for homes and facilities which are able and willing to serve disturbed adolescents.

Finally, the need for foster home resources is not spread evenly across communities. Even within each of the counties, more effort needs to be focused on development in some areas than in others.

### RECOMMENDATIONS

The recommendations follow directly from the summary of findings.

**RECOMMENDATION 1:** DFCS should begin a major effort to expand the number of foster homes in Fulton County, until there exists for each child at least two appropriate potential beds.

There is nothing magical about a 2:1 ratio, but it serves as an ambitious but realistic goal for Fulton County and would mean a major improvement in the chances that every child would have an opportunity for an appropriate placement. At present Fulton County would have to recruit 1500 additional beds to achieve this overall standard. Assuming 3 beds per home, that would be 500 homes. DeKalb is already at the standard.

One of the issues that will have to be confronted is whether the recruitment efforts should be focused only on DFCS homes or should also include increased efforts by the private providers. To help answer this question, HZA conducted an analysis of the rates at which children re-enter foster care subsequent to discharges from private vs. DFCS homes. It was found that rates of re-entry within 12 months for children discharged from private foster homes during the period from July 1, 2004 – December 31, 2005 was much higher (4.75 percent) than the rate at which children re-entered care after a discharge from a DFCS home (2.82 percent). However, beyond 12 months the relatively beneficial impact of placement in DFCS homes seems to disappear. In fact, the rate at which children re-enter care within 12-24 months after a discharge from a DFCS home is higher (2.60 percent) than those discharged from a private home (1.76 percent). In terms of this measure of quality, there is therefore no conclusive evidence to say that either private or public homes will serve children better. The size of the issue is such, however, that efforts on both sides may be needed.

**RECOMMENDATION 2:** DFCS should increase the number of homes available for adolescents, especially adolescents with emotional/behavioral issues.

At present DFCS would have to recruit 941 new beds in Fulton and 324 new beds in DeKalb to meet the need for adolescent placements assuming the 2:1 ratio. There are multiple ways in which this can be accomplished. One is to work more closely with relatives of adolescents, providing them sufficient support that more will be willing to care for their kin. Alternatively, the agency could begin an effort to recruit homes specially for this population, providing them appropriate training to handle the problems this population presents. The majority of the new homes which are recruited under the first recommendation should be targeted at the disturbed adolescent population.

**RECOMMENDATION 3:** DFCS needs to find a strategy to increase the number of beds available for siblings who need to be placed together.

This is perhaps the most difficult area to address because it requires finding new homes that can handle not only children with special needs but also multiple children from the same family, all of whom may have special needs, possibly of varying type and severity. The dearth of homes available for siblings, however, affects children of all ages and intersects with the need for more homes for older children as well as for those under six. This may be an area where increased efforts at relative placement may be more successful than other types of recruitment. The size of the recruitment effort that would be needed cannot easily be estimated both because some of the homes with empty beds which were assumed here to be available for siblings are probably not actually available for siblings and because the IDS data do not reveal how many siblings

there are in each family who need placement. What can be said with some certainty is that a successful effort to address this issue will be a large undertaking.

**RECOMMENDATION 4:** Development efforts should be focused on specific neighborhoods, specifically those in which there is currently a disparity between needs and resources.

Table 16 above shows the neighborhoods, by zip code, which should be targets for recruitment. The disparity of need is so great that in Fulton County one of the areas with the largest number of foster children shows only four foster home beds available within the entire area.

Many foster care recruitment efforts are done through broad media campaigns, but that is unlikely to generate homes in the specific areas where the homes are most needed. A different strategy or set of strategies is needed. We know from the literature that foster families themselves make very effective recruiters; personal outreach from one foster family to another is one of the most successful recruitment strategies. Programs which target particular churches, schools and organizations in the selected communities are also needed. When an identified child requires a home, child specific recruitment in the given community may help as well.

**RECOMMENDATION 5:** Aside from expanding resources to meet the current need, DFCS should attempt to reduce the current level of need by expanding and enhancing its placement prevention efforts.

Georgia uses placement more frequently than do most of its neighboring states. Given that it currently does not have sufficient resources to meet the needs of all those children adequately, it is likely to be beneficial to many of those children to remain with their families. This will require, however, the services necessary to ensure the safety of those children, as well as the services needed to address any of the special needs they may exhibit. Such services should, however, be less expensive than providing both services and foster care maintenance for those same children.

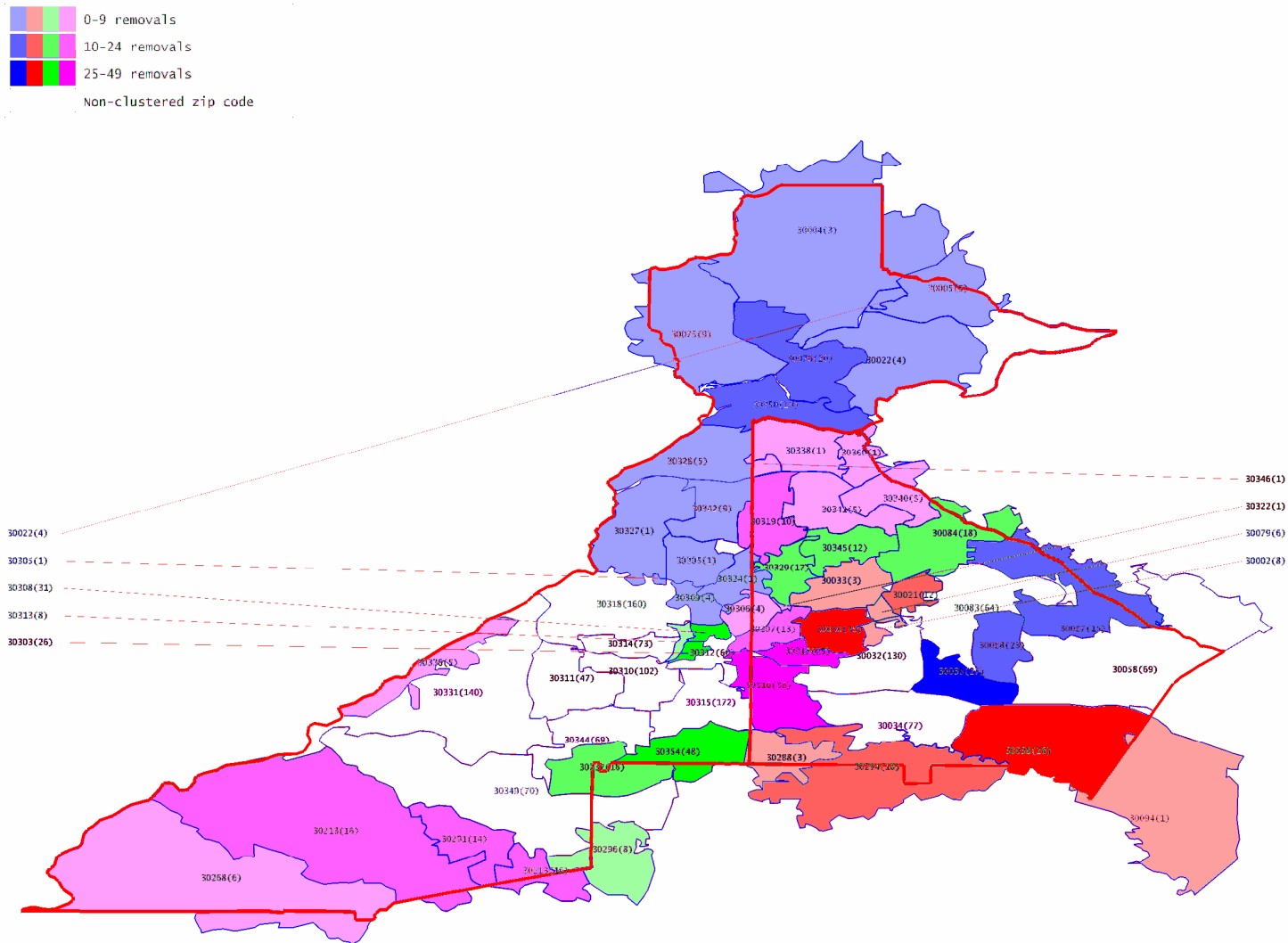
**RECOMMENDATION 6:** DFCS should implement an automated placement matching system which would both ensure that each child is provided the most appropriate available placement and that also provides a measure of the progress the agency is making in making appropriate placements for all children.

