

ALABAMA DEPARTMENT OF  
**HUMAN**  
RESOURCES  
ANNUAL REPORT

20  
23

[dhr.alabama.gov](http://dhr.alabama.gov)



50 N. Ripley St., Montgomery, AL 36104





# Our Mission

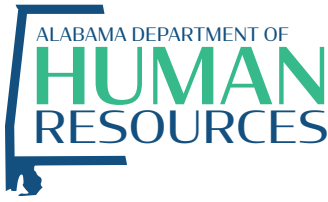
To provide for the protection, well-being, and self-sufficiency of children and adults.

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**KAY IVEY**  
**GOVERNOR**  
**STATE OF ALABAMA**



## A Letter From the Commissioner



Dear Governor Ivey:

The staff of the Alabama Department of Human Resources continued to prove its resiliency in Fiscal Year 2023 by achieving tremendous results for children and families of Alabama in the face of many challenges.

Hiring and retaining DHR's child welfare caseworkers continues to be a tremendous challenge, due to the stressful nature of the job and increasing competition with private sector employers and other agencies. DHR increased recruitment efforts in FY 2023 and plans to continue the effort in FY 2024.

Child care providers throughout Alabama and the nation continue to struggle to hire and retain workers, due to a highly competitive job market. Through Child Care Workforce Stabilization grants, DHR awarded quarterly bonuses to assist in the retention of child care employees. After three years of distributing these grants,

funded through the American Rescue Plan Act, we believe we are making progress toward ensuring there is adequate child care in our state.

While there were plenty of challenges, DHR also experienced many successes in FY 2023. Our Child Support Division continued its outstanding track record with a paternity establishment rate over 98% and approximately \$357 million in child support collections. This is the fifteenth consecutive year we have exceeded the federally required 90% paternity establishment rate.

The Family Services Division finalized 741 foster care adoptions. For the second year in a row, approximately 70% of foster children and youth who reached permanency, returned to their biological parents or relatives. Anytime we can return a child to his or her biological family, it is a tremendous win for the children, the families and DHR.

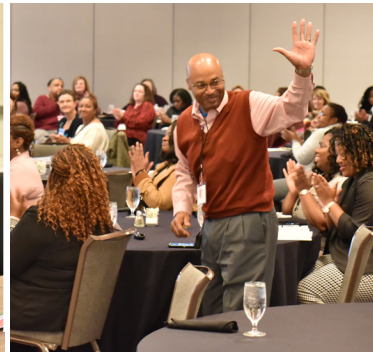
We also continued to focus on food security for Alabama's children and vulnerable adults. Our Food Assistance Division issued more than \$2 billion in total benefits for FY 2023 helping support over 776,000 Alabamians, including more than 329,000 children.

I am thankful to work with many great professionals every day and know that their efforts provide a great service to the people of Alabama. On behalf of our outstanding staff, I present to you DHR's FY 2023 Annual Report.

With warmest regards,

A handwritten signature in black ink that reads "Nancy T. Buckner". The signature is written in a cursive, flowing style.

Nancy T. Buckner  
Commissioner



# About Alabama DHR

The Department of Human Resources traces its history back to the Department of Child Welfare, an agency created by the Legislature in 1919 to serve at-risk children and families. During the Great Depression in 1933, the department gained the additional responsibility of administering financial assistance to a struggling American public. In 1935 with the passage of the Social Security Act, the department and most of its duties were absorbed by the newly created Department of Public Welfare.

In 1955, the department was renamed the Department of Pensions and Security. The current name was adopted in 1986. Some programs have changed over the years to meet the evolving needs of Alabama. However, the agency's primary goal has always been and always will be to help people in need.

## MAJOR PROGRAMS

The department's major programs include Family Services, Food Assistance, Child Support, Child Care Services, Adult Protective Services, Family Assistance, and Emergency Welfare Services.

## DIVERSE RESPONSIBILITIES

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

The agency also plays a major role in assisting families through the administration of the Food Assistance program and the welfare block grant. Support services are provided to help families become self-sufficient. Approximately one of every four Alabamians is 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 FY 2023, DHR's revenues and expenditures totaled \$3,824,660,915, including more than \$2.3 billion in food assistance benefits. The federal government provided approximately 88% 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 from the U.S. Department of Agriculture and the U.S. Department of Health and Human Services.

## DEPARTMENT EMPLOYEES

DHR averaged 3,765 employees in FY 2023, 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.

## DHR STATE BOARD

**Governor Kay Ivey**  
*Chairperson*

**Wayne Sellers**  
*Vice Chair*

**Leslie D. Sanders**  
*Secretary*

**Kathy Sawyer**

**Dr. Charles R. Nash**

**Dr. Phillip B. Hammonds**

**Elizabeth C. Smithart**

**Nancy T. Buckner**  
*Commissioner*

# Family Services

The Family Services Division seeks to develop and maintain a quality system of care for children and their families through services aimed at achieving safety, permanency, and improved well-being in their own homes, as well as in out-of-home settings.

## CHILDREN EXITING CARE

A total of 741 children from Alabama's foster care system were adopted in FY 2023. They were among 3,323 children who exited DHR care during the year, having achieved their permanency goals.

Children typically exit care due to finalized adoptions, determinations that it is safe for them to return to their biological parents or relatives, and in some cases, when they reach the age limits set by state and federal law.

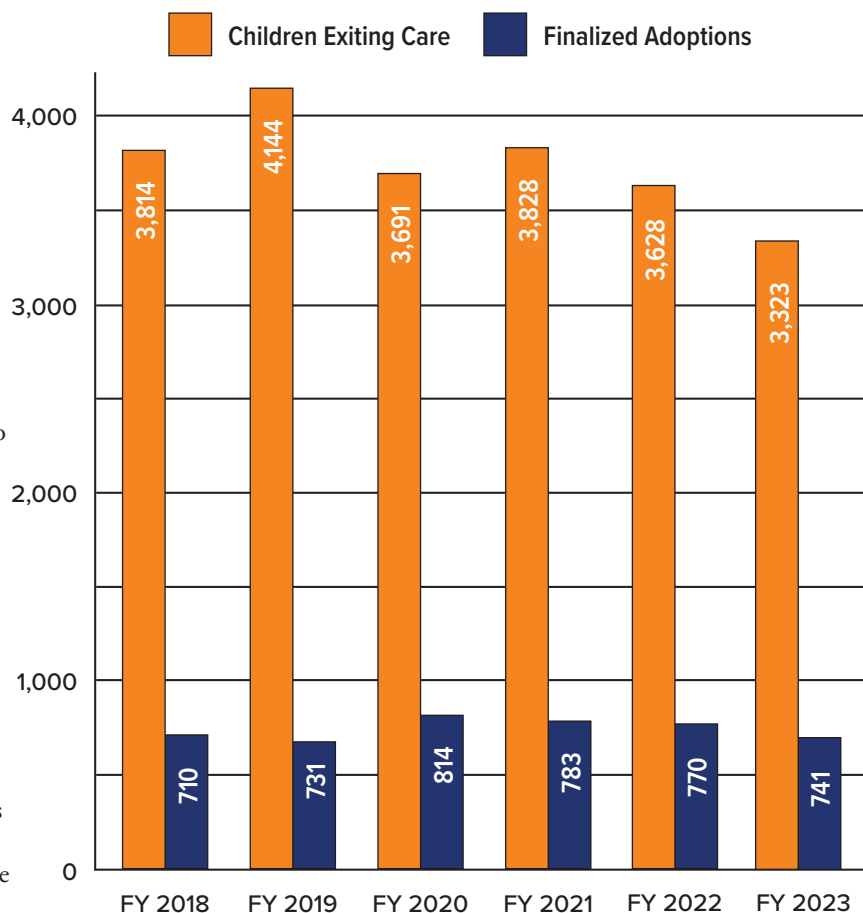
This year, 69.24% of foster children returned to their biological parents or relatives.

## ADOPTION RECRUITMENT

The Office of Adoptions employs seven Adoption Placement Specialists who recruit for Alabama's children who are awaiting an adoptive home. Our Adoption Placement Specialists are based throughout the state and recruit for children who do not have an identified adoptive resource. Adoption Placement Specialists also work closely with the Wendy's Wonderful Kids recruiters to help match children who have more significant needs and can be more challenging to match.

In FY 2023, our Adoption Placement Specialists matched 135 children with potential adoptive families, placed 116 children in adoptive placements, and helped to finalize 104 adoptions for children.

DHR continues our partnership with the Dave Thomas Foundation for Adoption. The Wendy's Wonderful Kids Program expanded from two recruiters to seven recruiters in 2023. Through the expansion we were able to serve 106 children. Twenty-two children have been matched with prospective adoptive families and seven adoptions have been finalized. The recruiters and supervisor attended the Wendy's Wonderful Kids Summit in Columbus, Ohio in May 2023. We will use the knowledge from the Summit to implement new strategies for adoption recruitment.

