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GEORGIA CENTER
for NONPROFITS

Cobb Human Services Needs Assessment and Asset Mapping

Final Report

February 2020

By Georgia Center for Nonprofits

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Executive Summary

I. Introduction

Cobb Community Foundation (“the Foundation”), in partnership with United Way of Metro Atlanta (“United Way”) and Cobb Collaborative, contracted with the Georgia Center for Nonprofits (“GCN”) to perform a human needs assessment of the Cobb County (“Cobb” or “the County”) and to identify and map the nonprofits working to meet those needs. The mission of Cobb Community Foundation is “Inspiring charitable giving, building resources for the future and connecting donors who care with causes that matter.” The Foundation recently celebrated its 25th anniversary and was seeking a data review and analysis to lead the organization into its next phase of growth and to further its partnerships in the community.

The purposes of the project are as follows:

- Create a clearer understanding of the landscape of effort directed at human services in Cobb;
- Assess the relative need for services and clarify demand for providers or solutions and analyze where material gaps or opportunities for innovation, collaboration or other strategies exist to enable the Foundation and partners like government, private sector, faith communities, and nonprofits to work together; and
- Enlighten the foundation’s investment strategy and help nonprofits review market data that might provide strategic clarity.

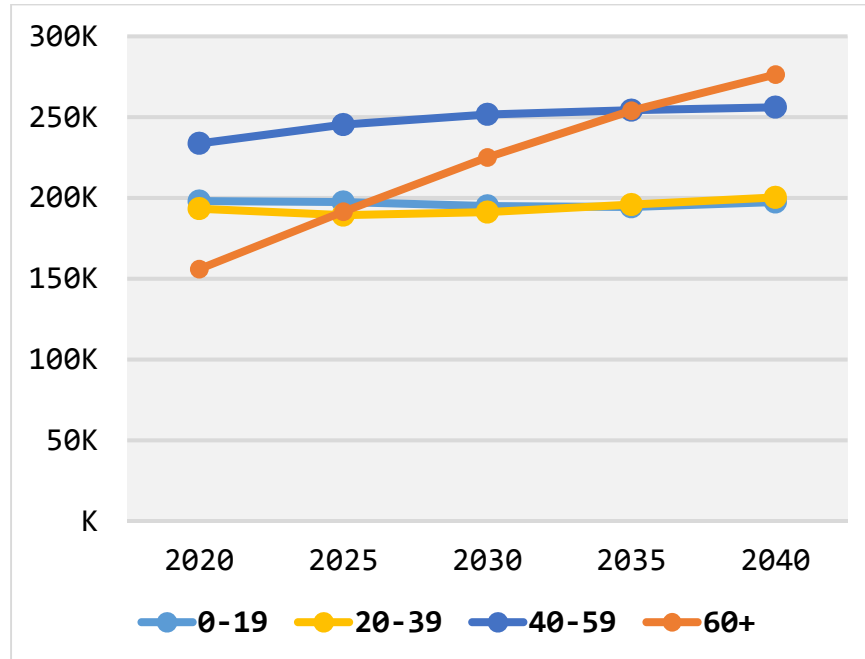
GCN consultants completed over 20 interviews with key stakeholders in the public and private sector, with assistance from the Foundation, sent surveys to over 1,500 nonprofit organizations and churches in the County, and reviewed data from over 50 sources. As a result of the project, GCN developed a heat map located at www.cobbfoundation.org using key indicators to illustrate, by census tract, the level of need related to education, workforce and income, housing and health, as well as to show locations of nonprofit offices. Interviews covered defining the most pressing problems in the County, gaps in services, partnerships and collaborations among agencies, and perspectives of where there were opportunities to make a difference.

This executive summary is presented as a snap shot of the analysis and recommendations developed from the complete review of the data. The County faces some clear opportunities to develop new partnerships and alliances in the public and private sectors that will aid in addressing some of the issues highlighted in the data. As the County diversifies in age, culture, and race, new opportunities are emerging that will require leadership, financial investment, and new ideas.

The greatest challenges noted in the interviews and the surveys were affordable housing and transportation. Affordable housing challenges present an opportunity for the Foundation to use its convening power to educate, inform, and develop partnerships to address this and other issues. Neither issue will be addressed without both the public and the private sector involvement.

II. Key Demographic Data

Unlike its neighbors, Cobb County is expected to be somewhat flat for growth within the next 20 years, with the majority of the growth to be in its senior population. The Cobb growth rate is at 22%, one of the slowest growth rates in the 20-County metro area. For example, Gwinnett is expected to be at 57%, Paulding at 74%, and Douglas at 47%. Seniors are expected to be the major driver of growth with ¹ individuals aged 60+ representing the single largest age demographic of the Cobb population by ~2035 (see chart below). Increases among the aging population between 2000 and 2017 were concentrated in unincorporated East and West Cobb.



The White and African American populations will be declining as a percentage of the total population, while growth in the Hispanic population is expected to double as a percentage of the total population. The County will continue to diversify over the next 20 years.

Economically, Cobb has some good news in that it will have the 3rd highest net **employment increase, 2015-2040** (behind Fulton and Gwinnett). The challenge for Cobb will be where employees will live given the limited amount of affordable housing, with 29% of Cobb residents already paying more than 30% of their income for housing. Households spending more than 30% of income on housing are most frequently in cities in South Cobb, along the I-75 corridor, and Marietta. The housing burden for Cobb continues to increase as new developments feature more expensive condos, townhomes, and single-family homes. Paulding County is already growing as a result of the people exiting Cobb seeking more affordable housing. Based on our interviews, most of the public housing is being built for seniors, with minimal new multi-family housing for low-wage workers. Workforce housing and housing for low-wage workers in the healthcare and hospitality industries will be a challenge for the County in the future. In

¹ Governor's Office of Planning & Budget

2017, the average apartment rental was \$1132, with the overall number of offerings not increasing to meet the demand.

Other demographic data and data on health, education, housing, and workforce by census tract can be found in Appendix A or at www.cobbfoundation.org.

III. Two Major Issues Facing the County

Affordable Housing and Transportation are two of the most important challenges facing Cobb County according to our survey data and our interviews with stakeholders in the County. Affordable housing is defined as rental housing where households spend less than 30% of their income on housing costs. Those seeking affordable housing are moving to surrounding counties spurring growth for those counties with Paulding County most frequently mentioned.

The lack of affordable housing negatively impacts workforce in a number of ways – low wage workers need affordable housing in order to live in the County and work in jobs in hospitality, health care, and manufacturing sectors. Middle income workers need affordable housing in order to be teachers, police and fire officers, and hold other core positions in government services. Low wage workers are also key to the hospitality industry, and a lack of affordable housing significantly impacts employees working at Truist Park (formerly SunTrust Park) and The Battery, as examples. Healthcare is another industry that relies on lower wage employees that work in hospitals, home care, and other health care facilities such as nursing homes and assisted living. Affordable housing and workforce development are becoming more linked in the metro area and if trends continue will be an issue for Cobb County in the near future.

Transportation is a second issue that came up in our surveys and interviews as a problem for accessing services and employment in the County. Lack of transportation is reported to be a factor in everything from Pre-K school enrollment to accessing nonprofit services and employment. Transportation is not provided in the Pre-K programs and parents without cars are not able to access programs for their children. Other than for special needs children, Pre-K is not offered by the County's school district (which has a bus system) and private programs are not able to offer transportation.

Transportation and affordable housing are traditionally solved through public private partnership of policy, investment, and shared goals. More emphasis may be coming from the private sector pushing the public sector to engage in addressing these issues over the next 5 years.

Data by census tract in Cobb County under four categories can be found at www.cobbfoundation.org. This heat map provides data on four categories: education, workforce & income, housing and health. The black dots reflect the headquarters location of a nonprofit and the grey dots reflect a satellite office of a nonprofit in the County. Sample pictures are provided in Appendix A. Move the cursor over the dot to identify the name of the nonprofit organization when using the map on the website.

IV. Cobb Health and Human Service Data

Children and Youth Homelessness

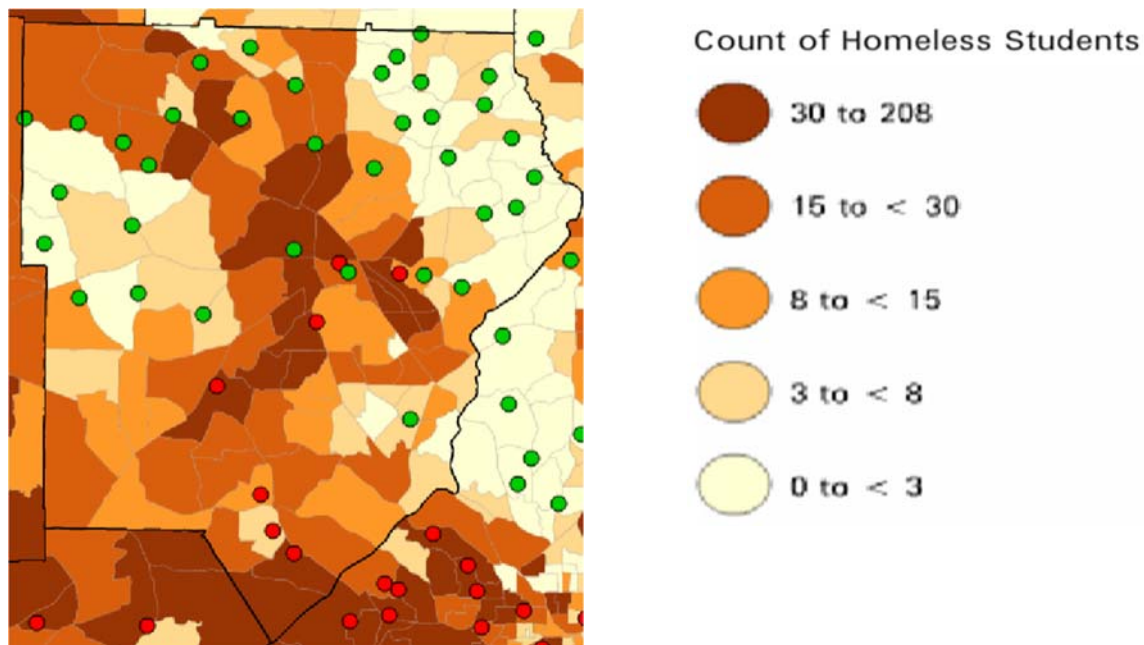
Children stand out as the group with the greatest needs and gaps in services. Cobb County is fourth largest in the funded McKinney-Vento program for homeless children in Georgia. There are over 2,100 homeless children identified within the Cobb County and Marietta City school systems.²

	Percent of students experiencing Homelessness in 2016-2017	
Cobb	1.42	1723 children/youth
Marietta	3.87	390 children/youth
Gwinnett	.09	
Fulton	1.54	
DeKalb	1.6	

The number of homeless children has been increasing about 2% each year since 2013. For the first time, the Marietta school district decreased its number by 29% last year, with a new hotel fund established through area churches. It should be noted that, since hotel stays are still included in the definition of “homeless” under McKinney-Vento, this decline may be inflated. Most women and children follow a pattern of stays with friends and relatives, extended stay motels, and in their cars. Of these children, only 21.7% are proficient (53% Cobb’s overall rate) in reading and 17.4% (51% Cobb’s overall rate) score proficient in math.

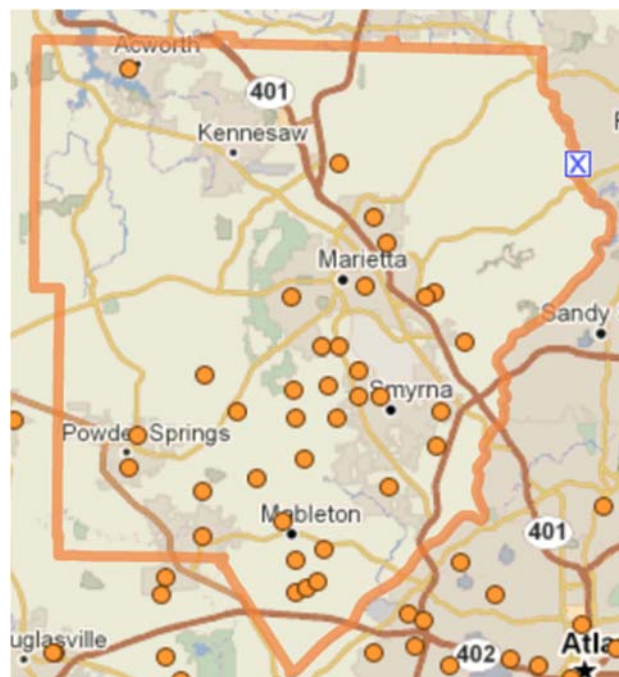
Below shows the census tracts with the most homeless children, with the green dots representing the top 20% of schools for 3rd grade reading and the red dots representing the bottom 20% of schools for reading.

² McKinney-Vento Report 2017



“Churn rate” (also known as “mobility rate”) is the percent of all students transferring into or out of a school within a school year. Overall, Cobb’s churn rate is 17.7% and Marietta is 25.4%; for individual schools in Cobb that are in high need areas, however, the churn rate is around 25%.

The orange dots represent the schools with over a 20% churn or mobility rate in the County. This includes both school districts.



High School and Post-Secondary Education

Post-high school readiness for employment is at 65.4% compared to the statewide rate of 64.6%. High school graduation rates are excellent at 91.2 % compared to the statewide number of 81.6%. Post-high school achievement is lagging in Cobb, with 51% of young adults having no credentials and not enrolled compared to the statewide number of 57% of the State. With these high graduation rates, one would expect more young adults to be entering post-secondary education and/or training.

V. Profile of Nonprofit Landscape

Cobb is home to many nonprofit organizations, with most having budgets of under \$50,000. Only 25 nonprofits operating in the human services space have budgets of over \$1 million — the majority are located in Marietta and many serve very specific targeted populations. There is widespread perception that there are too many nonprofits competing for too few dollars. The picture is actually more complicated based on the data and the interviews that we conducted.