As part of its work on this project, HZA is delivering to the agency a tool which will provide a quantified score for each potential placement for each child. In addition, its



results can be aggregated to determine whether the placements being made at the present time are more appropriate than the placements made last month or six months ago or even a year ago. No development efforts will be useful unless they impact the individual children needing placement. Whether DFCS uses this tool or something equivalent, it needs to connect its resource development efforts to individual placements to ensure that the requirements of *Kenny A.* are met.

# APPENDIX A: ZIP CODE CLUSTERS



## Fulton County Zip Code Clusters

North Fulton		Southwest Fulton
30004	30324	30296
30005	30326	30320
30022	30327	30337
30075	30328	30354
30076	30329	
30202	30338	
30305	30339	
30306	30342	
30307	30346	
30309	30350	
30319		
Fulton Central		Southwest Fulton
30303		30213
30308		30268
30313		30291
		30336
Unclustered Zip Codes		
30310		
30311		
30312		
30314		
30315		
30318		
30331		
30344		
30349		

## DeKalb County Zip Code Clusters

<b>DeKalb Central</b>	<b>North DeKalb</b>
30002	30319
30021	30338
30030	30340
30031	30341
30033	30346
30037	30360
30079	
<b>West DeKalb</b>	<b>South DeKalb</b>
30306	30038
30307	30049
30316	30094
30317	30288
30322	30294
<b>East DeKalb</b>	<b>North DeKalb Central</b>
30035	30084
30087	30329
30088	30345
<b>Unclustered Zip Codes:</b>	
30032	
30034	
30058	
30072	
30083	

## APPENDIX B: ITEM 5C NEEDS

Fulton County Item 5c Need Categories: Zip Code 30310													
		Under 6				6-11				12 or Older			
		Siblings		No Siblings		Siblings		No Siblings		Siblings		No Siblings	
		Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal
Black	Hispanic	-	-	-	-	-	-	-	-	-	-	-	-
	Non-hispanic	1	9	1	14	-	10	1	9	-	18	4	36
White	Hispanic	-	-	-	-	-	-	-	-	-	-	-	-
	Non-hispanic	-	-	-	-	-	-	-	-	-	-	-	-
Other Race	Hispanic	-	-	-	-	-	-	-	-	-	-	-	-
	Non-hispanic	-	-	-	-	-	-	-	-	-	-	-	-

Fulton County Item 5c Need Categories: Zip Code 30311													
		Under 6				6-11				12 or Older			
		Siblings		No Siblings		Siblings		No Siblings		Siblings		No Siblings	
		Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal
Black	Hispanic	-	-	-	-	-	-	-	-	-	-	-	-
	Non-hispanic	-	2	-	8	-	10	2	1	-	3	3	18
White	Hispanic	-	-	-	-	-	-	-	-	-	-	-	-
	Non-hispanic	-	-	-	-	-	-	-	-	-	-	-	-
Other Race	Hispanic	-	-	-	-	-	-	-	-	-	-	-	-
	Non-hispanic	-	-	-	-	-	-	-	-	-	-	-	-

**Fulton County Item 5c Need Categories: Zip Code 30312**

		Under 6				6-11				12 or Older			
		Siblings		No Siblings		Siblings		No Siblings		Siblings		No Siblings	
		Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal
Black	Hispanic	-	-	-	-	-	-	-	-	-	-	-	-
	Non-hispanic	-	8	1	8	1	10	2	9	1	7	2	20
White	Hispanic	-	-	-	-	-	-	-	-	-	-	-	-
	Non-hispanic	-	-	-	1	-	-	-	-	-	-	-	1
Other Race	Hispanic	-	-	-	-	-	-	-	-	-	-	-	-
	Non-hispanic	-	-	-	-	1	-	-	-	-	-	-	-

**Fulton County Item 5c Need Categories: Zip Code 30314**

		Under 6				6-11				12 or Older			
		Siblings		No Siblings		Siblings		No Siblings		Siblings		No Siblings	
		Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal
Black	Hispanic	-	-	-	-	-	-	-	-	-	-	-	-
	Non-hispanic	-	10	2	17	-	5	3	4	-	6	2	21
White	Hispanic	-	-	-	-	-	-	-	-	-	-	-	-
	Non-hispanic	-	1	-	-	-	-	-	-	-	-	-	1
Other Race	Hispanic	-	-	-	-	-	-	-	-	-	-	-	-
	Non-hispanic	-	-	-	-	-	-	-	-	-	-	-	-

**Fulton County Item 5c Need Categories: Zip Code 30315**

		Under 6				6-11				12 or Older			
		Siblings		No Siblings		Siblings		No Siblings		Siblings		No Siblings	
		Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal
Black	Hispanic	-	-	-	-	-	-	-	-	-	-	-	1
	Non-hispanic	1	24	3	17	1	29	6	19	2	16	4	44
White	Hispanic	-	-	-	-	-	-	-	-	-	-	-	-
	Non-hispanic	-	-	-	-	-	1	-	1	-	-	-	-
Other Race	Hispanic	-	-	-	-	-	-	-	-	-	-	-	-
	Non-hispanic	-	-	-	-	-	-	-	-	-	-	-	-