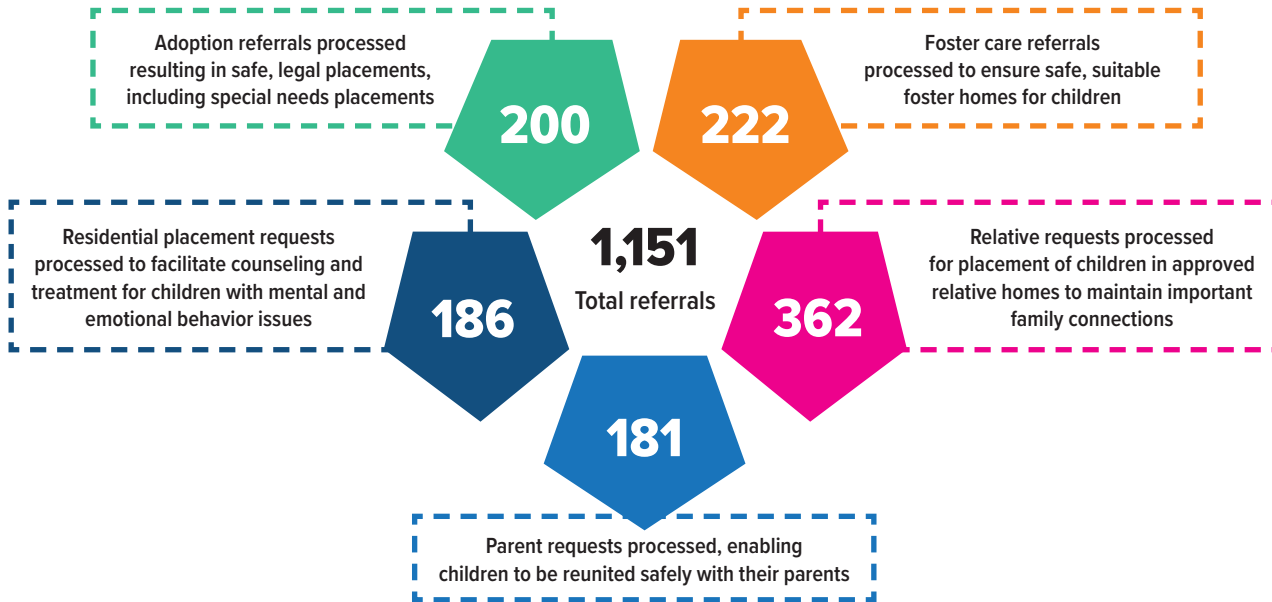




## INTERSTATE COMPACT ON THE PLACEMENT OF CHILDREN

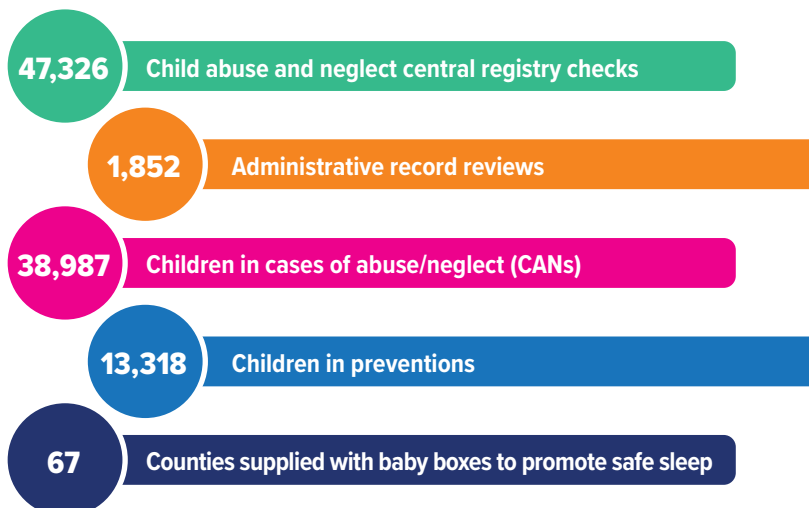
The Interstate Compact on the Placement of Children (ICPC) law ensures children receive the same protection and services when placed across state lines as they would if they had remained in their home state. Compliance with the Interstate Compact procedures, policy, and law is handled by the ICPC Office within the Family Services Division.

In FY 2023, ICPC staff worked with the 67 county DHR offices, attorneys, child placing agencies, and all other 49 states to ensure safe and legal placements for children. The data below reflects this year's work.



## OFFICE OF CHILD PROTECTIVE SERVICES

The mission of the Office of Child Protective Services (CPS) is to investigate and prevent abuse and neglect of children in Alabama. The primary functions of CPS include providing case consultation services, maintaining the Central Registry on Child Abuse and Neglect, and applying for and monitoring grants for protective services projects. The following data reflects the work of CPS in FY 2023.





## FAMILY, ADULT, AND CHILD TRACKING SYSTEM

FACTS, or Family, Adult, and Child Tracking System, is the name of Alabama's Statewide Automated Child Welfare Information System. The system is a comprehensive case management tool for child welfare and adult protective services.

The FACTS Unit provides support to staff through the FACTS Help Desk, along with technical assistance to facilitate system maintenance and improvements. In FY 2023, the FACTS Help Desk fielded 1,082 calls and 4,740 emailed incidents. The system has served an important role in the timely distribution of pandemic-related benefits to foster parents.

### Revenues Received From the Alabama Medicaid Agency

PROGRAM	FY 2023
Targeted Case Management	\$17,162,542.53
Medicaid Rehabilitative Services	\$26,218,805.54
<b>Total</b>	<b>\$43,381,348.07</b>

## 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 needed services are available for abused and neglected children and that policy is available so services are provided in compliance with the rules and regulations of the Alabama Medicaid Agency.

## OFFICE OF CHILD WELFARE ELIGIBILITY/IV-E

The Title IV-E program, authorized by Title IV, Part E of the Social Security Act, provides federal funds to assist with the maintenance and care of certain children in foster care or placed with adoptive families. The funding is also used for the administration of the program and the training of staff who work with children and families. In FY 2023, Alabama received approximately \$88,354,695 in federal reimbursements, plus an additional \$3,274,362.17 million in retroactive claiming.

## ALABAMA INDEPENDENT LIVING PROGRAM

Alabama's foster youth, starting at age 14, can receive services and learn skills to help with education, employment, housing, budgeting and building a support network through the Independent Living Program.

With over 1,700 foster youth qualifying for this program, participating youth are able to experience the steps leading to adulthood through a variety of activities, events, and monthly meetings.

Additional information about the program can be found at [www.ilconnect.org](http://www.ilconnect.org).



## FOSTERING HOPE SCHOLARSHIP

The Fostering Hope Scholarship is a state-funded program that covers tuition and required school fees for eligible current and former foster youth pursuing postsecondary education and training goals at public institutes in Alabama. The program supported 243 young Alabamians during the 2022-23 school year.

Of the program's 2023 graduates, three youths completed certifications and ten completed degree programs. In addition, 191 received high school diplomas or GEDs, making them eligible for this postsecondary educational support. Since the program's launch during the 2016-17 school year, 89 participants have earned degrees or certifications. Learn more at [fosteringhopeal.org](http://fosteringhopeal.org).





# Adult Protective Services

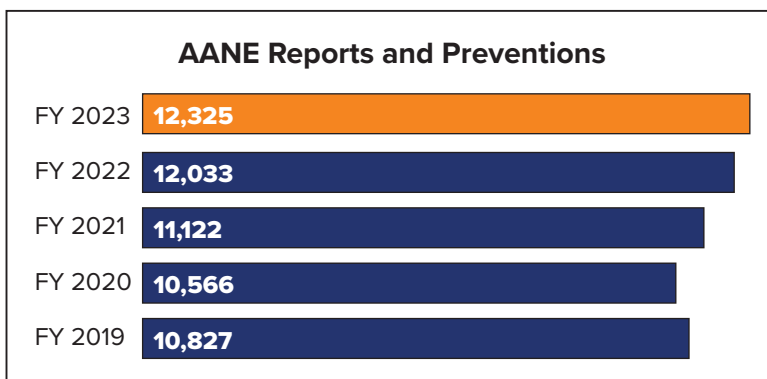
The mission of the Adult Protective Services Division (APS) is to support and enable county DHR offices to protect elderly and disabled adults from abuse, neglect, and exploitation, and to prevent unnecessary institutionalization.

## ABUSE, NEGLECT, AND EXPLOITATION

During FY 2023, APS received 12,325 reports consisting of 9,912 adult abuse, neglect, and exploitation (AANE) reports and 2,413 preventions.

Preventions include assessments of situations where there are concerns that abuse, neglect, or exploitation would occur unless assistance is provided.

The division expects reports to increase in FY 2024, partly because more adults are living longer. Growing public awareness resulting from the division's educational efforts is another reason for the anticipated increase in reports.



## WORLD ELDER ABUSE AWARENESS DAY

Governor Kay Ivey proclaimed June 15, 2023, World Elder Abuse Awareness Day in Alabama to help raise awareness about the mistreatment of the elderly population. APS staff observed the occasion throughout June, with many county offices hosting events to commemorate the day of awareness.



