



adoption-share  
annual report 2024

# Grow



*Pictured on front cover: The Bowman Family then and now. The Bowman's were matched with their two children by a worker using Adoption-Share's Family-Match Application.*

## A WORD FROM OUR FOUNDER AND CEO *Thea Ramirez, MSW*

Dear Friends,

As we reflect on this past year, I marvel at the optimism, resilience, and promise that we have witnessed across every facet of our mission in 2024. Together, we have nurtured seeds of hope, resilience, and love, and we are seeing them bloom in ways that inspire and sustain us.

I am thrilled to share the highlights of this incredible year.

### *Buds of Belonging for Children*

At the heart of everything we do are the children who find belonging in family. This year, we have seen countless stories of transformation as children have stepped into lives filled with love and stability as case workers utilized Family-Match to find adoptive homes for children with a goal of adoption. Whether it's the shy smile of a child experiencing their first family holiday or the confident stride of a teenager realizing they're finally home, each moment is a testament to the power of adoption.

These children remind us of the profound impact we can have when we open our hearts and our homes. It is their hope and transformation that motivate us to continue striving for a world where every child has the opportunity to thrive.

### *Healing Taking Root*

Through our innovative Family-Match Application, we are extending hope and healing to children by enhancing our recruitment arm for prospective foster families willing to support the work of reunification. Research shows when children can be cared for by families within their community, the chances of reunification increase. By promoting stronger connections between children, their families, and their communities, Family-Match is planting the roots of healing and creating pathways to brighter tomorrows.

### *Growing our Impact*

Adoption-Share has significantly grown its reach in 2024, touching more lives than ever before. This year, we have cultivated connections with communities and partners across new regions, ensuring that our message of hope reaches families and children who need it the most.

The numbers tell a powerful story of growth and impact. Over the past year, we've confirmed through the analysis of just one of our hundreds of agency partners, a minimum of a **17% increase in finalized adoptions**. Even more encouraging is recent analysis of nearly 700 placements showing a **60% improvement in placement stability**, reflecting the success of our ongoing support programs for adoptive families.

Perhaps most striking is the tripling of foster and adoptive family inquiries. This surge reflects a growing awareness and willingness to step into the transformative journey of fostering and adoption. Behind every statistic lies a family transformed, a child's life changed forever, and a community made stronger.

### **A Future Full of Bright Hope**

As we look ahead, we remain committed to planting seeds of hope, nurturing growth, and celebrating every bloom along the way. This year has shown us that together, we can create a future where every child has the chance to thrive in a home filled with love and bright hope in the care of a loving family.

Thank you for walking with us on this journey. Your support, generosity, and belief in our mission make every success possible. Let us continue to grow together, one child, one family, one community at a time.

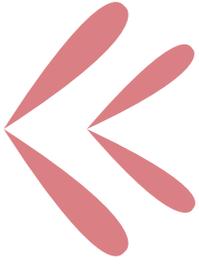
With heartfelt gratitude,



Thea Ramirez, MSW  
**Founder and CEO**

[www.adoption-share.com](http://www.adoption-share.com)

[f](#) [t](#) [e](#) @adoptionshare



We exist to equip people working in foster care and adoption with technology and data-based insights—prioritizing the child’s needs, accelerating family recruitment and child-family matching, and connecting children and families with higher placement success rates.

#### OUR VISION

We empower people to create connections to achieve a reality in which every child is rooted in family.

# Highlight Reel

A Few of Our Achievements in 2024

## SOC 2 Type 2 Audit Completion

*Commitment to Security, Availability, and Accessibility*

SOC 2 compliance is a component of the American Institute of CPAs (AICPA)'s Service Organization Control reporting platform. Adoption-Share completed a SOC 2 Type 2 Audit in 2024. The SOC 2 Audit independently confirms the Family-Match application and infrastructure are established and maintained in a manner that assures security, availability, processing integrity, confidentiality, and privacy of customer data. (aicpa.org)



## Adoption-Share Founder Named Alumni of the Year at Eastern University

*Commitment to Advocacy*

Our very own Thea Ramirez was honored as Alumni of the Year by Eastern University—an esteemed recognition she now shares with notable figures like **Dr. Tony Campolo** and **Bryan Stevenson** (founder of the Equal Justice Initiative and author of *Just Mercy*).

