2018
Annual Report

Alabama Department of Human Resources
KAY IVEY
Governor
State of Alabama
Dear Governor Ivey:

Fiscal year 2018 brought much good news to the citizens of Alabama, and children especially benefited from events of the year. A record number of children from Alabama’s foster care system found permanent homes. Seven hundred and ten foster children found their forever homes by being adopted in FY 2018. This is an increase from 509 in fiscal year 2017 and 502 in FY 2016. The previous record was 676 foster children adopted in FY 2009. The increase in adoptions in 2018 would not have happened without the joint effort among DHR, juvenile courts, probate judges and other partners who all worked together to help these children achieve permanency.

Another important milestone in keeping children safe was reached in FY 2018 when all child care centers in Alabama that receive child care subsidy payments were required to undergo a health and safety inspection of their facility. While this measure stops short of requiring all child care centers to be licensed in Alabama, it does help ensure the safety of thousands of children who attended uninspected centers across Alabama.

It was also a good year for seniors as ACT 2018-456 was passed in the 2018 legislation session making persons with Alzheimer’s or Dementia eligible for Senior Citizen’s Alert regardless of age. The legislature also passed ACT 2018-564 to reflect the change of removing the term senility and its definition and replacing it with the term neurodegenerative disease and its definition. Unfortunately, the number of Adult Abuse, Neglect and Exploitation continues to rise as the total number of reports increased by 15% over FY 2017.

DHR’s Food Assistance Division continues to show it is one of the best administered SNAP programs in the nation as it once again was recognized by being awarded a performance bonus of over one million dollars for its 2017 high application timeliness rate. The Division was also notified it had been awarded $1.3 million for low Quality Control Case and Procedural error rates. These bonus awards mark the fourth time in the last few years that DHR’s food assistance program has been recognized for high performance by the United States Department of Agriculture.

Fiscal year 2018 marked the tenth consecutive year of Alabama having a paternity establishment rate above 90%. Establishing paternity is critical to helping children get both financial and emotional support from both parents and Alabama is meeting and exceeding federal child support standards for establishing paternity.

Across the state of Alabama, DHR employees are working diligently to help families thrive as they deal with their day-to-day struggles. They protect the lives of vulnerable children and adults every day by placing the needs of others ahead of their own. I am extremely proud of the excellent work they do every day as this annual report demonstrates. On behalf of all of the hard working employees of the Alabama Department of Human Resources, I present you this FY 2018 DHR Annual Report.

With warmest regards,

Nancy T. Buckner
Commissioner
SOME BASIC FACTS ABOUT THE
ALABAMA DEPARTMENT OF HUMAN RESOURCES

DHR’S MISSION
TO PROVIDE FOR THE PROTECTION, WELL-BEING, AND
SELF-SUFFICIENCY OF CHILDREN AND ADULTS

DEPARTMENT HISTORY

The Alabama Department of Human Resources (DHR) was created in August 1935 to administer programs that were part of the Social Security Act. These programs were developed to help Americans suffering through the financial hardships of the Great Depression.

The agency’s original name was the Department of Public Welfare. In 1955, it was renamed the Department of Pensions and Security. The current name was adopted in 1986. Some programs have changed over the years; however, the agency’s primary goal has always been to help people in need.

MAJOR PROGRAMS
The Department of Human Resources’ major programs include Family Services, Food Assistance, Child Support, Child Care Services, Adult Protective Services, Family Assistance, and Emergency Welfare Services.

DIVERSE RESPONSIBILITIES
The Department has some of the most diverse responsibilities of any public or private agency. The agency’s number one legal responsibility is to prevent abuse, neglect and exploitation of children and vulnerable adults.

The agency also has a major role in assisting needy families through administration of the Food Assistance Program and the welfare block grant. Support services are provided to help the families become self-sufficient. Approximately one of every four Alabamians are affected directly or indirectly by DHR programs, services or functions.

DHR BOARDS
DHR operates under the State Board of Human Resources. The Governor, who serves as Board Chairperson, appoints the board members who serve six-year terms. The State Board approves major administrative actions, including the appointment of the Commissioner. The Board also approves the agency’s operating budget.

The 67 County Departments of Human Resources have boards that are appointed by county governments. City governments are involved in the appointment of county board members in a few populous counties.

REVENUES AND EXPENDITURES
In Fiscal Year 2018, DHR’s revenues and expenditures totaled $1,835,798,713, including more than $1.1 billion in food assistance benefits. The federal government provided approximately 84% of the agency’s funds. Sources of state dollars included the General Fund, the Education Trust Fund, whiskey and beer taxes, and other earmarked taxes.

Most of DHR’s federal funding comes through the U.S. Department of Agriculture (USDA) and the U.S. Department of Health and Human Services (HHS).

DEPARTMENT EMPLOYEES
DHR averaged 4,213 employees in FY 2018, most of whom work in county offices. Social workers represent the largest category of DHR staff, although a variety of professions are represented within the agency.
Record Number of Children Adopted in Fiscal Year 2018

A record number of children from Alabama’s foster care system found permanent homes in Fiscal Year (FY) 2018. There were 710 foster children adopted during FY 2018, up from 509 in fiscal year 2017 and 502 in FY 2016. The previous record was 676 foster children adopted in FY 2009. The increase in adoptions in 2018 is the result of a joint effort between DHR and juvenile courts, probate judges and other partners.

Adoption Recruitment

The Department continues its partnership with the Dave Thomas Foundation for Adoption through its signature Wendy’s Wonderful Kids Program. This nationally recognized program has two primary Department of Human Resources sites represented in North and South Alabama; however WWK recruiters serve children all over the state. A total of 57 WWK youth were matched in FY 2018 with 32 of those youth achieving permanency through finalized adoptions. The children served by these projects are older children, children with significant special needs, larger sibling groups and other children that historically have been challenging to match.

Heart Gallery Alabama has been working with the Department for over ten years photographing and producing videos of children waiting for adoption. In addition to the website that features these children, www.heartgalleryalabama.com presents on-site exhibits at various locations across the state. Heart Gallery Alabama partners with several television network affiliates as well as regional and statewide publications featuring children waiting for adoption.