- Cobb is home to many emerging, small organizations providing very specific services to fill a gap in services or a perceived need in the community. These organizations are often founded and run by people of color from the communities they are serving. They are viewed as serving local communities in ways that are both culturally and ethnically more sensitive than the larger centralized services. They are meeting a need that the larger, more traditional agencies are sometimes viewed as not meeting. The larger centralized nonprofits can be viewed as out-of-step, too established, and unresponsive to emerging populations.
- Lack of public transportation has shown to encourage the development of nonprofits so that people can access services in their local community.
- Cobb has a strong base of churches and faith-based organizations that see it as part of their mission to address specific community problems.
- The large, established nonprofits are not perceived as open to work with small emerging groups. Only Sweetwater was mentioned as a viable partner. Most agencies described a partnership as referrals to each other rather than a deeper working relationship. There are exceptions, such as the Student Life Center in Marietta which provides space and wraparound services through other organizations co-locating in their space.

VI. Investment Opportunities

Children and youth provide a significant opportunity for impact on those that are being left out of the success found in other parts of the County. It is significant that Cobb is fourth in the number of homeless children. The census tracts that reflect the highest mobility rates, the lowest reading and math scores, and other issues are the census tracts with the most homeless children. Mental health for children is an emerging issue in the State, with trauma becoming more recognized as a barrier to education. Homeless children face significant trauma that impedes their ability to learn while also hindering teachers, who are trying to educate the children.

A second opportunity is to develop a Two-Generation strategy that focuses on the children and their parents. This approach was introduced in the State by Governor Deal near the end of his term. The strategy is based on agencies targeting parents and agencies targeting children working closely together to address the family's problems. Outcome measures are selected and services are funded based on achieving a set of outcomes related to both generations.

A third opportunity is workforce development in the education and training of future workforces. The data around education one-year and five-years after high school graduation indicates a need for more focus on workforce development, beginning in middle school and continuing through age 24. Cobb's job growth shows there is a need for workers in the coming 20 years; collaboration between nonprofits, the business community, educational institutions, and government will be needed to address this issue.

Finally, affordable housing is a critical need. It was recognized by all we interviewed as crucial to the future of the County. Those seeking affordable housing are moving to Paulding County according to many we interviewed for this study. New partnerships are needed to develop and manage affordable housing. This is an opportunity to use the convening power of the Foundation.

VII. Recommendations

1. **Impact** – Organize, deliver and fund collaborations, partnerships, and programs that will address homeless children and youth and the low reading and achievement gap among children and youth in specific census tracts. The data indicates a number of census tracts with a low reading and math scores, high mobility rates, and homeless children. Setting an impact goal of achieving 50% for all children in these census tracts in reading, math, developmental milestones for Pre-K and less than 14% mobility rate would focus results on these census tracts.

A second recommendation would be to research and create Two-Generation services in the County in the same census tracts with high rates of poverty among adults and their families. Strong models exist through the Aspen Institute and provide a roadmap for creating and delivering effective programs.

2. **Invest** – Capacity building is needed in emerging nonprofits that serve communities of color, underserved communities in South Cobb, and growing ethnic communities in Cobb County. These emerging nonprofits of and from the community represent an important group within the nonprofit sector that is often overlooked or inaccessible to traditional funders. Capacity building includes training, access to new partnerships, and tools for building the organizational infrastructure of the nonprofit.
3. **Initiate**- Convening is an important role for government and foundations. Affordable housing, including workforce housing and transportation, are important issues facing the County. Planning for the transportation needs of the aging population will fall to government. Workforce development and housing will take public-private partnerships lead by the business community as the need deepens in the health care, hospitality, and manufacturing sectors.

Asset Mapping and Data Analysis Report

I. Introduction

Cobb Community Foundation, United Way, and the Cobb Collaborative entered into a joint project to collect and analyze data on Cobb County trends and gaps in services. They also asked to develop mapping of the nonprofit landscape in Cobb County. The goal of the project was to develop a set of recommendations and focus for potential projects and funding opportunities based on the data analysis conducted in this study. Three major goals of the project were as follows:

- Map the County - Assess need for services
 - Review and analyze data and projections to determine issues and opportunities
 - Analyze gaps and identify opportunities for innovation, collaboration, or other strategies to partner among organizations and the public/private sectors
- Map the Nonprofit Sector
 - Locate and map nonprofit human service agencies in Cobb and serving Cobb
 - Address perception of duplication of nonprofits
- Develop recommendations and opportunities for the Foundation, United Way, and Cobb Collaborative to identify funding, collaboration, and capacity building for nonprofit organizations

The process for the study included a review of more than 50 data sites, two surveys of nonprofit organizations, and interviews with 21 key stakeholders in the County. In addition, GCN conducted numerous meetings to review data and develop further information on areas such as Pre-K enrollment and educational data for the school systems.

The Cobb Community Foundation identified over 1,000 nonprofit organizations that filed 990s under a Cobb County address and were listed under the health and human service identifications codes. Through churchfinder.com, they also identified nearly 500 churches in the County. These nonprofits and churches received a direct mail invitation to participate in a survey being conducted by GCN in association with this study. The Georgia Center for Nonprofits additionally emailed over 375 nonprofits from GCN's database of nonprofits in the human services sector operating in the County. Two surveys were created to ensure that responses were captured both from organizations contacted via email as well as those contacted by regular mail. Over 150 organizations in total responded to the surveys.

The interview list was created in conjunction with Georgia Center for Nonprofits, the Cobb Community Foundation, United Way, the Cobb Collaborative, and a small group of community leaders. Key categories were identified and the Foundation developed a list of individuals in government, business, churches, civic groups and nonprofit human service organizations. One to two-hour interviews were held with the questions including:

- What are the key issues or challenges facing Cobb County?
- What services/role does your organization provide/play in the County?
- Describe your mission and services and the target population that your organization serves.

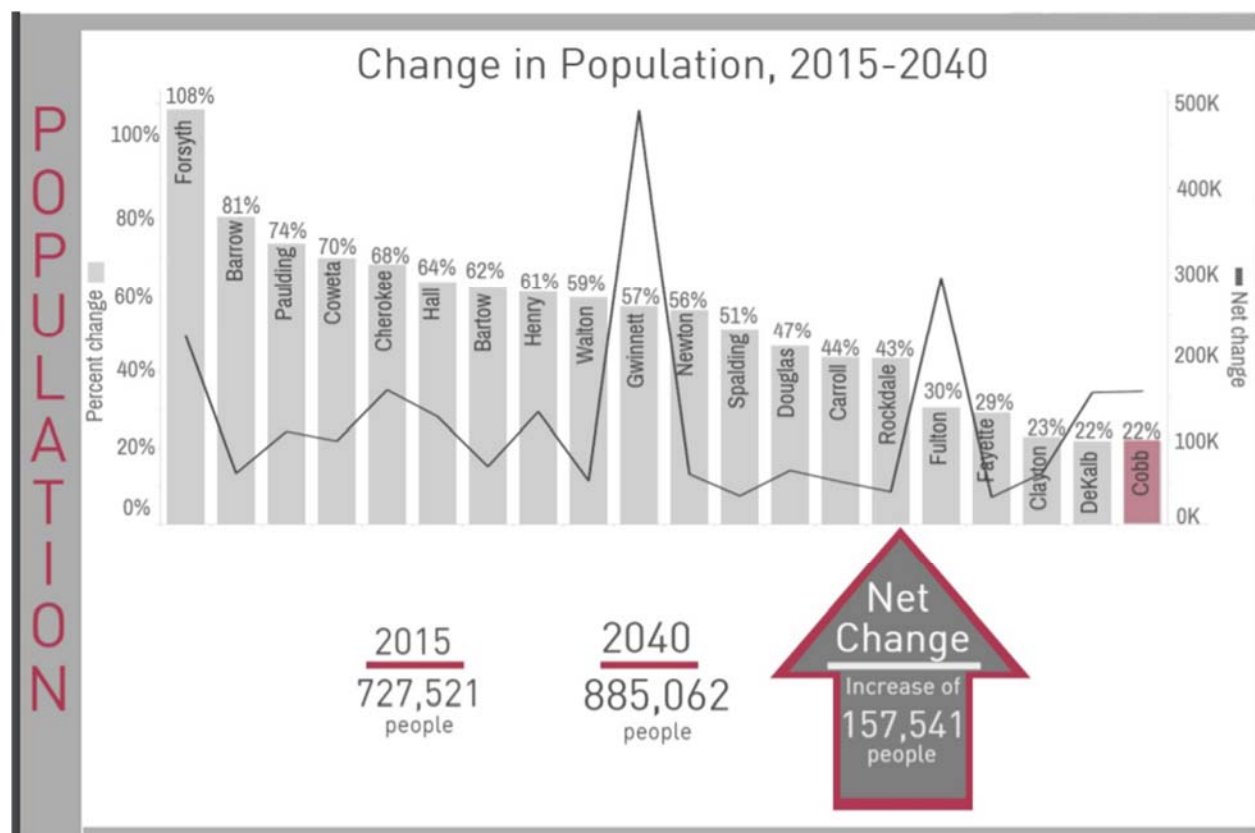
- Who do you collaborate with? Describe the collaborations. What are the challenges to collaborations in the County?
- What are the gaps in services?

The information from the interviews was summarized and presented under the nonprofit landscape and in other parts of the report in conjunction with specific data. We would like to thank everyone for their participation in the study and their support in completing this project.

II. Demographic Data and Trends

Population Trends

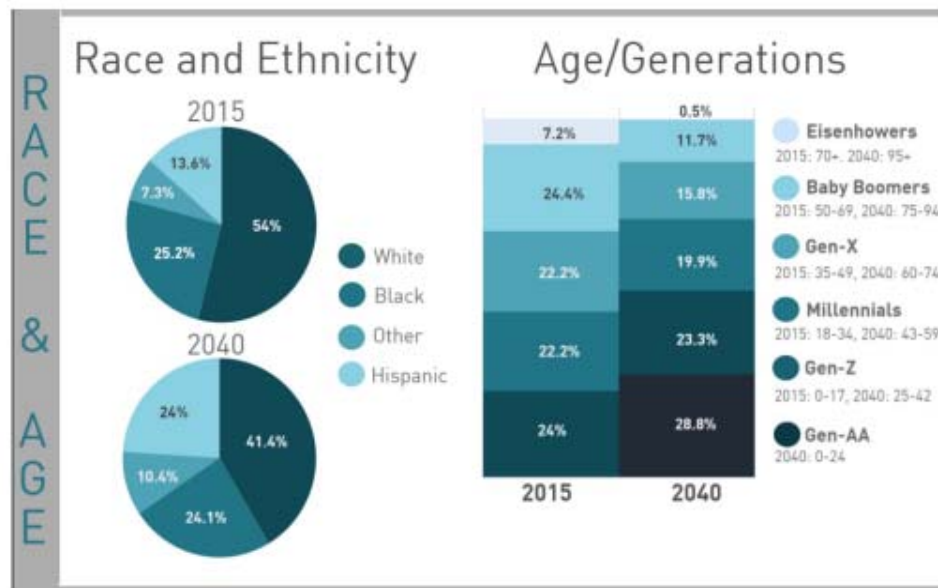
Cobb County is expected to be relatively flat for growth over the next 20 years with population growth expected to be at 22%. Cobb is projected to be the slowest growing County among the 20-County metro area from 2015 to 2040 timespan.³ The following chart compares Cobb with the surrounding counties and illustrates the population growth projected for the County. Note that Cobb County is on the far right with slowest growth among the counties presented. This slow growth can be seen as a positive and a negative depending on your perspective on population growth. It does demonstrate that Cobb faces a different set of challenges from the past periods of growth.



³ <https://atlantaregional.org/atlanta-region/regional-data-resources/atlanta-region-20-County-data-dashboard/>
http://documents.atlantaregional.com/Profiles/County/Cobb_NN.pdf
http://documents.atlantaregional.com/Profiles/County/Cobb_NN.pdf

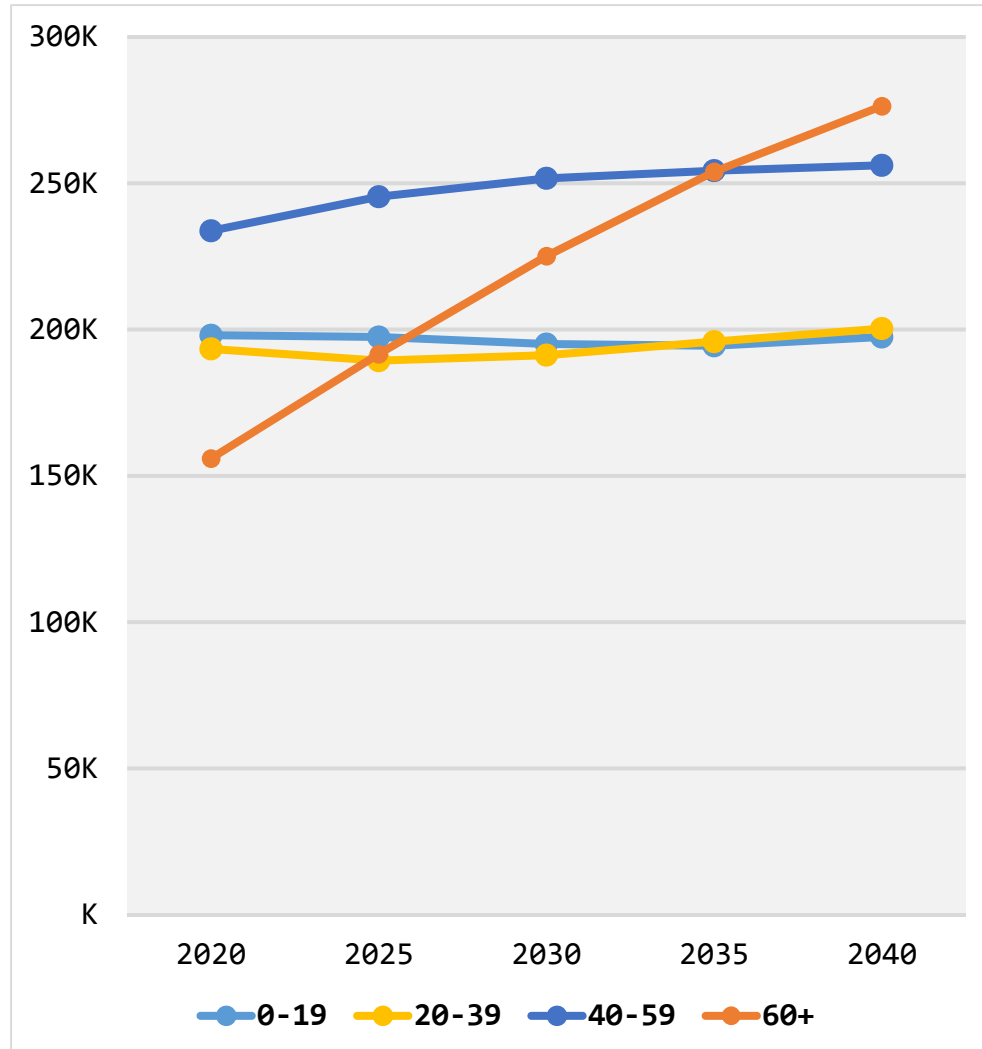
Other demographic projections indicate that the white population will decrease by 2.9% (currently 59.9%) with Hispanic and Foreign-born individuals making up the increase. The Hispanic population will almost double in the next 20 years according to the projections and the Black and White populations will decrease slightly. The graphs below show the race and ethnicity numbers for the County and the age projections.