State DHR Staff observed World Elder Abuse Awareness Day by wearing purple and setting up a display table at the state office in Montgomery.



Bibb County APS Worker, Anita Underwood, delivered goodies to over 40 people attending World Elder Abuse Awareness Day events in the county.

## ALABAMA SPIRIT OF ADULT PROTECTIVE SERVICES AWARD

Brandon Perry, Adult Protective Services Social Worker II, with the Coosa County Department of Human Resources, is the recipient of the 2023 Alabama Spirit of Adult Protective Services Award.

This award is presented annually to a front-line worker who, through their initiative and innovative ideas, make substantial contributions to the growth and development of the Adult Protective Services program.

Mr. Perry is a 2015 graduate of Troy University, where he earned a bachelor's degree in criminal justice. In addition to his service at DHR, he has volunteered with the Dannon Project, a Birmingham nonprofit program that serves at-risk youth. Mr. Perry also worked as a volunteer with the Volunteers in Police Services program at the Birmingham Police Department. He is a native of Birmingham, Alabama and currently resides there. He chooses to commute an hour each way to work in rural Coosa County every day.

Colleagues describe Perry as a "difference-maker who inspires coworkers and community members with his selflessness and determination." They added that Perry brings a positive attitude, a calm demeanor, and a commitment to make life better for adults in need when he comes into the office each day.



Brandon Perry

## ELDERLY AND DISABLED ADULT VICTIM SERVICES PROGRAM



The Elderly and Disabled Adult Victim Services program (EDAVS) enables APS to offer both in-home and out-of-home placement resources to clients through homemaker and sitter services when offenders or caregivers have been removed or are unable to provide care. This effort seeks to avoid unnecessary out-of-home placements.

The program also provides short-term funding for adult victims who require out-of-home placements at nursing homes, assisted living facilities, and adult foster care facilities. Funding for these services comes from the Alabama Department of Economic and Community Affairs Victims of Crime Act grant program.

APS has served 3,869 Alabamians through more than \$13 million in EDAVS expenditures since the grant was first awarded in 2017.



# Family Assistance

## FY 2023 Family Assistance Program Statistics

**5,673**

Average  
number of cases

**\$192.12**

Average monthly  
payment per case

**10,484**

Average number  
of child recipients

**59%**

Average percentage  
of child-only cases

**22%**

Non child-only  
cases receiving  
benefits beyond  
36 months

The Family Assistance Division administers programs funded by the Temporary Assistance for Needy Families (TANF) block grant. These programs provide benefits and services to needy families so children may be cared for in their own homes or in the homes of relatives.

Services promote job preparation, work, and marriage, with the goal of helping individuals end their dependence on government benefits and achieve self-sufficiency. Cash assistance is issued to eligible program participants via Electronic Benefit Transfer (EBT) cards, and job readiness training is available through the JOBS Program.

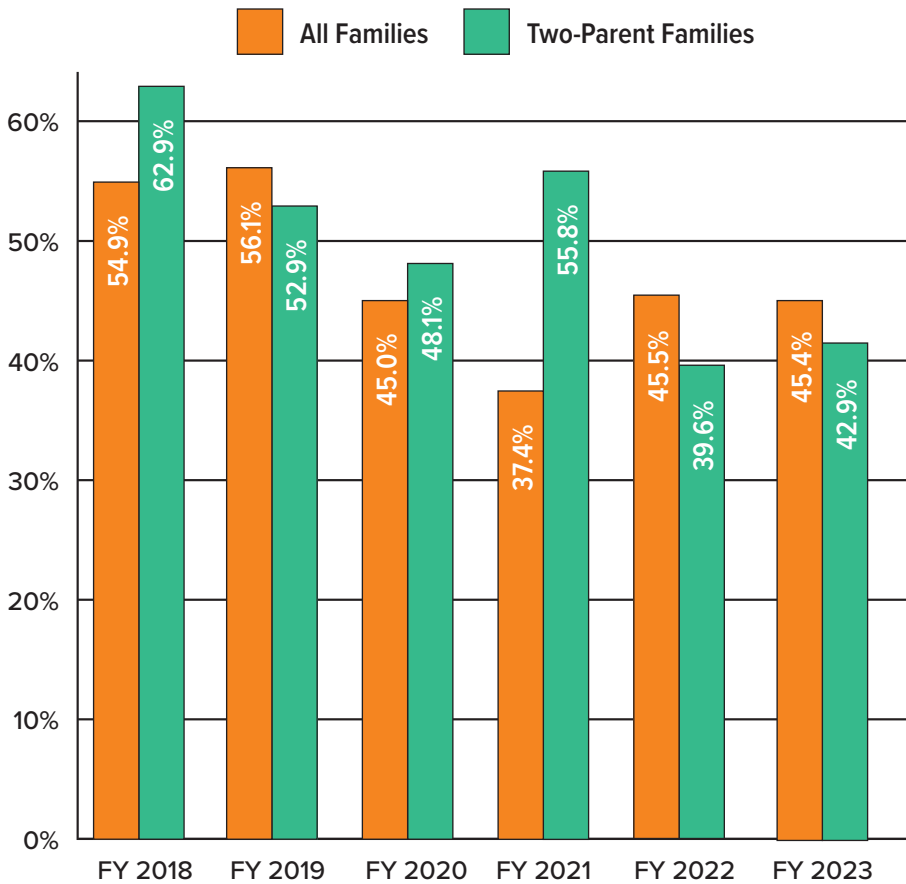
### FATHERHOOD PROGRAMS

The Family Assistance Division collaborates with a network of statewide organizations, including the Alabama Department of Child Abuse and Neglect Prevention, to provide fatherhood services designed to strengthen families. These services, available in 49 counties, were provided to 1,739 participants in FY 2023, 551 of whom were employed.

Participants receive a wide range of services, such as training and coaching focused on job readiness and identifying career pathways that lead to job credentials. The programs also offer life skills training, along with support and education groups, to help men understand and embrace their roles as fathers, while also stressing the importance of child support payments and promoting the overall well-being of children.



### TEMPORARY ASSISTANCE FOR NEEDY FAMILIES WORK RATES



### DOMESTIC VIOLENCE PREVENTION AND ASSISTANCE

DHR's 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 stands for Special Assessment Intervention Liaison.

During FY 2023, ACADV received 1,530 referrals for domestic violence via SAIL, worked with 697 SAIL participants, helped 271 participants acquire employment. Additionally, 356 low-income participants were provided financial assistance.

# 1-800-650-6522

**ALABAMA DOMESTIC VIOLENCE HOTLINE**

### FY 2023 JOBS Facts

**2,372**

Average number of adults required to participate in the JOBS Program each month

**31**

Average number of two-parent families required to participate in the JOBS Program each month

**256**

Average number of adults who found employment each month

**1,468**

Monthly average of clients working

**65**

Average number of adults who participated in the Community Employment Program

# Food Assistance

The Food Assistance Division administers the Supplemental Nutrition Assistance Program (SNAP) in Alabama. The division strives to end hunger by providing benefits to eligible low-income households so they can purchase food that meets their nutritional needs.

## PANDEMIC EBT ENDED IN FY 2023

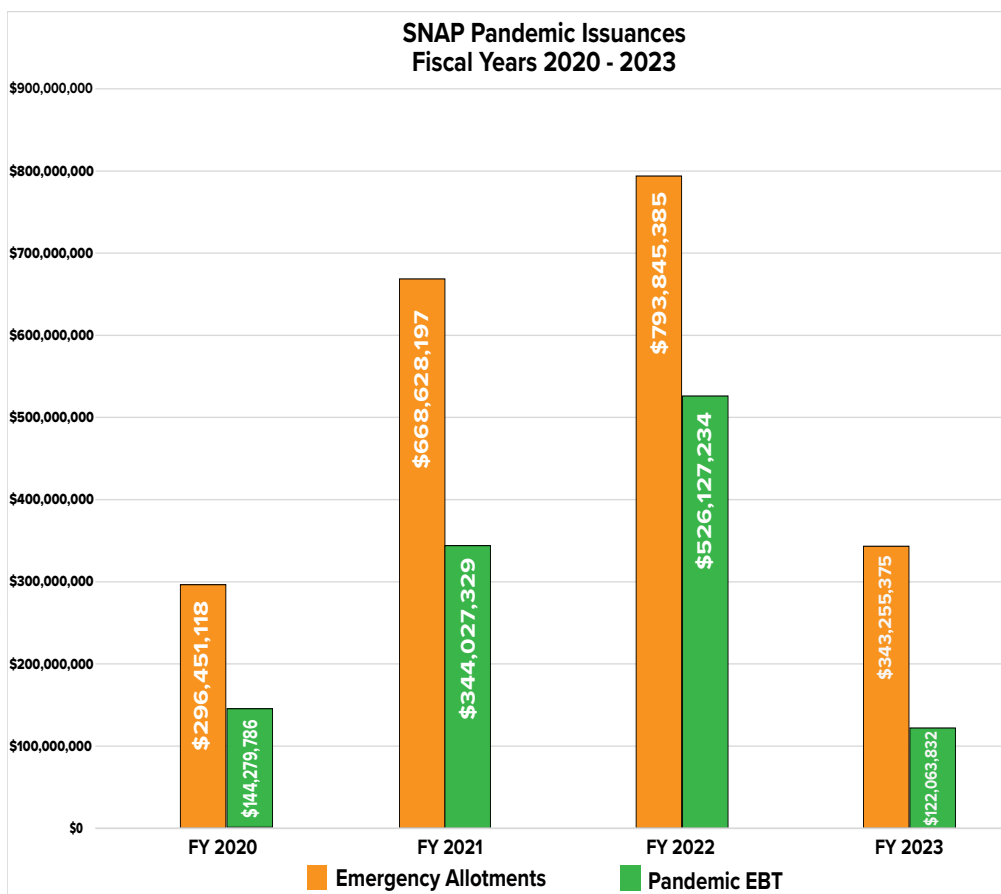
With the end of the COVID-19 Federal public health emergency, pandemic-related benefits came to an end in FY 2023.