Thea earned her Bachelor's degree in Social Work from Eastern University in 2006, laying the foundation for her impactful career. She went on to complete her **Master's in Clinical Social Work** at Savannah State University in 2009. Thea's legacy of service and advocacy continues to inspire, and this well-deserved honor highlights the incredible impact she has made—and will continue to make.



## Adoption-Share Receives 10th IRB Approval

*Commitment to Putting Families and Children First*

In a continued effort to maintain integrity, transparency, and accountability as we deploy the Family-Match Application in states across the country, Adoption-Share applied for and received IRB approval for the tenth year in a row! The IRB ensures our work is conducted ethically and with the safety and security of the participants in mind.





Participants of Operations Research Symposium hosted at Cornell University take a group photo at the end of an exciting day.

## Adoption-Share Invited to Attend Cornell's Child Welfare Symposium

### *Commitment to Efficacy*

Under the leadership of Dr. Vince Slaugh, Cornell hosted a symposium to facilitate conversations between operations academics and child welfare practitioners to spur collaborative efforts toward systematic improvements. During the full day gathering, Founder, Thea Ramirez was asked to present alongside Carla Aaron, Tennessee Department of Children's Services, and Greg Flett of Southern Regional Children's Advocacy Center to present opportunities for operations related research.



Photo of Summit attendees at Sea Island.

## Georgia on Our Minds!

### *Commitment to Collaboration*

Adoption-Share hosted its first summit for Georgia's Child Welfare Community at Sea Island.

Individuals from across dozens of helping organizations, including but not limited to Division of Family and Children Services, United Way of Coastal Georgia, Major Cosby Johnson of the City of Brunswick, and Hope 1312 gathered to learn about Adoption-Share's Family-Match Application. Additionally, Adoption-Share executed a new data sharing agreement and corresponding business associates agreement with a 5 year renewable option which provides continued stability as Family-Match expands its reach across the state!



Photo from inside the movie premier at the Trilith Sound State in Fayetteville, Georgia.

## Partnership with Angel Studios to Promote Sound of Hope: Story of Possum Trot through Movie to Action Campaign!

### *Commitment to Public Awareness*

Adoption-Share partnered with Angel Studios to support the release of its film Sound of Hope: Story of Possum Trot that came to theaters on July 4, 2024. Adoption-Share leveraged this transformative story to promote foster care awareness and equip child welfare agencies with tools to process the influx of inquiries the film was expected to generate. Produced by Letitia Wright and based on the inspiring true story of a small Texas church, the film helped drive significant public interest, sending thousands of families to inquire about fostering and adoption. To maximize this momentum, Adoption-Share offered agencies access to its Family-Match Application, enabling child welfare professionals to efficiently screen and engage the most ready, willing, and capable prospective families. By using Family-Match, agencies focused their recruitment efforts and guided families seamlessly into training and licensing programs, ensuring a direct path from inspiration to action.

## Adoption-Share's Private Infant Adoption Network

# End of An Era: Announcing the Closing of Adoption-Share's Network for Private Infant Adoption

With heartfelt gratitude and reflection, we announce the closure of Adoption-Share's private infant adoption network. Since its creation in 2011, this innovative platform has strived to bring transparency, reform, and hope to the private infant adoption process, and we are proud of the progress made during its operation.

### A Look Back: The Industry in 2011

When Adoption-Share was founded, the landscape of private infant adoption was marked by significant challenges. Families seeking to adopt often relied on traditional, brick-and-mortar agencies, investing substantial financial resources only to "take a number" and wait—sometimes indefinitely—for an adoption opportunity. These agencies frequently matched expectant parents with adoptive families based not on suitability or connection, but on the financial needs of the adoption and the financial capacities of prospective families. This transactional approach left many feeling disheartened, and the lack of transparency often created further barriers.

### A New Way Forward

Adoption-Share set out to change this paradigm. By providing families with a direct, digital connection to licensed agencies and adoption attorneys across the United States, we eliminated the need for outdated and opaque practices. This innovative tool allowed thousands of families to explore active adoption situations in a way that was ethical, efficient, and empowering. Over the past decade, Adoption-Share has facilitated countless connections, enabling families and expectant parents to build relationships founded on mutual understanding and trust.

### A Legacy of Impact

For over 10 years, the Adoption-Share platform has served as a beacon of hope for families navigating the complexities of private infant adoption. It has been our privilege to support thousands of families on their adoption journeys and to collaborate with licensed professionals who share our commitment to ethical adoption practices. With agency partners in over 30 states, we saw families expand through adoption, even families on active-duty deployments in the United States Military, families in faraway places like Hawaii, and on a personal note, families like mine. My precious son is a reminder of how beautiful this chapter of Adoption-Share was- and I am so very grateful!