Race and Generation Projections



Growth in Population over Age 60

The most important story for Cobb is the growth in the older population with aging individuals making up an increasing larger percentage of the overall population. The chart below shows the growth in the population of individuals over the age of 60 in the County as illustrated by the orange line. This growth has significant implications for services, transportation, and housing. Aging individuals will need access to transportation, home care services and different forms of affordable housing as more live on dwindling incomes. Baby boomers are expected to age in place which means they will expect services where they live and an infrastructure to support their aging in place.



Economic Trends⁴

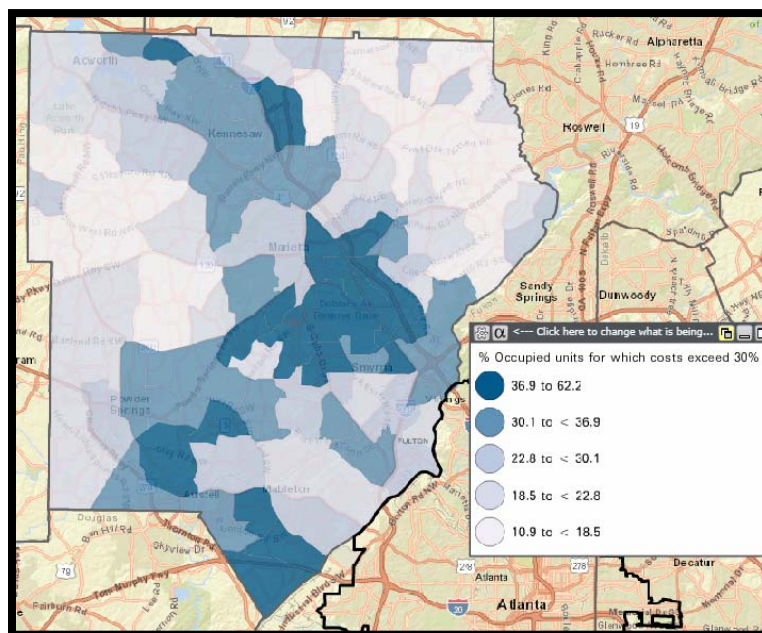
Cobb between 2015 and 2040 is projected to be the third highest for net employment increase in the metro area with Fulton and Gwinnett County having the highest projected growth in net employment. The unemployment rate is currently at 3% compared to the statewide rate of 3.8% and a labor shortage is expected to be a challenge for employers for the next decade.

The median household income is \$65,873 with the highest income concentrated in East Cobb. There are 12.4 % of households living in poverty compared to 15.8% for the 20-County metro area. Our mapping concentrates poverty in South Cobb and Marietta.

Housing

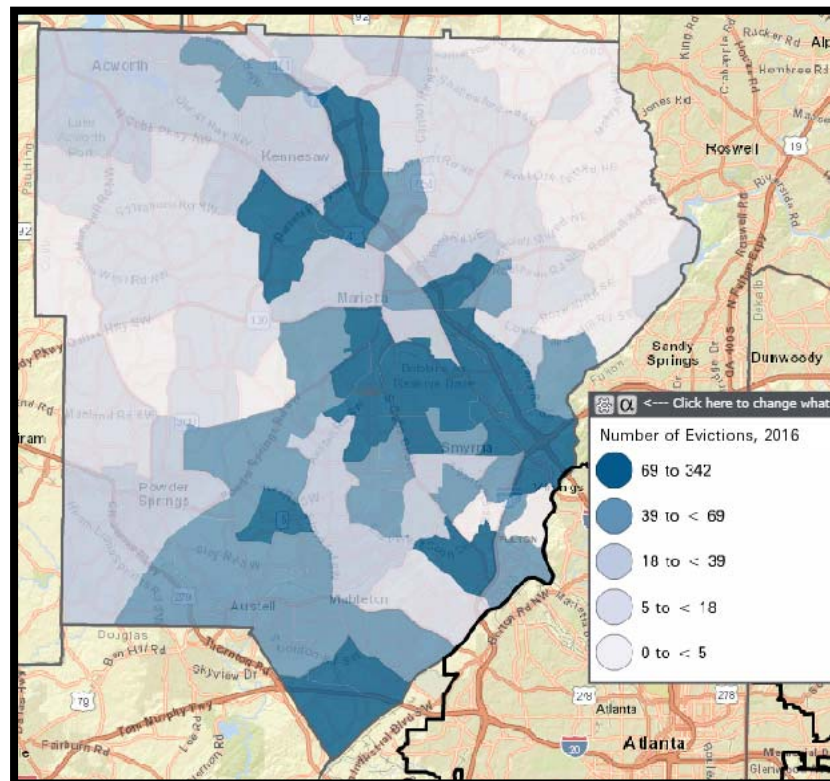
Affordable housing and workforce housing were stressed in all of our interviews and surveys as the most important issues facing Cobb County. One of the data points to review regarding the need for affordable housing is the housing burden. The housing burden is measured by calculating the percentage of families paying more than 30% of their gross income for housing costs. The overall housing burden for Cobb County is 29% and can be as high as 65% in some census tracts of the County.⁵ There are significant disparities between census tracts with several over the 30% threshold for housing burden.

Households spending more than 30% of income on housing are most frequently in South Cobb, along the I-75 corridor, and Marietta. A map provides a picture of where housing burden is higher than 30%. The darker colors represent areas with a higher burden and the lighter colors represent lower burden.



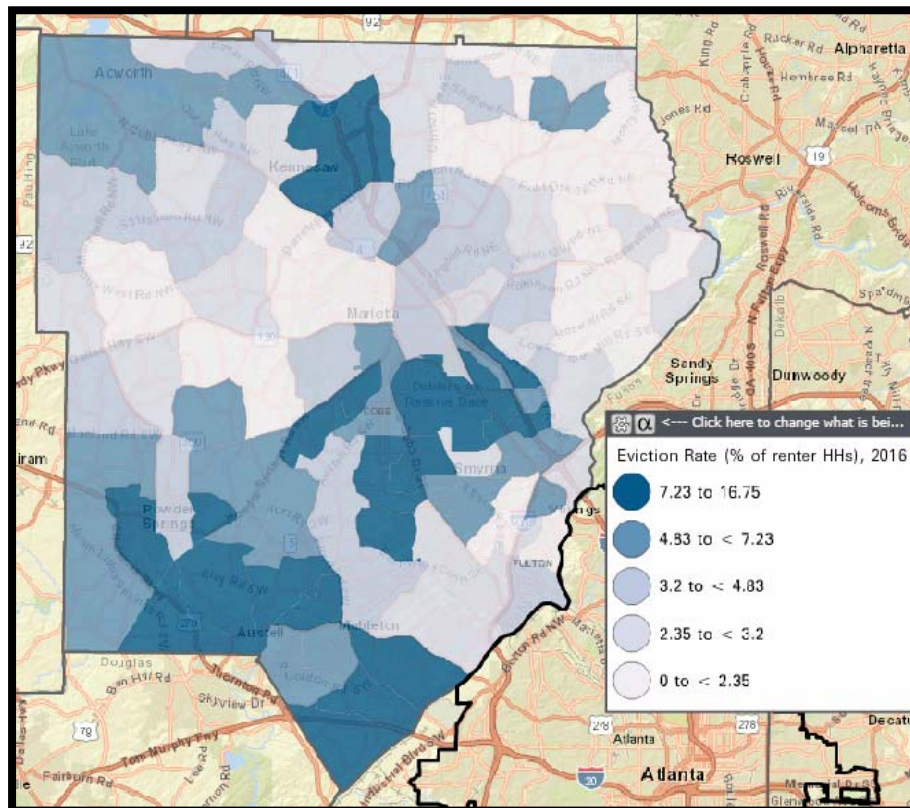
⁴ <https://fred.stlouisfed.org/series/GACOBBOURN>
<https://fred.stlouisfed.org/series/B14005DCYACS013067>
http://documents.atlantaregional.com/Profiles/County/Cobb_NN.pdf

Evictions are another indicator of housing burden and the number of evictions were highest in the dark blue census tracts of the map below.⁶ Again, specific census tracts face more difficulties with higher eviction rates than those that are white in this map. Eviction of families is also a contributor toward the higher homelessness rates of families with children.



⁶ <https://fred.stlouisfed.org/series/DP04ACS013067>
http://documents.atlantaregional.com/Profiles/County/Cobb_NN.pdf
http://documents.atlantaregional.com/Profiles/County/Cobb_NN.pdf
http://documents.atlantaregional.com/Profiles/County/Cobb_NN.pdf

The percent or rate of evictions per census tract is presented in the map below with the dark blue areas identifying those tracts where between 7.23% and 16.75% percent of the households renting experienced eviction. Again, the data helps support the need for affordable housing and contributes to understanding the need to address the housing burden on low to moderate income families. Homelessness continues to rise in the County and the lack of affordable housing contributes to this issue.



Changes in Ownership and Rental Housing

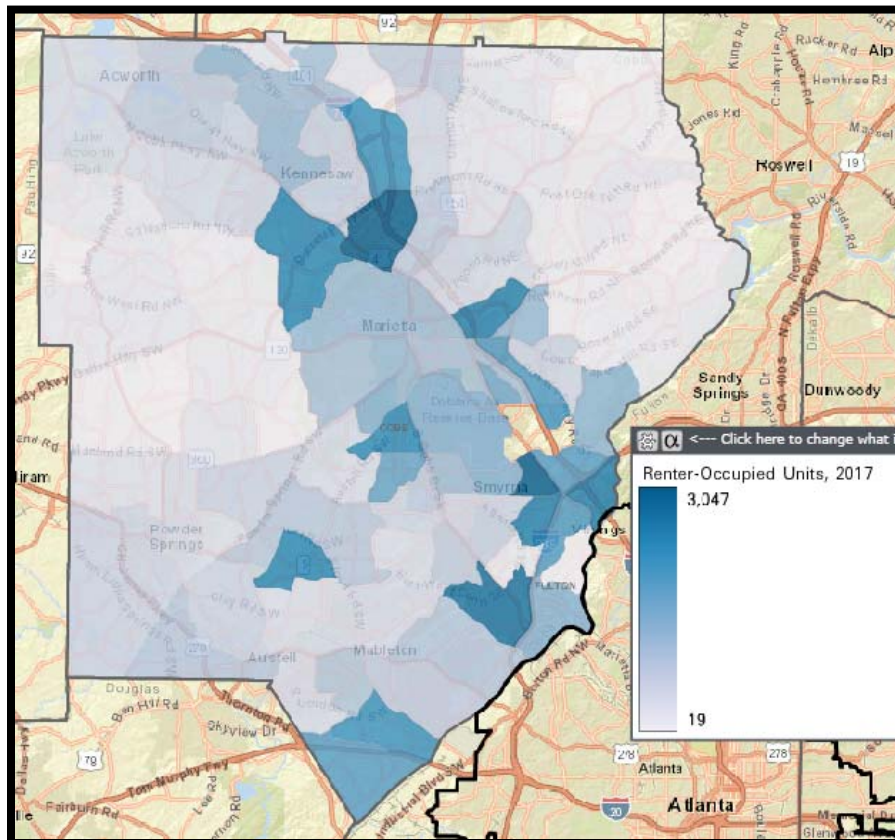
Between 2010 and 2017 housing with one person over 65 years of age saw a 5.1% increase.

Owner vs. renter occupied housing saw a decrease in ownership by 5.2% during the same timeframe. Cobb has 64% owner occupied and 36% renter-occupied compared to Gwinnet that is at 67% ownership in the same timeframe.

The cost of rental housing has increased with some significant increases at the lower rental amounts:

- \$1,000-\$1,499 (+13.6%),
- \$1,500-\$1,999 (+6.0%),
- \$2,000+ (+2.1%)

The following map shows rental housing in 2017 by census tract with dark blue having the most rental and white areas having the least. The highest renter-occupied census tracts have just over 3,000 units of rental housing and the lowest census tracts have less than 10 units. Increases in rental housing units between 2010 and 2017 are occurring in similar tracts: South Cobb and along the I-75 corridor. Tracking rental units is also part of the puzzle for understanding affordable housing.