February 2023 was the last benefit month to include Emergency Allotment benefits. Emergency Allotments totaled \$343.3 million during FY 2023, with an average of 391,481 households receiving benefits each month.

Overall from March 2020 - February 2023, over \$2 billion in EA benefits were issued to address temporary food needs caused by the COVID-19 Pandemic. SNAP benefits returned to the normal amount beginning March 2023.

All State agencies were required to issue all Pandemic EBT school benefits by September 30, 2023. During FY 2023, \$122.1 million P-EBT benefits were issued to approximately 700,000 students.

Throughout the program, which began with the 2019-2020 school year, more than \$1 billion in P-EBT benefits have been issued.



## PROGRAM INTEGRITY FOR SNAP

The following data reflects the division's work to protect the integrity of the SNAP program during FY 2023.

- Established **590** suspected intentional program violation fraud claims totaling **\$2,280,997**
- Established **48** suspected intentional program violation trafficking claims totaling **\$106,146**
- SNAP collections totaled **\$5,732,219** and the state retention of that amount was **\$1,097,617**
- Total establishment of all overpayment cases was **4,471** claims for a total of **\$9,320,547**



## EMERGENCY SUPPLEMENTAL ALLOTMENTS

Due to the federal public health emergency, the Food Assistance Division received approval from USDA-FNS to extend the issuance of emergency supplemental allotments to SNAP households.

This increased monthly allotments to the maximum amounts based on household size. Emergency allotments totaled \$793.8 million during FY 2023, with an average of 391,481 households receiving benefits each month from Oct. 2022 until Feb. 2023 when Emergency Allotments ended due to the passage of the Consolidated Appropriations Act.

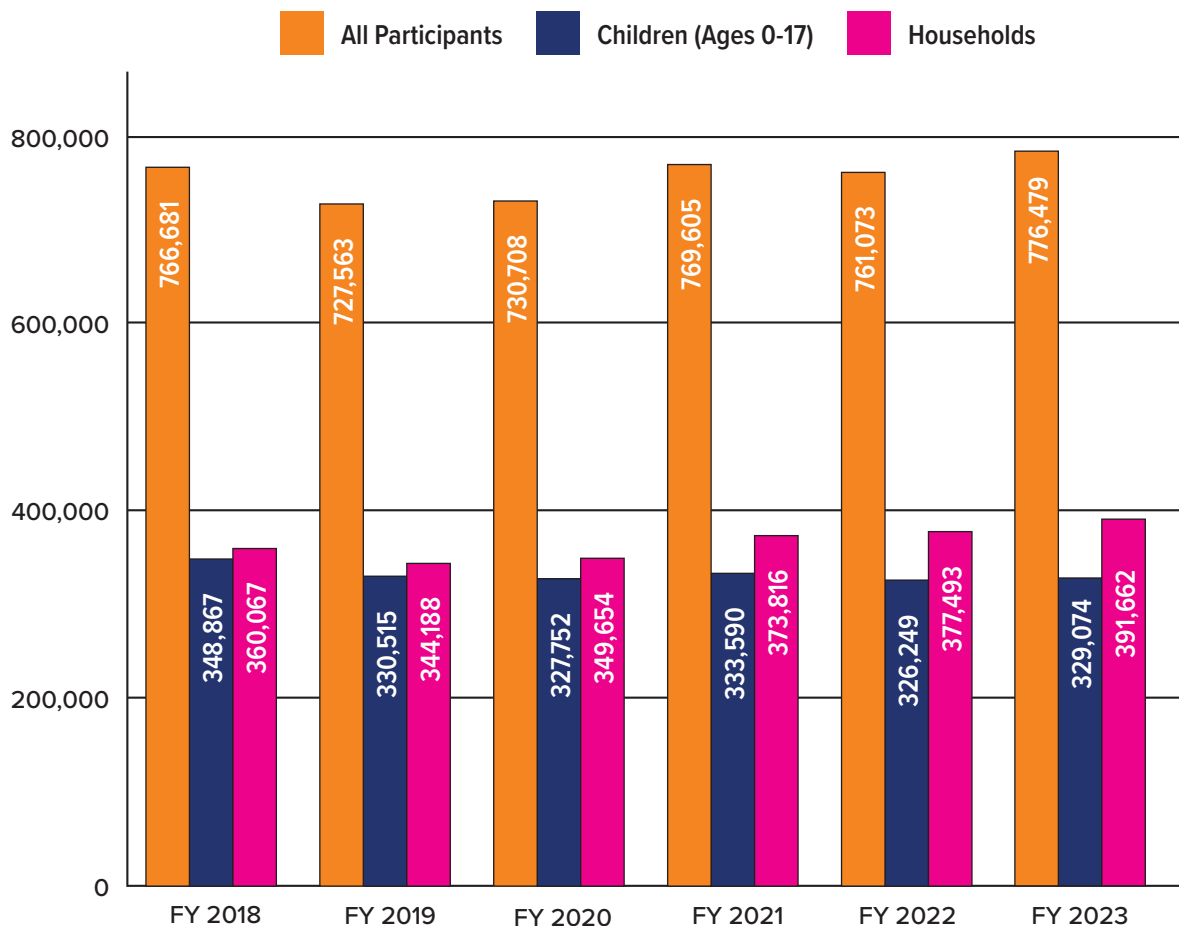
## CONSOLIDATED APPROPRIATIONS ACT BECOMES LAW

In December of 2022, the Consolidated Appropriations Act, 2023 was signed into law. This law allowed states to replace SNAP benefits stolen via card skimming, card cloning, and other similar fraudulent methods.

The State of Alabama was among the first states in the nation to replace stolen SNAP benefits with federal funds.

On March 29, 2023, Alabama became the fourth state approved by the U.S. Department of Agriculture Food and Nutrition Service to implement a plan for replacing SNAP benefits, and Alabama began accepting Affidavits for Replacement Benefits on May 30, 2023. Since that date, 673 affidavits have been submitted and a total of \$183,033.00 in replacement benefits have been issued.

## AVERAGE PARTICIPATION IN SNAP PROGRAM



# Child Support

Responsibilities of the Child Support Enforcement Division include establishing paternity, locating absent parents, collecting and distributing child support payments, and emphasizing the importance of parents meeting the needs of children, both financially and emotionally.

This work is accomplished in partnership with federal, state, and county child support staff, district attorneys, private attorneys, judges and other court officials, law enforcement, insurance companies, hospitals, the Center for Health Statistics, the Department of Labor, Medicaid, the Social Security Administration, the Department of Corrections, non-custodial parents, and numerous contractors.

The division served families in **182,325** cases and collected over **\$357 million** in child support during FY 2023.

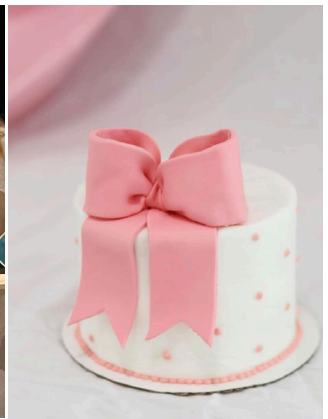
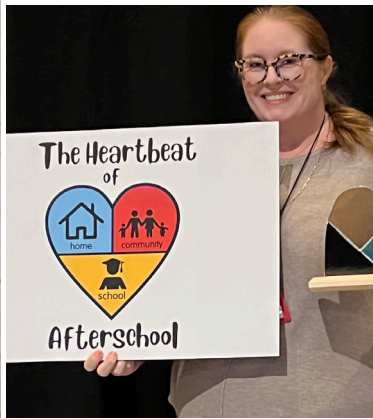
## PATERNITY ESTABLISHMENT

In FY 2023, the division reported a 98.81% paternity establishment rate, well above the federally required rate of 90%.

Paternity and court order establishment, along with collection efforts, help families develop lasting relationships and raise children out of poverty by guiding families toward self-sufficiency.

