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had to issue more bonds. The entire transaction could eventually cost New York State about \$700 million.

The New York prison boom was a source of embarrassment for Mario Cuomo. At times he publicly called it "lunatic," an immoral waste of scarce state monies, an obligation forced on him by the dictates of the law. But it was also a source of political capital. Cuomo strongly opposed the death penalty, and building new prisons shielded him from Republican charges of being soft on crime. In his 1987 State of the State address, having just been re-elected by a landslide, Cuomo boasted of having put nearly 10,000 "dangerous felons" behind bars. The inmate population of New York's prisons had indeed grown by roughly that number during his first term in office. But the proportion of offenders being incarcerated for violent crimes had fallen from 63 percent to 52 percent during those four years. In 1987 New York State sent almost a thousand fewer violent offenders to prison than it had in 1983. Despite having the "toughest anti-drug program" and one of the fastest-growing inmate populations in the nation, New York was hit hard by the crack epidemic of the 1980s and the violent crime that accompanied it. From 1983 to 1990 the state's inmate population almost doubled—and yet during that same period the violent-crime rate rose 24 percent. Between the passage of the Rockefeller drug laws and the time Cuomo left office, in January of 1995, New York's inmate population increased almost fivefold. And the state's prison system was more overcrowded than it had been when the prison boom began.

BY using an unorthodox means of financing prison construction, Mario Cuomo turned the Urban Development Corporation into a rural development corporation that invested billions of dollars in upstate New York. Although roughly 80 percent of the state's inmates came from New York City and its suburbs, high real-estate prices and opposition from community groups made it difficult to build correctional facilities there. Cuomo needed somewhere to put his new prisons; he formed a close working relationship with the state senator Ronald B. Stafford, a conservative Republican whose rural, Adirondack district included six counties

extending from Lake George to the Canadian border. "Any time there's an extra prison," a Cuomo appointee told *Newsday* in 1990, "Ron Stafford will take it."

Stafford had represented this district, known as the North Country, for more than two decades. Orphaned as a child, he had been adopted by a family in the upstate town of Danemora. The main street of the town was dominated by the massive stone wall around Clinton, a notorious maximum-security prison. His adoptive father was a correctional officer at Clinton, and Stafford spent much of his childhood within the prison's walls. He developed great respect for correctional officers, and viewed their profession as an honorable one; he believed that prisons could give his district a real economic boost. Towns in the North Country soon competed with one another to attract new prisons. The Republican Party controlled the state senate, and prison construction became part of the political give and take with the Cuomo administration. Of the twenty-nine correctional facilities authorized during the Cuomo years, twenty-eight were built in upstate districts represented by Republican senators.

When most people think of New York, they picture Manhattan. In fact, two thirds of the state's counties are classified as rural. Perhaps no other region in the United States has so wide a gulf between its urban and rural populations. People in the North Country—which includes the

Adirondack State Park, one of the nation's largest wilderness areas—tend to be politically conservative, taciturn, fond of the outdoors, and white. New York City and the North Country have very little in common. One thing they do share, however, is a high rate of poverty.

Twenty-five years ago the North Country had two prisons; now it has eighteen correctional facilities, and a nineteenth is under construction. They run the gamut from maximum-security prisons to drug-treatment centers and boot camps. One of the first new facilities to open was Ray Brook, a federal prison that occupies the former Olympic Village at Lake Placid. Other prisons have opened in abandoned factories and sanatoriums. For the most part North Country prisons are tucked away, hidden by trees, nearly invisible amid the vastness and beauty of the Adirondacks. But they have brought

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profound change. Roughly one out of every twenty people in the North Country is a prisoner. The town of Dannemora now has more inmates than inhabitants.

The traditional anchors of the North Country economy—mining, logging, dairy farms, and manufacturing—have been in decline for years. Tourism flourishes in most towns during the summer months. According to Ram Chugh, the director of the Rural Services Institute at the State University of New York at Potsdam, the North Country's per capita income has long been about 40 percent lower than the state's average per capita income. The prison boom has provided a huge infusion of state money to an economically depressed region—one of the largest direct investments the state has ever made there. In addition to the more than \$1.5 billion spent to build correctional facilities, the prisons now bring the North Country about \$425 million in annual payroll and operating expenditures. That represents an annual subsidy to the region of more than \$1,000 per person. The economic impact of the prisons extends beyond the wages they pay and the local services they buy. Prisons are labor-intensive institutions, offering year-round employment. They are recession-proof, usually expanding in size during hard times. And they are nonpolluting—an important consideration in rural areas where other forms of development are often blocked by environmentalists. Prisons have brought a stable, steady income to a region long accustomed to a highly seasonal, uncertain economy.