**Fulton County Item 5c Need Categories: Zip Code 30318**

		Under 6				6-11				12 or Older			
		Siblings		No Siblings		Siblings		No Siblings		Siblings		No Siblings	
		Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal
Black	Hispanic	-	-	-	-	-	-	-	-	-	-	-	1
	Non-hispanic	2	19	5	29	2	27	4	10	-	18	3	37
White	Hispanic	-	-	-	-	-	-	-	-	-	-	-	3
	Non-hispanic	-	-	-	1	-	-	-	-	-	-	-	-
Other Race	Hispanic	-	-	-	-	-	-	-	-	-	-	-	-
	Non-hispanic	-	-	-	-	-	-	-	-	-	-	-	-

**Fulton County Item 5c Need Categories: Zip Code 30331**

		Under 6				6-11				12 or Older			
		Siblings		No Siblings		Siblings		No Siblings		Siblings		No Siblings	
		Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal
Black	Hispanic	-	-	-	-	-	-	-	-	-	-	-	-
	Non-hispanic	1	27	1	15	3	12	1	10	4	26	5	33
White	Hispanic	-	-	-	-	-	-	-	-	-	-	-	-
	Non-hispanic	-	1	-	-	-	-	-	-	-	-	-	-
Other Race	Hispanic	-	-	-	-	-	-	-	-	-	-	-	-
	Non-hispanic	-	-	-	-	-	-	-	-	-	-	-	-

**Fulton County Item 5c Need Categories: Zip Code 30344**

		Under 6				6-11				12 or Older			
		Siblings		No Siblings		Siblings		No Siblings		Siblings		No Siblings	
		Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal
Black	Hispanic	-	1	-	-	-	1	-	-	-	-	-	-
	Non-hispanic	1	10	-	12	3	9	1	7	-	5	1	23
White	Hispanic	-	-	-	-	-	-	-	-	-	-	-	-
	Non-hispanic	-	-	-	-	-	-	1	-	-	-	-	1
Other Race	Hispanic	-	-	-	-	-	-	-	-	-	-	-	-
	Non-hispanic	-	-	1	-	-	-	-	-	-	-	-	-



**Fulton County Item 5c Need Categories: Zip Code 30349**

		Under 6				6-11				12 or Older			
		Siblings		No Siblings		Siblings		No Siblings		Siblings		No Siblings	
		Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal
Black	Hispanic	-	-	-	-	-	-	-	-	-	-	-	-
	Non-hispanic	-	15	-	8	-	3	5	5	-	12	2	23
White	Hispanic	-	-	-	-	-	-	-	-	-	-	-	-
	Non-hispanic	-	-	-	-	-	-	-	1	-	-	-	-
Other Race	Hispanic	-	-	-	-	-	-	-	-	-	-	-	-
	Non-hispanic	-	-	-	-	-	-	-	-	-	-	-	-

**Fulton County Item 5c Need Categories: Southeast Fulton Cluster**

		Under 6				6-11				12 or Older			
		Siblings		No Siblings		Siblings		No Siblings		Siblings		No Siblings	
		Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal
Black	Hispanic	-	1	-	-	-	-	-	-	-	-	-	-
	Non-hispanic	-	12	-	9	-	10	1	7	-	2	2	23
White	Hispanic	-	-	-	-	-	-	-	-	-	-	-	2
	Non-hispanic	-	-	-	1	-	-	-	1	-	-	-	1
Other Race	Hispanic	-	-	-	-	-	-	-	-	-	-	-	-
	Non-hispanic	-	1	-	-	-	-	-	-	-	-	-	-

**Fulton County Item 5c Need Categories: Fulton Central Cluster**

		Under 6				6-11				12 or Older			
		Siblings		No Siblings		Siblings		No Siblings		Siblings		No Siblings	
		Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal
Black	Hispanic	-	-	-	-	-	-	-	1	-	-	-	-
	Non-hispanic	-	9	2	21	2	7	1	5	-	4	2	7
White	Hispanic	-	-	-	-	-	-	-	-	-	-	-	-
	Non-hispanic	-	-	-	-	-	-	-	-	-	-	-	1
Other Race	Hispanic	-	-	-	-	-	-	-	-	-	-	-	1
	Non-hispanic	-	-	-	-	-	-	-	-	-	-	-	-

**Fulton County Item 5c Need Categories: Southwest Fulton Cluster**

		Under 6				6-11				12 or Older			
		Siblings		No Siblings		Siblings		No Siblings		Siblings		No Siblings	
		Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal
Black	Hispanic	-	-	-	-	-	-	-	-	-	-	-	-
	Non-hispanic	3	3	-	3	-	3	-	4	-	9	-	14
White	Hispanic	-	-	-	-	-	-	-	-	-	-	-	-
	Non-hispanic	-	-	-	2	-	-	-	-	-	-	-	2
Other Race	Hispanic	-	-	-	-	-	-	-	-	-	-	-	-
	Non-hispanic	-	-	-	-	-	-	-	-	-	-	-	-

**Fulton County Item 5c Need Categories: North Fulton Cluster**

		Under 6				6-11				12 or Older			
		Siblings		No Siblings		Siblings		No Siblings		Siblings		No Siblings	
		Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal
Black	Hispanic	-	-	-	-	-	-	-	-	-	1	-	-
	Non-hispanic	-	6	-	6	-	1	3	2	-	4	-	14
White	Hispanic	-	2	-	2	-	1	-	1	-	2	-	1
	Non-hispanic	-	3	1	4	-	4	-	3	-	5	1	6
Other Race	Hispanic	-	-	-	-	-	-	-	-	-	-	-	1
	Non-hispanic	-	-	-	2	-	-	-	-	-	-	-	-

**Fulton County Item 5c Need Categories: Unknown Zip Codes**

		Under 6				6-11				12 or Older			
		Siblings		No Siblings		Siblings		No Siblings		Siblings		No Siblings	
		Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal
Black	Hispanic	-	-	-	-	-	-	-	-	-	-	-	-
	Non-hispanic	-	11	1	8	-	8	4	5	-	9	4	22
White	Hispanic	-	-	-	-	-	-	-	-	-	-	-	1
	Non-hispanic	2	-	-	-	-	-	-	-	-	-	-	2
Other Race	Hispanic	-	-	-	-	-	-	-	-	-	-	-	-
	Non-hispanic	-	1	-	-	-	-	-	-	-	-	-	-

**DeKalb County Item 5c Need Categories: Zip Code 30032**

		Under 6				6-11				12 or Older			
		Siblings		No Siblings		Siblings		No Siblings		Siblings		No Siblings	
		Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal
Black	Hispanic	-	-	-	-	-	-	-	-	-	-	-	-
	Non-hispanic	2	29	2	19	2	9	3	8	-	3	2	47
White	Hispanic	-	-	-	-	-	-	-	-	-	-	-	-
	Non-hispanic	-	-	-	-	-	-	-	-	-	-	-	1
Other Race	Hispanic	-	-	-	-	-	-	-	-	-	-	-	-
	Non-hispanic	-	1	-	-	-	1	-	-	-	2	-	-