### Paternity Establishment Rate







# Child Care Services

## Child Care Services Statistics

**1,326**

Licensed centers

**565**

Licensed child care homes

**472**

Church-exempt child care facilities

**40,498**

Children enrolled in Child Care Subsidy Program

**\$262 M**

Dollars paid to providers in FY 2023 for child care slots

**\$220 M**

TASCC IV Grant Total

**\$138 M**

CCWS Grant Total

The Child Care Services Division is the state's Child Care and Development Fund administrator, responsible for the child care subsidy program and quality initiatives. In addition, the division is responsible for monitoring and licensing child care centers and homes for compliance with performance standards.

### CHILD CARE LICENSING

In FY 2023, licensing consultants made 4,273 visits to licensed child care centers and exempt programs that participate in the subsidy program.

They also made 1,250 visits to licensed day care homes to determine compliance with licensing 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 the subsidy program.

### CHILD CARE SUBSIDY PROGRAM

The Child Care Subsidy Program maintained an average enrollment of 40,498 throughout fiscal year 2023.

Income thresholds have been permanently expanded to entrance at 180% and exit after 200% of the federal poverty level which allowed us to serve 29,021 families for the fiscal year. All families participating in the Child Care Subsidy Program had copays waived until the end of the fiscal year.

Child Care Subsidy payments continue to be paid based on enrollment which mirrors the private-pay parents' payments and lessen discrepancies in payments to providers.

### GRANT OPPORTUNITIES

The Child Care Services Division continued to support licensed child care providers during FY 2023 with grant programs designed to stabilize operations.

The Child Care Workforce Stabilization grant, which ran from November 2021 to September 30, 2023 paid out \$435,207,100.00 to the child care workforce supporting 1,701 providers.

The Division issued two capacity grants during FY 2023, the Temporary Assistance for the Stabilization for Child Care and the September Child Care Stability Grant totaling \$220,963,725.00 supporting 1,641 and 1,340 providers respectively.



### EARLY HEAD START-CHILD CARE PARTNERSHIP PROGRAM

The Early Head Start-Child Care Partnership (EHS-CCP) program provides high-quality child care and comprehensive services to low-income infants, toddlers, and their families. The EHS-CCP program has partnership sites in 20 counties in child care centers and family child care settings. The program serves children 10 hours per day, 225 days per year.

### ALABAMA QUALITY STARS

Alabama Quality STARS is the state’s Quality Rating and Improvement System, an initiative available to licensed child care providers from DHR with assistance from the Alabama Department of Early Childhood Education. The program seeks to expand access to quality child care throughout the state.

Participating providers are rated on a scale of one to five stars based on the quality of their teacher-child interactions and their adherence to research-backed best practices for curriculum, learning environment, and family engagement, among other factors. Participation in the program is optional.

DHR worked to build awareness about the program during FY 2023 to promote participation among child care providers. A total of 1,326 centers and 550 homes are star-rated, including 275 providers that earned two or more stars.

<b>Alabama Quality Stars FY 2023 Incentives</b>				
1 Star	2 Star	3 Star	4 Star	5 Star
\$9.75 million	\$1.19 million	\$1.23 million	\$2.45 million	\$1.41 million

**EHS-CCP in  
FY 2023**

**566  
Children**

Total funded enrollment

**344  
Children**

Funded enrollment in licensed child care centers

**222  
Children**

Funded enrollment in licensed family child care homes

**33**

Family child care homes

**16**

Child care centers

**46**

Center-based classrooms



# Quality Child Welfare

Staff in the Quality Division facilitate county quality assurance reviews to ensure effective casework for children and families, monitor constituent concerns, develop and implement training for child welfare staff, monitor and support child welfare supervision in county offices, and provide behavioral analyst services to families in need.

## OFFICE OF QUALITY ASSURANCE

The Office of Quality Assurance provides feedback to the Department regarding the performance of the state's child welfare system.

An Onsite Review process was implemented to evaluate county performance utilizing federal standards established in the Child and Family Service Reviews (CFSR). This process includes completing case reviews with the federal Onsite Review Instrument (OSRI). Review outcomes are provided to each County to assist with the development of their County Improvement Plan.

In 2023, the Office of Quality Assurance completed Onsite Reviews in 15 counties, providing an assessment of the strengths and needs of county child welfare programs.

Specialists also partner with quality assurance coordinators and committees in each county to monitor child welfare outcomes through their completion of the County Self-Assessment and county case reviews.

## OFFICE OF CHILD WELFARE TRAINING

The Office of Child Welfare Training provides training for all new child welfare workers and supervisors. The office also provides certification training for agency providers and foster parents.

A summary of training provided in FY 2023 is as follows:

<b>TRAINING</b>	<b>NUMBER OF CLASSES</b>	<b>NUMBER OF STAFF/ PROVIDERS TRAINED</b>
STEP: Foundations	23	276
STEP: Intake	7	64
STEP: Investigation	18	126
STEP: Case Management	18	186
STEP: Adoption	6	48
Supervisory Management	2	12
TIPS	5	75
TIPS/Deciding Together	5	42
<b>Total</b>	<b>84</b>	<b>829</b>

## OFFICE OF QUALITY CHILD WELFARE PRACTICE

The Office of Quality Child Welfare Practice provides feedback and supports counties with regard to best practices in the following ways:

- » Completing peer reviews with child welfare supervisors, providing feedback on case reviews, and offering observation and feedback on individual conferences and unit meetings. The office also provides data support to supervisors to enhance monitoring of child welfare practices.
- » Facilitating training on comprehensive family assessments and individualized service plans, family engagement, and meaningful caseworker visits.
- » Providing support to counties as they develop their County Improvement Plans twice per year. These plans are guides to continuous quality improvement in each county.
- » Providing intensive, targeted work with county staff.



## OFFICE OF CONGREGATE CARE REVIEW

The Office of Congregate Care Review monitors, evaluates, and provides feedback on the performance of congregate care facilities and county departments in meeting the needs of children served by this type of provider.

The office evaluates services to determine if their scope, intensity, and quality are appropriate to meet the individual needs of children in congregate care settings. This is accomplished through the completion of stakeholder interviews with congregate care providers, county staff, family members, and children.

Specialists also complete case reviews for children with a focus on safety, well-being, and permanency. Review outcomes are provided to facilities, county DHR offices, and DHR's Resource Management Division for follow-up.

## OFFICE OF CONSTITUENT SERVICES

The Office of Constituent Services receives and responds to inquiries from constituents who have concerns regarding child welfare. The information received is entered into a data system to monitor the types, volume, and status of concerns.

Specialists complete the Multidimensional Assessment Tool (MAT) for children in foster care, which assesses the level of care or type of placement a child may need. In FY 2023, staff completed 845 MAT assessments for children in foster care.