As we close this chapter, we extend our deepest gratitude to the families, agencies, attorneys, and supporters who made this journey possible. While the network is ending, the mission of transparency and reform in adoption continues. We are confident that the progress made will inspire future innovations in the field.

Thank you for being a part of the Adoption-Share story. Together, we have made a lasting difference in the lives of countless children and families.



**Kristina Mongillo,**

Director of Private Infant Adoption Network  
Georgia Family Coordinator | Adoption-Share

# Growing Together: Transforming Lives in Florida

2024 was a year of extraordinary growth for Adoption-Share, as we celebrated a landmark achievement: 600 adoptions. Each match represents more than a number—it signifies a new chapter, a thriving family, and a brighter future for children who once waited for a home.

## Expanding Horizons with Medical Foster Care

In partnership with the Florida Department of Health, Adoption-Share’s Family-Match Application has been pivotal in supporting the Medical Foster Care team. This initiative recruits and evaluates medical foster parents to care for children with complex medical needs. The results of this collaboration have been transformative:

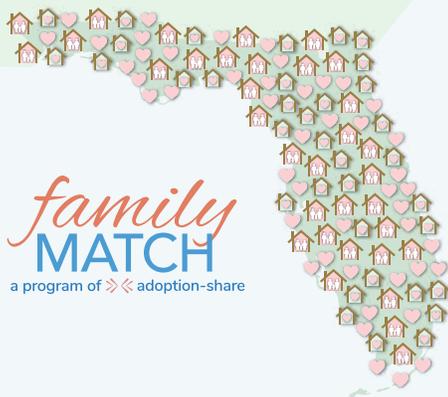
- ✔ Over 700 families expressed interest in becoming medical foster parents.
- ✔ Increased the pool of interested families for medical foster care by 202% from 139 in 2023 to 511 in 2024.
- ✔ 38 families were approved, stepping up to provide specialized care to children who need it most- a 533% increase from last year with an additional 90 families in process of becoming licensed!

These families have become lifelines for children requiring not just a home, but a nurturing environment equipped to meet their medical needs.

## Celebrating Growth Through Impactful Numbers

Our 2024 achievements reflect a growing commitment to inclusivity and support for the most vulnerable children:

- ✔ 59% of adoptions included siblings, ensuring family bonds remain intact.
- ✔ 40% of children adopted were over the age of 10, addressing the needs of older youth often overlooked.
- ✔ 100% of adopted children had special needs, underscoring our mission to match every child with the love and care they deserve.



1200+ Children Matched



780+ Children Placed



600+ Adoptions



100% Participation by all 19 community-based care circuits statewide



3,600+ Families have created profiles



700 children active in the matching pool, on average

## Of the 600+ adoptions facilitated by our Family-Match Program in Florida



**100%**

Are considered special needs



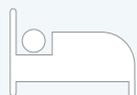
**10 years**

Average age at adoption



**42%**

Have a disability



**47%**

Spent time in congregate care homes or residential treatment facilities.



**59%**

Are part of sibling groups



**53%**

Occurred outside the child placing agency's area

## » Meet Our 2024 Cover Family «

In 2019, the Bowman Family was matched by a caseworker in Florida using Family-Match to identify and evaluate approved adoptive families open to a sibling set of two!



*Thanks to funding through the Selfless Love Foundation (from 2018-October of 2022), Family-Match was made available to the workers across the state at no cost. Today, Adoption-Share's Family-Match Application continues to be utilized by CBCs and supporting providers across the state of Florida at no cost thanks to funding through Department of Children and Family Services.*

"What is Family-Match to me and my family? In simple terms it made our family. My wife and I started our adoption journey just like many other families. First, we got approved to adopt, then we hit the ground running looking for a match. We started the journey thinking it would be no time at all till we were matched with a child, because as we were told there are so many kids in care that need a forever family. But as it turns out after looking and searching on our own for 9 months, we were no closer to finding a child than we were on day one. We were disappointed and discouraged and ready to give up, but then we found this organization called Family-Match. Soon after the creation of our profile we were matched with our kids. Yes, that's right somehow the system knew we could take on two! 5 years later and we could not be happier. I can't thank the Family-Match Team enough for EVERYTHING they do for kids in care. Our family is a living example of the great program they have to match kids in care with waiting families. Without FAMILY-MATCH we would not be the BOWMANS! "

## Did You Know? «

Adoption-Share sends out post placement care packages to families who have been matched on Family-Match and have made it to placement!