Kids to Love, a private non-profit foundation, continues to advocate for our foster children. In addition to the weekly Kids to Love features that air on WHNT-TV in Huntsville, children in foster care in Alabama are provided school supplies, Christmas gifts and college scholarships through Kids to Love. They also run Camp Hope Alabama, a weekend camp that gives foster children a home-like atmosphere filled with fun activities and most importantly, an opportunity to build and maintain their sibling bonds. Kids to Love also operates K-Tech. K-Tech delivers Siemens Certified Mechatronics systems assistant program providing training and credentialing in the foundational areas of safety, quality, manufacturing processes and maintenance. These students can expect potential high growth opportunities as well as Associate Degree wage earnings. They graduated 32 diverse students (12 of which have been our current or former foster youth) with a 100% completion rate. Our students range from 18-42 years old.
Post Adoption Services

Post Adoption Services are provided through contract with Children’s Aid Society of Alabama. APAC (Alabama Post Adoption Connection) is a statewide program designed to empower adoptive families facing adoption challenges and to facilitate stronger bonds and interaction within all adoptive families.

APAC Services are available to all adoptive and kinship guardianship family members. Some services are also available to foster family members, prospective adoptive families, kinship care families and professionals working with the foster/adoptive population. Statewide services are provided out of four APAC offices located in Birmingham, Montgomery, Huntsville and Mobile.

In addition to the Kids to Love and Heart Gallery Alabama sites, Alabama’s waiting children are also featured on www.adoptuskids.org, www.adoption.com and the Department’s own website, www.dhr.alabama.gov.

Baby Box Program

In an effort to promote safe sleep for infants, all expecting parents living in Alabama are eligible to receive a Baby Box through DHR at one of 98 distribution centers across the State. The box includes newborn essentials such as diapers, baby wipes, activity cards, breast pads and nipple cream for breastfeeding mothers, onesie, waterproof tote bag and more.

- 98 Distribution Centers
- Over 5000 people enrolled in Baby Box University
- Almost 5,000 Baby Boxes delivered in FY 2018
Governor Ivey signs proclamation declaring April 2018 Child Abuse Prevention Month

Office of Child Welfare Eligibility

The Title IV-E Program received over $68 million in federal reimbursements for the fiscal year 2018. The penetration rate was 49.7% in FY 2018. The penetration rate is important to the Department since it governs the amount of reimbursements we receive from the federal government. The IV-E program, authorized by the Title IV, Part E of the Social Security Act, provides funds to our state for maintaining certain children in foster care or in adoptive families. The funding is also used for the administration of the program and training staff who work with the children and families. The Alabama IV-E Foster Care Primary Review was conducted by the Administration of Children and Families during the week of September 10, 2018. Alabama was determined to be in substantial compliance.
Office of
FINANCIAL RESOURCE MANAGEMENT

The Office of Financial Resource Management works with county staff and contract providers of Residential and Therapeutic Foster Care to ensure that needed services are available for abused and/or neglected children and that policy is available so that services are provided in compliance with rules and regulations of the Medicaid Agency.

Alabama Independent Living Program

Alabama’s Independent Living Program assists foster youth between the ages of 14 and 21 years of age achieve permanency and prepare for successful transition out of foster care. Resources and services are provided to help these youth learn the various skills needed to live and promote healthy interdependence. Teens 18 years of age and older receive additional supports to help youth maintain their own housing while attending school or starting a career.

Fostering Hope Scholarship

Over the last two years we have had 353 foster youth benefit from the Fostering Hope Scholarship. 195 of those youth are first-time College or vocational school attendees. Along with these youth, the Department is working to prepare over 170 youth who are pending high school graduation.
In fiscal year 2018 the Child Support Enforcement Division continued to partner with federal, state, and county child support staff, district attorneys, private attorneys, judges and other court officials, law enforcement officials, insurance companies, hospitals, the Center of Health Statistics, the State Department of Labor, the Family Assistance (TANF) program, Medicaid, Child Welfare, the Social Security Administration, the Department of Corrections, noncustodial parents and numerous contractors all in an effort to provide consistent support payments for the children served by the agency. The Department collected $383 million in child support in FY 2018. Establishing paternity, locating absent parents, collecting and distributing payments remain the focus while placing emphasis on both parents meeting the needs of the children financially and emotionally.

CHILD SUPPORT EXCEEDS PATERNITY PERFORMANCE STANDARDS

The Child Support Enforcement Division continues to exceed in performance standards. Paternity and court order establishment, along with collection efforts, help families develop lasting relationships and raises children out of poverty by helping families achieve self-sufficiency. Program performance in paternity establishment continues to exceed 90%.

Child Support Enforcement Division Increases Outreach Participation

The Child Support Enforcement Division collaborated with Housing and Urban Development Offices in Alabama for National Father’s Day events held during the month of June 2018. County child support offices participated in activities facilitated by the local housing authorities in Brewton, Northport, Tuskegee, Huntsville, Athens, Opp, Brilliant, and Aliceville and provided educational material on child support to attendees. The events not only focused on fathers, but also the family as a whole with the goal of empowering parents and promoting family bonding. Activities were provided for children, as well as parents, and included participation from churches, Head Start, Career Centers, community colleges, Counseling on Aging, Hospice, fire departments and law enforcement.
FY 2018 Jobs Facts

- Average number of adults required to participate in the JOBS Program each month: 3,531
- Average number of two-parent families required to participate in JOBS each month: 41
- Adults who found employment each month averaged: 425
- Total monthly average of clients working: 2,085
- Average number of adults who participated in the Community Employment Program (CEMP) each month: 251
- Families Transitioned off TANF due to Employment: 456

Alabama Coalition Against Domestic Violence

The Alabama Department of Human Resources’ domestic violence prevention and assistance effort is managed by the Alabama Coalition Against Domestic Violence (ACADV). The program, funded by DHR, is known as SAIL which is an acronym for Special Assessment Intervention Liaison. SAIL currently provides services to low income persons in all 67 counties in Alabama via 24 specialists.

During FY 2018, the ACADV received 1,957 referrals for domestic violence via SAIL, worked with 798 SAIL participants, helped 420 participants acquire employment and provided financial assistance to 402 low income participants.

Alabama Domestic Violence Hotline 1-800-650-6522
**FISCAL YEAR 2018**

**Family Assistance Program Statistics**

- Average caseload – 8,565
- Average monthly payment per case - $187.47
- Average number of child recipients – 15,059
- Average percentage of child-only cases – 55%
- Non child-only cases receiving benefits beyond 36 months – 19.9%

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**State Supplementation Program**

The State Supplementation Program provides payments to needy elderly, blind and disabled persons. Its purpose is to supplement SSI benefits and/or other income to individuals who are in need of independent home-life care or specialized independent care and are paying someone to provide such care.