**DeKalb County Item 5c Need Categories: Zip Code 30034**

		Under 6				6-11				12 or Older			
		Siblings		No Siblings		Siblings		No Siblings		Siblings		No Siblings	
		Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal
Black	Hispanic	-	-	-	1	-	-	-	-	-	-	-	-
	Non-hispanic	1	3	-	10	2	6	1	6	3	7	5	29
White	Hispanic	-	-	-	-	-	-	-	-	-	-	-	-
	Non-hispanic	-	-	-	1	-	-	-	-	-	1	-	-
Other Race	Hispanic	-	-	-	-	-	-	-	-	-	-	-	-
	Non-hispanic	-	-	-	-	-	-	-	-	-	-	-	-

**DeKalb County Item 5c Need Categories: Zip Code 30058**

		Under 6				6-11				12 or Older			
		Siblings		No Siblings		Siblings		No Siblings		Siblings		No Siblings	
		Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal
Black	Hispanic	-	-	-	1	-	-	-	-	-	-	-	-
	Non-hispanic	-	11	-	5	-	11	-	2	-	7	-	25
White	Hispanic	-	-	-	-	-	-	-	-	-	-	-	-
	Non-hispanic	-	-	-	-	-	-	-	-	-	-	1	-
Other Race	Hispanic	-	-	-	-	-	-	-	-	-	-	-	-
	Non-hispanic	-	-	-	-	-	-	-	-	-	-	-	-

**DeKalb County Item 5c Need Categories: Zip Code 30083**

		Under 6				6-11				12 or Older			
		Siblings		No Siblings		Siblings		No Siblings		Siblings		No Siblings	
		Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal
Black	Hispanic	-	-	-	-	-	-	-	-	-	-	-	-
	Non-hispanic	2	9	1	8	-	5	-	4	2	8	1	22
White	Hispanic	-	-	-	1	-	-	-	-	-	-	-	-
	Non-hispanic	-	-	-	-	-	-	-	-	-	-	-	1
Other Race	Hispanic	-	-	-	-	-	-	-	-	-	-	-	-
	Non-hispanic	-	-	-	-	-	-	-	-	-	-	-	-

**DeKalb County Item 5c Need Categories: DeKalb Central Cluster**

		Under 6				6-11				12 or Older			
		Siblings		No Siblings		Siblings		No Siblings		Siblings		No Siblings	
		Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal
Black	Hispanic	-	-	-	-	-	-	-	-	-	-	-	-
	Non-hispanic	-	10	3	16	-	7	1	2	-	4	2	22
White	Hispanic	-	-	1	-	-	-	-	-	-	-	-	-
	Non-hispanic	-	-	-	-	-	-	-	-	-	-	-	1
Other Race	Hispanic	-	-	-	-	-	-	-	-	-	-	-	-
	Non-hispanic	-	-	-	1	-	-	-	-	-	1	-	-

**DeKalb County Item 5c Need Categories: West DeKalb Cluster**

		Under 6				6-11				12 or Older			
		Siblings		No Siblings		Siblings		No Siblings		Siblings		No Siblings	
		Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal
Black	Hispanic	-	-	-	-	-	-	-	-	-	-	-	-
	Non-hispanic	2	4	2	14	2	5	-	5	-	8	2	18
White	Hispanic	-	-	-	-	-	-	-	-	-	-	-	-
	Non-hispanic	-	-	1	4	-	-	-	-	-	-	-	1
Other Race	Hispanic	-	-	-	-	-	-	-	-	-	-	-	-
	Non-hispanic	-	1	-	1	-	-	-	-	-	-	-	-

**DeKalb County Item 5c Need Categories: North DeKalb Cluster**

		Under 6				6-11				12 or Older			
		Siblings		No Siblings		Siblings		No Siblings		Siblings		No Siblings	
		Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal
Black	Hispanic	-	-	-	-	-	-	-	-	-	-	-	-
	Non-hispanic	-	1	-	1	1	1	1	2	-	-	1	4
White	Hispanic	-	2	-	-	-	-	-	-	-	-	-	2
	Non-hispanic	-	-	1	1	-	-	-	1	-	-	-	5
Other Race	Hispanic	-	-	-	1	-	-	-	1	-	-	-	-
	Non-hispanic	-	-	-	-	-	-	-	-	-	-	-	1

**DeKalb County Item 5c Need Categories: North Central DeKalb Cluster**

		Under 6				6-11				12 or Older			
		Siblings		No Siblings		Siblings		No Siblings		Siblings		No Siblings	
		Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal
Black	Hispanic	-	-	-	-	-	-	-	-	-	-	-	-
	Non-hispanic	-	1	-	5	-	2	-	6	-	2	-	6
White	Hispanic	-	6	-	-	-	1	-	-	-	-	-	-
	Non-hispanic	-	1	-	1	-	2	-	1	-	-	-	6
Other Race	Hispanic	-	2	-	-	-	-	-	-	-	-	-	-
	Non-hispanic	-	-	-	-	-	-	-	-	-	-	-	1

**DeKalb County Item 5c Need Categories: East DeKalb Cluster**

		Under 6				6-11				12 or Older			
		Siblings		No Siblings		Siblings		No Siblings		Siblings		No Siblings	
		Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal
Black	Hispanic	-	-	-	-	-	-	-	-	-	-	-	1
	Non-hispanic	-	9	-	8	-	3	2	5	-	1	1	30
White	Hispanic	-	-	-	-	-	-	-	-	-	-	-	-
	Non-hispanic	-	-	-	1	-	-	-	-	-	-	1	2
Other Race	Hispanic	-	-	-	-	-	-	-	-	-	-	-	-
	Non-hispanic	-	-	-	-	-	-	-	-	-	-	-	-

**DeKalb County Item 5c Need Categories: South DeKalb Cluster**

		Under 6				6-11				12 or Older			
		Siblings		No Siblings		Siblings		No Siblings		Siblings		No Siblings	
		Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal
Black	Hispanic	-	-	-	-	-	-	-	-	-	-	-	-
	Non-hispanic	-	8	-	5	-	4	1	1	-	9	-	18
White	Hispanic	-	-	-	-	-	-	-	-	-	-	-	-
	Non-hispanic	-	-	-	1	-	-	-	-	-	-	-	-
Other Race	Hispanic	-	-	-	-	-	-	-	-	-	-	-	-
	Non-hispanic	-	-	-	-	-	-	-	-	-	-	-	-



**DeKalb County Item 5c Need Categories: Unknown Zip Codes**

		Under 6				6-11				12 or Older			
		Siblings		No Siblings		Siblings		No Siblings		Siblings		No Siblings	
		Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal	Adoption Goal	Other Goal
Black	Hispanic	-	-	-	-	-	-	-	-	-	-	-	-
	Non-hispanic	-	7	2	12	-	2	-	3	-	4	1	22
White	Hispanic	-	-	-	-	-	-	-	-	-	-	-	2
	Non-hispanic	-	-	-	1	-	-	-	-	-	-	-	2
Other Race	Hispanic	-	-	1	-	-	-	-	-	-	-	-	-
	Non-hispanic	-	-	-	-	-	-	-	-	-	-	-	-