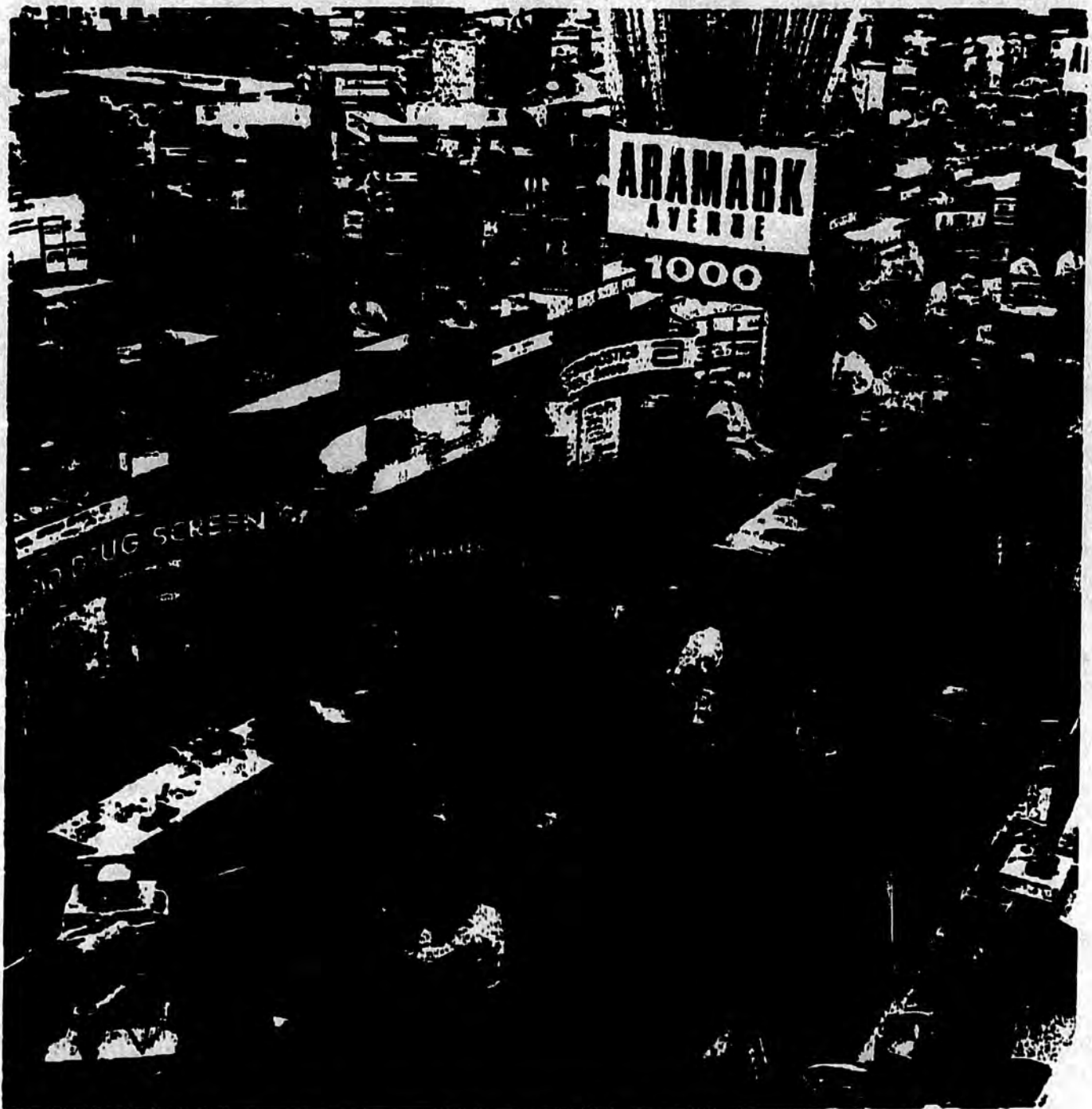
Anne Mackinnon, who grew up in the North Country and wrote about its recent emergence as New York's "Siberia" for *Adirondack Life* magazine, says the prison boom has had an enormous effect on the local culture. Just about everyone now seems to have at least one relative who works in corrections. Prison jobs have slowed the exodus from small towns, by allowing young people to remain in the area. The average salary of a correctional officer in New York State is about \$36,000—more than 50 percent higher than the typical salary in the North Country. The job brings health benefits and a pension. Working as a correctional officer is one of the few ways that men and women without college degrees can enjoy a solid middle-class life there. Although prison jobs are stressful and dangerous, they are viewed as a means of preserving local communities. So many North Country residents have become correctional officers over the past decade that those just starting out must work for years in prisons downstate, patiently waiting for a job opening at one of the facilities in the Adirondacks.

WHILE many families in the north await the return of sons and daughters slowly earning seniority downstate, families in New York City must endure the absence of loved ones who seem to have been not just imprisoned for their crimes but exiled as well. Every Friday night about 800 people, mostly women and children, almost all of them African-American or Latino, gather at Columbus Circle, in Manhat-

tan, and board buses for the north. The buses leave through the night and arrive in time for visiting hours on Saturday. Operation Prison Gap, which runs the service, was founded by an ex-convict named Ray Simmons who had been imprisoned upstate and knew how hard it was for the families of inmates to arrange visits. When the company started, in 1973, it carried passengers in a single van. Now it charts thirty-five buses and vans on a typical weekend and a larger number on special occasions, such as Father's Day and Thanksgiving. Ray Simmons's brother Tyrone, who heads the company, says that despite the rising inmate population, ridership has fallen a bit over the past few years. The inconvenience and expense of the long bus trips take their toll. One customer, however, has for fifteen years faithfully visited her son in Comstock every weekend. In 1996 she stopped appearing at Columbus Circle; her son had been released. Six months later he was convicted of another violent crime and sent back to the same prison. The woman, now in her seventies, still boards the 2:00 A.M. bus for Comstock every weekend. Simmons gives her a discount, charging her \$15—the same price she paid on her first trip, in 1983.

The Bare Hill Correctional Facility sits near the town of Malone, fifteen miles south of the Canadian border. The Franklin Correctional Facility is a quarter of a mile down the road, and the future site of a new maximum-security prison is next door. Bare Hill is one of the "cookie cutter" medium-security prisons that were built during the Cuomo administration. The state has built fourteen other prisons exactly like it—a form of penal mass production that saves a good deal of money. Most of the inmates at Bare Hill are housed in dormitories, not cells. The dormitories were designed to hold about fifty inmates, each with his own small cubicle and bunk. In 1990, two years after the prison opened, double-bunking was introduced as a "temporary" measure to ease the overcrowding in county jails, which were holding an overflow of state inmates. Eight years later every dormitory at Bare Hill houses sixty inmates, a third of them double-bunked. About 90 percent of the inmates come from New York City or one of its suburbs, eight hours away; about 80 percent are African-American or Latino. The low walls of the cubicles, which allow little privacy, are covered with family photographs, pinups, religious postcards. Twenty-four hours a day a correctional officer sits alone at a desk on a platform that overlooks the dorm.