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**Families Transitioned off TANF due to Employment**

In FY 2018 an average number of 49 individuals receive benefits under the State Supplementation Program.
ALABAMA Quality STARS

In FY2018 sixty-five child care centers achieved and maintained STAR rating in the Alabama Quality STARS - QRIS (Quality Rating and Improvement System). The STAR rating identifies the center as meeting standards above and beyond minimum licensing requirements. Alabama Quality STAR rated centers receive higher reimbursement for children participating in the Child Care Subsidy Program (up to 10% above the base rate for STAR 5 centers).

The University of Alabama, Children’s Program became the first early care and education center in the state to achieve a 5 STAR rating, the highest possible rating.

A pilot of the Family Child Care provider Quality STARS was completed in FY 2018. Thirty-seven family child care providers, in 11 counties, participated in the pilot project. The pilot project will help the Division evaluate and improve upon the design of Alabama Quality STARS implementation with Family Child Care providers.

ALABAMA PATHWAYS

The Alabama Pathways - Professional Development Registry (PDR) database allows the Division to track the professional development qualifications (credentials, degrees, and training) of child care practitioners. In FY2018 there was a 27% increase in the number of child care professionals registered in the PDR. Of those registered, there was a 28% increase in child care professionals that have an associate’s or higher degree in Child Development, Early Childhood Education or Early Education.

Early Head Start - Child Care Partnership (EHS-CCP) Program

The Early Head Start – Child Care Partnership (EHS-CCP) Program provides high quality child care and comprehensive services to low-income infant and toddlers and their families. The EHS-CCP program has partnership sites in 27 counties in center-based and family child care settings.

2017-2018 Program Year Total Cumulative Enrollment – 786
Funded Enrollment – 566 children
Subsidy Children Enrollment – 82%
Family Child Care Homes – 48
Child Care Centers – 20
Child Care Subsidy Program

The Child Care Subsidy Program recorded a 7% increase in reimbursements to child care providers. Beginning October 2018 reimbursement rates for providers participating in the Child Care Subsidy Program increased to the 70th percentile of the most recent market rate survey. Efforts to reduce and eliminate a waiting list for families applying for child care assistance continued. The current waiting list is at the lowest amount in the history of the program.

Parent Eligibility

- Children enrolled in the program as of September 30, 2018 ...........36,887
- Dollars reimbursed to child care providers.................................$97.4 million

Governor Kay Ivey signs HB 76, the Child Care Safety Act of 2018.

Office of Child Care Licensing

In FY 2018, licensing consultants made 3206 visits to licensed child care centers and exempt programs who participate in the Subsidy Program and 1610 visits to licensed day care homes to determine compliance with Minimum Standards, license new facilities, renew licenses of existing facilities, investigate complaints, provide consultation to child care staff, and to monitor compliance with the Health and Safety Guidelines for facilities participating in Subsidy.

Licensed centers as of September 30, 2018.................................969
Licensed child care homes as of September 30, 2018.......................698
Church exempt child care facilities as of September 30, 2018...............834
World Elder Abuse Awareness Day

World Elder Abuse Awareness Day (WEAAD) was observed on June 15, 2018, however, 45 county departments held various events throughout the month of June to commemorate the day. Elder abuse awareness was promoted through social media, radio and television advertisements, proclamation signings, workshops, luncheons, carnivals and the display of decorations throughout communities.

The Department received 10,780 reports of Adult Abuse, Neglect and Exploitation (AANE). This number indicates a 15% increase from FY 2017. Of the total reports that were received, 1974 were assessed as Preventions.
Ms. Hailey Killen, a social worker with the Lauderdale County DHR, was the recipient of the 2018 Alabama Spirit of Adult Protective Services Award.

Commissioner Nancy T. Buckner acknowledged Ms. Killen’s accomplishments and presented her with an award at a reception that was held in her honor on May 30, 2018.

Ms. Killen has established herself as a leader of the APS program within her agency as well as throughout her community due to her efforts in advocating for and meeting the needs of the elderly and disabled adult population of which she serves. Ms. Killen is very compassionate and has the ability to remain composed in crisis situations so that needs and solutions are properly identified for individuals. Ms. Killen has united and educated community partners in an effort to streamline the process of providing services to the clients which exemplifies her dedication to the citizens of Lauderdale County.

**LEGISLATIVE UPDATES**

ACT 2018-456 which is derived from the Missing Persons Act of 1975 was passed in the 2018 legislation session. ACT 2018-564 which is derived from The Code of Alabama was passed to reflect the change of removing the term senility and its definition and replacing it with the term neurodegenerative disease and its definition.
Alabama DHR received two bonus awards from the USDA

The Alabama Department of Human Resources received notification from the United States Department of Agriculture (USDA) that the Alabama Supplemental Nutrition Assistance Program (SNAP) was awarded a performance bonus in the amount of $1,145,388 for a high application processing timeliness (APT) rate in fiscal year 2017. Alabama’s APT for FY 2017 was 97.25%.

The Department was also notified it had been awarded a bonus for Quality Control (QC) Case and Procedural Error Rates (CAPER) for Fiscal Year (FY) 2016 in the amount of $1,301,219. Alabama had a CAPER of 4.87% for FY 2016 against a national average of 23.47%.

The performance bonus payments may be used only for SNAP related expenses such as investments in technology, improvements in administration and distribution, and actions to prevent fraud, waste and abuse.

These bonus awards mark the fourth time in the last few years that DHR’s food assistance program has been recognized for its high performance by the USDA. Last June, Alabama DHR was recognized by the USDA for its low payment error rate of 4.19% for FY 2017. In September, 2016, DHR received more than $3.4 million for the FY2015 timeliness rate of 95.6 percent.

The number of low income people receiving Food Assistance benefits in Alabama decreased to the lowest number since FY 2009, as the unemployment rate continued to decrease. An average of 767,000 people received benefits each month in FY 2018, a decrease of over 4% from FY 2017.