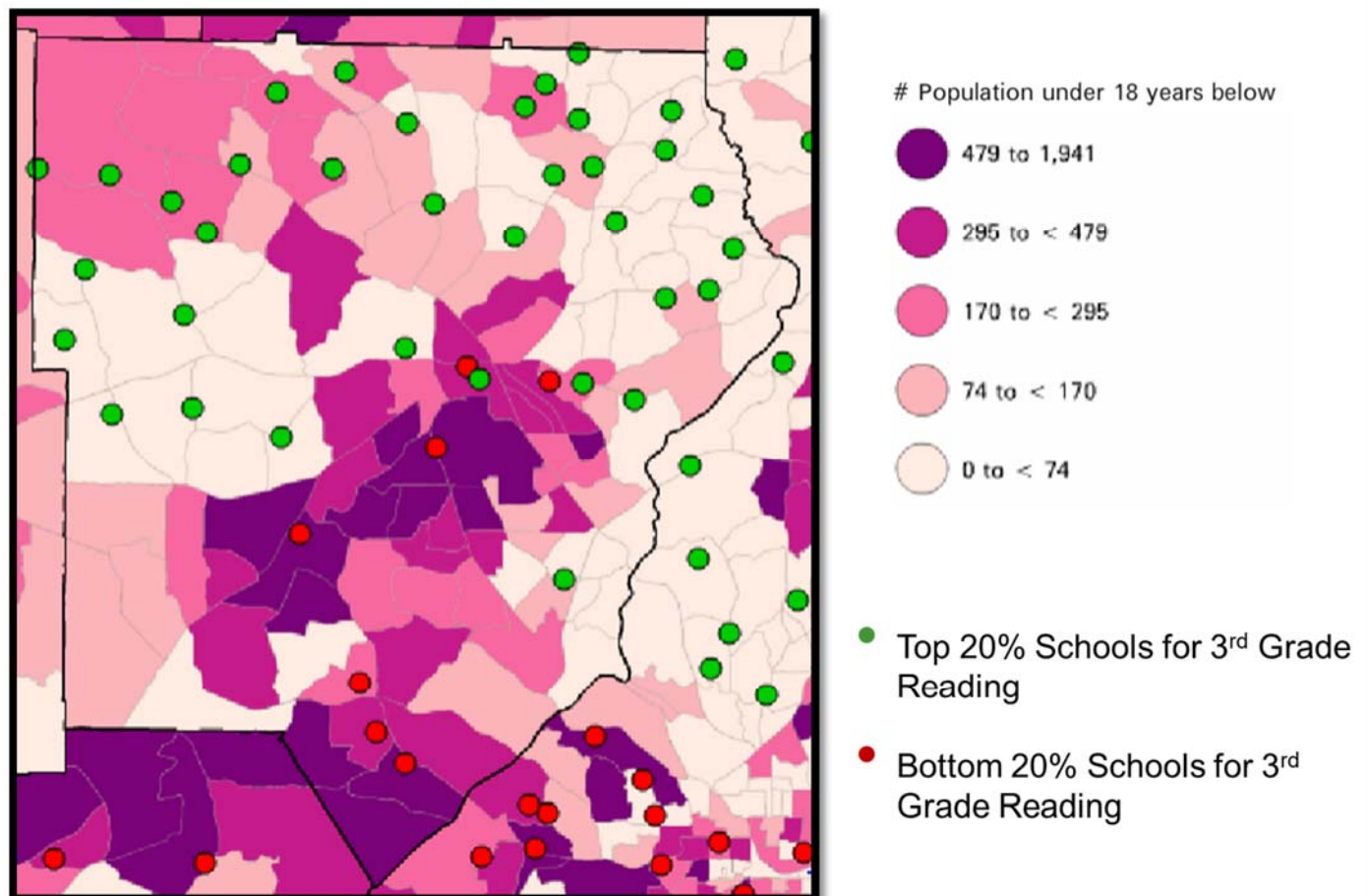


While County-wide per capita rental units have increased over the last decade, units are becoming less affordable/accessible. The following chart shows the changes from 2010 to 2017 with rent amounts increasing as well as the number of units in the County at a total of 94,000 in 2017. The chart below provides information on the changes from 2010 through 2017.

	Rental units	Population	Rental units per 10,000	Average rent
2010	75,062	688,078	10.91	\$1,112
2017	94,131	739,072	12.74	\$1,132

Children and Youth Living in Poverty

The map below shows the number of children and youth living in poverty in each census tract with the dark purple having the greatest numbers of children and the white and light pink areas having the fewest children living in poverty. Children living in poverty face a number of challenges in school and are found to have lower reading scores as show in this chart with the red dots. The green dots show schools in the top 20% for reading levels and the red dots are the bottom 20% of schools for third grade reading.



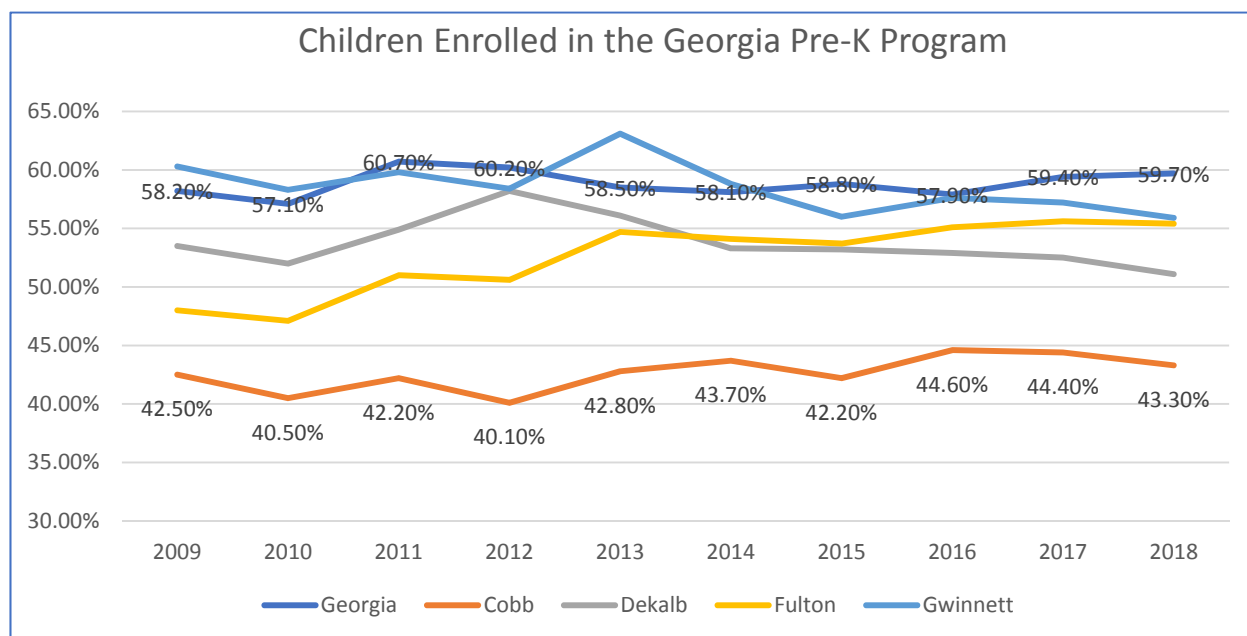
Third grade reading has become the proxy measure for other measures such as high school graduation rates, student behavior, and even projections on future prison populations. Third grade reading has become a focus for the Department of Education and schools' districts throughout the State. Children with lower reading levels tended to be clustered around Marietta and South Cobb which are also some of the lowest income areas within the County. These areas tend to have higher poverty rates and face a number of economic challenges.

One of the other data sets reviewed in the study was the Child Well Being Index from United Way of Metro Atlanta. The chart indicates the areas and information collected in the index that can be drilled down into individual census tracts on the United Way website. The overall Child Well Being Score for Cobb is 69.6 which is up from the previous year at 68.2. Improvements in low birth rates, reading scores, graduation rates and children living in poverty improved and raised the overall the score.

Measure	Previous	Current	Var	Ind	Region Previous	Region Current
CWB Score	68.2	69.6	1.4	▲	58.9	61.8
Child Score	61.0	65.7	4.7	▲	53.0	57.1
% Low Weight Births	8.2	8.0	-0.2	▲	9.3	9.2
% Students Proficient or Above on 3rd Grade Reading	53.6	47.7	-5.9	▼	46.0	44.1
% Students Proficient or Above on 8th Grade Math	37.3	51.4	14.1	▲	33.2	46.7
High School Graduation Rate	76.5	82.6	6.1	▲	74.0	80.3
High School College Career Readiness Score	74.3	78.6	4.3	▲	69.8	72.9
% Children without Health Insurance	10.9	8.6	-2.3	▲	10.9	8.4
% Children in Poverty	18.0	17.4	-0.6	▲	24.1	24.2
Family Score	70.8	70.5	-0.3	▼	62.5	62.2
% Families Not Financially Stable	24.7	24.3	-0.4	▲	30.8	31.3
% Families with Housing Cost Burden	33.4	30.7	-2.7	▲	38.5	36.3
% Births to Mothers without a HS Diploma	10.3	10.1	-0.2	▲	13.9	13.0
Community Score	70.7	72.6	1.9	▲	62.3	66.0
% Enrolled in Post-Secondary Education	78.9	77.6	-1.3	▼	75.1	75.6
% Adults without a HS Diploma	9.3	9.0	-0.3	▲	12.3	11.9
% Adults without Health Insurance	21.2	19.3	-1.9	▲	23.4	21.0
Unemployment Rate	9.6	7.9	-1.7	▲	12.2	10.2

One of the points raised by those who were interviewed and work with those living in poverty is that many low-income families have moved to other surrounding counties in the search for housing which is the reason some of these numbers have improved. As people cannot find affordable housing (including middle- and working-class families), they are moving to counties like Paulding fueling growth for that County as families search for more affordable housing. This trend is expected to continue as young families seek affordable housing.

Children enrolled in Pre-K



One of the more complicated data sets we reviewed is the number of children enrolled in Georgia Pre-K programs in Cobb County. Data is maintained by the State on lottery funded Pre-K enrollment and when compared to surrounding metro counties, Cobb appears to have fewer children enrolled in Pre-K funded programs. What the State does not track is the number of children in private pay Pre-K programs operated by private schools, churches and non-profit organizations. We contacted the Department of Education and the Office of Pre-K programs to review the data. Only those children enrolled in lottery funded Pre-K programs are counted in the state data, making the data more difficult to interpret. At the state and school level there is a belief that there is a need for more Pre-K for low to middle income families that might not be able to afford private Pre-K programs.

Many school districts include Pre-K as part of the school system in order to ensure children are ready to learn and can meet the benchmarks for entering kindergarten.⁷ Other than for special needs students, the Cobb County school system currently does not provide Pre-K programming as part of the school system which is one difference from other counties in the metro area. Barriers to operating programs

⁷ Kids Count and Bright from the Start: GA Dep of Early Care and Learning

include lack of space (as confirmed by interviews) and availability of qualified teachers to meet state guidelines.

Those we interviewed stressed the need for more Pre-K programs and access for low to moderate income families. The lack of public transportation prevents many families from accessing lottery-funded programs and our review of the data with the state program revealed the cost of food and programs as another inhibitor. The result is uneven enrollment with some programs having openings and other programs having waiting lists.

We encourage the Foundation and United Way to reach out to existing programs for possible assistance.

Children enrolled in the Georgia Pre-K program in Georgia											
Location	Data Type	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Georgia	Number	78,129	81,068	82,608	82,868	81,683	81,453	80,430	80,825	80,874	80,536
	Percent	58.20%	57.10%	60.70%	60.20%	58.50%	58.10%	58.80%	57.90%	59.40%	59.70%
Cobb	Number	4,222	4,288	4,317	4,228	4,086	4,126	4,175	4,211	4,195	4,083
	Percent	42.50%	40.50%	42.20%	40.10%	42.80%	43.70%	42.20%	44.60%	44.40%	43.30%
DeKalb	Number	5,173	5,297	5,287	5,613	5,417	5,499	5,481	5,451	5,411	5,269
	Percent	53.50%	52.00%	54.90%	58.20%	56.10%	53.30%	53.20%	52.90%	52.50%	51.10%
Fulton	Number	6,326	6,590	6,777	6,754	6,612	6,863	6,909	6,983	7,050	7,026
	Percent	48.00%	47.10%	51.00%	50.60%	54.70%	54.10%	53.70%	55.10%	55.60%	55.40%
Gwinnett	Number	7,500	7,715	7,706	7,809	7,788	7,650	7,376	7,488	7,443	7,271
	Percent	60.30%	58.30%	59.80%	58.40%	63.10%	58.80%	56.00%	57.60%	57.20%	55.90%
Source Kids Count & Bright from the Start: Georgia Department of Early Care and Learning											

Homeless Children and Youth

One of our significant findings is that Cobb County is 4th for the number of homeless children and youth according to federal data from the Homeless Children and Youth Report. This is an issue in Cobb County resulting in a high correlation between homelessness and the lack of attainment in educational and developmental milestones for children. The following table is the most recent data for the County and indicates that over 1,700 children in the Cobb school district and 390 children in the Marietta school system were homeless in 2017.⁸

The rate of homelessness has been going up in Cobb County about 2% a year since 2013 with more children and youth experiencing homelessness each year. An important note is that Marietta's rate actually went down in 2018 due to a special program initiative through area churches to pay for lodging in extended stay motels. Most federal programs define homelessness for children as lacking a permanent home. As such, the Marietta data may be skewed if the true definition for children is used. Extended stay motels are not considered permanent housing. The Marietta school system has shifted bus routes to pick up children in extended staff motels.