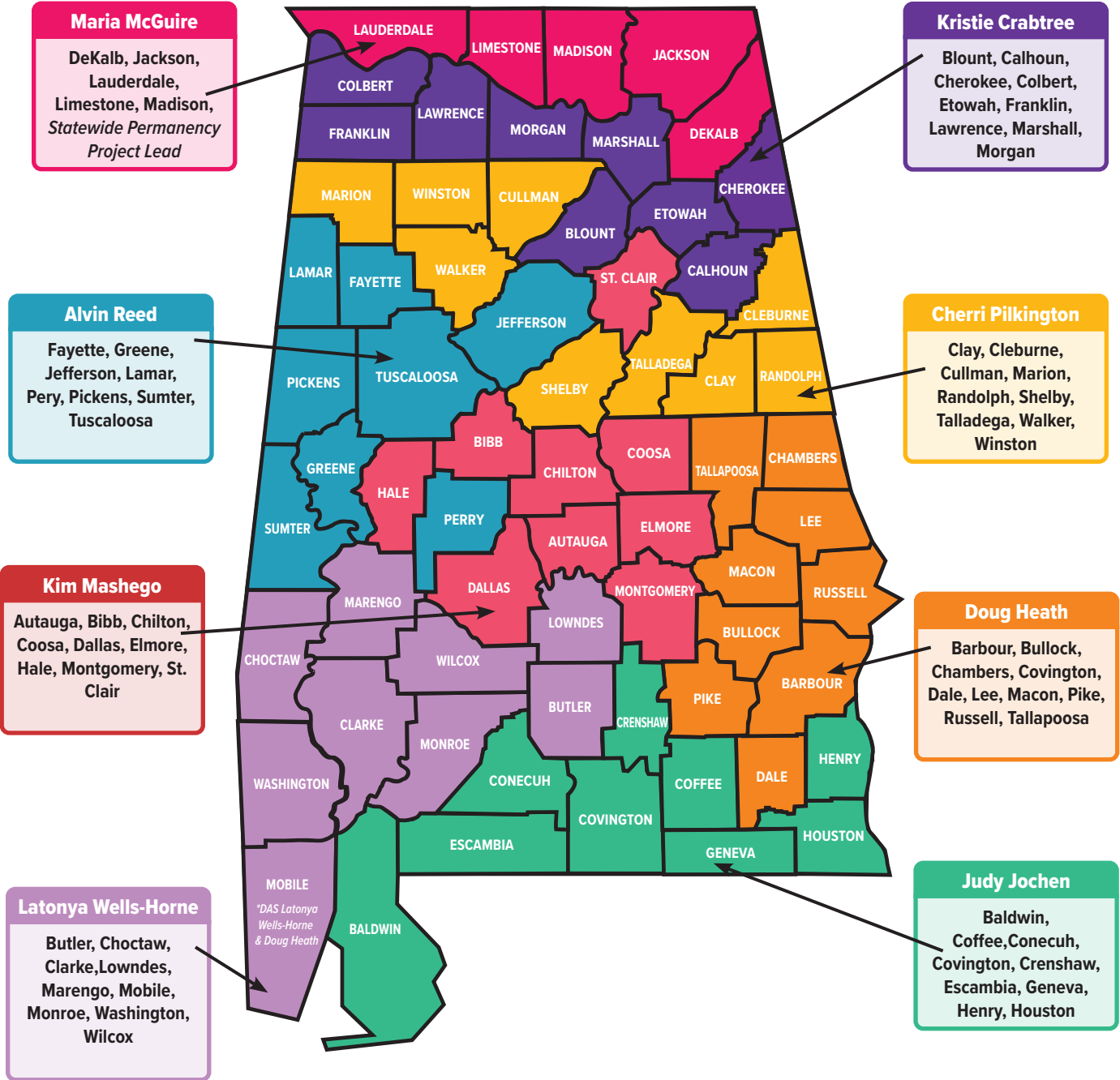
## OFFICE OF BEHAVIORAL SERVICES

The Office of Behavioral Services provides training on parenting techniques specific to behavior management through the Tools of Choice classes and individualized behavioral consultation to the families and children served by DHR. During FY 2023, individual consultation services were provided to 118 children and caregivers, and 27 Tools of Choice classes were taught servicing 30 counties.



# Field Administration

## DISTRICT ADMINISTRATIVE SPECIALISTS





# Finance

## SOURCES OF FUNDS

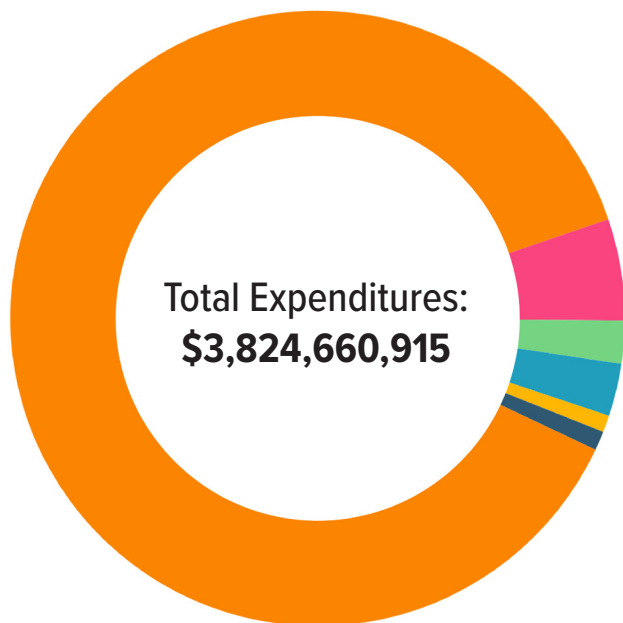
FEDERAL AND LOCAL FUNDS		STATE FUNDS	
	AMOUNT		AMOUNT
Federal USDA Funds, P-EBT	\$2,395,162,494	Food Assistance Issuance	\$122,740,971
ARPA - EHS, APS, CCDF, SNAP	\$484,089,682	General Fund Transfer	\$107,797,816
Federal Temporary Assistance to Needy Families	\$92,584,230	Whiskey Tax	\$75,613,242
Federal Title IV-E Funds	\$89,415,379	Education Trust Fund Transfer	\$50,827,437
Federal Child Day Care Discretionary Funds	\$65,119,305	Unencumbered Balance Forward	\$40,598,335
Federal Title XIX Funds	\$60,825,368	Confederate Pension Fund	\$20,773,500
Federal Title IV-D Funds	\$50,916,524	Beer Tax	\$11,298,690
Federal Social Services Block Grant - Title XX	\$33,571,503	Children First Trust Fund	\$11,036,784
Federal Child Day Care Matching Funds	\$26,192,100	Contractor's Gross Receipts	\$5,532,365
CRRSA EHS,APS, CCDF	\$24,208,374	Coronavirus Relief Fund	\$2,833,070
Federal Title IV-B Funds	\$15,560,582	Other State Funds	\$2,636,056
Federal Child Day Care Mandatory Funds	\$11,270,444	Tobacco Tax	\$1,972,381
Early Head Start Grant	\$9,605,320	Transfers from MNC Agencies	\$1,338,203
CARES Covid-19 PSSF, CWS, ILP, TANF	\$2,111,468	Sales Tax	\$1,322,000
PSSF Families 1st Transition	\$1,946,880	ABC Profits	\$1,102,107
Other Federal Funds	\$1,909,095	Fortified Wine	\$612,729
Federal Child Abuse Grant	\$1,202,677	Sales Tax - Foster Care	\$500,000
Local - Thomas Foundation, Casey Foundation	\$243,751	Foster Care Trust Fund	\$27,243
Child Support Interest and Fees	\$162,806		
		<b>Total Sources of Funds</b>	<b>\$3,824,660,915</b>

## USES OF FUNDS

USE	AMOUNT	USE	AMOUNT
Grants and Benefits	\$3,348,263,086	Utilities and Communications	\$13,999,878
Salaries	\$203,628,679	In-State Travel	\$7,000,002
Professional Services	\$105,399,419	Other Equipment Purchases	\$3,881,429
Employee Benefits	\$85,499,037	Repairs and Maintenance	\$1,990,359
Rents and Leases	\$33,814,021	Transportation Equipment Operating Costs	\$1,941,660
Supplies, Materials, and Operating Expenses	\$18,516,345	Out-of-State Travel	\$727,000
		<b>Total Uses of Funds</b>	<b>\$3,824,660,915</b>



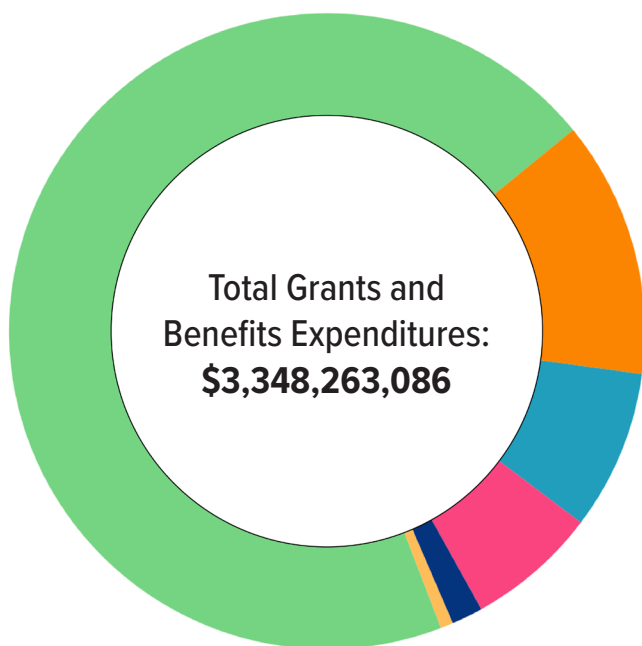
### EXPENDITURES BY OBJECTS



Values in millions

- Grants and Benefits – \$3,348.26 (87.54%)
- Salaries – \$203.62 (5.32%)
- Employee Benefits – \$89.49 (2.24%)
- Professional Services – \$105.39 (2.76%)
- Rents and Leases – \$33.81 (.88%)
- Other:
  - › Supplies, Materials, and Operating Expenses – \$18.51 (.48%)
  - › Utilities and Communications – \$13.99 (.37%)
  - › In-State Travel – \$7.00 (.18%)
  - › Other Equipment Purchases – \$3.88 (.10%)
  - › Repairs and Maintenance – \$1.99 (.05%)
  - › Transportation Equipment Operating Costs – \$1.94 (.05%)
  - › Out-of-State Travel – \$.72 (.02%)

### GRANTS AND BENEFITS EXPENDITURES BY PROGRAM



Values in millions

- Food Assistance – \$2,341.52 (69.93%)
- COVID-19 – \$437.20 (13.06%)
- Child Day Care – \$271.88 (8.12%)
- Child Welfare – \$223.05 (6.66%)
- TANF – \$53.18 (1.59%)
- Other:
  - › Child Support – \$16.25 (.49%)
  - › Adult Protective Services – \$5.14 (.15%)