The total amount of SNAP benefits decreased from $1.17 billion to $1.09 billion in FY 2018.
FY 2018 Participation in the A-RESET program is up 52% Over FY 2017

In FY 2018, the Alabama Department of Human Resources Food Assistance Employment and Training (SNAP E&T) Program (A-RESET: Alabama Resources for the Enrichment, Self-Sufficiency, and Employability Training) has continued to work to build a high quality SNAP Employment and Training program which will allow clients to get the education, training and skills required to obtain and maintain substantial employment. In FY 2017 2,971 SNAP clients participated in the program. With the addition of new dedicated county staff as well as additional community partners, in FY 2018 4,524 clients took advantage of the services offered through A-RESET. That is an increase in participation of over 52%.

In order to facilitate this increase in the participation rate in the A-RESET program which provides participants with the necessary education, skills, and training needed to successfully compete in today’s job market and become employed at jobs which will allow them to become self-sufficient; the State has continued to add partners which can offer participants the needed resources. The State issued two requests for proposals (RFPs) which yielded ten new partnerships:

- A Cut Above the Rest Training Facility,
- Alabama Alliance of Boys and Girls Clubs,
- Alabama Industrial Development Training Institute (AIDT),
- Family Counseling Center of Mobile, Inc.,
- Goodwill Industries of the Southern Rivers,
- M & E Consulting Services, LLC.,
- Sylacauga Alliance for Family Enhancement (SAFE),
- The Daniel Payne College Village Foundation,
- United Ways of Alabama, and
- Workshops, Inc.

In addition to the new partners, the program has added A-RESET counties as well as staff. As of FY 2018, the State currently operates its A-RESET program in 39 counties 11 of which have 21 designated E&T case managers: Calhoun, Dallas, Elmore, Jefferson, Lee, Lowndes, Madison, Mobile, Montgomery, Tuscaloosa, and Wilcox. With the addition of these new partners and case managers, the State is able to extend the A-RESET program beyond able bodied adults without dependents (ABAWD) clients in these 11 counties to any SNAP client who wishes to participate and is otherwise eligible.

With the addition of these new partners and case managers, the State is able to offer more intense education, training, and case management to even more SNAP clients who are ready for A-RESET.
Emergency Welfare Services/Safety

Disaster Preparedness and Response

- Field Administration staff participated in (AEMA) Alabama Emergency Management Agency exercises and trainings, including the annual Winter Weather Exercise at the State Emergency Operations Center and AEMA Division offices on November 7, 2018.

- Field Administration staff deployed to the State Emergency Operations Center (SEOC), County EOCs, and AEMA Division Offices to support response and recovery operations associated with the following severe weather events:
  - Severe Weather 19 Mar 18
  - Sub Tropical Storm Alberto – 25 May 18
  - Tropical Storm Gordon - 4 Sep 18
  - Hurricane Michael – 8 Oct 18

- EWS/Safety participated in quarterly Functional and Access Needs in Disasters (FAND) meetings co-chaired by the Governor’s Office on Disability (GOOD) and Alabama Department of Public Health (ADPH).

- EWS/Safety hosted bi-annual Mass Care conference calls in coordination with ADPH’s Center for Emergency Preparedness and Alabama Emergency Management Agency. Sheltering and Mass Care (ESF6) support agencies, including American Red Cross, The Salvation Army, and Governor’s Office of Volunteer Services provided updates on emergency preparedness activities undertaken to prepare for an all hazards response.

- EWS/Safety staff collaborated with ADPH, AEMA, and American Red Cross to identify and survey additional Mass Care and Medical Needs shelters. The ADPH Medical Needs Shelter (MNS) Planning Workgroup, which includes ADHR and other state partners, conducted site visits to pre-identified and potential MNS locations to meet with local sheltering partners and discuss agency roles, responsibilities, and shelter operations.

- Field Administration staff participated in ADPH Medical Needs Shelter (MNS) staff training. Participants learned more about MNS activities, including the Alabama Incident Management System (AIMS) patient registration module used to track MNS patients and caregivers.

- EWS/Safety coordinated with the Governor’s Office of Volunteer Services, United Ways of Alabama, and other state agencies to review applications to the Governor’s Emergency Relief Fund (GERF). The GERF provides assistance to individuals and families, through local LTRCs, with recovery costs that are a direct result of a disaster or emergency.

Sheltering and Mass Care Task Force

- Commissioner Buckner chaired the annual Sheltering and Mass Care Task Force (SMCTF) meeting on December 7, 2018. ADHR coordinates with state agencies and Voluntary Agencies Active in Disasters (VOADs) to prepare for the sheltering and mass care of evacuees and/or displaced persons during a disaster or any Governor ordered mandatory evacuation.

EMPLOYEE SAFETY

The Office of EWS/Safety collaborated with the Alabama Law Enforcement Agency to provide on-site safety training. ALEA conducted “RUN, HIDE, FIGHT” (active shooter) trainings at County offices. The trainings emphasize the importance of personal safety and reporting suspicious activity to law enforcement.
OFFICE OF TRAINING

Field Administration’s Office of Training continued to develop, administer, and evaluate training modules for DHR’s online learning management system known as LETS (Learning, Education, and Training System). This system aids the development of over 4,000 DHR employees. In addition to administering the Field Administration courses on topics such as employee safety, emergency welfare duties, and confidentiality, the Office of Training continued to assist the training divisions within DHR’s different program areas in delivering their trainings through LETS.

By providing online training through LETS, DHR is able to reduce travel expenses and time spent away from work for trainers and participants while providing more standardized training. LETS also tracks instructor-led trainings in order to maintain a complete training history for employees.

The Office of Training continued to administer the Child Abuse Mandated Reporters Training and the Adult Abuse Mandated Reporters Training for the citizens of Alabama through DHR’s public interactive training website (http://training.dhr.alabama.gov). Both of these trainings were developed as part of a statewide effort to ensure mandated reporters receive the necessary training to better protect Alabama’s children, elderly, and disabled adults.

STAFF DEVELOPMENT

During FY2018, Field Administration/Staff Development continued partnerships with professional social work education programs throughout Alabama to provide training and education to current and prospective child welfare social workers via the Title IV-E Traineeship Agreement. Through these partnerships, child welfare staff received training on building child welfare supervision skills and improving permanency outcomes for children in care, as well as, social work licensure preparation. County directors participated in trainings focused on enhancing child welfare leadership skills. In October 2017, the Department sponsored the 16th Annual Fall Social Work Conference in partnership with The University of Alabama School of Social Work. The conference theme was “Well-being: Seeing the Big Picture” and featured workshop topics covering building well-being and resilience in children and child welfare staff and social work ethics. Several Child Welfare Information Sessions for social work students were held at universities throughout the state. In addition to these training opportunities, the Title IV-E Traineeship Agreement supported the infusion of child welfare content into professional social work education programs and stipend support for professional social work students interested in child welfare careers.