⁸ Source: GA Dept. of Education, Office of School Improvement
McKinney Vento Annual Report

	Percent of students experiencing Homelessness in 2016-2017	
Statewide		
Cobb	1.42	1723 children/youth
Marietta	3.87	390 children/youth
Gwinnett	.09	
Fulton	1.54	
DeKalb	1.6	

There is a direct correlation between homeless students and their ability to learn and perform in school. Only 21.7 % of students that are homeless are proficient in third grade reading and only 17% are proficient in 8th grade math. Students without permanent housing – those who are transient and moving between family and friends, extended stay hotels and their cars – face a number of challenges which limits their ability to learn in school. The pattern for homeless women and children tends to be different in that they move between various places in an effort to give the children a place to stay.

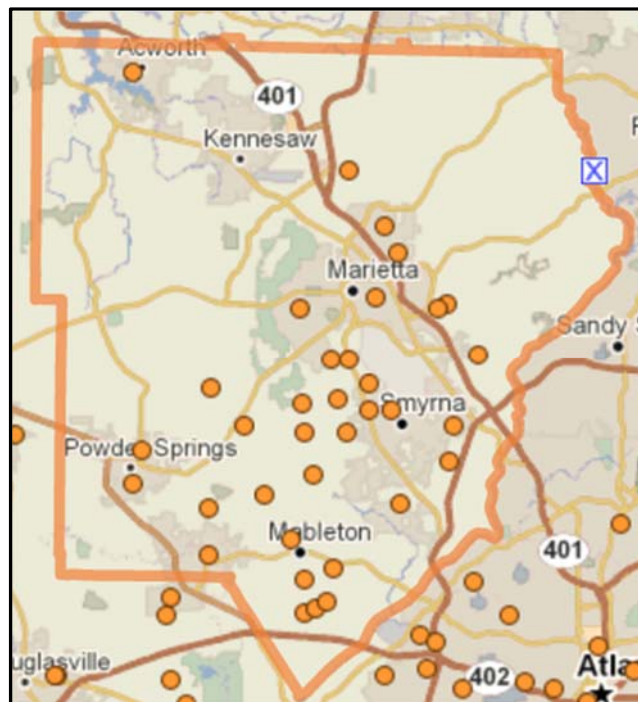
Cobb County school system only receives \$68,000 annually from federal funds in the McKinney Vento program for homelessness services in the County. According to social workers interviewed during the study, trauma informed care, including the trauma of being homeless, is a major focus for training teachers to better understand student behavior. More work is needed to focus on this issue and to understand why families are homeless. The school systems and classrooms are left to deal with students experiencing trauma and the student has limited capacity to learn.

Mobility rate is another way local school districts measure the rate of homeless of children enrolled in school. Mobility rate is the number of entries and exits from school during the school year divided by the number of students in the school/district on a specific date, typically in early October. School districts keep track of children exiting and entering a different school and keep this information as one indicator of children that are moving or transient. Cobb County has a 14% mobility rate which is about the statewide average. The Marietta City School District has a rate of 19.5% which is slightly higher than the County. Some individual schools in the Cobb School District have a churn rate as high as 25% or greater when the data is taken down to census tract level.

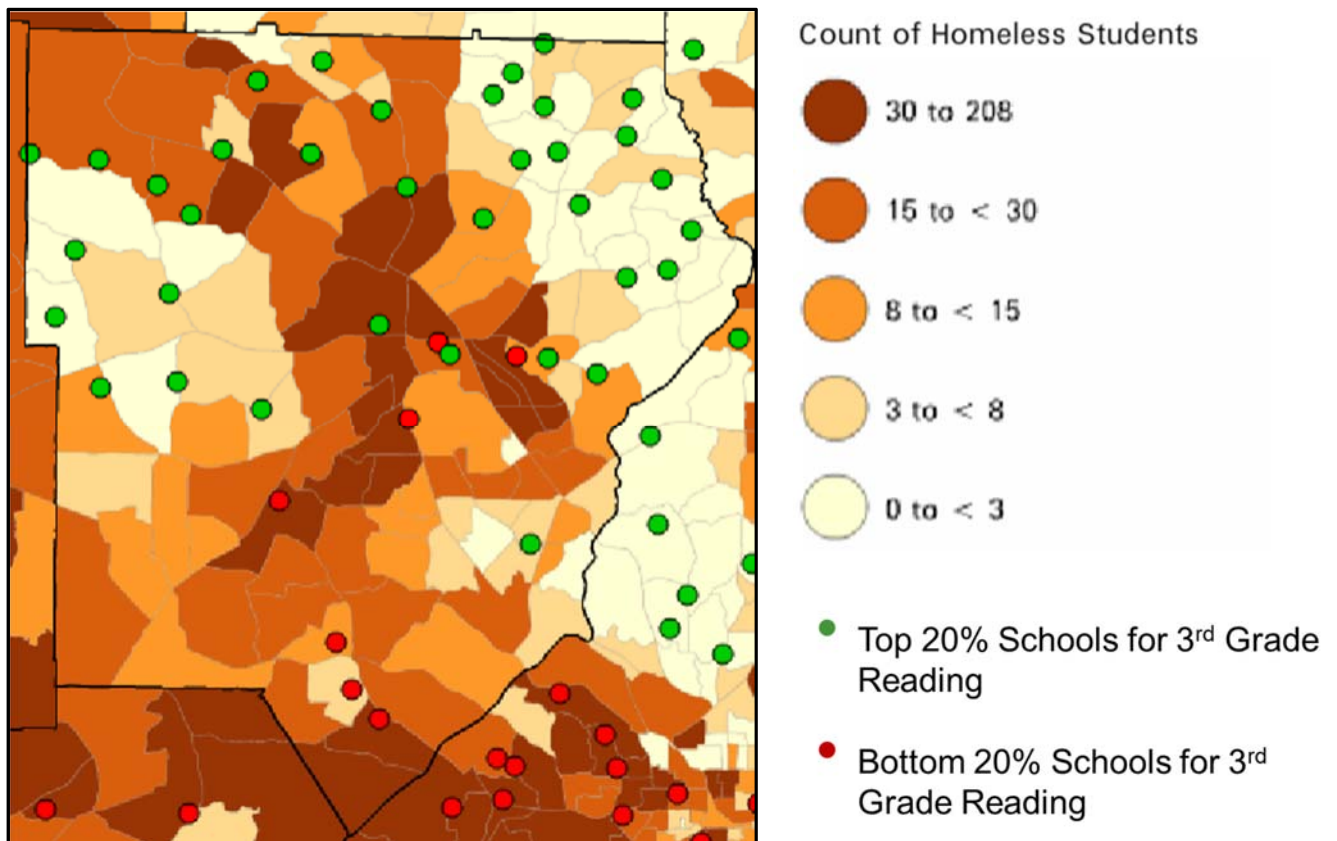
See the chart below for a comparison of the County with other counties and the State.

School District	Mobility Rate
Cobb County	14%
DeKalb County	23.6%
Fulton County	17.6%
Gwinnett County	16.3%
Atlanta Public Schools	24.2%
Marietta City	19.5%
State Mobility Rate	14.5%

The map below marks the elementary schools with a mobility rate of 20% or greater in 2017.⁹ This includes both the Marietta City and the Cobb County School Districts. This data further highlights the challenges schools and teachers face in educating children living in transient situations.



⁹ Data Source: Get Georgia Reading



The census tracts with the highest number of homeless students are dark brown in the map above. The green dots are the schools with the highest 3rd grading reading scores and the red dots are the schools with the lowest 3rd grade reading scores.

Homeless children provide a unique opportunity for private donors through the Community Foundation and United Way to work with the public sector and the business community to address the census tracts and specific schools that need help, particularly those schools that are located in communities with a high number of homeless students and 3rd grade reading levels in the bottom 20%. Trauma informed care and training for school personnel and after school programs will be important. Mentoring, tutoring assistance and housing relocation with wrap around case management services will be necessary to make any programs work. Collaboration among a number of nonprofits might be one approach. This is one issue where data and impact can be measured on an annual basis to see if the private sector funding with resources from the community can move the needle by having a direct measurable impact.

Education

Overall 46.7% of Cobb's 3rd grade students are reading at grade level according to the Georgia Department of Education. The state level reporting was limited to only a few schools in the district. The Cobb School district provided a more complete data set for the study.

The following table provides the reading grade level by school for elementary schools in the Cobb District. This information was obtained from the Cobb County school system based on their testing program that is conducted three times per year in the elementary schools. Three schools are in the 30% range and thirteen schools have below 50% in reading at the 3rd grade level.¹⁰

Reading on Grade Level in Cobb Elementary Schools in 18/19

% Reading on Grade Level					% Reading on Grade Level					% Reading on Grade Level				
School	3	4	5	3-5	School	3	4	5	3-5	School	3	4	5	3-5
Cobb ES	68.1	62.7	65.8	65.5	Cobb ES	68.1	62.7	65.8	65.5	Cobb ES	68.1	62.7	65.8	65.5
Acworth	65.5	60.8	65.5	63.8	Eastvalley	75.4	71.6	71.3	73.0	Nickajack	75.3	58.4	55.8	62.9
Addison	82.2	78.5	85.9	82.0	Fair Oaks	39.3	20.8	27.8	28.8	Norton Park	34.1	27.7	39.7	33.7
Argyle	56.2	57.6	50.0	54.8	Ford	80.7	84.1	89.1	84.5	Pickett's Mill	73.4	82.7	79.3	78.5
Austell	54.7	44.7	42.0	46.9	Frey	79.0	74.7	72.3	75.2	Pitner	74.4	67.1	70.9	70.4
Baker	68.0	70.3	71.0	69.7	Garrison Mill	92.8	81.1	87.8	87.1	Powder Springs	61.1	45.6	52.1	52.8
Bells Ferry	71.7	69.2	67.8	69.5	Green Acres	41.0	23.0	32.7	32.4	Powers Ferry	44.0	34.2	49.4	42.6
Belmont Hills	36.8	41.5	46.0	41.2	Harmony Leland	57.7	45.8	53.8	52.6	Riverside Int.	51.1	28.7	33.3	37.9
Big Shanty	74.5	57.9	65.9	66.0	Hayes	55.8	51.6	58.6	55.2	Rocky Mount	87.8	87.4	88.8	87.9
Birney	41.0	38.9	36.8	38.9	Hendricks	49.0	48.0	52.9	50.0	Russell	50.5	50.0	50.4	50.3
Blackwell	67.4	56.9	65.0	62.7	Hollydale	46.6	48.5	40.4	44.9	Sanders	56.0	41.1	42.3	45.4
Brumby	56.1	41.2	50.0	48.8	Keheley	80.0	63.0	76.9	73.0	Sedalia Park	60.7	58.2	55.2	57.9
Bryant	46.2	35.8	37.7	39.8	Kemp	84.4	79.1	87.2	83.7	Shallowford Falls	87.0	92.7	83.9	88.2
Bullard	75.8	71.3	76.5	74.3	Kincaid	84.9	87.3	82.3	84.8	Smyrna	64.0	44.4	53.7	53.9
Chalker	80.0	66.4	78.7	74.3	King Springs	68.4	70.3	75.3	71.0	Sope Creek	87.6	87.9	86.6	87.4
Cheatham Hill	70.1	72.7	69.8	70.8	LaBelle	40.0	45.0	52.9	45.8	Still	82.4	75.6	73.2	77.2
Clarkdale	55.6	46.3	55.8	52.2	Lewis	65.2	70.3	78.2	71.5	Teasley	68.0	69.2	80.0	72.2
Clay	32.8	34.8	39.7	35.9	Mableton	42.0	35.2	35.4	37.5	Timber Ridge	98.1	94.3	96.5	96.4
Compton	50.7	51.1	52.6	51.5	Milford	57.4	43.9	61.7	53.9	Tritt	95.6	97.8	94.0	95.7
Davis	79.1	83.7	83.3	81.9	Mount Bethel	88.5	94.4	92.6	91.9	Varner	63.1	68.5	62.9	64.9
Dowell	60.8	54.1	60.0	58.3	Mountain View	82.8	86.0	89.1	86.1	Vaughan	83.1	81.6	73.6	79.5
Due West	84.3	76.6	91.6	84.5	Murdock	95.7	86.0	92.4	91.2					
East Side	86.8	81.8	91.8	86.9	Nicholson	65.7	57.4	67.0	64.0					

Reading-on-grade-level performance measured using Lexile scores from the Reading Inventory administered from February to May 2019.

Reading-on-grade-level Lexile cutoff: for 3rd is 520, 4th is 740, and 5th is 830.

The CCRPI Literacy indicator uses higher Lexile cutoff scores to measure reading performance better than on grade level.

Accountability, Research, & Grants

December 2019

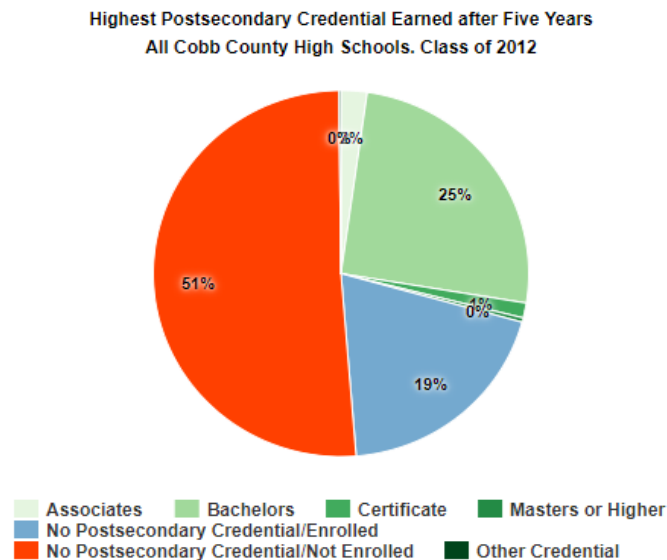
The Georgia Center for Nonprofits worked with Neighborhood Nexus to obtain a data set by census tract. We then created a heat map showing educational levels by census tract. Some census tracts in the South Cobb area have only 11% of the children reading at the 3rd grade level. The map shows the data based on where the students live with a concentration of low scoring students in specific census tracts. The heat map can be found on the website of the Community Foundation at www.cobbfoundation.org.