These boxes are filled with items to equip and encourage families as they journey towards finalizing their adoption. In 2024, 77 post placement care packages were mailed to families.

*Pictured: Post Placement Care Packages on their way to being shipped out to families!*



# Growth in Action: Expanding Family Connections Through Family-Match

2024 has been a year of extraordinary growth for **Adoption-Share** and its transformative platform, **Family-Match**. By fostering collaboration, increasing user engagement, and deepening community partnerships, Family-Match increased its reach across the state of Georgia.

## >> Expanding Our Reach

In the fall 2023, Adoption-Share's commitment to collaboration reached new heights with a data-sharing agreement that expanded Family-Match from a three-region pilot to seven regions spanning 77 counties. This expansion directly reflects our mission to serve more children and families across the state. Over the last 12 months, we have seen a 300% increase in user activity among case workers leveraging Family-Match for family recruitment and adoption matching.

Additionally, as we continue to build on our focus of recruitment first, we are heartened by the year over year increase of families, notably a 1600% increase of families who have connected with their local county office or a private agency for licensing as well as a 142% in families who have an approved home study. These families, many new to the adoption process, were able work their way through a unique 6 step inquiry process to be presented to licensing agencies eager to recruit, license, and train them to care for children in foster care. To build on this momentum, we are grateful to have executed a 5 year renewable agreement with the state in the fall of 2024. To build on this momentum, we are grateful to have executed a 5 year renewable agreement with the state in the fall of 2024!

## >> New Partnerships, New Possibilities

Growth thrives in collaboration. In 2024, Adoption-Share celebrated the **doubling of active partnerships**, increasing from 4 to 8 child welfare organizations. New collaborators—**The Five Hive**, **Safe in the Seven**, **Bethany Georgia**, and **Boyz to Men**—joined our ongoing partners to strengthen the ecosystem supporting children and families: **Hope 1312**, **Called to Care**, **Foster Together**, and **Clement Arts**.



## >> Growing Connections, Changing Lives

Adoption-Share's commitment to education and outreach grew even further this year. In April, with support from the Terry Thomas Foundation, we hosted a **Lunch & Learn** at Sea Island Resort, where agencies and stakeholders across Southeast Georgia gathered to explore ways to better serve their communities.

And the results speak for themselves: This past holiday season, **two children celebrated Christmas in their new forever homes**—a testament to the life-changing work happening every day through Family-Match.

## >> Looking Ahead

As we reflect on 2024, Adoption-Share's growth is evident—not just in the numbers, but in the lives touched. Together, through innovation, partnership, and shared commitment, we are ensuring that children in need have the opportunity to thrive in loving families.

**Family-Match is growing. Families are growing. And, together, we are growing hope.**

# Cultivating Growth: Revolutionizing Recruitment with Virginia's Faster Families Highway on Family-Match

2024 marked a pivotal year of growth for Adoption-Share's Faster Families Highway, an innovative, data-driven recruitment tool designed to transform foster care and adoption processes across Virginia. Through collaboration with the Virginia Department of Social Services, this groundbreaking platform has empowered local agencies to recruit and support families more effectively, ensuring that more children can find the stability and love they deserve.

## Growth in Numbers

The Faster Families Highway achieved remarkable milestones in 2024, demonstrating its impact at every level:

- ✔ **128+ new Resource Families approved**, expanding the pool of foster families ready to welcome children.
- ✔ **90+ families identified as kin or fictive kin**, strengthening family-based placement options.  
On average, the platform welcomed **178 newly registered families monthly**, representing a thriving pipeline of prospective caregivers.
- ✔ **Increased family traffic** on the highway by **99%**! From 2415 families in 2023 to 4807 families in 2024!

Since its launch in mid-April 2022, the platform has enabled **4,807 families** to access its tools, with **1,946 families registering accounts in 2024 alone**. Among these, 30% of families who completed inquiries moved forward in the recruitment process, showing the platform's effectiveness in turning interest into action.