## APPENDIX C: CCFA NEEDS

Fulton County CCFA Needs: Zip Code 30310			
	Under 6	6 to 11	12 or Older
Physical Only	4	2	3
Emotional/Behavioral Only	3	5	16
Developmental Only	2	1	0
Educational Only	0	0	1
Physical, Emotional/Behavioral	2	0	3
Physical, Developmental	1	1	0
Physical, Educational	0	0	0
Emotional/Behavioral, Developmental	2	3	6
Emotional/Behavioral, Educational	0	2	2
Developmental, Educational	0	0	0
Physical, Emotional/Behavioral, Developmental	0	0	2
Physical, Developmental, Educational	0	0	0
Emotional/Behavioral, Developmental, Educational	0	2	7
All	0	0	2
None	11	6	16

Fulton County CCFA Needs: Zip Code 30311			
	Under 6	6 to 11	12 or Older
Physical Only	2	1	1
Emotional/Behavioral Only	1	3	6
Developmental Only	1	1	0
Educational Only	0	0	0
Physical, Emotional/Behavioral	1	0	1
Physical, Developmental	0	1	0
Physical, Educational	0	0	0
Emotional/Behavioral, Developmental	1	2	2
Emotional/Behavioral, Educational	0	1	1
Developmental, Educational	0	0	0
Physical, Emotional/Behavioral, Developmental	0	0	1
Physical, Developmental, Educational	0	0	0
Emotional/Behavioral, Developmental, Educational	0	1	3
All	0	0	1
None	4	4	6

**Fulton County CCFA Needs: Zip Code 30312**

	Under 6	6 to 11	12 or Older
Physical Only	3	2	2
Emotional/Behavioral Only	2	6	8
Developmental Only	1	1	0
Educational Only	0	0	1
Physical, Emotional/Behavioral	1	0	2
Physical, Developmental	1	1	0
Physical, Educational	0	0	0
Emotional/Behavioral, Developmental	1	3	3
Emotional/Behavioral, Educational	0	2	1
Developmental, Educational	0	0	0
Physical, Emotional/Behavioral, Developmental	0	0	1
Physical, Developmental, Educational	0	0	0
Emotional/Behavioral, Developmental, Educational	0	2	4
All	0	0	1
None	8	7	8

**Fulton County CCFA Needs: Zip Code 30314**

	Under 6	6 to 11	12 or Older
Physical Only	5	1	2
Emotional/Behavioral Only	4	3	8
Developmental Only	2	1	0
Educational Only	0	0	1
Physical, Emotional/Behavioral	2	0	2
Physical, Developmental	1	1	0
Physical, Educational	0	0	0
Emotional/Behavioral, Developmental	2	2	3
Emotional/Behavioral, Educational	0	1	1
Developmental, Educational	0	0	0
Physical, Emotional/Behavioral, Developmental	0	0	1
Physical, Developmental, Educational	0	0	0
Emotional/Behavioral, Developmental, Educational	0	1	3
All	0	0	1
None	13	4	8

**Fulton County CCFA Needs: Zip Code 30315**

	Under 6	6 to 11	12 or Older
Physical Only	7	5	4
Emotional/Behavioral Only	5	14	18
Developmental Only	4	2	0
Educational Only	0	0	1
Physical, Emotional/Behavioral	4	0	4
Physical, Developmental	2	2	0
Physical, Educational	0	0	0
Emotional/Behavioral, Developmental	4	7	6
Emotional/Behavioral, Educational	0	5	3
Developmental, Educational	0	0	0
Physical, Emotional/Behavioral, Developmental	0	0	3
Physical, Developmental, Educational	0	0	0
Emotional/Behavioral, Developmental, Educational	0	5	8
All	0	0	3
None	20	17	18

**Fulton County CCFA Needs: Zip Code 30318**

	Under 6	6 to 11	12 or Older
Physical Only	9	4	4
Emotional/Behavioral Only	7	11	17
Developmental Only	4	2	0
Educational Only	0	0	1
Physical, Emotional/Behavioral	4	0	4
Physical, Developmental	2	2	0
Physical, Educational	0	0	0
Emotional/Behavioral, Developmental	4	5	6
Emotional/Behavioral, Educational	0	4	2
Developmental, Educational	0	0	0
Physical, Emotional/Behavioral, Developmental	0	0	2
Physical, Developmental, Educational	0	0	0
Emotional/Behavioral, Developmental, Educational	0	4	7
All	0	0	2
None	25	13	17

**Fulton County CCFA Needs: Zip Code 30331**

	Under 6	6 to 11	12 or Older
Physical Only	7	2	4
Emotional/Behavioral Only	5	7	18
Developmental Only	4	1	0
Educational Only	0	0	1
Physical, Emotional/Behavioral	4	0	4
Physical, Developmental	2	1	0
Physical, Educational	0	0	0
Emotional/Behavioral, Developmental	4	3	7
Emotional/Behavioral, Educational	0	2	3
Developmental, Educational	0	0	0
Physical, Emotional/Behavioral, Developmental	0	0	3
Physical, Developmental, Educational	0	0	0
Emotional/Behavioral, Developmental, Educational	0	2	8
All	0	0	3
None	20	8	18

**Fulton County CCFA Needs: Zip Code 30344**

	Under 6	6 to 11	12 or Older
Physical Only	4	2	2
Emotional/Behavioral Only	3	6	8
Developmental Only	2	1	0
Educational Only	0	0	1
Physical, Emotional/Behavioral	2	0	2
Physical, Developmental	1	1	0
Physical, Educational	0	0	0
Emotional/Behavioral, Developmental	2	3	3
Emotional/Behavioral, Educational	0	2	1
Developmental, Educational	0	0	0
Physical, Emotional/Behavioral, Developmental	0	0	1
Physical, Developmental, Educational	0	0	0
Emotional/Behavioral, Developmental, Educational	0	2	3
All	0	0	1
None	11	6	8

**Fulton County CCFA Needs: Zip Code 30349**

	Under 6	6 to 11	12 or Older
Physical Only	4	1	2
Emotional/Behavioral Only	3	4	10
Developmental Only	2	1	0
Educational Only	0	0	1
Physical, Emotional/Behavioral	2	0	2
Physical, Developmental	1	1	0
Physical, Educational	0	0	0
Emotional/Behavioral, Developmental	2	2	4
Emotional/Behavioral, Educational	0	1	1
Developmental, Educational	0	0	0
Physical, Emotional/Behavioral, Developmental	0	0	1
Physical, Developmental, Educational	0	0	0
Emotional/Behavioral, Developmental, Educational	0	1	4
All	0	0	1
None	10	4	10