Cobb County has an excellent record of high school graduation with an overall rate of 91.2% compared to the statewide rate of 81.6%. Twenty-five percent of Cobb's high school graduates attain a bachelor's degree within 5 years of graduation as compared to 19% for the State. Post high school readiness, the percentage of students demonstrating readiness upon completion of high school for training, education or jobs,¹¹ is at 65.4% for Cobb County compared to 64.6% for the State.

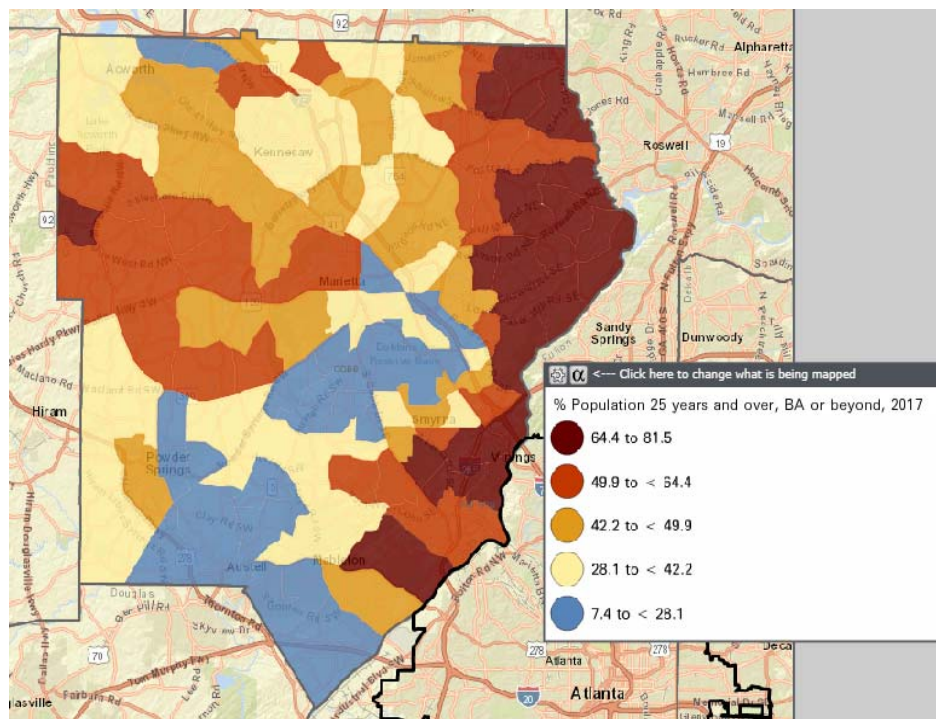
¹⁰ Cobb County School District

¹¹ <http://ccrpi.gadoe.org/2017/>
<http://ccrpi.gadoe.org/2017/>
<https://hsgrad.gosa.ga.gov/>

The chart below indicates the post-secondary enrollment five years after graduating from high school. The 51% with no post-secondary credentials and not enrolled is a high number of young adults given the 91.2% high school graduation rate. The statewide comparable number is 56% with an 81.6% graduation rate.



When viewed by census tract, the map below provides the percent of those with a BA or beyond with dark red as the highest number and blue as the lowest level of individuals with BA degrees age 25 years or older.



The following chart summarizes education data for children living in Cobb County, showing Kindergarten readiness through Post-Secondary Enrollment. The statewide percentages are presented for comparison to the County with Cobb, as might be expected, higher in all categories for educational attainment. However, even though Cobb rates higher than the State, the 3rd grade reading and the 8th math scores are concerning and reflect on those census tracts with very low scores bringing down the averages for the entire County. Cobb has census tracts with nearly 80% of third graders on reading level, but it also has census tracts under 12%, thus providing an opportunity to target resources on those census tracts for services and investments.

	Kindergarten Readiness Kindergartners Retained	3rd Grade Reading Proficiency Students Achieving proficient or distinguished learner in 3 rd ELA	8th Grade Math Proficiency Students Achieving proficient or distinguished learner in 8 th grade math	High School Graduation 4year Cohort Graduation rate	Post-Secondary Enrollment Enrolled in or received credential from post-secondary institution one year after high school
State	4.40%	37.20%	33.75%	80.56%	62.90%
Cobb	3.70%	46.30%	41.60 %	83.40%	76.01%

Workforce Development

	Post High School Readiness Technical and Soft Skills Development	Credential Attainment Received credential from post-secondary 5 years after high school	Engagement of Youth Youth 16-24 not in school or working	Unemployment
State	63.10%	26.50%	15.50%	4.00%
Cobb	78.10%	46.90%	5.82%	3.30%

Workforce development is another area we reviewed in the study. Cobb County is excelling in a number of areas when compared to statewide data. The County may want to review credential attainment post high school as more jobs require different types of training and education than in the past. The State has a number of programs aimed at technical skills and certifications for those that are not pursuing bachelor degrees. In 2015, the Cobb Chamber of Commerce launched the [Cobb Workforce Partnership](#) — a coalition of Cobb County and Marietta City Schools, Kennesaw State University, Chattahoochee Technical College, Georgia Highlands College, Life University, CobbWorks, and over 30 Cobb businesses

— as a unified commitment to identify and address the workforce needs of our business community and to establish a pipeline of job-ready workers in Cobb.

Health and Access to Health Care

	ER Visits per 100,000	% of population under 65 w/o health insurance	Adult Obesity	6th-12th graders seriously considering attempting suicide in past 12 months	6th-12th graders experiencing intense worries or fears that interfere with daily living 6 + days out of last 30	HIV cases per 100,000 over 13 years of age	Deaths related to alcohol/drug abuse or suicide per 100,000
State	35,516	15.4%	30.0%	11.7%	9.3%	513	24.6%
Cobb	14,302	13.8%	23.4%	12.2%	10.2%	367	13.8%

Emergency room visits are 1/3 lower in Cobb County compared to statewide totals. The challenge for the County are the 13.8% of uninsured individuals under the age of 65 and the number of 6th to 12th graders contemplating suicide or with mental health fears that interfere with daily living. Adolescent mental health is an increasing concern throughout Georgia, with trauma impacting more teens in their personal lives. The school system social workers interviewed for this study noted that trauma informed care and recovery are now being introduced to teachers to raise their level of awareness.

III. Key Issues Identified as Challenges for Cobb County

All of the surveys and interviews reported transportation and affordable housing as the two biggest issues facing the County now and into the future. Both issues impact the nonprofits, government and businesses in Cobb County. Participants in this study stressed that the lack of transportation impacts everything from prenatal care to senior services. Affordable housing negatively impacts the workforce and is pushing low to middle income families to move to other counties.

Affordable housing is defined as rental housing where households spend less than 30% of their gross income on housing costs. Those seeking affordable housing are moving to surrounding counties spurring growth for those counties with Paulding County most frequently mentioned for middle income families.

Lack of affordable housing impacts a number of different areas. Paying more than 30% of your income for housing costs forces some families into poverty. It impacts poverty rates, the homelessness rate especially for families, and can cluster low income families into census tracts with large, aging apartment complexes. Lack of affordable housing has families in some census tracts spending as much as 60% of their income to live in Cobb County.

Affordable housing impacts workforce in a number of ways. Low wage workers need affordable housing in order to live in the County and work in jobs in hospitality, health care, and manufacturing. Affordable housing is also critical for middle income workers to ensure the necessary supply of teachers, police and fire officers, and other core occupations in government services. Teachers and first responders are being pushed out of the County by the rising rents and home values. Health is another industry that relies on lower wage employees that work in hospitals, home care, and other health care facilities such as nursing homes and assisted living. The government, nonprofit and business sectors may need to focus on affordable housing for seniors given the population projections for who will be County residents in 2040.

A number of employers report they send buses and vans to the Arts Center Marta Station in Atlanta to pick up workers in the hospitality industry. More employers reported they are considering this as they struggle to fill positions and retain employees in certain occupations. Affordable housing and workforce development are becoming more linked in the metro area and if trends continue will be an issue for Cobb County in the near future.

Transportation is the second largest concern that came up in our surveys and interviews with the lack of transportation being reported as a factor in everything from Pre-K enrollment to accessing nonprofit services and employment. Transportation is not provided in the Pre-K programs and parents without cars are not able to access programs for their children. (Pre-K is not currently offered by the school district which has a bus system that private programs are not able to access in order to offer transportation.) It is noted that the Cobb County school system may be opening a lottery-funded program in their system in 2020.

Transportation is also an issue for employers who are designing their own services to transport employees into Cobb for lower wage jobs. Transportation was raised also as a concern given that the County is projected to have more aging individuals who will need transportation services as they age and are unable to drive. Given that over 35% of the total population of Cobb County could be aging individuals, transportation will be a growing concern in the County.

Transportation and affordable housing are traditionally solved through public/ private partnerships to create policy, investment opportunities, and shared goals. More emphasis may be coming from the private sector pushing the public sector to engage over the next 5 years. In the next 10 years, pressure will be building from the aging population for access to services and a workforce of home care workers that will need transportation to serve those aging in their own homes. Transportation requires long term planning and a long lead time for funding and the needed investments. This is a place for the public sector to play an important role.

IV. Nonprofit Landscape and Mapping

Through the review of 990 data, the tax form filed by nonprofit organizations with tax exemption status, over 1,000 nonprofits were identified in Cobb County in the category of health and human services. The Community Foundation reached out to those organizations, nearly 500 churches, and other organized groups for our survey and mapping.

The table below provides an overview of the data from the 990s of organizations serving Cobb County.¹² This number includes any nonprofit that files a 990 including education and health care as well as civic groups who are nonprofit but are not charitable organizations.

Total Number of Cobb Based Nonprofits	3,553
# with Income and/or assets	1,024
# income greater than \$50,000	758
# income greater than \$500,000	124
# income greater than \$1 million	104
# income greater than \$1 million focused on Cobb	39
# income greater than \$1 million focused on Human Services in Cobb	25

The perception in Cobb County is that there are too many nonprofits with a lot of duplication among the nonprofits providing the same services. Donors in particular feel they are constantly being invited to fundraisers and events to support nonprofits seeking funding. This perception is probably true from a fundraising standpoint but is not necessarily the case when the view is need and gaps in services. There are many food pantries given the need to be hyper-local when public transportation is an issue.

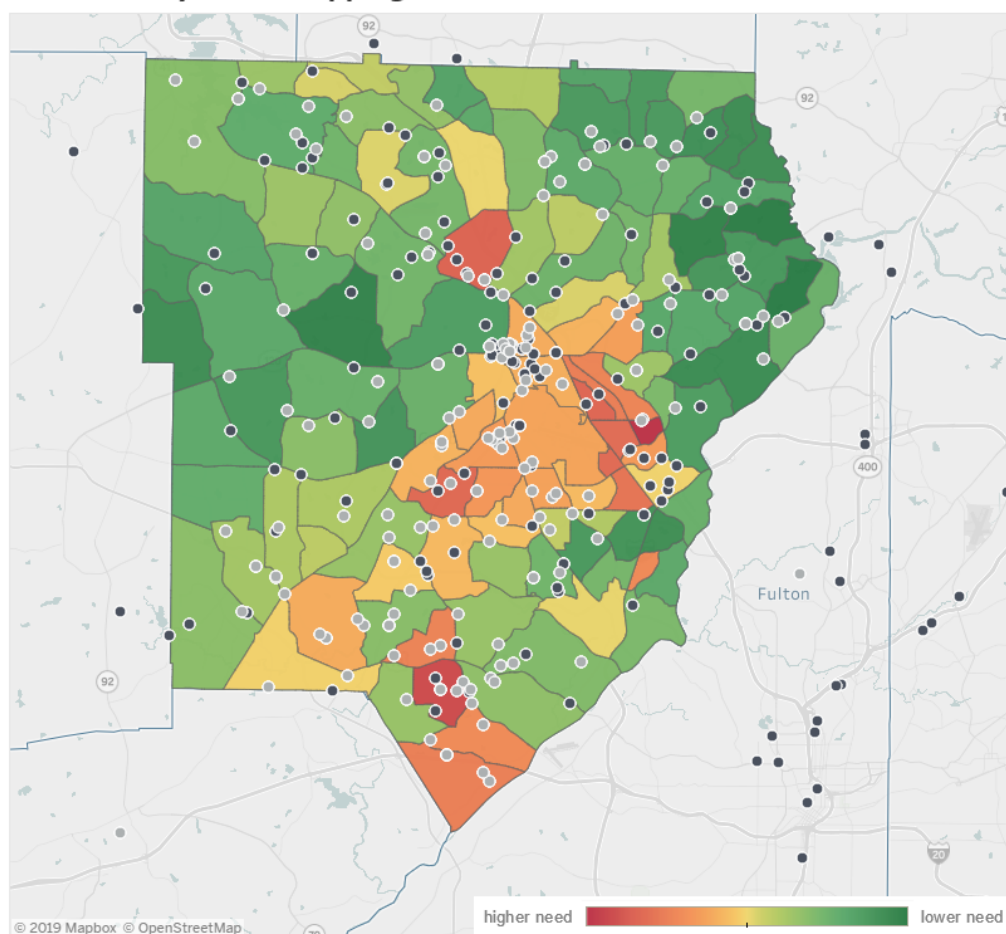
As the data indicates, there are over 3,500 total nonprofits in the County including over 1,500 charitable providers of human services when churches were included. However, a review of the data indicates that it is a more complicated picture. There are 25 nonprofits with over a million dollars in revenues and hundreds of nonprofits that are small emerging nonprofits that are hyper local, serve a specific community or need, and have limited resources to be a fully operational organization.