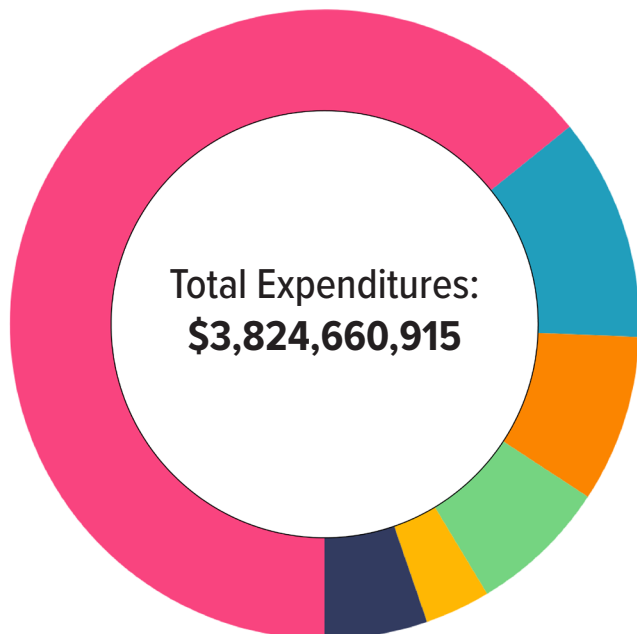
**REVENUE SOURCES**



Values in millions

- Federal Funds – \$3,365.09 (88%)
- Earmarked State Funds – \$289.27 (7.56%)
- State General Fund – \$107.80 (2.82%)
- State Education Trust Fund – \$50.85 (1.33%)
- Other Funds – \$11.06 (.29%)

**EXPENDITURES BY FUNCTIONAL AREA**



Values in millions

- SNAP – \$2,460.25 (64.33%)
- COVID-19 – \$437.90 (11.45%)
- Child Welfare Services – \$355.66 (9.30%)
- Child Day Care – \$283.30 (7.41%)
- State Administration – \$78.65 (2.10%)
- Other:
  - › TANF – \$62.35 (1.63%)
  - › Child Support – \$62.20 (1.63%)
  - › County Administration – \$51.28 (1.34%)
  - › Adult Protective Services – \$20.56 (.53%)
  - › Combination Service/Eligibility – \$12.50 (.33%)



# State Office Directory

## General Information

Phone: (334) 242-1310

Fax: (334) 353-1115

communications@dhr.alabama.gov

dhr.alabama.gov

## Administration

Commissioner.....	<b>NANCY T. BUCKNER</b>	(334) 242-1160
Chief of Staff/Ethics Officer.....	<b>STAN LANDERS</b>	(334) 353-5804
Deputy Commissioner for Family Resources.....	<b>FAYE NELSON</b>	(334) 242-9378
Deputy Commissioner for Children and Family Services.....	<b>KAREN SMITH</b>	(334) 242-9329
Deputy Commissioner for Field Administration.....	<b>DOUG HEATH</b>	(334) 353-1170
Deputy Commissioner for Administrative Services.....	<b>STAN LANDERS (Interim)</b>	(334) 353-5804
Deputy Commissioner for Quality.....	<b>SHEA COBB-ENGLAND</b>	(334) 242-3327
Chief Legal Counsel.....	<b>FELICIA BROOKS</b>	(334) 242-9330

## Division Directors

Administrative Hearings.....	<b>LARRY LYNN &amp; JOSH LANE</b>	(334) 353-5038
Adult Protective Services.....	<b>SAM SMITH</b>	(334) 242-1350
Audit.....	<b>SIMEON HERROD</b>	(334) 242-3226
Child Care Services.....	<b>BERNARD HOUSTON</b>	(334) 242-1425
Child Support.....	<b>LATHESIA MCCLENNEY</b>	(334) 242-9300
Civil Rights/Equal Employment.....	<b>PATRICIA BROWN</b>	(334) 242-1550
Communications.....	<b>RUSSELL SELLERS</b>	(334) 242-1852
Emergency Welfare Services/Safety.....	<b>PAUL SMELLEY</b>	(334) 353-3387
Family Assistance.....	<b>FAYE NELSON (Interim)</b>	(334) 242-9378
Family Services.....	<b>AMANDA MANCUSO</b>	(334) 242-9500
Finance.....	<b>NANCY SCHLICH</b>	(334) 242-9425
Food Assistance.....	<b>BRANDON HARDIN</b>	(334) 242-1700
General Services.....	<b>RANDAL BEESLEY</b>	(334) 409-6800
Governmental Relations.....	<b>PRESTON HORNSBY</b>	(334) 242-1854
Information Services.....	<b>LISA TOWNSEND</b>	(334) 242-3244
Management Analysis.....	<b>CINDY BELEW</b>	(334) 242-3328
Personnel.....	<b>ROBYN PEACOCK</b>	(334) 242-1780
Program Integrity/Criminal History.....	<b>JEREMY BARNES</b>	(334) 242-1365
Quality Assurance.....	<b>EMILY JONES</b>	(334) 353-0301
Quality Control.....	<b>JULIA NORRELL</b>	(334) 242-1471
Resource Management.....	<b>SHEA COBB-ENGLAND (Interim)</b>	(334) 242-3327
Staff Development.....	<b>MANDY ANDREWS</b>	(205) 744-3924
Training.....	<b>MELODY MESSICK</b>	(334) 353-4118

# County Office Directory

With some exceptions, DHR's programs and services are provided by or through the agency's 67 county offices. All DHR county departments have boards appointed by local governments. These county Boards of Human Resources are the hiring authorities for the DHR county directors.

## AUTAUGA

**Director: Onya Johnson**  
203 North Court Street  
Prattville, AL 36067  
(334) 358-5000

## BALDWIN

**Director: Latorie Horn**  
22259 Palmer Street  
Robertsdale, AL 36567  
(251) 945-2400

## BARBOUR

**Director: Leslie Adams**  
276 Highway 239 South  
Clayton, AL 36016  
(334) 775-2000

## BIBB

**Director: Carla Emmons**  
84 Library Street  
Centreville, AL 35042  
(205) 926-2900

## BLOUNT

**Director: Catherine Denard**  
55 DHR Lane  
Oneonta, AL 35121  
(205) 274-5200

## BULLOCK

**Director: Tracy Larkins**  
687 March Street  
Union Springs, AL 36089  
(334) 738-6400

## BUTLER

**Director: Jennifer Langford**  
182 West Adams Street  
Greenville, AL 36037  
(334) 382-4400

## CALHOUN

**Director: Courtney Clark**  
415 West 11th Street  
Anniston, AL 36202  
(256) 240-2021

## CHAMBERS

**Director: Julia Ann Hyde**  
410 9th Avenue SW  
LaFayette, AL 36862  
(334) 864-4000

## CHEROKEE

**Director: Michelle Fulmer**  
202 Dean Buttram Sr. Avenue  
Centre, AL 35960  
(256) 927-1440

## CHILTON

**Director: Marilyn Colson**  
324 Health Center Drive  
Clanton, AL 35045  
(205) 258-4900

## CHOCTAW

**Director: Arcretia Black**  
1003 South Mulberry Avenue  
Butler, AL 36904  
(205) 459-9701

## CLARKE

**Director: Ashley Carlock (Interim)**  
22609 Highway 84  
Grove Hill, AL 36451  
(251) 275-7001

## CLAY

**Director: Brittany Stevens**  
86930 Highway 9  
Lineville, AL 36266  
(256) 396-6800

## CLEBURNE

**Director: Marsha Busby**  
732 Oxford Street  
Heflin, AL 36264  
(256) 463-1700

## COFFEE

**Director: Deana Stinson**  
3881 Salem Road  
Enterprise, AL 36330  
(334) 348-2000

## COLBERT

**Director: Stephanie Pinkard**  
3105 George Wallace Boulevard  
Muscle Shoals, AL 35661  
(256) 314-4900

## CONECUH

**Director: Jason Hughes (Interim)**  
856 Liberty Hill Drive  
Evergreen, AL 36401  
(251) 578-3900

## COOSA

**Director: Autumn White**  
141 South Jackson Street  
Rockford, AL 35136  
(256) 377-2000

## COVINGTON

**Director: Lesa Rathel**  
1515 MLK Jr. Expressway  
Andalusia, AL 36420  
(334) 427-7900

## CRENSHAW

**Director: Kristi Kitchens**  
25 Hospital Drive  
Luverne, AL 36049  
(334) 335-7000

## CULLMAN

**Director: Amy Smith**  
1220 St. Joseph Street NW  
Cullman, AL 35055  
(256) 737-5300

## DALE

**Director: Amanda Wallace**  
513 Carroll Avenue  
Ozark, AL 36360  
(334) 445-4900

## DALLAS

**Director: Wanda Goodwin**  
200 Samuel O. Moseley Drive  
Selma, AL 36702  
(334) 876-4100

## DEKALB

**Director: Denise Raines**  
2301 Briarwood Avenue South  
Fort Payne, AL 35967  
(256) 844-2700

## ELMORE

**Director: Michelle Wood**  
8961 U.S. Highway 231  
Wetumpka, AL 36092  
(334) 514-3200

## ESCAMBIA

**Director: Lynn Barnes**  
326 Evergreen Avenue  
Brewton, AL 36426  
(251) 809-2000

## ETOWAH

**Director: Teresa Sauls**  
210 Hoke Street  
Gadsden, AL 35903  
(256) 549-4100

## FAYETTE

**Director: Jason Cowart**  
410 16th Street NE  
Fayette, AL 35555  
(205) 932-1665

## FRANKLIN

**Director: Amber Steward**  
737 Highway 48  
Russellville, AL 35653  
(256) 331-5900

## GENEVA

**Director: Jason Hughes**  
1831 West Magnolia Avenue  
Geneva, AL 36340  
(334) 684-5800

## GREENE

**Director: Wilson Morgan**  
36 Park Street  
Eutaw, AL 35462  
(205) 372-5000



## HALE

Director: **Mattie Harris**  
906 Wheelan Street  
Greensboro, AL 36744  
(334) 624-2583