**Fulton County CCFA Needs: Fulton Southeast Cluster**

	Under 6	6 to 11	12 or Older
Physical Only	4	2	2
Emotional/Behavioral Only	3	5	8
Developmental Only	2	1	0
Educational Only	0	0	1
Physical, Emotional/Behavioral	2	0	2
Physical, Developmental	1	1	0
Physical, Educational	0	0	0
Emotional/Behavioral, Developmental	2	2	3
Emotional/Behavioral, Educational	0	2	1
Developmental, Educational	0	0	0
Physical, Emotional/Behavioral, Developmental	0	0	1
Physical, Developmental, Educational	0	0	0
Emotional/Behavioral, Developmental, Educational	0	2	3
All	0	0	1
None	11	6	8

**Fulton County CCFA Needs: Fulton Central Cluster**

	Under 6	6 to 11	12 or Older
Physical Only	5	1	1
Emotional/Behavioral Only	4	4	4
Developmental Only	3	1	0
Educational Only	0	0	0
Physical, Emotional/Behavioral	3	0	1
Physical, Developmental	1	1	0
Physical, Educational	0	0	0
Emotional/Behavioral, Developmental	3	2	1
Emotional/Behavioral, Educational	0	1	1
Developmental, Educational	0	0	0
Physical, Emotional/Behavioral, Developmental	0	0	1
Physical, Developmental, Educational	0	0	0
Emotional/Behavioral, Developmental, Educational	0	1	2
All	0	0	1
None	14	5	4

**Fulton County CCFA Needs: Fulton Southwest Cluster**

	Under 6	6 to 11	12 or Older
Physical Only	2	1	1
Emotional/Behavioral Only	1	2	7
Developmental Only	1	0	0
Educational Only	0	0	0
Physical, Emotional/Behavioral	1	0	1
Physical, Developmental	0	0	0
Physical, Educational	0	0	0
Emotional/Behavioral, Developmental	1	1	2
Emotional/Behavioral, Educational	0	1	1
Developmental, Educational	0	0	0
Physical, Emotional/Behavioral, Developmental	0	0	1
Physical, Developmental, Educational	0	0	0
Emotional/Behavioral, Developmental, Educational	0	1	3
All	0	0	1
None	5	2	7

**Fulton County CCFA Needs: Fulton North Cluster**

	Under 6	6 to 11	12 or Older
Physical Only	4	1	2
Emotional/Behavioral Only	3	4	9
Developmental Only	2	1	0
Educational Only	0	0	1
Physical, Emotional/Behavioral	2	0	2
Physical, Developmental	1	1	0
Physical, Educational	0	0	0
Emotional/Behavioral, Developmental	2	2	3
Emotional/Behavioral, Educational	0	1	1
Developmental, Educational	0	0	0
Physical, Emotional/Behavioral, Developmental	0	0	1
Physical, Developmental, Educational	0	0	0
Emotional/Behavioral, Developmental, Educational	0	1	4
All	0	0	1
None	11	4	9

**Fulton County CCFA Needs: Unknown Zip Codes**

	Under 6	6 to 11	12 or Older
Physical Only	4	1	2
Emotional/Behavioral Only	3	4	10
Developmental Only	2	1	0
Educational Only	0	0	1
Physical, Emotional/Behavioral	2	0	2
Physical, Developmental	1	1	0
Physical, Educational	0	0	0
Emotional/Behavioral, Developmental	2	2	4
Emotional/Behavioral, Educational	0	1	1
Developmental, Educational	0	0	0
Physical, Emotional/Behavioral, Developmental	0	0	1
Physical, Developmental, Educational	0	0	0
Emotional/Behavioral, Developmental, Educational	0	1	4
All	0	0	1
None	10	5	10



**DeKalb County CCFA Needs: Zip Code 30032**

	Under 6	6 to 11	12 or Older
Physical Only	2	0	0
Emotional/Behavioral Only	4	3	26
Developmental Only	5	0	1
Educational Only	0	2	1
Physical, Emotional/Behavioral	0	0	0
Physical, Developmental	2	0	1
Physical, Educational	0	0	0
Emotional/Behavioral, Developmental	0	0	0
Emotional/Behavioral, Educational	0	1	2
Developmental, Educational	0	0	0
Physical, Emotional/Behavioral, Developmental	0	0	0
Physical, Developmental, Educational	0	0	0
Emotional/Behavioral, Developmental, Educational	0	0	1
All	0	0	0
None	40	17	22

**DeKalb County CCFA Needs: Zip Code 30034**

	Under 6	6 to 11	12 or Older
Physical Only	1	0	0
Emotional/Behavioral Only	1	2	22
Developmental Only	2	0	1
Educational Only	0	1	1
Physical, Emotional/Behavioral	0	0	0
Physical, Developmental	1	0	1
Physical, Educational	0	0	0
Emotional/Behavioral, Developmental	0	0	0
Emotional/Behavioral, Educational	0	1	2
Developmental, Educational	0	0	0
Physical, Emotional/Behavioral, Developmental	0	0	0
Physical, Developmental, Educational	0	0	0
Emotional/Behavioral, Developmental, Educational	0	0	1
All	0	0	0
None	12	11	18

**DeKalb County CCFA Needs: Zip Code 30058**

	Under 6	6 to 11	12 or Older
Physical Only	1	0	0
Emotional/Behavioral Only	1	2	16
Developmental Only	2	0	1
Educational Only	0	1	1
Physical, Emotional/Behavioral	0	0	0
Physical, Developmental	1	0	1
Physical, Educational	0	0	0
Emotional/Behavioral, Developmental	0	0	0
Emotional/Behavioral, Educational	0	1	1
Developmental, Educational	0	0	0
Physical, Emotional/Behavioral, Developmental	0	0	0
Physical, Developmental, Educational	0	0	0
Emotional/Behavioral, Developmental, Educational	0	0	1
All	0	0	0
None	13	9	13

**DeKalb County CCFA Needs: Zip Code 30083**

	Under 6	6 to 11	12 or Older
Physical Only	1	0	0
Emotional/Behavioral Only	1	1	16
Developmental Only	2	0	1
Educational Only	0	1	1
Physical, Emotional/Behavioral	0	0	0
Physical, Developmental	1	0	1
Physical, Educational	0	0	0
Emotional/Behavioral, Developmental	0	0	0
Emotional/Behavioral, Educational	0	0	1
Developmental, Educational	0	0	0
Physical, Emotional/Behavioral, Developmental	0	0	0
Physical, Developmental, Educational	0	0	0
Emotional/Behavioral, Developmental, Educational	0	0	1
All	0	0	0
None	16	7	13

**DeKalb County CCFA Needs: DeKalb Central Cluster**

	Under 6	6 to 11	12 or Older
Physical Only	1	0	0
Emotional/Behavioral Only	2	1	14
Developmental Only	3	0	1
Educational Only	0	1	1
Physical, Emotional/Behavioral	0	0	0
Physical, Developmental	1	0	1
Physical, Educational	0	0	0
Emotional/Behavioral, Developmental	0	0	0
Emotional/Behavioral, Educational	0	0	1
Developmental, Educational	0	0	0
Physical, Emotional/Behavioral, Developmental	0	0	0
Physical, Developmental, Educational	0	0	0
Emotional/Behavioral, Developmental, Educational	0	0	1
All	0	0	0
None	24	7	12