Duplication is a difficult issue. All nonprofits feel the pressure to raise more money and feel the competition when raising money from donors. However, other factors are currently impacting the duplication issue.

The following slide shows the headquarters and satellite offices of nonprofits in Cobb County. To see the name and address of each nonprofit, access this slide at www.cobbfoundation.org. The black dots are headquarters and the grey dots are the satellite offices. Two factors were raised in our interviews that are most important to consider when talking about duplication and nonprofits.

¹² Data Source: IRS 990 data from the Exempt Organizations Business Master File Extract (EO BMF)
<https://www.irs.gov/charities-non-profits/exempt-organizations-business-master-file-extract-eo-bmf>

Cobb County Asset Mapping



First, the “Legacy” nonprofit organizations (defined as those organizations that have been around for more than 25 years – many having a 30 to 50 year life span) are thought to have lost touch with the needs in communities of color, emerging markets and shifts in how people access help. Need, access, and type of services are being redefined while these nonprofits are still operating as they always have. Many organizations, such as Center for Family Resources, are working to reinvent themselves to fit the needs and demands of a changing demographic and market needs.

Many small emerging nonprofits are being organized to meet changing markets and demands that they believe do not fit into some Legacy nonprofits’ programs and policies. These nonprofits are often community based, hyper local, and serve ethnic, racial, and demographic populations that do not feel served by the Legacy nonprofits. For example, we found in the study that Legacy nonprofits are mostly located in Marietta while much of the poverty and need is in other parts of Cobb County. (See maps at <https://cobbfoundation.org/>).

The second factor impacting duplication is the need to be hyper local to provide access to services to people that lack transportation. All of the major nonprofits are located in Marietta and with transportation such an issue in the County, local nonprofits are founded in order to provide access in communities so that people can walk or catch a local ride to get services. For many people in the very

south part of Cobb or the very north part of Cobb, transportation prevents them from accessing services from the larger agencies in Marietta.

Of the 3,500 plus nonprofit organizations in Cobb, we were only able to identify twenty-five 501(c)(3)s as having more than a million dollar operating budget according to their 990s. Most of these agencies serve multi-counties or the metro region and many focus on very specific populations such as foster care or people with disabilities.

A.G. Rhodes Home, Cobb Inc. Rehabilitation therapy and residential care for seniors	Marietta	\$12,563,423
Good Samaritan Health Center of Cobb, Inc. Medical and dental healthcare for uninsured and underinsured	Marietta	\$12,469,482
Must Ministries Food, clothing, supportive housing, emergency shelter, financial assistance, and case management	Marietta	\$10,096,329
Positive Impact Health center for HIV community	Marietta	\$8,899,632
The Capstone Group Inc. Long-term health care facility	Marietta	\$8,880,000
Catholic Charities of Archdiocese of Atlanta Support services for veterans, mental health counseling, parenting education, case management, refugee and immigration services	Smyrna	\$7,620,046
Habitat for Humanity International, Inc. Affordable housing in low-income areas	Smyrna	\$5,246,198
Reflections of Trinity, Inc. Thrift store	Powder Springs	\$4,203,532
CobbWorks, Inc. Employment and education opportunities that strengthen Cobb County workforce	Marietta	\$4,178,382
Enduring Hearts Inc. Funding research to eliminate pediatric heart disease and improve quality of life for pediatric heart transplant patients	Marietta	\$3,037,290
Nobis Enterprise Inc. Employment for people with disabilities	Marietta	\$3,873,372
Center for Children and Young Adults Housing and youth development for at-risk homeless youth	Marietta	\$3,149,998
Center for Family Resources Rental assistance, short term housing, case management, food, transportation, to achieve family self sufficiency	Marietta	\$2,936,123
liveSAFE Resources, Inc. Services that help reduce domestic violence, sexual assault, and elder abuse	Marietta	\$2,878,778
Malamav Health and Human Services Group home, day program and day habilitation for individuals with disabilities	Powder Springs	\$2,294,837

Children's Advocacy Centers of Georgia Inc. Services 52 child advocacy centers (CAC) in the State and support communities seeking to establish a CAC	Marietta	\$1,967,952
Someone Cares, Inc. of Atlanta HIV Testing center	Marietta	\$1,834,611
Calvary Children's Home Supportive housing in a family environment for children	Powder Springs	\$1,653,691
Feed My Lambs Inc. Preschool for children living in poverty	Marietta	\$1,617,217
Case dei Bambini of Marietta Inc. Montessori school	Marietta	\$1,489,249
Davis Direction Foundation Recovery program for those with addiction	Marietta	\$1,322,773
Celebrate Life International, Inc. dba Teach One to Lead One Character-based mentoring program for at-risk kids	Kennesaw	\$1,238,397
Parents with a Purpose, Inc. Support for single parent families	Marietta	\$1,223,636
Dignity Place Home care for seniors	Acworth	\$1,082,291
Vision Rehabilitation Services of Georgia, Inc. Tools/techniques for blind or visually impaired to function independently	Smyrna	\$1,010,713

Survey Results

To ensure that responses were captured both from organizations contacted via email as well as those contacted by the Foundation via regular mail, the Georgia Center for Nonprofits conducted two surveys. The purpose of the surveys was to identify nonprofit headquarters and satellite offices in Cobb County, what services were provided in the County, major issues and gaps in services found by nonprofits and recommendations for key needs in the County. We received 152 unique responses to the survey from a list of about 1,500 nonprofits, churches, and other groups we could identify as potentially providing health and human services in Cobb County.

Survey respondents identified housing, transportation and services to children and youth as the top three issues in the County. Of the respondents, 45% served children, 38% served youth and 16% served seniors. Ninety percent described themselves as nonprofit organizations and 10% described themselves as faith based. Sixty percent of the organizations served multiple counties and 25% described their services as statewide. The greatest number of agencies provided education and training programs. Volunteer opportunities and youth development were the two other larger categories of services provided.

The greatest challenges in the County were identified as affordable housing, transportation and workforce development. The greatest disparities were poverty, homeless youth, educational levels and access to health care. Most nonprofits are extremely worried about funding and lack of resources for

their organization when asked about their greatest challenge as an organization. When asked about opportunities in the County for making a difference, affordable housing, education, and resources for vulnerable populations were the top three selected by the respondents.

I. Opportunities for Impact

The data, interviews and survey indicate that there are four key opportunities for impact in Cobb County.

1) Pre-K

Pre-K enrollment has become important for young children to be successful in school. It teaches the fundamentals to children and has clear measurable developmental benchmarks for children to achieve before reaching kindergarten. Lottery funded Pre-K programs are important for low income and middle-income families as the programs are generally tuition free with parents needing to provide transportation and lunch. Enrollment appears to be lower in Cobb than many counties in the metro area. The Cobb County school system currently offers Pre-K to special needs students and is opening its first lottery-funded class for students without special needs next school year. We interviewed the County Consultants from the Department of Education and DECAL in order to better understand the issue and found that there are actually several issues with lack of transportation, poverty and location of programs to be underlying issues in many low to middle income communities. There is no count of the private Pre-K programs in the County operated through private pay and fees. Our recommendation is that this area has potential for greater impact and needs further dialogue in the County with the school districts and other potential providers.

2) Children and Youth Achievement and Homelessness

Cobb County has approximately 2,100 children and youth homeless in the County. It has been increasing at 2% a year for the last 6 years. Homeless children and youth are also those with the lowest reading scores for 3rd grade reading. This is a serious issue for the County and one that has potential for impact in many different ways. There are census tracts where 3rd grade reading is 11% and homelessness is greater than 20% for the children. The heat map on Cobb Community Foundation's website provides the data by census tract and identifies where services are most needed. Different strategies are needed to address the problems and we recommend collective impact, coalitions and public/private partnership models be used to achieve greater impact. Data by census tract and by school is available and progress can be tracked year to year on addressing the needs of these children. We also recommend a Two Generation approach as modeled by other communities and promoted by former Governor Deal in his last year in office. Two Generation serves both the child and the parent to address poverty and other issues. The ASCEND program of the Aspen Institute provides a complete set of tools and models for implementing Two Generation programs.

3) Young Adults – Post-Secondary Training and Education

It is extremely important in our current economy for young adults from 16 to 24 years old enter the workforce with both soft and hard skills. We currently have a labor shortage in Georgia and

the country. Opportunity youth are defined as individuals between the ages of 16 and 24 who are not working and not in education. Data indicates that this is an opportunity for workforce development to focus on helping young adults in low income areas understand the importance of post-secondary education and/or training in order to obtain employment. The data indicates a further review of this issue and age group might be needed in low to middle income communities in Cobb County as viewed on the heat map on the Community Foundation website. The dark red census tracts indicate areas of opportunity for programs and workforce development.

4) Equity of Opportunity in the high poverty communities of South Cobb and Marietta

There are clearly census tracts where there are disparities from the rest of Cobb County. As the metro area increasingly focuses on equity – equal access to the opportunity to move out of poverty – Cobb County has census tracts where equity is an issue. These communities lack access to services, pay more than 60% of their income for housing, and become multi-generational families living in poverty. Equity is about having the opportunities in education, housing, and employment to move out of poverty. This is clearly not the case for some census tracts in the County. Other approaches may be needed if the disparities and lack of equity are to be addressed. This is a conversation that is occurring throughout the metro area and Cobb has the opportunity to organize coalitions and partnerships to address the underlying issues.

II. Recommendations

The recommendations are divided into three categories of impact, invest, and initiate. We think government, nonprofits and business working together have an opportunity to address some of the issue presented in this report.

Impact

We recommend that a focus be placed on reducing the number of homeless children in the County. We suggest an impact driven approach with six outcomes selected to achieve in order to positively impact homeless children, the lower achievement levels of children from low to moderate income families and the equity issue in the County. The shaded box represents a sample campaign with outcome measures

Building Opportunity for all Children and Youth in Cobb County

- *At least 50% of children achieve the following:*
 - *Attend Pre-K*
 - *Kindergartners meet developmental benchmarks on GKIDS*
 - *3rd graders read at grade level*
 - *8th graders proficient in math*
- *Homeless Children - School Mobility Rate at County average of 14 % or lower*

to be achieved for children. A coalition of nonprofit, school, churches, and businesses could work together to achieve greater scale and impact.

Our second recommendation for impact is to research, advocate and fund Two Generation programs and partnerships in the County. We recommend developing a pool of funding that focuses on this strategy. Two Generation has the potential to address both parent and child at the same time and addresses multiple barriers when working with just parents or just children. There is solid research and recommended models for this type of work. We recommend visiting some of these successful approaches in other states to learn best practice and how to design and support programs in Cobb County. Two Generation is a proven model to achieve impact and a dedicated pool of resources will be needed for new partnerships to be formed.

Invest

Investment is needed in the emerging nonprofits in communities of color, specific demographic areas that are underserved, and ethnic communities. Cobb County has many small emerging nonprofits without the resources, management capacity, and tools to achieve greater impact. These emerging nonprofits are being started because other nonprofits are viewed as not serving their communities, not being available in their communities and/or lacking a sufficient understanding of the culture of certain communities. These nonprofits are the middle market in Cobb County and need funding to support capacity building so that they can achieve results and compete for larger funds with the Legacy nonprofits. Capacity building includes training and workshops, mentorship, and access to funding to develop their internal operations. They need help recruiting boards, managing staff, and monitoring their programs to prove impact. Our recommendation is to grow what we call a middle market of nonprofits in the \$500,000 to 1 million size with the capacity to achieve results and meet the need. The Legacy nonprofits in the County will need to adapt and partner with these organizations – in real hands on partnerships and collaborations and not just referrals.

Initiate

The power of convening is extremely important role for foundations and government to play in order to create greater awareness, develop solutions and raise the resources to build new and support existing partnerships. There are two significant opportunities for foundations and government to convene and open dialogues among the private and public sectors in the County.

The first is to begin planning and designing services for aging individuals in the County. Services to aging individuals including the volume of baby boomers about to seek care will be important to develop in the County. Aging in place will be the option for most baby boomers and as the County increasingly sees the rise in the number of seniors in the County, this is an opportunity to plan for home care services, transportation and affordable housing for aging individuals in retirement. The City of Marietta is already building senior multifamily housing through the Housing Authority using partnerships with developers and tax credits to finance the housing. Only 16% of the nonprofits serve seniors and there is an opportunity for both nonprofits and small businesses to service the growing aging population that will need different services as they age and require more direct care. (Planning is now performed for the young old, the middle old and the old old using models from other parts of the world.) Access to health care and transportation will increasingly be important to individuals as they reach their late 80's and cannot drive. The challenge will be how to help individuals age in place with the services, transportation and housing to support that aging with quality of life.

A second opportunity relates to the workforce. The County is predicted to be a net creator of jobs in the next 20 years and both workforce development (so there are trained individuals for the jobs being created) and housing (so those in low to middle wage jobs have places to live in the County) are both important. Workforce housing is a focus on ensuring there is housing in the County so that those in key industries including government are not paying more than 30% of their income toward housing costs. Convening public and private sector conversations on this issue will be another important planning tool for the County. Specific sectors such as government services, hospitality, manufacturing and health care are important to engage in this conversation and may have resources to invest in solid opportunities.