The superintendent of Bare Hill, Peter J. Lacy, is genial and gray-haired, tall and dignified in his striped tie, flannels, and blue blazer. His office feels light and cheery. Lacy began his career, in 1955, as a correctional officer at Dannemora; he wore a uniform for twenty-five years, and in the 1980s headed a special unit that handled prison emergencies and riots. He later served as an assistant commissioner of the New York Department of Corrections. One of his sons is now a lieutenant at a downstate prison. As Superintendent Lacy



American Corrections Association convention, 1997

walks through the prison grounds, he seems like a captain surveying his ship, rightly proud of its upkeep, familiar with every detail. The lawns are neatly trimmed, the buildings are well maintained, and the red-brick dorms would not seem out of place on a college campus, except for the bars in the windows. There is nothing oppressive about the physical appearance of Bare Hill, about the ball fields with pine trees in the background, about the brightly colored murals and rustic sten-

cils on the walls, about the classrooms where instructors teach inmates how to read, how to write, how to draw a blueprint, how to lay bricks, how to obtain a Social Security card, how to deal with their anger. For many inmates Bare Hill is the nearest, cleanest, most well-ordered place they will ever live. As Lacy passes a group of inmates leaving their dorms for class, the inmates nod their heads in acknowledgment, and a few of them say, "Hello, sir." And every so often a young inmate gives Lacy a look filled with a hatred so pure and so palpable that it would burn Bare Hill to the ground, if only it could.



BIG BUSINESS

THE black-and-white photograph shows an inmate leaning out of a prison cell, scowling at the camera, his face partially hidden in the shadows. "HOW HE GOT IN IS YOUR BUSINESS," the ad copy begins. "HOW HE GETS OUT IS OURS." The photo is on the cover of a glossy brochure promoting AT&T's prison telephone service, which is called The Authority. BellSouth has a similar service, called MAX, advertised with a photo of a heavy steel chain dangling

from a telephone receiver in place of a cord. The ad promises "long distance service that lets inmates go only so far." Although the phone companies rely on clever copy in their ads, providing telephone service to prisons and jails has become a serious, highly profitable business. The nearly two million inmates in the United States are ideal customers: phone calls are one of their few links to the outside world; most of their calls must be made collect; and they are in no position to switch long-distance carriers. A pay phone at a prison can generate as much as \$15,000 a year—about five times the revenue of a typical pay phone on the street. It is estimated that inmate calls generate a billion dollars or more in revenues each year. The business has become so lucrative that MCI installed its inmate phone service, Maximum Security, throughout the California prison system at no charge. As part of the deal it also offered the California Department of Corrections a 32 percent share of all the revenues from inmates' phone calls. MCI Maximum Security adds a \$3.00 surcharge to every call. When free enterprise intersects with a captive market, abuses are bound to occur. MCI Maximum Security and North American Intelcom have both been caught overcharging for calls made by inmates; in one state MCI was adding an additional minute to every call.

Since 1980 spending on corrections at the local, state, and federal levels has increased about fivefold. What was once a niche business for a handful of companies has become a multibillion-dollar industry with its own trade shows and conventions, its own Web sites, mail-order catalogues, and direct-marketing campaigns. The prison-industrial complex now includes some of the nation's largest architecture and construction firms, Wall Street investment banks that handle prison bond issues and invest in private prisons, plumbing-supply companies, food-service companies, health-care companies, companies that sell everything from bullet-resistant security cameras to padded cells available in a "vast color selection." A directory called the Corrections Yellow Pages lists more than a thousand vendors. Among the items now being advertised for sale: a "violent prisoner chair," a sadomasochist's fantasy of belts and shackles attached to a metal frame, with special accessories for juveniles; B.O.S.S., a "body-orifice security scanner," essentially a metal detector that an inmate must sit on; and a diverse line of razor wire, with trade names such as Maze, Supermaze, Detainer Hook Barb, and Silent Swordsman Barbed Tape.

As the prison industry has grown, it has assumed many of the attributes long associated with the defense industry. The line between the public interest and private interests has blurred. In much the same way that retired admirals and generals have long found employment with defense contractors, correctional officials are now leaving the public sector for jobs with firms that supply the prison industry. These career opportunities did not exist a generation ago. Fundamental choices about public safety, employee training, and the de-

nial of personal freedoms are increasingly being made with an eye to the bottom line.

One clear sign that corrections has become a big business as well as a form of government service is the emergence of a trade newspaper devoted to the latest trends in the prison and jail marketplace. *Correctional Building News* has become the *Variety* of the prison world, widely read by correctional officials, investors, and companies with something to sell. Eli Gage, its publisher, founded the paper in 1994, after searching for a high-growth industry not yet served by its own trade journal. Gage is neither a cheerleader for the industry nor an outspoken critic. He believes that despite recent declines in violent crime, national spending on corrections will continue to grow at an annual rate of five to 10 percent. The number of young people in the prime demographic for committing crimes, ages fifteen to twenty-four, is about to increase; and the demand for new juvenile-detention centers is already rising. *Correctional Building News* runs ads by the leading companies that build prisons (Turner Construction, CRSS, Brown & Root) and the leading firms that design them (DMJM, the DLR Group, and KMD Architects). It features a product of the month, a facility of the month, and a section titled "People in the News." An advertisement in a recent issue promoted electrified fences with the line "Don't Touch!"

PPRIVATE-prison companies are the most obvious, the most controversial, and the fastest-growing segment of the prison-industrial complex. The idea of private prisons was greeted with enthusiasm during the Reagan and Bush Administrations; it fit perfectly with a belief in small government and the privatization of public services. The Clinton Administration, however, has done far more than its Republican predecessors to legitimize private prisons. It has encouraged the Justice Department to place illegal aliens and minimum-security inmates in private correctional facilities, as part of a drive to reduce the federal work force. The rationale for private prisons is that government monopolies such as old-fashioned departments of corrections are inherently wasteful and inefficient, and the private sector, through competition for contracts, can provide much

better service at a much lower cost. The privatization of prisons is often described as a "win-win" outcome. A private-prison company generally operates a facility for a government agency, or builds and operates its own facility. The nation's private prisons accepted their first inmates in the mid-1980s. Today at least twenty-seven states make use of private prisons, and approximately 90,000 inmates are being held in prisons run for profit.