**DeKalb County CCFA Needs: DeKalb West Cluster**

	Under 6	6 to 11	12 or Older
Physical Only	1	0	0
Emotional/Behavioral Only	2	2	14
Developmental Only	3	0	1
Educational Only	0	1	1
Physical, Emotional/Behavioral	0	0	0
Physical, Developmental	1	0	1
Physical, Educational	0	0	0
Emotional/Behavioral, Developmental	0	0	0
Emotional/Behavioral, Educational	0	1	1
Developmental, Educational	0	0	0
Physical, Emotional/Behavioral, Developmental	0	0	0
Physical, Developmental, Educational	0	0	0
Emotional/Behavioral, Developmental, Educational	0	0	1
All	0	0	0
None	22	9	11

**DeKalb County CCFA Needs: DeKalb North Cluster**

	Under 6	6 to 11	12 or Older
Physical Only	0	0	0
Emotional/Behavioral Only	0	1	6
Developmental Only	1	0	0
Educational Only	0	1	0
Physical, Emotional/Behavioral	0	0	0
Physical, Developmental	0	0	0
Physical, Educational	0	0	0
Emotional/Behavioral, Developmental	0	0	0
Emotional/Behavioral, Educational	0	0	1
Developmental, Educational	0	0	0
Physical, Emotional/Behavioral, Developmental	0	0	0
Physical, Developmental, Educational	0	0	0
Emotional/Behavioral, Developmental, Educational	0	0	0
All	0	0	0
None	5	5	5

**DeKalb County CCFA Needs: DeKalb North Central Cluster**

	Under 6	6 to 11	12 or Older
Physical Only	1	0	0
Emotional/Behavioral Only	1	2	7
Developmental Only	2	0	0
Educational Only	0	1	0
Physical, Emotional/Behavioral	0	0	0
Physical, Developmental	1	0	0
Physical, Educational	0	0	0
Emotional/Behavioral, Developmental	0	0	0
Emotional/Behavioral, Educational	0	1	1
Developmental, Educational	0	0	0
Physical, Emotional/Behavioral, Developmental	0	0	0
Physical, Developmental, Educational	0	0	0
Emotional/Behavioral, Developmental, Educational	0	0	0
All	0	0	0
None	12	9	6

**DeKalb County CCFA Needs: DeKalb East Cluster**

	Under 6	6 to 11	12 or Older
Physical Only	1	0	0
Emotional/Behavioral Only	1	1	17
Developmental Only	2	0	1
Educational Only	0	1	1
Physical, Emotional/Behavioral	0	0	0
Physical, Developmental	1	0	1
Physical, Educational	0	0	0
Emotional/Behavioral, Developmental	0	0	0
Emotional/Behavioral, Educational	0	0	2
Developmental, Educational	0	0	0
Physical, Emotional/Behavioral, Developmental	0	0	0
Physical, Developmental, Educational	0	0	0
Emotional/Behavioral, Developmental, Educational	0	0	1
All	0	0	0
None	14	7	14

**DeKalb County CCFA Needs: DeKalb South Cluster**

	Under 6	6 to 11	12 or Older
Physical Only	0	0	0
Emotional/Behavioral Only	1	1	13
Developmental Only	1	0	1
Educational Only	0	1	1
Physical, Emotional/Behavioral	0	0	0
Physical, Developmental	0	0	1
Physical, Educational	0	0	0
Emotional/Behavioral, Developmental	0	0	0
Emotional/Behavioral, Educational	0	0	1
Developmental, Educational	0	0	0
Physical, Emotional/Behavioral, Developmental	0	0	0
Physical, Developmental, Educational	0	0	0
Emotional/Behavioral, Developmental, Educational	0	0	1
All	0	0	0
None	11	4	11

**DeKalb County CCFA Needs: Unknown Zip Codes**

	Under 6	6 to 11	12 or Older
Physical Only	1	0	0
Emotional/Behavioral Only	2	1	15
Developmental Only	2	0	1
Educational Only	0	0	1
Physical, Emotional/Behavioral	0	0	0
Physical, Developmental	1	0	1
Physical, Educational	0	0	0
Emotional/Behavioral, Developmental	0	0	0
Emotional/Behavioral, Educational	0	0	1
Developmental, Educational	0	0	0
Physical, Emotional/Behavioral, Developmental	0	0	0
Physical, Developmental, Educational	0	0	0
Emotional/Behavioral, Developmental, Educational	0	0	1
All	0	0	0
None	17	4	12

## APPENDIX D: PROJECTED FOSTER CARE POPULATION BY ZIP CODE AND CALENDAR QUARTER

County and Zip Code/Cluster	Actual, End of Period		Projected, End of Period								
	Dec-06	Mar-07	Jun-07	Sep-07	Dec-07	Mar-08	Jun-08	Sep-08	Dec-08	Mar-09	Jun-09
Fulton 30310	104	105	105	107	108	109	111	112	114	114	115
Fulton 30311	47	43	43	43	44	44	43	43	43	43	44
Fulton 30312	72	73	74	75	76	78	79	80	82	82	84
Fulton 30314	72	59	58	57	59	60	62	64	65	67	69
Fulton 30315	169	177	179	181	183	186	187	189	192	194	194
Fulton 30318	161	150	149	149	148	147	146	145	143	142	141
Fulton 30331	139	141	143	145	146	148	149	151	150	149	148
Fulton 30344	77	71	72	71	71	72	71	71	71	72	71
Fulton 30349	74	67	67	66	65	65	64	63	62	61	61
Fulton Southeast	73	74	74	75	76	76	78	78	78	79	80
Fulton Central	63	66	66	66	67	67	68	68	69	70	70
Fulton Southwest	43	34	33	32	30	29	28	28	28	28	28
Fulton North	76	81	82	84	85	86	87	88	90	92	93
Fulton, unknown zip	78	75	76	77	77	78	79	80	82	81	80
<b>Fulton Total</b>	<b>1,248</b>	<b>1,216</b>	<b>1,221</b>	<b>1,228</b>	<b>1,235</b>	<b>1,245</b>	<b>1,252</b>	<b>1,260</b>	<b>1,269</b>	<b>1,274</b>	<b>1,278</b>
DeKalb 30032	131	136	137	139	140	142	143	145	146	148	149
DeKalb 30034	76	81	83	84	86	86	88	88	88	88	88
DeKalb 30058	63	65	65	66	66	66	67	67	68	68	68
DeKalb 30083	64	67	67	68	68	69	69	70	70	71	71
DeKalb Central	71	67	67	66	67	67	67	67	66	67	67
DeKalb West	70	70	71	72	73	74	74	76	77	77	78
DeKalb North	27	20	19	18	17	16	15	15	14	14	14
DeKalb North Central	43	51	53	54	56	57	58	60	60	61	61
DeKalb East	64	63	63	63	62	62	63	63	62	62	62
DeKalb South	47	53	54	54	55	56	57	58	59	59	60
DeKalb Unknown Zip	59	59	61	64	65	68	71	72	75	77	80
<b>DeKalb Total</b>	<b>715</b>	<b>732</b>	<b>740</b>	<b>748</b>	<b>755</b>	<b>763</b>	<b>772</b>	<b>781</b>	<b>785</b>	<b>792</b>	<b>798</b>