Conclusion

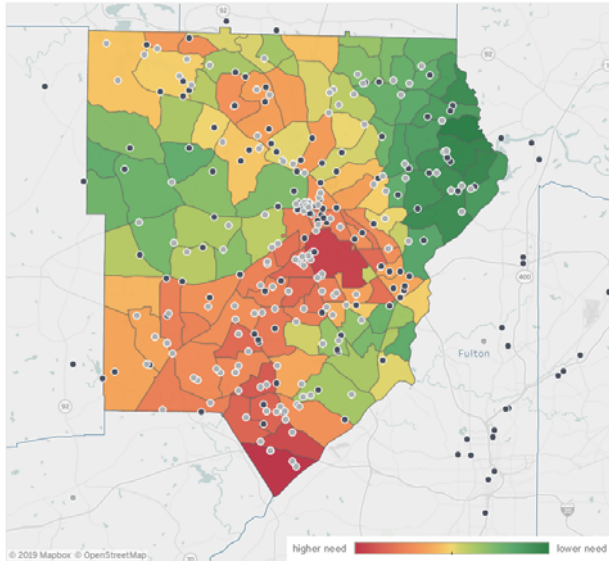
Cobb County is a County with many strengths that has successfully recruited and/or initiated new venues such as Trust Park, the Battery, and the Cobb Performing Arts Energy Centre. It has built a solid financial plan for supporting its convention center and hospitality industry. It is known for good schools and communities that support their schools. The opportunities and challenges of the next twenty years will be different than the opportunities and challenges of the past twenty years. With slower population growth comes a different set of challenges and could enable leadership and funding in the County to focus on those census tracts that are being left out of the progress of the rest of the County.

Appendix A - Heat Maps by Census Tract

Interactive Map can be found on the Community Foundation of Cobb County Website www.cobbfoundation.org. Below are pictures of the heat maps per category and note red is the greatest problems and green are least issues.

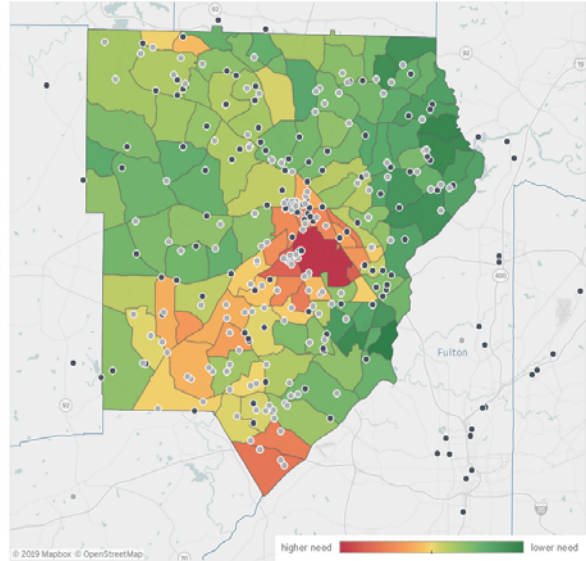
Education

Cobb County Asset Mapping



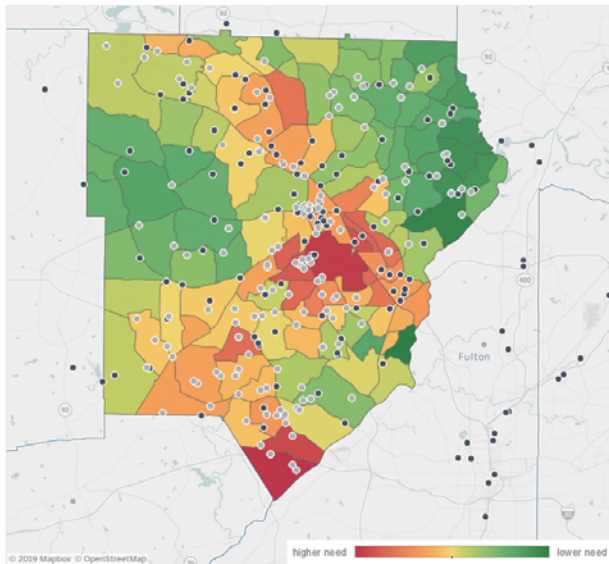
Workforce & Income

Cobb County Asset Mapping



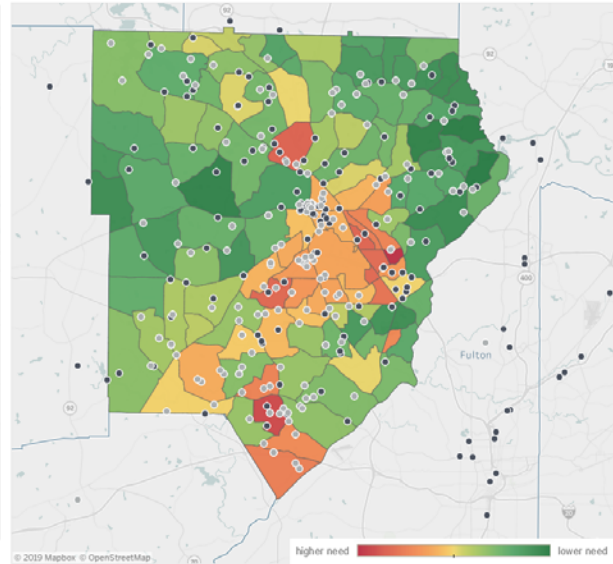
Housing

Cobb County Asset Mapping



Health

Cobb County Asset Mapping



Appendix B - Benchmarking

Indicators with Benchmarking against Gwinnett County, Mecklenburg County and Fairfax County.

	EDUCATION				
	Kindergarten Readiness	3rd Grade Reading Proficiency	8th Grade Math Proficiency	High School Graduation	Postsecondary Enrollment
	Kindergarteners retained (2017)	Students achieving "proficient" or "distinguished" learner in 3rd grade ELA (2017)	Students achieving "proficient" or "distinguished" learner in 8th grade math (2017)	4-Year Cohort Graduation Rate (2017)	Enrolled in or received credential from post-secondary institution one year after high school (Class of 2016)
Georgia	4.40%	37.20%	33.75%	80.56%	62.90%
Cobb County	3.70%	46.30%	41.60%	83.40%	76.01%
Gwinnett	1.10%	43.70%	25.60%	81.10%	72.40%
Mecklenburg County, NC		54.10%	48.00%	85.40%	79.00%
FairFax County, VA		72.00%	82.00%	91.50%	87.70%

Economic: Workforce and Income

Technical & Soft Skills Development

Post High School Readiness (2017)

Credential Attainment

Received credential from postsecondary institution five years of high school graduation (Class of 2012)

Engagement of Youth not in School or Workforce

Youth 16-24 not in school and not working (2017)

Unemployment rate (July 2018)

Access to Training & Employment Opportunities

Housing Burden: Households spending $\geq 30\%$ of household income on housing costs (2017)

Families, with children, with annual incomes of less than 150% of the federal poverty threshold (2012-16)

State

63.10%

26.50%

15.50%

4.00%

32.70%

32.00%

Cobb

78.10%

46.90%

5.82%

3.30%

23.10%

22.50%

Gwinnett

77.70%

30.80%

9.50%

3.50%

34.00%

25.90%

Mecklenburg

59.90%

61.90%

5.44%

3.90%

24.50%

19.60%

Fairfax

61.50%

63.30%

6.00%

4.50%

26.00%

7.57%

HEALTH

Access to Services

Address Barriers to Accessing Healthcare

Prevention & Education Programs

	ER visits per 100,000 residents (2017)	Percent of population under age 65 without health insurance (2017)	Adult Obesity (2014)	6th-12th graders seriously considering attempting suicide in past 12 months (2018)	6th-12th graders experiencing intense worries or fears that get in the way of daily activities 6+ days of the last 30 (2018)	HIV cases per 100,000 ages 13+ (2018)	Deaths Related to Alcohol/ Drug Abuse or Suicide per 100,000 (2017)
State	38,516	15.4%	30.0%	11.7%	9.3%	513	24.6
Cobb	14,302	13.8%	23.4%	12.2%	10.2%	367	13.8
Gwinnett	23,669	18.4%	30.0%	9.7%	7.3%	239	18.1
Mecklenburg		16.0%	24.0%	17.0%	31.0%	632	11.5
Fairfax		9.0%	29.2%	15.0%	27.0%	235	17

Appendix C - Data Sources

Workforce & Income

Post High School Readiness	Cobb Mecklenburg Fairfax	2017	GA Department of Education North Carolina Public Schools Fairfax County Public Schools	http://ccrpi.gadoe.org/2018/Views/Shared/_Layout.html http://www.ncpublicschools.org/accountability/reporting/leaperformancearchive http://schoolquality.virginia.gov/divisions/fairfax-county-public-schools#desktop
Received post-secondary credit five years of high school graduation	Cobb Mecklenburg Fairfax	2012	Governors Office of Student Achievement US Census Bureau US Census Bureau	https://gosa.georgia.gov/downloadable-data https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml https://factfinder.census.gov
Youth 16-24 not in school and not working	Cobb Mecklenburg Fairfax	2017	Neighborhood Nexus FRED Economic Data Opportunity Index	https://neighborhoodnexus.org/maps-and-data/maps/ https://fred.stlouisfed.org/series/B14005DCYACS037119 https://opportunityindex.cfnova.org
Unemployment rate	Cobb Mecklenburg Fairfax	2018	Neighborhood Nexus FRED Economic Data US Census Bureau	https://neighborhoodnexus.org/maps-and-data/maps/ https://fred.stlouisfed.org/series/B14005DCYACS037119 https://factfinder.census.gov
Housing Burden: Households spending ≥30% of income on housing costs	Cobb Mecklenburg Fairfax	2017	Neighborhood Nexus US Census Bureau US Census Bureau	https://neighborhoodnexus.org/maps-and-data/maps/ https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml https://factfinder.census.gov
Families, with children, w/ annual income <150% of federal poverty threshold	Cobb Mecklenburg Fairfax	2017	Neighborhood Nexus US Census Bureau US Census Bureau	https://neighborhoodnexus.org/maps-and-data/maps/ https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml https://factfinder.census.gov

Education

% Kindergarteners retained	Cobb Mecklenburg Fairfax	2017	Neighborhood Nexus	https://neighborhoodnexus.org/maps-and-data/maps/geears-early-education-map/
% Students achieving “proficient” or “distinguished” learner in 3rd grade ELA	Cobb Mecklenburg Fairfax	2017	Neighborhood Nexus North Carolina Public Schools VA DoE	https://neighborhoodnexus.org/maps-and-data/profiles/georgia-county-profiles/ http://www.ncpublicschools.org/accountability/reporting/leaperformancearchive/ http://www.doe.virginia.gov/statistics_reports/sol-pass-rates/index.shtml
% Students achieving “proficient” or “distinguished” learner in 8th grade math	Cobb Mecklenburg Fairfax	2017	Neighborhood Nexus North Carolina Public Schools VA DoE	https://neighborhoodnexus.org/maps-and-data/profiles/georgia-county-profiles/ http://www.ncpublicschools.org/accountability/reporting/leaperformancearchive/ http://www.doe.virginia.gov/statistics_reports/sol-pass-rates/index.shtml
% 4-Year Cohort Graduation Rate	Cobb Mecklenburg Fairfax	2017	Governor's Office of Student Achievement North Carolina Public Schools VA DoE	https://gosa.georgia.gov/downloadable-data http://accrpt.ncpublicschools.org/app/2018/cgr/ http://www.doe.virginia.gov/statistics_reports/graduation_completion/cohort_reports/index
% Enrolled in or received post- secondary credit one year after high school	Cobb Mecklenburg Fairfax	2017	Governor's Office of Student Achievement US Census Bureau US Census Bureau	https://gosa.georgia.gov/downloadable-data https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=CF https://factfinder.census.gov

Health

ER visits per 100,000 residents	Cobb Mecklenburg Fairfax	2017	GA Department Public health	https://oasis.state.ga.us/CHNADashboard/Default.aspx
Percent of population under age 65 without health insurance	Cobb Mecklenburg Fairfax	2017	GA Department Public health MECKNC US Census Bureau	https://oasis.state.ga.us/CHNADashboard/Default.aspx https://www.mecknc.gov/HealthDepartment/HealthStatistics/Documents/2018%20Med https://www.census.gov/quickfacts/fact/table/fairfaxcountyvirginia/PST045218
Adult Obesity	Cobb Mecklenburg Fairfax	2014	Cobb and Douglas PH MECKNC Fairfax County	http://www.cobbanddouglaspublichealth.com/community-health/obesity/ https://www.mecknc.gov/HealthDepartment/HealthStatistics/Documents/2018%20Med https://www.fairfaxcounty.gov/livehealthy/healthy-eating
5th-12th graders seriously considering attempting suicide in past 12 months	Cobb Mecklenburg Fairfax	2018	GA Department of Education MECKNC Fairfax County	https://www.gadoe.org/schoolsafetyclimate/GSHS-II/Pages/GSHS-Results.aspx https://www.mecknc.gov/HealthDepartment/HealthStatistics/Documents/2017-Printab https://www.fairfaxcounty.gov/health-humanservices/sites/health-humanservices/files/
5th-12th experiencing worries that get in the way of daily activities 6+ days of last 30	Cobb Mecklenburg Fairfax	2018	GA Department of Education MECKNC Fairfax County	https://www.gadoe.org/schoolsafetyclimate/GSHS-II/Pages/GSHS-Results.aspx https://www.mecknc.gov/HealthDepartment/HealthStatistics/Documents/2017-Printab https://www.fairfaxcounty.gov/health-humanservices/sites/health-humanservices/files/
Deaths Related to Alcohol/ Drug Abuse or Suicide per 100,000	Cobb Mecklenburg Fairfax	2017	GA Department of Public Health MECKNC Fairfax County	https://oasis.state.ga.us/gis/TrendableMaps/agesMortTrend.aspx https://www.mecknc.gov/HealthDepartment/HealthStatistics/Documents/2017-Printab https://www.fairfaxcounty.gov/news2/report-highlights-prescription-drug-heroin-opiate
HIV rate per 100,000 ages 13+	Cobb Mecklenburg Fairfax	2018	County Health Rankings County Health Rankings County Health Rankings	https://www.countyhealthrankings.org/ https://www.countyhealthrankings.org/ https://www.countyhealthrankings.org/