## HENRY

Director: **Julie Lindsey**  
507 Kirkland Street  
Abbeville, AL 36310  
(334) 585-4100

## HOUSTON

Director: **Leslie Kelly**  
1605 Ross Clark Circle, SE  
Dothan, AL 36301  
(334) 677-0400

## JACKSON

Director: **Shannon Heikkinen**  
305 Bingham Street  
Scottsboro, AL 35768  
(256) 575-6000

## JEFFERSON

Director: **Francine Fenderson**  
2001 12th Avenue North  
Birmingham, AL 35234  
(205) 423-4500

## LAMAR

Director: **Randy Shelton**  
250 Springfield Road  
Vernon, AL 35592  
(205) 695-5000

## LAUDERDALE

Director: **Jennifer Bolton**  
424 Veterans Drive  
Florence, AL 35630  
(256) 765-4000

## LAWRENCE

Director: **Markita McLemore**  
13280 AL Highway 157  
Moulton, AL 35650  
(256) 905-3100

## LEE

Director: **Autumn White (Interim)**  
1715 Corporate Drive  
Opelika, AL 36801  
(334) 737-7778

## LIMESTONE

Director: **Lori Bateman**  
1007 West Market Street  
Athens, AL 35612  
(256) 216-6380

## LOWNDES

Director: **Felicia Thomas**  
382 State Highway 97 South  
Hayneville, AL 36040  
(334) 548-3800

## MACON

Director: **Allison Foster**  
404 North Main Street  
Tuskegee, AL 36083  
(334) 725-2100

## MADISON

Director: **Corey Williams**  
2206 Oakwood Avenue NW  
Huntsville, AL 35810  
(256) 427-6000

## MARENGO

Director: **Dawn Hewitt**  
701 South Shiloh Street  
Linden, AL 36748  
(334) 295-2000

## MARION

Director: **Dwan Madden**  
760 Industrial Drive  
Hamilton, AL 35570  
(205) 921-6000

## MARSHALL

Director: **Sonya Murdock**  
180 Bluff Road  
Guntersville, AL 35976  
(256) 582-7100

## MOBILE

Director: **Stephanie Streeter**  
3103 Airport Boulevard  
Mobile, AL 36606  
(251) 450-7000

## MONROE

Director: **Jane Agee**  
25 Legion Drive  
Monroeville, AL 36460  
(251) 743-5900

## MONTGOMERY

Director: **Dan Williams**  
2743-A Gunter Park Drive West  
Montgomery, AL 36109  
(334) 293-3100

## MORGAN

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

## PERRY

Director: **Eulonda Russell**  
1609 Highway 5 South  
Marion, AL 36756  
(334) 683-5500

## PICKENS

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

## PIKE

Director: **Patricia Faircloth**  
717 South Three Notch Street  
Troy, AL 36081  
(334) 807-6120

## RANDOLPH

Director: **Nikki Wynn**  
865 Hillcrest Avenue  
Wedowee, AL 36278  
(256) 357-3000

## RUSSELL

Director: **Allison Bryars**  
1901 Opelika Road  
Phenix City, AL 36867  
(334) 214-5780

## SHELBY

Director: **Ahzhshaka Johnson**  
987 Highway 70  
Columbiana, AL 35051  
(205) 669-3000

## ST. CLAIR

Director: **Stephanie Griffin**  
213 Fox Hollow Boulevard  
Pell City, AL 35125  
(205) 812-2100

## SUMTER

Director: **Toney Hunter, III**  
108 West Main Street  
Livingston, AL 35470  
(205) 652-5000

## TALLADEGA

Director: **Nicole Parker**  
1010 Ashland Highway  
Talladega, AL 35160  
(256) 761-6600

## TALLAPOOSA

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

## TUSCALOOSA

Director: **Ginger McGaughy**  
3716 12th Avenue East  
Tuscaloosa, AL 35405  
(205) 562-6100

## WALKER

Director: **Tina Rickles**  
1901 Highway 78 East  
Jasper, AL 35501  
(205) 387-5400

## WASHINGTON

Director: **Ashley Carlock**  
14921 Saint Stephens Avenue  
Chatom, AL 36518  
(251) 847-6100

## WILCOX

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

## WINSTON

Director: **Tracy Norwood**  
156 Blake Drive  
Double Springs, AL 35553  
(659) 247-6000

## **NOTICE REGARDING CIVIL RIGHTS COMPLIANCE**

All eligible persons are provided an equal opportunity to participate in all programs and activities administered by the Alabama Department of Human Resources without regard to race, color, national origin, age, disability, or sex in accordance with Federal/State laws and regulations pertaining thereto.

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### **USDA Nondiscrimination Statement**

In accordance with federal civil rights law and U.S. Department of Agriculture (USDA) civil rights regulations and policies, this institution is prohibited from discriminating on the basis of race, color, national origin, sex (including gender identity and sexual orientation), religious creed, disability, age, political beliefs, or reprisal or retaliation for prior civil rights activity.

Program information may be made available in languages other than English. Persons with disabilities who require alternative means of communication to obtain program information (e.g., Braille, large print, audiotope, American Sign Language), should contact the agency (state or local) where they applied for benefits. Individuals who are deaf, hard of hearing or have speech disabilities may contact USDA through the Federal Relay Service at (800) 877-8339.

To file a program discrimination complaint, a Complainant should complete a Form AD-3027, USDA Program Discrimination Complaint Form which can be obtained online at: <https://www.usda.gov/sites/default/files/documents/USDA-OASCR%20P-Complaint-Form-0508-0002-508-11-28-17Fax2Mail.pdf>, from any USDA office, by calling (833) 620-1071, or by writing a letter addressed to USDA. The letter must contain the complainant's name, address, telephone number, and a written description of the alleged discriminatory action in sufficient detail to inform the Assistant Secretary for Civil Rights (ASCR) about the nature and date of an alleged civil rights violation. The completed AD-3027 form or letter must be submitted to:

**1. mail:**

Food and Nutrition Service, USDA  
1320 Braddock Place, Room 334  
Alexandria, VA 22314; or

**2. fax:**

(833) 256-1665 or (202) 690-7442; or

**3. email:**

[FNCSIVILRIGHTSCOMPLAINTS@usda.gov](mailto:FNCSIVILRIGHTSCOMPLAINTS@usda.gov)

This institution is an equal opportunity provider.

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The Alabama Department of Human Resources complies with applicable Federal civil rights laws and does not discriminate on the basis of race, color, national origin, age, disability, or sex. The Alabama Department of Human Resources does not exclude people or treat them differently because of race, color, national origin, age, disability, or sex.

The Alabama Department of Human Resources provides free aids and services to people with disabilities to communicate effectively with us, such as:

- Qualified sign language interpreters
- Written information in other formats (large print, audio, accessible electronic formats, other formats)

Provides free language services to people whose primary language is not English, such as:

- Qualified interpreters
- Information written in other languages

If you need these services, please contact your local county office.

If you believe that this agency has failed to provide these services or discriminated in another way on the basis of race, color, national origin, age, disability, or sex, you can file a grievance with: The Alabama Department of Human Resources Office of Civil Rights, Gordon Persons Building 50 N. Ripley St., Montgomery, AL 36130-4000, (334)242-1550, [oeccr@dhhr.alabama.gov](mailto:oeccr@dhhr.alabama.gov). You can file a grievance in person, by mail, or email. If you need help filing a grievance, The Office of Civil Rights is available to help you at (334) 242-1550.

You can also file a civil rights complaint with the U.S. Department of Health and Human Services, Office for Civil Rights electronically through the Office for Civil Rights Complaint Portal, available at <https://ocrportal.hhs.gov/ocr/portal/lobby.jsf>, or by mail or phone at: U.S. Department of Health and Human Services, 200 Independence Avenue SW., Room 509F, HHH Building, Washington, DC 20201, 1-800-868-1019, 800-537-7697 (TDD). Complaint forms are available at <http://www.hhs.gov/ocr/office/file/index.html>.

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Providing for the  
**PROTECTION,  
WELL-BEING, AND  
SELF-SUFFICIENCY**  
of children and adults.

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