## APPENDIX E: PROJECTED FOSTER CARE POPULATION BY ZIP CODE, AGE GROUP AND CALENDAR QUARTER<sup>4</sup>

County and Zip Code/Cluster	Age, End of Period	Projected, End of Period									
		Mar-07	Jun-07	Sep-07	Dec-07	Mar-08	Jun-08	Sep-08	Dec-08	Mar-09	Jun-09
Fulton 30310	Under 6	27	27	26	26	25	25	24	24	23	22
	6 to 11	20	19	18	17	15	14	13	12	11	9
	12+	57	60	63	65	68	72	74	78	80	83
Fulton 30311	Under 6	7	7	6	6	5	5	4	4	3	3
	6 to 11	14	14	14	15	15	15	16	16	16	17
	12+	22	22	22	23	23	23	23	23	24	24
Fulton 30312	Under 6	21	21	20	20	19	19	18	18	17	16
	6 to 11	21	22	22	23	23	24	24	25	25	26
	12+	31	32	33	34	35	36	38	39	40	42
Fulton 30314	Under 6	25	24	24	25	26	27	29	29	31	32
	6 to 11	10	9	9	8	8	8	8	7	7	6
	12+	25	24	24	25	26	27	28	28	30	31
Fulton 30315	Under 6	44	42	41	39	38	36	34	33	31	29
	6 to 11	28	28	28	28	28	27	27	27	27	27
	12+	69	71	72	73	75	76	77	79	80	80
Fulton 30318	Under 6	57	56	55	54	53	52	51	50	49	48
	6 to 11	35	34	34	34	34	34	33	33	32	32
	12+	59	59	59	60	60	60	60	60	60	61
Fulton 30331	Under 6	45	46	47	48	49	50	51	52	52	52
	6 to 11	23	23	22	21	21	20	19	18	17	16
	12+	73	75	76	77	78	79	80	80	80	80
Fulton 30344	Under 6	22	22	22	21	22	21	21	21	21	20
	6 to 11	22	23	22	22	23	22	22	22	23	22
	12+	26	27	27	27	28	28	28	28	29	29
Fulton 30349	Under 6	33	33	33	33	33	32	32	32	31	31
	6 to 11	13	13	13	13	13	13	13	12	12	12
	12+	33	33	33	33	33	32	32	32	31	31

<sup>4</sup> Due to rounding, age subtotals may not sum to projected period totals (Appendix C) for a given zip code/cluster.



County and Zip Code/Cluster	Age, End of Period	Projected, End of Period									
		Mar-07	Jun-07	Sep-07	Dec-07	Mar-08	Jun-08	Sep-08	Dec-08	Mar-09	Jun-09
Fulton Southeast	Under 6	24	24	25	26	27	29	29	30	31	32
	6 to 11	17	18	19	19	20	21	22	22	23	24
	12+	33	32	31	30	29	28	27	26	25	24
Fulton Central	Under 6	32	32	32	32	32	33	32	33	33	33
	6 to 11	17	17	17	17	17	18	18	18	19	19
	12+	17	17	17	17	17	18	18	18	18	18
Fulton Southwest	Under 6	9	8	8	7	6	5	5	5	4	4
	6 to 11	7	7	6	6	6	5	5	5	5	5
	12+	18	18	18	17	17	17	18	18	18	19
Fulton North	Under 6	30	30	31	32	32	33	33	34	35	36
	6 to 11	13	12	12	12	11	11	10	10	10	9
	12+	38	39	41	42	42	43	44	46	47	48
Fulton, unknown zip	Under 6	23	22	22	21	21	20	20	20	19	18
	6 to 11	14	14	15	15	15	15	15	16	15	15
	12+	38	39	40	41	42	44	45	47	47	47
DeKalb 30032	Under 6	46	46	47	47	47	48	48	48	49	49
	6 to 11	28	28	28	28	28	27	27	27	27	27
	12+	62	63	64	65	67	68	69	71	72	73
DeKalb 30034	Under 6	14	14	14	14	14	14	14	14	14	14
	6 to 11	12	11	10	8	7	5	3	2	0	0
	12+	55	58	61	64	65	69	70	72	74	74
DeKalb 30058	Under 6	16	16	16	16	16	16	16	16	15	15
	6 to 11	13	13	14	14	14	15	15	15	16	16
	12+	35	35	36	36	36	36	36	37	37	37
DeKalb 30083	Under 6	20	20	20	20	21	21	21	20	20	20
	6 to 11	6	5	4	3	2	1	0	0	0	0
	12+	40	41	43	44	46	48	49	50	51	51
DeKalb Central	Under 6	27	27	27	28	28	28	29	29	30	30
	6 to 11	9	9	9	9	9	9	10	9	10	10
	12+	31	31	30	30	30	29	29	28	28	27
DeKalb West	Under 6	31	33	34	35	36	37	39	40	41	43
	6 to 11	11	11	11	11	12	11	12	12	12	12

County and Zip Code/Cluster	Age, End of Period	Projected, End of Period									
		Mar-07	Jun-07	Sep-07	Dec-07	Mar-08	Jun-08	Sep-08	Dec-08	Mar-09	Jun-09
	12+	27	27	27	26	26	25	25	25	24	24
DeKalb North	Under 6	7	6	6	6	5	5	5	5	5	4
	6 to 11	5	5	5	5	5	4	5	4	5	5
	12+	9	8	7	7	6	6	6	5	5	5
DeKalb North Central	Under 6	15	16	17	18	18	19	20	20	21	21
	6 to 11	18	20	21	23	25	26	28	29	31	32
	12+	18	17	16	15	14	13	12	10	9	7
DeKalb East	Under 6	18	19	20	20	21	22	23	23	24	25
	6 to 11	6	5	5	4	4	3	2	2	1	1
	12+	39	39	38	38	38	38	38	37	37	37
DeKalb South	Under 6	14	15	16	17	19	20	21	23	24	25
	6 to 11	10	11	12	13	14	16	17	18	19	20
	12+	28	27	25	24	23	22	20	19	17	15
DeKalb, unknown zip	Under 6	21	22	23	24	26	28	29	30	32	33
	6 to 11	5	5	4	4	3	2	1	0	0	0
	12+	33	34	36	37	39	41	42	44	45	47