The living conditions in many of the nation's private prisons are unquestionably superior to conditions in many state-run facilities. At least forty-five state prison systems are now operating at or above their intended capacity. In twenty-two states prisons are operating under court-ordered population caps. In fifteen states prison conditions are being monitored by the courts. Life in the aging, overcrowded prisons operat-

ed by many state agencies is dangerous and degrading. Most of the 34,000 state inmates currently being held in the nation's jails for lack of available prison cells live in conditions that are even worse. Private prisons tend to be brand-new, rarely overcrowded, and less likely to house violent offenders. Moreover, some private prisons offer programs, such as drug treatment and vocational training, that a number of state systems have cut back. And yet something inherent in the idea of private prisons seems to invite abuse.

The economics of the private-prison industry are in many respects similar to those of the lodging industry. An inmate at a private prison is like a guest at a hotel—a guest whose bill is being paid and whose check-out date is set by someone else. A hotel has a strong economic incentive to book every available room and encourage every guest to stay as long as possible. A private

prison has exactly the same incentive. The labor costs constitute the bulk of operating costs for both kinds of accommodation. The higher the occupancy rate, the higher the profit margin. Although it might seem unlikely that a private prison would ever try to keep an inmate longer than was necessary for justice to be served, New York State's experience with the "fee system" during the nineteenth century suggests that the temptation to do so is hard to resist. Under the fee system local sheriffs charged inmates for their stay in jail. A 1902 report by the Correctional Association of New York

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harshly criticized this system, warning that judges might be inclined to "sentence a man to jail where he may be a source of revenue to a friendly sheriff." Whenever the fee system was abolished in a New York county, the inmate population dropped—by as much as half. Last year a Prudential Securities report on private prisons described some of the potential risks for the industry: a falling crime rate, shorter prison sentences, a move toward alternative sentences, and changes in the nation's drug laws. Nonetheless, the report concluded that "the industry appears to have excellent prospects."

Private-prison companies can often build prisons faster and at lower cost than state agencies, owing to fewer bureaucratic delays and less red tape. And new prisons tend to be much less expensive to operate than the old prisons still used in many states. But most of the savings that private-prison companies offer are derived from the use of nonunion workers. Labor represents 60 to 80 percent of the operating costs at a prison. Although private-prison companies are now moving into northern states and even signing agreements with some labor unions, the overwhelming majority of private-prison cells are in southern and southwestern states hostile to unions. Correctional officers in these private prisons usually earn lower wages than officers employed by state governments, while receiving fewer benefits and no pension. Some private-prison companies offer their uniformed staff stock options as a retirement plan; the long-term value of the stock is uncertain. The sort of cost-cutting imposed on correctional officers does not extend to managers and administrators. They usually earn much more than their counterparts in the public sector—a fact that greatly increases the potential for conflicts of interest and official corruption.

BED BROKERS AND MAN-DAYS

LAST year a videotape of beatings at a private correctional facility in Texas provoked a great deal of controversy. The tape showed correctional officers at the Brazoria County Detention Center kicking inmates who were lying on the floor, shooting inmates with a stun gun, and ordering a police dog to attack them. The inmates had been convicted of crimes in Missouri, but were occupying rented cells in rural Texas. One of the correctional officers in the video had previously lost his job at a Texas state prison and served time on federal charges for beating an inmate. The Brazoria County videotape received nationwide publicity and prompted Missouri to cancel its contract with Capital Correctional Resources, the private company operating the facility. But the beatings were unusual only because they were captured on tape. Incidents far more violent and surreal have become almost commonplace in the private prisons of Texas.

The private-prison system in Texas arose in response to the violence and disarray of the state system. In 1980 conditions in Texas state prisons were so bad that the federal judge

William Wayne Justice ruled that they amounted to "cruel and unusual punishment." He appointed a special overseer for the prison system and ordered the state to provide at least forty square feet of living space for each inmate. By the mid-1980s, however, conditions had grown even worse: Texas prisons were more overcrowded; gang wars between inmates resulted in dozens of murders; and local jails were so crammed with the overflow of state inmates that a number of counties later sued the state for relief. In 1986 Judge Justice threatened the state with a fine of \$800,000 a day unless it came up with a plan to ease the overcrowding in its prisons. While the Texas legislature scrambled to add new prison beds to the system, entrepreneurs sensed that profits could be made from housing state inmates in private facilities. Developers cut deals with sheriffs in impoverished rural counties, providing the capital to build brand-new jails, offering to run them, and promising to share the profits. Privately run correctional facilities sprang up throughout rural Texas, much the way oil rigs were once raised by wildcaters. The founders of one large private-prison developer, N-Group Securities, had previously sold condominiums and run a Houston disco. One critic quoted by the *Houston Chronicle* called the speculative new enterprises "Joe's Bar and Grill and Prisons."

The private-prison building spree in Texas—backed by investors such as Allstate, Merrill Lynch, Shearson Lehman, and American Express—soon faced an unanticipated problem. The State of Texas, under the auspices of a liberal Democratic governor, Ann Richards, began to carry out an ambitious prison-construction plan of its own in 1991, employing inmate labor and adding almost 100,000 new beds in just a few years. In effect the state flooded the market. Private firms turned to "bed brokers" for help, hoping to recruit prisoners from out of state. By the mid-1990s thousands of inmates from across the United States were being transported from overcrowded prison systems to "rent-a-cell" facilities in small Texas towns. The distances involved in this huge migration at times made it reminiscent of the eighteenth-century transport schemes that shipped British convicts and debtors to Australia. In 1996 the Newton County Correctional Center, in Newton, Texas, operated by a company called the Bobby Ross Group, became the State of Hawaii's third largest prison.