Field Administration/Staff Development continued to provide support for the Department’s Social Work Licensure Initiative throughout 2018. Social Work Licensure Supervision, in accordance with Alabama State Law and the Alabama Board of Social Work Examiners Administrative Code, was provided to approximately 130 licensed employees throughout the State. Field Administration/Staff Development Social Work Licensure Supervisors provided crisis intervention assistance to foster parents and employees of the Department working with cases of particularly severe child abuse. Crisis and grief intervention is also provided to employees dealing with the unexpected deaths of co-workers. Also, Field Administration/Staff Development supported the District Administrative Specialists by collecting and analyzing data for use in the performance appraisals of county directors.
**DISTRICT ADMINISTRATIVE SPECIALISTS**

As of September 30, 2018

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(256) 301-8668

*Madison

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Cleburne
Dale
Elmore
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Bullock
Coffee
Crenshaw
Geneva
Henry
Houston
Macon
Pike
Russell

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Colbert
Cullman
DeKalb
Jackson
*Jefferson
Lauderdale
Lawrence
Limestone
Marshall
Morgan

Shea Cobb-England
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Tuscaloosa 35405
(205) 562-5913

Blount
Calhoun
Fayette
Franklin
Lamar
Marion
Shelby
St. Clair
Tuscaloosa
Walker
Winston

Alvin Reed
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Selma 36702
(334) 876-4126

Bibb
Chilton
Clay
Coosa
Dallas
Greene
Hale
Perry
Pickens
Talladega
Wilcox

*Maria McGuire will also be on a special project.
CONTINUOUS QUALITY IMPROVEMENT

A chief component of the QA Division’s focus is Continuous Quality Improvement (CQI). CQI occurs when one or more of the QA Division offices engage community stakeholders, collect qualitative and quantitative data, assess systemic strengths and needs, initiates institutional interventions, evaluates interventions for success (or lack thereof), and ensures the sustainment of a higher level of child welfare practice.

THE FIVE OFFICES THAT MAKE UP THE QA DIVISION ARE:

The Office of Child Welfare Training plays a vital role in partnering with other units to meet overall Child Welfare training needs of the Department. They communicate with other DHR offices by helping to deliver appropriate training to training staff.

The Office of Quality Child Welfare Practice conducts random record reviews, completes Child Welfare Practice Review Tools and provides a Report of Findings to County Directors and their staff following each onsite review. The OQCWP Specialist provides coaching and capacity building in each county to develop an agreement around improving practice.

The Office of Constituent Services receives and responds to calls from constituents who have concerns about child welfare issues. The Office accepts constituent communications by phone, emails, and letters. They also address concerns received from Legislators, the Commissioner and her staff, and the Governor’s office. This unit also assists counties by completing a tool to determine the level of care or placement for behaviorally challenged children in foster care.

The Office of Quality Assurance provides feedback to the Department on the performance of the state’s child welfare system. This unit provides a vital component of the Division’s mission and purpose. They conduct on-site case reviews by interviewing child welfare case participant and interviewing other relevant stakeholders. After a system of checks and balances with internal and federal reviewers to ensure fidelity of the case reviews, the information is entered into a database where case review findings are maintained.

The Office of Quality Behavioral Services provides training on parenting techniques specific to behavior management and individualized behavioral consultation to the families and children served by the Department of Human Resources.
ALABAMA DEPARTMENT OF HUMAN RESOURCES

USES OF FUNDS

SOURCES AND USES OF FUNDS FOR

2018

Salaries .......................................................... 176,873,528
Employee Benefits ................................................. 83,226,475
In-State Travel .................................................. 7,797,596
Out-of-State Travel .............................................. 495,872
Repairs and Maintenance .................................. 1,656,491
Rents and Leases ............................................. 25,771,319
Utilities and Communications .......................... 11,637,152
Professional Services ......................................... 40,080,718
Supplies, Materials and Operating Expenses ............. 10,968,085
Transportation Equipment Operating Costs ............ 423,843
Grants & Benefits ........................................... 1,472,959,669
Capital Outlay .................................................. 100,000
Other Equipment Purchases ................................ 3,807,965

TOTAL USES OF FUNDS ............................... $1,835,798,713

Sources of Funds

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<tr>
<th>FEDERAL AND LOCAL FUNDS</th>
<th>STATE FUNDS</th>
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<td>Federal Temporary Assistance to Needy Families ............... 92,045,183</td>
<td>Transfers from MNC Agencies .............. 683,279</td>
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<tr>
<td>Federal Title IV-B Funds .................................. 14,855,328</td>
<td>Foster Care Trust Fund .................. 57,223</td>
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<td>Federal Title IV-D Funds ................................ 35,277,150</td>
<td>General Fund Transfer ................... 62,516,331</td>
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<td>Federal Title IV-E Funds ................................ 58,764,677</td>
<td>Education Trust Fund Transfer ........... 31,284,720</td>
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<td>Federal Title XIX Funds ................................ 62,987,697</td>
<td>Whiskey Tax ..................................... 50,277,215</td>
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<td>Federal Social Services Block Grant-Title XX ................. 33,458,974</td>
<td>ABC Profits ..................................... 482,778</td>
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<td>Federal Child Day Care Discretionary Funds ................. 63,062,253</td>
<td>Beer Tax and Fortified Wine Tax .......... 11,018,997</td>
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<td>Federal Child Day Care Mandatory Funds ...................... 16,627,042</td>
<td>Confederate Pension Fund ............... 20,773,500</td>
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<td>Federal Child Day Care Matching Funds ....................... 33,868,434</td>
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<td>Federal USDA Funds ...................................... 1,149,322,782</td>
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<td>Federal Child Abuse Grant ................................ 625,422</td>
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<td>Early Head Start Grant .................................. 7,839,113</td>
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<td>Child Support Interest and Fees ......................... 254,173</td>
<td>Contractors’ Gross Receipts .............. 7,684,027</td>
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<td>Casey Foundation Grant ................................... 2,500</td>
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<td>Thomas Foundation Grant ................................ 140,000</td>
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<td>Other Federal Funds ..................................... 1,567,020</td>
<td>Unencumbered Balance Forward .......... 1,926,616</td>
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TOTAL FUNDS AVAILABLE ............................. $1,835,798,713