## A Focus on Inclusivity

The Faster Families Highway also supports the unique needs of diverse communities, helping agencies identify **8 families from state- and federally-recognized tribes**, including the Cherokee, Chippewa, Narragansett, Tlingit, Mattaponi, and Osage. This visibility ensures that **ICWA (Indian Child Welfare Act)** compliance remains a priority, honoring cultural heritage and family connections.

Additionally, the data underscores a promising shift toward fostering older children:

- ✔ 62% of prospective families expressed openness to fostering, in addition to adoption.
- ✔ 40% of families are willing to care for children over 12 years old, a critical area of need.

## Streamlining Success

The Faster Families Highway streamlines recruitment with a seamless approach that supports **general, targeted, and child-specific recruitment efforts** at state, regional, and local levels. By integrating intentional recruitment with data insights, the platform ensures a continuous flow of families ready to make a difference in a child's life.

## Growing Together

Adoption-Share's Faster Families Highway is more than a tool; it is a bridge to hope and stability. As the number of registered families grows, so does the opportunity to provide children across the Commonwealth of Virginia with the care they need. Together, through innovation and collaboration, we are growing possibilities, families, and futures.

**The growth of families means the growth of brighter tomorrows for every child.**

## Commitment to Research

# Better Data, Improved Modeling, Successful Placements

Placement stability is a critical factor in adoption, directly influencing children’s well-being and long-term success by reducing emotional and behavioral challenges, fostering secure attachment, and improving outcomes in education, mental health, and overall life satisfaction. Despite this, national estimates show that disruption rates—placements failing before finalization—range from 2% to 50%, with older children and those placed with unfamiliar families being at significantly higher risk. For example, disruptions occur in 4.7% of placements for children aged 3–5, compared to 26.1% for teenagers aged 15–18, and are twice as likely (19% vs. 39%) when children are placed with families they did not previously know. (Barth et al., 1988, Lanham, 2022, Barth & Berry, 1990).

Family-Match, developed by Adoption-Share, leverages a data-driven matching algorithm that considers child and family compatibility to address these challenges. A study of 696 placements demonstrated a **60% improvement in placement stability compared to the national average**. Moreover, iterative enhancements to the platform’s matching model resulted in a 33% reduction in disruption between versions 1 and 2. By significantly improving placement stability, Family-Match provides a powerful tool for child welfare agencies, offering a promising path to better outcomes for children at risk of remaining in foster care without permanent family support.

## Results: Reducing Disruptions and Increasing Successful Placements

Family-Match’s data-driven matching approach has delivered impressive results, particularly for high-risk children who are often the hardest to place. Additional outcomes include:

- **Improved Adoption Success Rates for Hard-to-Place Children:** Nearly 90% of placements made using Family-Match have either finalized an adoption or are progressing toward it. This success is remarkable given the high-risk profile of the children served by the platform, many of whom have experienced significant trauma, multiple prior placements, or have special needs.
- **Reduced Risk Factors for Children:** By increasing placement stability, Family-Match reduces the likelihood that children will face adverse outcomes such as homelessness, poverty, and criminal involvement—common challenges for those who age out of foster care without stable family support.

## Search and Matching for Adoption from Foster Care Wins National Recognition!

Dr. Slaugh et al wins best video competition at the Public Sector Operations Society hosted by the Institute for Operations Research and Management Science Awards in Seattle, Washington! His team’s academic paper entitled, Search and Matching for Adoption from Foster Care, was a finalist in a nationwide competition.



# Support for Our Families



Our **"It Takes A Village"** calls expanded to include families in Georgia and Virginia, with a new format designed for greater accessibility and value. We shifted from quarterly sessions to every other month and hosted them in the evenings to accommodate busy schedules. Each Zoom call featured an expert leading engaging discussions on critical topics such as helping children cope with traumatic grief, staying calm during challenging moments, and building strong, collaborative relationships with caregivers and teachers.

We also revamped our **Family Meeting Facebook Lives**, transitioning them to alternate months when Village Calls weren't scheduled. These sessions are now pre-recorded, allowing us to feature guest experts who shared valuable insights on:

- ✓ The Power of Sleep: Practical Strategies for Families
- ✓ Building Healthy Video Game Habits in Youth
- ✓ Getting Unstuck: Strategies for Advancing Social and Emotional Development
- ✓ Practical Tips for Managing Large Families

This new format has been a hit, with increased viewership and positive feedback from our families.