The private-prison industry usually charges its customers a daily rate for each inmate; the success or failure of a private prison is determined by the number of "man-days" it can generate. In a typical rent-a-cell arrangement a state with a surplus of inmates will contact a well-established bed broker, such as Dominion Management, of Edmond, Oklahoma. The broker will search for a facility with empty beds at the right price. The cost per man-day can range from \$25 to \$60, depending on the kind of facility and its level of occupancy. The more crowded a private prison becomes, the less it charges for each additional inmate. Facilities with individual cells are

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more expensive than those with dormitories. Bed brokers earn a commission of \$2.50 to \$5.50 per man-day, depending on how tight the market for prison calls is at the time. The county—which does not operate the prison but simply gives it legal status—sometimes gets a fee of as much as \$1.50 a night for each prisoner. When every bed is filled, the private-prison company, the bed broker, and the county can do quite well.

The interstate commerce in prisoners, like many new industries, developed without much government regulation. In 1996 the State of Texas encountered a number of unexpected legal problems. Its private prisons were housing roughly 5,000 inmates from fourteen states. In August of that year two Oregon sex offenders escaped from a Houston facility operated by the Corrections Corporation of America. The facility normally held illegal aliens, under contract to the Immigration and Naturalization Service. Faced with empty beds, CCA had imported 240 sex offenders from Oregon. Texas officials had no idea that violent offenders from another state were being housed in this minimum-security facility. The escaped prisoners were eventually recaptured—but they could not be prosecuted for escaping, because running away from a private prison was not a violation of any Texas state law. The following month a riot erupted at the Frio Detention Center, a private facility operated by the Dove Development Corporation, which housed about 300 inmates from Utah and Missouri. The Texas Department of Criminal Justice had to send thirty of its officers in riot gear to regain control of the prison. A month later two Utah prisoners, one of them a convicted murderer, escaped from the same facility. A manhunt by state authorities failed to recapture them. Six other Utah inmates had previously escaped from facilities run by Dove Development; three were murderers. Last year the Texas legislature passed a bill that made it illegal for an offender from any state to escape from a private prison and that held the owners of such facilities responsible for any public expense stemming from riots or escapes. Few other states have even attempted to pass legislation dealing with these issues.

The private companies that now transport thousands of inmates across the United States every day face even less government oversight than private-prison companies. Indeed, federal regulations concerning the interstate shipment of cattle are much stricter than those concerning the interstate shipment of prisoners. Sheriff's deputies and U.S. marshals have traditionally been used to pick up inmates in one state and deliver them to another. During the late 1980s private companies began to offer the same service for about half the cost. The firms saved money by employing nonunion guards and making multiple pickups and deliveries on each trip. Prisoners today may spend as long as a month on the road, visiting dozens of states, sitting for days in the backs of old station wagons and vans, locked up alongside defendants

awaiting trial and offenders on their way to prison. Driving one of these transport vehicles is a dangerous job, one that combines the stresses encountered by correctional officers with those of long-distance truckers. Moreover, prisoners tend to view their days in transit as an excellent time to attempt an escape. The turnover rate among the transport guards and drivers is high; the pay is relatively low; and training for the job rarely lasts more than a week. As a result, violent criminals are frequently shipped from state to state in the custody of people who are ill equipped to deal with them. Local authorities often don't learn that inmates are passing through their towns until something goes wrong.

In August of 1996 Rick Carter and Sue Smith, the husband-and-wife operators of R and S Prisoner Transport, were taking five murderers and a rapist from Iowa to New Mexico. At a public rest stop in the Texas Panhandle one of the convicts assaulted Carter on the way to the men's room. The others overpowered his wife and seized the van. Carter and Smith, who had set off unarmed, were taken hostage. A passing motorist dialed 911, and the six inmates were recaptured by Texas police officers after a chase. On July 30 of last year Dennis Patrick Glick—a convicted rapist, sentenced to two life terms, who was being transported from Utah to Arkansas—commandeered a van owned by the Federal Extradition Agency, a private company. One of the guards had fallen asleep, and Glick borrowed his gun. Glick took the guard and seven other inmates hostage in Ordway, Colorado; abandoned the van; took a local rancher hostage; stole two more vehicles and a horse; eluded sixty law-enforcement officers through the night; and was captured the next morning on horseback. In December of last year Homer D. Land, a prisoner being transported from Kansas to Florida, escaped from a van operated by TransCor America. The van had stopped at a Burger King in Owatonna, Minnesota. While one guard went inside and bought eleven hamburgers, the other guard (who had been a TransCor America employee for less than a month) opened the van's back doors for ventilation, enabling Land and two other inmates to get away. Land took a married couple hostage and spent the night at their house in Owatonna before being recaptured in Chicago. The same TransCor America van had been commandeered four days earlier by Whatley Royle, a prisoner traveling from New Mexico to Massachusetts and facing charges of murder and armed robbery. At a gas station in Sterling, Colorado, Royle grabbed a shotgun from a sleeping guard. Officers from the Colorado state police and the local sheriff's department surrounded the van; the standoff ended, according to a local official, when other prisoners persuaded Royle to hand over the gun.

THE Bobby Ross Group, based in Austin, Texas, has proved to be one of the more troubled private-prison companies. The company's founder, Bobby Ross, was a sheriff in Texas and a successful bed broker before starting his

own business, in 1993. He eventually set up operations at seven Texas facilities and one Georgia facility, signing contracts to accept inmates from states including Colorado, Hawaii, Montana, Missouri, Oklahoma, and Virginia. It did not take long for problems to begin. In January of 1996 nearly 500 Colorado inmates, many of them sex offenders, were transferred to a Bobby Ross facility in Karnes County, Texas; two later escaped, and a full day passed before state authorities were notified. At the Bobby Ross prison in Dickens County, Texas, fights broke out between inmates from Montana and Hawaii that spring. A few months later a protest about the poor quality of food and medical care turned into a riot, and the warden ordered guards to shoot live rounds. The warden was replaced.