Amounts are reported as provided by the Executive Budget Office using the STAARS Performance Budgeting System.
Department of Human Resources

FY 2018

EXPENDITURES BY OBJECTS

- Grants and Benefits $1,472.96 (80.24%)
- Other Equipment Purchases $3.81 (.21%)
- Salaries $176.87 (9.63%)
- Employee Benefits $83.23 (4.53%)
- In-State Travel $7.80 (.42%)
- Out-of-State Travel $0.50 (.03%)
- Repairs and Maintenance $1.66 (.09%)
- Rents and Leases $25.77 (1.40%)
- Utilities and Communications $11.64 (.63%)
- Professional Services $40.08 (2.18%)
- Supplies, Materials, Opr Exp $10.97 (.60%)
- Transportation Equipment Operations/Capital Outlay $0.14 (.03%)

TOTAL EXPENDITURES = $1,835,798,713
VALUES = MILLIONS

Amounts reported are as provided by the Executive Budget Office using the STAARS Performance Budgeting System.

Department of Human Resources

FY 2018

GRANTS AND BENEFITS BY PROGRAM

- Food Assistance Program $1,097.73 (74.53%)
- Child Welfare $184.25 (12.51%)
- Adult Protective Services $5.21 (.35%)
- TANF $41.05 (2.79%)
- Child Day Care $128.63 (8.73%)
- Child Support Enforcement $16.10 (1.09%)

TOTAL GRANTS AND BENEFITS EXPENDITURES = $1,472,959,668
VALUES = MILLIONS

Amounts reported are as provided by the Executive Budget Office using the STAARS Performance Budgeting System.
Department of Human Resources  
**FY 2018**  
**REVENUE SOURCES**

TOTAL EXPENDITURES = $1,835,798,713  
VALUES = MILLIONS

Amounts reported are as provided by the Executive Budget Office using the STAARS Performance Budgeting System.

Department of Human Resources  
**FY 2018**  
**EXPENDITURES BY FUNCTIONAL AREA**

TOTAL GRANTS AND BENEFITS EXPENDITURES = $1,835,798,713  
VALUES = MILLIONS

Amounts reported are as provided by the Executive Budget Office using the STAARS Performance Budgeting System.
With some exceptions, the programs and services of the Alabama Department of Human Resources are provided by or through the agency’s 67 County Departments of Human Resources. All DHR county departments have boards appointed by local governments. These County Boards of Human Resources are the hiring authority for the DHR County Director.

<table>
<thead>
<tr>
<th>County</th>
<th>Director</th>
<th>Address</th>
<th>City</th>
<th>Zip Code</th>
<th>Telephone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Autauga</td>
<td>Onya Myhand</td>
<td>203 North Court Street</td>
<td>Prattville</td>
<td>36067</td>
<td>(334) 358-5000</td>
</tr>
<tr>
<td>Baldwin</td>
<td>ReMigia Coleman</td>
<td>22259 Palmer Street</td>
<td>Robertsdale</td>
<td>36567</td>
<td>(251) 945-2400</td>
</tr>
<tr>
<td>Barbour</td>
<td>Deana Stinson</td>
<td>276 Highway 239 South</td>
<td>Clayton</td>
<td>36016</td>
<td>(334) 775-2000</td>
</tr>
<tr>
<td>Bibb</td>
<td>Carla Emmons</td>
<td>84 Library Street</td>
<td>Centreville</td>
<td>35042</td>
<td>(205) 926-2900</td>
</tr>
<tr>
<td>Blount</td>
<td>Catherine Denard</td>
<td>415 5th Avenue East</td>
<td>Oneonta</td>
<td>35121</td>
<td>(205) 274-5200</td>
</tr>
<tr>
<td>Bullock</td>
<td>Tracy Larkins</td>
<td>201 North Powell Street</td>
<td>Union Springs</td>
<td>36089</td>
<td>(334) 738-0111</td>
</tr>
<tr>
<td>Butler</td>
<td>Jennifer Langford</td>
<td>182 West Adams Street</td>
<td>Greenville</td>
<td>36037</td>
<td>(334) 382-4410</td>
</tr>
<tr>
<td>Calhoun</td>
<td>Linda Bibb</td>
<td>415 West 11th Street</td>
<td>Anniston</td>
<td>36202</td>
<td>(256) 240-2085</td>
</tr>
<tr>
<td>Chambers</td>
<td>Julia Ann Hyde</td>
<td>410 9th Ave. SW</td>
<td>LaFayette</td>
<td>36862</td>
<td>(334) 864-4000</td>
</tr>
<tr>
<td>Cherokee</td>
<td>Michelle Fulmer</td>
<td>202 Dean Buttram Sr. Avenue</td>
<td>Centre</td>
<td>35960</td>
<td>(256) 927-1440</td>
</tr>
<tr>
<td>Chilton</td>
<td>Marilyn Colson</td>
<td>500 Airport Road</td>
<td>Clanton</td>
<td>35046</td>
<td>(205) 280-2000</td>
</tr>
<tr>
<td>Choctaw</td>
<td>Ashley Carlock</td>
<td>1003 Mulberry Avenue</td>
<td>Butler</td>
<td>36904</td>
<td>(205) 459-9701</td>
</tr>
<tr>
<td>Coneuh</td>
<td>Jodie Nata</td>
<td>856 Liberty Hill Drive</td>
<td>Evergreen</td>
<td>36401</td>
<td>(251) 578-3900</td>
</tr>
</tbody>
</table>
Top row from left: Joy Humphrey, Tuscaloosa County; Randy Shelton, Lamar County; Jason Cowart, Fayette County; Catherine Denard, Blount County; Linda Bibb, Calhoun County; Kim Mashego, Shelby County

Bottom row from left: Kier Vickery, Marion County; Diane Watson, Winston County; Cherri Pilkington, St. Clair County; Randy Redmill, Walker County

Top row from left: Carla Emmons, Bibb County; Marilyn Colson, Chilton County; Carol Dixon, Wilcox County; Autumn White, Coosa County; Kay Robertson, Clay County