We also introduced a heartfelt new tradition to celebrate the milestones in our families' journeys. Our **"Perfect Match" socks** are now sent to families who have finalized an adoption, as well as those celebrating adoption anniversaries. Hearing from families five years post-adoption and seeing their children thriving in their forever homes has been deeply rewarding and a powerful reminder of the lasting impact of our work.

These changes reflect our commitment to growing alongside our families, adapting to their needs, and creating opportunities for connection and growth at every step of their journey.

➤ "We always knew we wanted to open our home to siblings because of the huge need to keep siblings in foster care together. We would've never imagined how blessed we would feel once we opened up our hearts and our home to them. We're so thankful we can provide permanency through adoption and that our children will grow up together." ➤

- Day Family

# Oh, the Places We Will Grow! <<

Our Family-Match platform continues to transform lives, with 3,500+ families registered across 29 states. The impact is clear: nearly 40% of families who completed their inquiry on Family-Match have been recruited by an agency for training and licensure.

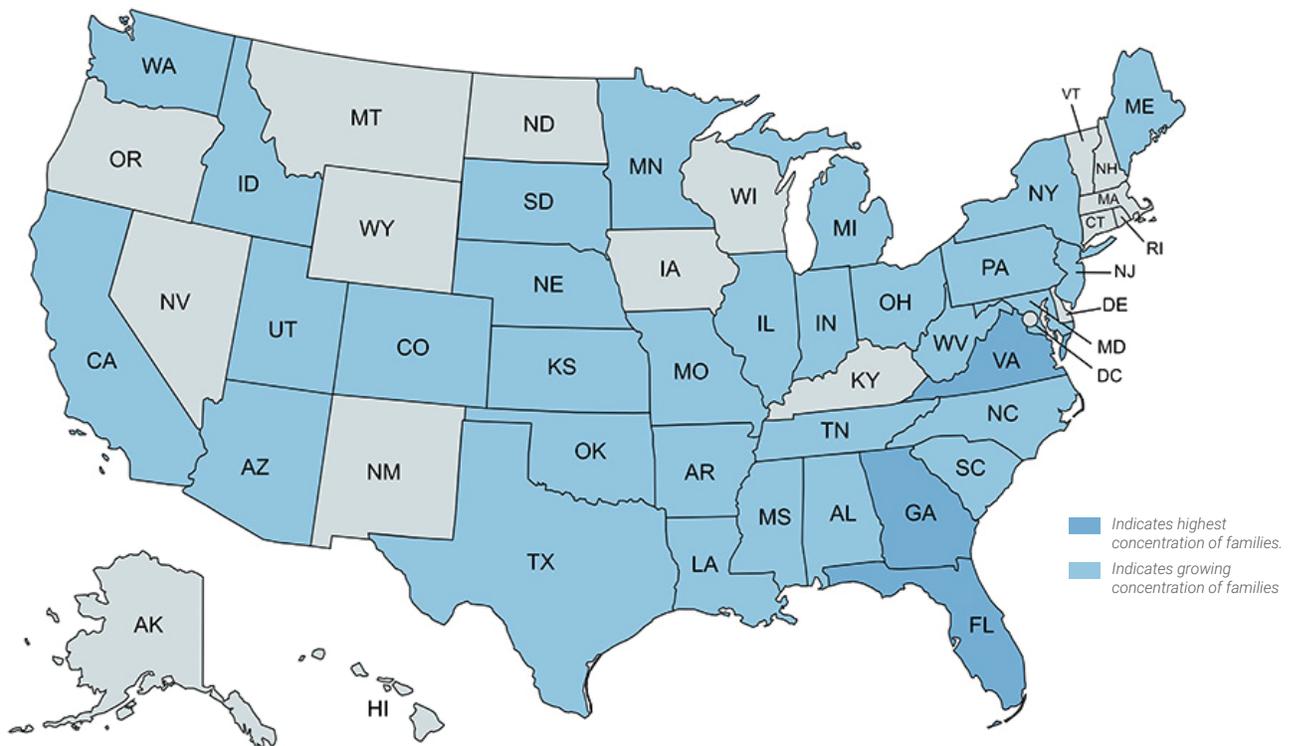
The process is efficient and family-friendly: an incredible 95% of families who began our 6-step inquiry process completed it on the same day as their registration!

## Who Are Our Families?

Family-Match families are compassionate, dedicated, and eager to grow. Here's a closer look:

- 62% identify with a religious faith
- 57% are open to caring for older youth
- 56% are willing to foster children and support the work of reunification
- Over 55% are open to adopting children with special needs
- 81% are open to sibling sets
- 88% open to all races

Each of these families represents hope, opportunity, and a commitment to providing loving homes for children who need them most. The places we will grow together are limitless.