Montana canceled its contract with the Bobby Ross Group in September of last year. Three Montana inmates had escaped, and one had been killed by an inmate from Hawaii. Montana investigators found that many of the inmates at the Dickens County prison were going hungry and waiting days to see a doctor. "We really dislike losing a customer," an attorney representing Bobby Ross said to a reporter. In October an inspector for the Texas Commission on Jail Standards gave the Dickens County prison the highest possible ratings. A month later the same inspector acknowledged that in addition to his official duties he worked as a "consultant" for the Bobby Ross Group, which paid him \$42,000 a year. In December eleven inmates from Hawaii escaped from their dormitory at the Newton County facility operated by Bobby Ross, released nearly 300 other inmates, and set fire to one of the buildings. In February of this year inmates rioted again at Newton and set fire to the prison commissary. In brighter days, before the riots and fires, Bobby Ross had explained the usefulness of employing William Sessions, the former director of the Federal Bureau of Investigation, as a "special adviser" to the company. "He goes with us on sales calls to potential clients," Ross told a reporter for the Colorado paper *Westword*. "That kind of thing."

The U.S. Corrections Corporation, for years the nation's third largest private-prison company, has encountered legal difficulties even more serious than those of the Bobby Ross Group. In 1993 an investigation by the *Louisville Courier-Journal* discovered that the company was using unpaid prison labor in Kentucky. Inmates were being forced to perform a variety of jobs, including construction work on nine small buildings at the Lee County prison; construction work on one church and renovation work on three others attended by company employees; renovation work on a company employee's game-room business; painting and maintenance at a country club; and painting at a private school attended by a prison warden's daughter. The *Courier-Journal* concluded that "U.S. Corrections has repeatedly profited financially from its misuse of inmate labor." Although the state Department of Corrections confirmed these findings, it took no



action against the company. A year later J. Clifford Todd, the chairman of U.S. Corrections, pleaded guilty to a federal charge of mail fraud, admitting that he had paid a total of roughly \$200,000 to a county correctional official in Kentucky. In return for monthly payments, which for four years were laundered through a California company, the official sent inmates to U.S. Corrections. Todd cooperated fully with an FBI investigation, but later became embittered when a federal judge denied his request for a term of house arrest. The head of the nation's third largest private-prison



company was sentenced to fifteen months in a federal prison.

The nation's second largest private-prison company, Wackenhut Corrections, has operated with a far greater degree of professionalism and discretion. Its parent company, the Wackenhut Corporation, has for many years worked closely with the federal government, performing various sensitive tasks such as guarding nuclear-weapons facilities and overseas embassies. Indeed, the company has long been accused of operating as a front for the Central Intelligence Agency—an accusation that its founder, George Wackenhut,

Shift change. Clinton prison, Dannemora, N.Y.

has vehemently denied. In the early 1950s Wackenhut quit the FBI, at the age of thirty-four, and formed a private-security company with three other former FBI agents. He went on to assemble the nation's largest private collection of files on alleged "subversives," with dossiers on at least three million Americans. During the 1970s the Wackenhut Corporation diversified into strike-breaking and anti-terrorism. The company, headquartered in Palm Beach Gardens, Florida, has

branch offices in forty-two states and in more than fifty foreign countries. Its annual revenues exceed \$1 billion. George Wackenhut remains the chairman of the company, but the day-to-day operations are handled by his son, Richard. Over the years Wackenhut's board of directors has read like a Who's Who of national security, including a former head of the FBI, a former head of the Defense Intelligence Agency, a former CIA director, a former CIA deputy director, a former head of the Secret Service, a former head of the Marine Corps, and a former Attorney General. After the company decided to enter the private-prison industry, it hired Norman Carlson, who had headed the Federal Bureau of Prisons.

Last year Wackenhut Corrections became the first private company ever hired by the Federal Bureau of Prisons to manage a large facility. The federal government's long-standing relationship with Wackenhut has developed an odd equilibrium: one wields the power while the other reaps the financial rewards. Kathleen Hawk Sawyer, the current director of the Federal Bureau of Prisons, is responsible for the supervision of about 115,000 inmates, including drug lords, international terrorists, and organized-crime leaders. Her salary last year was \$125,900. George C. Zoley, the chief executive officer of Wackenhut Corrections, is responsible for the supervision of about 25,000 state and federal inmates, mostly illegal aliens, low-level drug offenders, petty thieves, and parole violators. His salary last year was \$366,000—plus a bonus of \$122,500, plus a stock-option grant of 20,000 shares. At least half a dozen other executives at Wackenhut Corrections were paid more last year than the head of the Federal Bureau of Prisons.

The Corrections Corporation of America is the nation's largest private-prison company: it recently participated in a buyout of the U.S. Corrections Corporation, thereby obtaining several thousand additional inmates. CCA was founded in 1983 by Thomas W. Beasley and Doctor R. Crants, Nashville businessmen with little previous experience in corrections. Beasley, a former chairman of the Tennessee Republican Party, later told *Inc.* magazine his strategy for promoting the concept of private prisons: "You just sell it like you were selling cars, or real estate, or hamburgers." Beasley and Crants recruited a former director of the Virginia Department of Corrections to help run the company. In 1984 CCA accepted its first Texas inmates, before it had a completed facility in that state. The inmates were housed in rented motel rooms; a number of them pushed the air-conditioning units out of the wall and escaped. A year later Beasley approached his good friend Lamar Alexander, the governor of Tennessee, with an extraordinary proposal: CCA would buy the state's entire prison system for \$250 million. Alexander supported the idea, saying, "We don't need to be afraid in America of people who want to make a profit." His wife, Honey, and the speaker of the Tennessee House, Ned McWhorter, were among CCA's early investors; between them the two had

owned 1.5 percent of CCA's stock; they sold their shares to avoid any perceived conflict of interest. Nevertheless, the CCA plan was blocked by the Democratic majority in the legislature.