Bottom row from left: Misty Renfroe, Pickens County; Nicole Parker, Talladega County; Wilson Morgan, Greene County; Wanda Goodwin, Dallas County
<table>
<thead>
<tr>
<th>County</th>
<th>Director</th>
<th>Address</th>
<th>City, State</th>
<th>Zip Code</th>
<th>Telephone</th>
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<tr>
<td>COOSA</td>
<td>Autumn White</td>
<td>300 South Jackson Street</td>
<td>Rockford, AL</td>
<td>35136</td>
<td>(256) 377-2000</td>
</tr>
<tr>
<td>COVINGTON</td>
<td>Lesa Syler</td>
<td>1515 Martin Luther King Jr. Expwy.</td>
<td>Andalusia, AL</td>
<td>36420</td>
<td>(334) 427-7900</td>
</tr>
<tr>
<td>CRENSHAW</td>
<td>Kristi Kitchens</td>
<td>25 Hospital Drive</td>
<td>Luverne, AL</td>
<td>36049</td>
<td>(334) 335-7000</td>
</tr>
<tr>
<td>CULLMAN</td>
<td>Amy Smith</td>
<td>1220 St. Joseph Street, NW</td>
<td>Cullman, AL</td>
<td>35055</td>
<td>(256) 737-5300</td>
</tr>
<tr>
<td>DALE</td>
<td>Stephanie McKnight</td>
<td>513 Carroll Avenue</td>
<td>Ozark, AL</td>
<td>36360</td>
<td>(334) 445-4900</td>
</tr>
<tr>
<td>DALLAS</td>
<td>Wanda Goodwin</td>
<td>200 Samuel O. Moseley Drive</td>
<td>Selma, AL</td>
<td>36702</td>
<td>(334) 876-4100</td>
</tr>
<tr>
<td>DEKALB</td>
<td>Denise Raines</td>
<td>2301 Briarwood Avenue, South</td>
<td>Fort Payne, AL</td>
<td>35967</td>
<td>(256) 844-2700</td>
</tr>
<tr>
<td>ELMORE</td>
<td>Michelle Wood</td>
<td>8961 U.S. Highway 231</td>
<td>Wetumpka, AL</td>
<td>36092</td>
<td>(334) 514-3200</td>
</tr>
<tr>
<td>ESCAMBIA</td>
<td>Lynn Barnes</td>
<td>326 Evergreen Avenue</td>
<td>Brewton, AL</td>
<td>36426</td>
<td>(251) 809-2000</td>
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<tr>
<td>ETOWAH</td>
<td>Teresa Sauls</td>
<td>210 Hoke Street</td>
<td>Gadsden, AL</td>
<td>35903</td>
<td>(256) 549-4100</td>
</tr>
<tr>
<td>FAYETTE</td>
<td>Jason Cowart</td>
<td>410 16th Street, NE</td>
<td>Fayette, AL</td>
<td>35555</td>
<td>(205) 932-1665</td>
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<tr>
<td>FRANKLIN</td>
<td>Amber Steward</td>
<td>737 Highway 48</td>
<td>Russellville, AL</td>
<td>35653</td>
<td>(256) 331-5900</td>
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<tr>
<td>GENEVA</td>
<td>Jason Hughes</td>
<td>1831 West Magnolia Avenue</td>
<td>Geneva, AL</td>
<td>36340</td>
<td>(334) 684-5800</td>
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<tr>
<td>GREENE</td>
<td>Wilson Morgan</td>
<td>36 Park Street</td>
<td>Eutaw, AL</td>
<td>35462</td>
<td>(205) 372-5000</td>
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<tr>
<td>HALE</td>
<td>Mattie Harris</td>
<td>906 Wheelan Street</td>
<td>Greensboro, AL</td>
<td>36744</td>
<td>(334) 624-2583</td>
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<tr>
<td>HENRY</td>
<td>Julie Lindsey</td>
<td>507 Kirkland Street</td>
<td>Abbeville, AL</td>
<td>36310</td>
<td>(334) 585-4100</td>
</tr>
<tr>
<td>HOUSTON</td>
<td>Leslie Kelly</td>
<td>1605 Ross Clark Circle</td>
<td>Dothan, AL</td>
<td>36301</td>
<td>(334) 677-0400</td>
</tr>
<tr>
<td>JACKSON</td>
<td>Kristie Crabtree</td>
<td>205 Liberty Lane</td>
<td>Scottsboro, AL</td>
<td>35769</td>
<td>(256) 575-6100</td>
</tr>
<tr>
<td>JEFFERSON</td>
<td>Francine Fenderson</td>
<td>2001 12th Avenue North</td>
<td>Birmingham, AL</td>
<td>35234</td>
<td>(205) 423-4500</td>
</tr>
<tr>
<td>LAMAR</td>
<td>Randy Shelton</td>
<td>250 Springfield Road</td>
<td>Vernon, AL</td>
<td>35592</td>
<td>(205) 695-5000</td>
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<tr>
<td>LAUDERDALE</td>
<td>Cindy Bratcher</td>
<td>424 Veterans Drive</td>
<td>Florence, AL</td>
<td>35630</td>
<td>(256) 765-4000</td>
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<tr>
<td>LAWRENCE</td>
<td>Corey Williams</td>
<td>13280 Alabama Hwy 157</td>
<td>Moulton, AL</td>
<td>35650</td>
<td>(256) 905-3100</td>
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<tr>
<td>LEE</td>
<td>Emily Jones</td>
<td>1715 Corporate Drive</td>
<td>Opelika, AL</td>
<td>36801</td>
<td>(334) 737-7778</td>
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<tr>
<td>LIMESTONE</td>
<td>Tracy Miller</td>
<td>1007 West Market Street</td>
<td>Athens, AL</td>
<td>35612</td>
<td>(256) 216-6380</td>
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</tbody>
</table>
Top row from left: Kristi Kitchens, Crenshaw County; Jason Hughes, Geneva County; Onya Myhand, Autauga County; Deana Stinson, Coffee County

Bottom row from left: Tracy Larkins, Bullock County; Leslie Kelly, Pike County; Julie Lindsey, Henry County; Patty Faircloth, Pike County

Top row from left: Marsha Busby, Cleburne County; Teresa Sauls, Etowah County; Allison Bryars, Assistant Director, Montgomery County; Amanda Faulk, Assistant Director, Montgomery County; Sharonda Pettaway, Montgomery County

Bottom row from left: Stephanie McKnight, Dale County; Gia Coleman, Baldwin County; Brenda Floyd, Tallapoosa County; Michelle Wood, Elmore County
LOWNDES  
Director: Rachel Waters  
382 State Hwy. 97 South  
Hayneville, AL  36040  
telephone: (334) 548-3800