# Say Hello to our New Team Members! <<



Unisha Aryal  
**Data Analytics and  
Reporting Manager**

## Unisha Aryal

Unisha Aryal is a Data Analytics and Reporting Manager at Adoption-Share, where she leverages data to advance outcomes in the field of child welfare. With a Master's in Applied Data Science from Indiana University and a Bachelor's in Biomedical Engineering from The University of Texas at Arlington, Unisha combines technical expertise with a passion for impactful solutions. She specializes in designing and implementing Power BI reports, conducting data analysis and collaborating on data science initiatives to enhance organizational goals. Unisha's dedication to innovation and efficiency empowers Adoption-Share to deliver actionable insights and drive meaningful change for families and children.



Robin Pitts  
**Quality Assurance  
and Product Manager**

## Robin Pitts

Robin is the Quality Assurance and Product Manager for Adoption-Share, responsible for overseeing the testing team as they validate modifications and new features for Family-Match. She has a Bachelor's degree in Communications and a desire to ensure seamless, user-centered digital experiences. Robin's passion for joining the Adoption-Share team is deeply influenced by her family's history with adoption. She is excited to use her perspective on connection, empathy, and the importance of clear communication to further the mission of Adoption-Share.



Callie Fulton  
**HR consultant**

## Callie Fulton

Callie Fulton is a dedicated HR consultant transforming nonprofit organizations through people-centered leadership. With 15 years of experience in the nonprofit sector—including leadership roles with global organizations—she brings a unique blend of strategic HR expertise and mission-driven passion to her work. As the founder of People Matter Most consultancy, Callie empowers nonprofit organizations by delivering tailored human resources solutions that enhance their mission-driven impact. Her professional journey spans critical HR functions, from recruitment and onboarding to people and culture to business operations. Callie is a graduate of Hope College with a BA in International Business and Spanish. She is excited to be using her expertise to support the mission of Adoption-Share!

# Sources of Financial Support <<

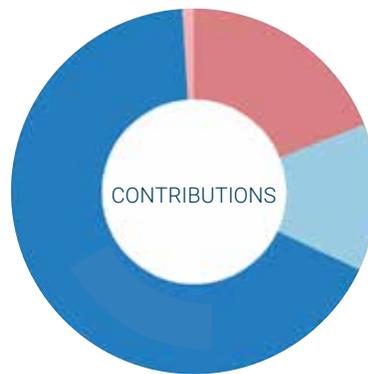
Our heartfelt thanks to all who have invested in this work! We simply can not do the hard work of system transformation and family creation without your support.

## Fiscal Year 2024 (Jan. 1, 2024 – Dec. 31, 2024)

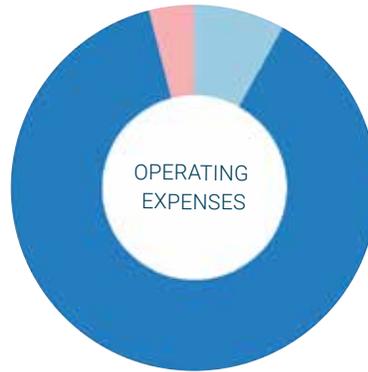
Adoption-Share operating funds come from four sources: individual contributions, contributions from grant-making organizations, service revenue and other income (e.g. interest income). Total contributions for 2024 were approximately \$1,460,000.

Adoption-Share's total operating expenses in 2024 were approximately \$1,444,000.

*\*Unofficial unaudited statement for FY2024. Does not include in-kind services or donations, estimated to be approximately \$235,000 for FY2024. For an audited statement visit [adoption-share.com](http://adoption-share.com) in June of 2025.*



- << 19% Grants
- << 13% Individual Contributions
- << 67% Services
- << 1% Other



- << 88% Program Services Expenses
- << 8% Management and General Expenses
- << 4% Fundraising Expenses

## >> Did you know? <<

According to the National Adoption Council, each adoption represents a savings of \$15,480 for each year a child remains in his or her adoption placement until they reach 18 years of age. For the 600+ children on Family-Match that have been adopted over the past 6 years with the average age at adoption being 10—a conservative estimate would be a cumulative savings over 7 years of over \$90 million dollars.





adoption-share

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