CCA expanded nationwide over the next decade, winning contracts to house more than 40,000 inmates and assembling the sixth largest prison system in the United States; but it never lost the desire to take over all the prisons in Tennessee. In order to achieve that goal, CCA executives established personal and financial links with figures in both political parties. During the spring of last year CCA's allies in the Tennessee legislature began once again to push for privatization. Crants said that letting CCA run the prisons would save the state up to \$100 million a year; he did not specify how these dramatic savings would be achieved. George Zoley, the head of Wackenhut Corrections, argued that handing over the Tennessee prison system to a single company would simply turn a state monopoly into a private one. Wackenhut employed the law firm of the former U.S. senator Howard Baker to lobby on its behalf, seeking a piece of the action.

By February of this year a compromise of sorts had emerged in Tennessee. New legislation proposed shifting as much as 70 percent of the state's inmate population to the private sector; CCA and Wackenhut would both get a chance to bid for prison contracts. The new privatization bill seemed a sure thing. It was never put before the legislature for a vote, however. On April 20 CCA announced plans for a corporate restructuring so complex in its details that many Wall Street analysts began to wonder about the company's financial health. The price of CCA stock—which in recent years had been one of the nation's top performers—began to plummet, declining in value by 25 percent over the next several days. At the annual CCA shareholders meeting, last May, Crants compared Wall Street investors to "wildbeests" stampeding out of fear, and blamed the stock's plunge on a single broker who had sold 640,000 shares.

Crants neglected to tell CCA shareholders a crucial bit of information: he himself had sold 200,000 shares of CCA stock just weeks before the announcement that sent its value tumbling. By selling his stock on March 2, Crants had avoided a loss of more than \$2.5 million. When asked recently to explain his CCA financial dealings, Crants declined to comment. The timing and the size of that stock transaction are likely to be of interest to the attorneys who have filed more than half a dozen lawsuits on behalf of CCA shareholders.

Although conservatives have long worried about the loss of American sovereignty to international agencies such as the United Nations and the World Bank, the globalization of private-prison companies has thus far eluded criticism. A British private-prison company, Securicor, operates two facilities in Florida. Wackenhut Corrections is now under contract to operate Doncaster prison, in England; three prisons in Australia; and a prison in Scotland. It is actively seeking

prison contracts in South Africa. CCA has received a good deal of publicity lately, but few of the articles about it have mentioned that the largest shareholder of America's largest private-prison company is Sodexo Alliance—a food-service conglomerate whose corporate headquarters are in Paris.

THE MEGA-PRISON

ABOUT 200 inmates were in the A yard at New Folsom when I visited not long ago. They were playing softball and handball, sitting on rocks, standing in small groups, smoking, laughing, jogging around the perimeter. Three unarmed correctional officers casually kept an eye on things, like elementary school teachers during recess. The yard was about 300 feet long and 250 feet wide, with more dirt than grass, and it was hot, baking hot. The heat of the sun bounced off the gray concrete walls enclosing the yard. "These are the sensitive guys," a correctional officer told me, describing the men in Facility A. Most of them had killed, raped, committed armed robberies, or misbehaved at other prisons, but now they were trying to stay out of trouble. Some were former gang members; some were lifers because of a third strike; some were getting too old for prison violence; some were in protective custody because of their celebrity, their snitching, or their previous occupation. A few of the inmates on the yard were former police officers. As word spread that I was a journalist, groups of inmates followed me and politely approached, eager to talk. Lieutenant Billy Mayfield, New Folsom's press officer, graciously kept his distance, allowing the prisoners to speak freely.

"I shouldn't be here" was a phrase I heard often, followed by an impassioned story about the unfairness of the system. I asked each inmate how many of the other men in the yard deserved to be locked up in this prison, and the usual response was "These guys? Man, you wouldn't believe some of these guys; at least two thirds of them should be here." Behind the need to blame others for their predicament and the refusal to accept responsibility, behind all the denial, lay an enormous anger, one that seemed far more intense than the typical inmate complaints about the food or the behavior of certain officers. Shirtless, sweating, unshaven, covered in tattoos, one inmate after another described the rage that was growing inside New Folsom. The weights had been taken away; no more conjugal visits for inmates who lacked a parole date; not enough help for the inmates who were crazy, really crazy; not enough drug treatment, when the place was full of junkies; not enough to do—a list of grievances magnified by the overcrowding into something that felt volatile, ready to go off with the slightest spark. As I stood in the yard hearing the anger of the sensitive guys, the inmates in Facility C were locked in their cells, because of a gang-related stabbing the previous week, and the inmates in Facility B were being shot with pepper spray to break up a fight.

The acting warden at New Folsom when I visited, a woman named Suzan Hubbard, began her career as a correctional officer at San Quentin nineteen years ago. Although she has a degree in social work from the University of California at Berkeley, Hubbard says that her real education took place at the "college of San Quentin." She spent a decade at the prison during one of its most violent and turbulent periods. In her years on the job two fellow staff members were murdered. Hubbard learned how to develop a firm but fair relationship with inmates, some of whom were on death row. She found that contrary to some expectations, women were well suited for work in a maximum-security prison. Communication skills were extremely important in such a charged environment; inmates often felt less threatened by women, less likely to engage in a clash of egos. Hubbard was the deputy warden at New Folsom on September 27, 1996, when fights broke out in the B yard. At nine o'clock in the morning she was standing beside her car in the prison parking lot, and she heard three shots being fired somewhere inside New Folsom. Everyone in the parking lot froze, waiting for the sound of more gunfire. After more shots were fired, Hubbard hurried into the prison, made her way to the B yard, and found it in chaos.