MACON  
Director: Tonya Allen  
404 North Main Street  
Tuskegee, AL  36083  
telephone: (334) 725-2100

MADISON  
Director: Tonita Phipps  
2206 Oakwood Avenue  
Huntsville, AL  35810  
telephone: (256) 427-6000

MARENGO  
Interim Director:  
Wilson Morgan  
701 South Shiloh Street  
Linden, AL  36748  
telephone: (334) 295-2000

MARION  
Director: Kier Vickery  
760 Industrial Park  
Hamilton, AL  35570  
telephone: (205) 921-6000

MARSHALL  
Director: Marcia Parker  
180 Bluff Road  
Guntersville, AL  35976  
telephone: (256) 582-7100

MOBILE  
Director: Stephanie Streeter  
3103 Airport Blvd.  
Mobile, AL  36606  
telephone: (251) 450-7000

MONROE  
Interim Director:  
Latonya Wells-Horne  
25 Legion Drive  
Monroeville, AL  36460  
telephone: (251) 743-5900

MONTGOMERY  
Director: Sharonda Pettaway  
3030 Mobile Highway  
Montgomery, AL  36108  
telephone: (334) 293-3100

MORGAN  
Director: Lainie Alexander  
507 14th Street, SE  
Decatur, AL  35601  
telephone: (256) 301-8800

PERRY  
Interim Director:  
Wanda Goodwin  
1609 Highway 5, South  
Marion, AL  36756  
telephone: (334) 683-5500

PICKENS  
Director: Misty Renfroe  
401 Tuscaloosa Avenue  
Carrollton, AL  35447  
telephone: (205) 367-1500

PIKE  
Director: Patty Faircloth  
717 South Three Notch Street  
Troy, AL  36081  
telephone: (334) 807-6120

RANDOLPH  
Interim Director:  
Kay Robertson  
865 Hillcrest Avenue  
Wedowee, AL  36278  
telephone: (256) 357-3000

RUSSELL  
Director: Allison Bryars  
1003 25th Avenue  
Phenix City, AL  36869  
telephone: (334) 214-5780

ST. CLAIR  
Director: Cherri Pilkington  
213 Fox Hollow Boulevard  
Pell City, AL  35125  
telephone: (205) 812-2100

SHELBY  
Director: Kim Mashego  
987 Highway 70  
Columbiana, AL  35051  
telephone: (205) 669-3000

SUMTER  
Director: Della Whitfield  
108 West Main Street  
Livingston, AL  35470  
telephone: (205) 652-5000

TALLADEGA  
Director: Nicole Parker  
P. O. Drawer 539  
Talladega, AL  35161  
1010 Ashland Hwy.  
Talladega, AL  35160  
telephone: (256) 761-6600

TALLAPOOSA  
Director: Brenda Floyd  
1279 South Tallassee Street  
Dadeville, AL  36853  
telephone: (256) 825-3700

TUSCALOOSA  
Director: Joy Humphrey  
3716 12th Avenue East  
Tuscaloosa, AL  35405  
telephone: (205) 562-6100

WALKER  
Director: Randy Redmill  
1901 Highway 78 East  
Jasper, AL  35501  
telephone: (205) 387-5400

WASHINGTON  
Director: Ashley Carlock  
14921 St. Stephens Avenue  
Chatom, AL  36518  
telephone: (251) 847-6100

WILCOX  
Director: Carol Dixon  
231 Depot Street  
Camden, AL  36726  
telephone: (334) 682-1200

WINSTON  
Director: Diane Watson  
991 Highway 33 North  
Double Springs, AL  35553  
telephone: (205) 489-1500
Top row from left: Ashley Carlock, Washington County; Jodie Nata, Conecuh County; Lynn Barnes, Escambia County; Lesa Syler, Covington County; Jennifer Langford, Butler County

Bottom row from left: Juanita Spinks, Assistant Director, Mobile County; Stephanie Streeter, Mobile County; Stacy Blomgren, Assistant Director, Mobile County
STATE OFFICE DIRECTORY

COMMISSIONER
Nancy T. Buckner
242-1160

CHIEF OF STAFF/ETHICS OFFICER
Nancy S. Jinright
242-1160

DEPUTY COMMISSIONER FOR ADMINISTRATIVE SERVICES
Paul Butler / Acting
242-8395

DEPUTY COMMISSIONER FOR FAMILY RESOURCES
Faye Nelson
242-9378

DEPUTY COMMISSIONER FOR CHILDREN AND FAMILY SERVICES
Karen Smith
353-3343

DEPUTY COMMISSIONER FOR FIELD ADMINISTRATION
Paul Butler
353-1170

DEPUTY COMMISSIONER FOR CW QUALITY ASSURANCE
Gina Simpson
242-3327

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<tr>
<td>Conitha King</td>
<td>Sharon Ficquette</td>
<td>John Hardy</td>
<td>Desiree Jackson</td>
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<td>242-9425</td>
<td>242-9330</td>
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ADULT PROTECTIVE SERVICES
Sam Smith
242-1350

ADMINISTRATIVE HEARINGS
William Prendergast
242-1325

CHILD SUPPORT ENFORCEMENT
Lathesia Saulsberry
242-9300

CHILD CARE SERVICES
Jeanetta Green
242-1556

EMERGENCY WELFARE SERVICES
Paul Smelley
353-3387

FAMILY ASSISTANCE
Faye Nelson
242-1773

FAMILY SERVICES
Jan Casteel
242-9500

FOOD ASSISTANCE
Brandon Hardin
242-1700

GENERAL SERVICES
Jacqueline Darnell
409-6800

MANAGEMENT AND FISCAL ANALYSIS
(PAUL BUTLER / ACTING)
242-8395

PERSONNEL
Kelly Lever
242-1780

CHILD WELFARE/CONSTITUENT SERVICES
Beth Schaffer
242-5677

PUBLIC INFORMATION
Barry Spear
242-1850

DHR INFORMATION
(334) 242-1310

FAX NO. FOR INFORMATION
(334) 353-1115

E-MAIL ADDRESS FOR INFORMATION
communications@dhr.alabama.gov

DHR WEBSITE
www.dhr.alabama.gov

ALL OFFICES LISTED ABOVE ARE LOCATED IN MONTGOMERY. THE AREA CODE IS 334.