A group of Latino gang members had launched an attack on a group of African-American gang members, catching them by surprise and stabbing them with homemade weapons. The fighting soon spread to the other inmates in the exercise yard, who divided along racial lines. As many as 200 inmates were involved in the riot. Correctional officers instructed everyone in the yard to get down; they fired warning shots, rubber bullets, and then live rounds. When Hubbard arrived at the yard, about a hundred inmates had dropped to the ground and another hundred were still fighting. The captain in charge of the unit stood among a group of inmates, telling them, "Sit down, get down, we'll take care of this." Hubbard and the other officers circulated in the yard, calling prisoners by name, telling them to get down. It took thirty minutes to quell the riot. Twelve correctional officers were injured while trying to separate combatants. Six inmates were stabbed, and five were shot. Victor Hugo Flores, an inmate serving an eighteen-year sentence for voluntary manslaughter and attempted murder, was killed by gunfire.

Hubbard finds working in the California penal system to be stressful but highly rewarding. She tries to defuse tensions by talking and listening to the inmates on the yards. She and her officers routinely place themselves at great risk. Last year 2,583 staff members were assaulted by inmates in California. Thousands of the inmates are HIV-positive; thousands more carry hepatitis C. Officers have lately become the target of a new form of assault by inmates, known as gassing. Being "gassed" means being struck by a cup or bag containing feces and urine. The California prison system, especially its Level 4 facilities, is full of warring gangs—members of the Crips, the Bloods, the Fresno Bulldogs, the Aryan Brother-

hood, the Nazi Lowriders, the Mexican Mafia, and the Black Guerrilla Family, to name a few. In addition to the organized violence, there are random acts of violence. On June 15 of last year a correctional officer was attacked by an inmate in the infirmary at New Folsom. The officer, Linda Lowery, was savagely beaten and kicked, receiving severe head wounds. Her attacker was serving a four-year sentence for assaulting an officer.

California's correctional officers are not always the victims when violence occurs behind bars; in recent months they have been linked to several widely publicized acts of brutality. At Pelican Bay State Prison at least one officer conspired with inmates to arrange assaults on convicted child molesters. At Corcoran State Prison officers allegedly staged "gladiator days," in which rival gang members were encouraged to fight, staff members placed bets on the outcome, and matches often ended with inmates being shot. As the FBI investigates alleged abuses at Corcoran and allegations of an official cover-up, correctional officers are feeling misrepresented and unfairly maligned by the media—only adding to the tension in California's prisons.

The level of violence in the California penal system is actually lower today than it was a decade ago. But the rate of assaults among inmates has gradually climbed since its low point, in 1991. Studies have linked double-bunking and prison overcrowding with higher rates of stress-induced mental disorders, higher rates of aggression, and higher rates of violence. In the state's Level 4 prisons almost every cell is now double-bunked. The fact that more bloodshed has not occurred is a testament to the high-tech design of the new prisons and the skills of their officers. Nevertheless, Cal Tethune, the director of the California Department of Corrections, worries about how much more stress the system can bear, and about how long it can go without another riot. "We're sitting on a very volatile situation," Tethune says. "Every time the phone rings here, I wonder..."

THIRTY years ago California was renowned for the liberalism of its criminal-justice system. In 1968 an inmate bill of rights was signed into law by Ronald Reagan, then the governor of California. More than any other state, California

was dedicated to the rehabilitative ideal, to the belief that a prison could take a criminal and "cure" him, set him on the right path. California's prisons were notable for their many educational and vocational programs and their group-therapy sessions. In those days every state in the country had a system of indeterminate prison sentences. The legislature set the maximum sentence for a crime, and judges and parole boards tried to make the punishment fit the individual. California's system was the most indeterminate: the sentence for a given offense might be anything from probation to life. The broad

range of potential sentences gave enormous power to the parole board, known as the Adult Authority; a prisoner's release depended on its evaluation of how well his "treatment" was proceeding. One person might serve ten months and another person ten years for the same crime.

Although indeterminate sentencing had many flaws, one of its virtues was that it gave the state a means of controlling the size of the prison population. If prisons grew too full, the parole board could release inmates who no longer seemed to pose a threat to public safety. Governor Reagan used the Adult Authority to reduce the size of California's inmate population, giving thousands of prisoners an early release and closing one of the state's prisons. By the mid-1970s, however, the Adult Authority had come under attack from an unusual coalition of liberals, prisoners, and conservative advocates of law and order.

Liberals thought that the Adult Authority discriminated against minorities, making them serve longer sentences. Prisoners thought that it was unfair; after all, they were still in prison. Conservatives thought that it was too soft, allowing too many criminals back on the street too soon. And no one put much faith in the rehabilitative effects of prison. In 1971 seventeen inmates and seven staff members were killed in California prisons. The following year thirty-five inmates and one staff member were killed.

California was one of the first states in the nation to get rid of indeterminate sentencing. The state's new law required inmates to serve the sentence handed down by the judge, with an allowance for "good time," which might reduce a prison term by half. The law also amended the section of the state's penal code that declared the ultimate goals of impris-

**THE PRISON-
INDUSTRIAL COMPLEX IS NOT
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NATION'S CRIMINAL-JUSTICE
SYSTEM, REPLACING
NOTIONS OF PUBLIC SERVICE
WITH A DRIVE
FOR HIGHER PROFITS.**

onment: the word "rehabilitation" was replaced by the word "punishment." In 1976 the bill was endorsed and signed into law by a liberal Democrat, Governor Jerry Brown.

As liberalism gave way to demands for law and order, California judges began to send a larger proportion of convicted felons to prison and to give longer sentences. The inmate population started to grow. Sentencing decisions made at the county level, by local prosecutors and judges, soon had a major impact on the state budget, which covered the costs of incarceration. Tax cuts mandated by Proposition 13 meant that county governments were strapped for funds and could not maintain local jails properly or pay for community-based programs that administered alternative sentences. Offenders who might once have been sent to a local jail or a halfway house were now sent to a state prison. California's criminal-justice system slowly but surely spun out of control. The state legislature passed hundreds of bills that required tough new sentences, but did not adequately provide for their funding. Judges sent people to prison without giving any thought to where the state would house them. And the Department of Corrections was left to handle the flood of new inmates, unable to choose how many it would accept or how many it would let go.

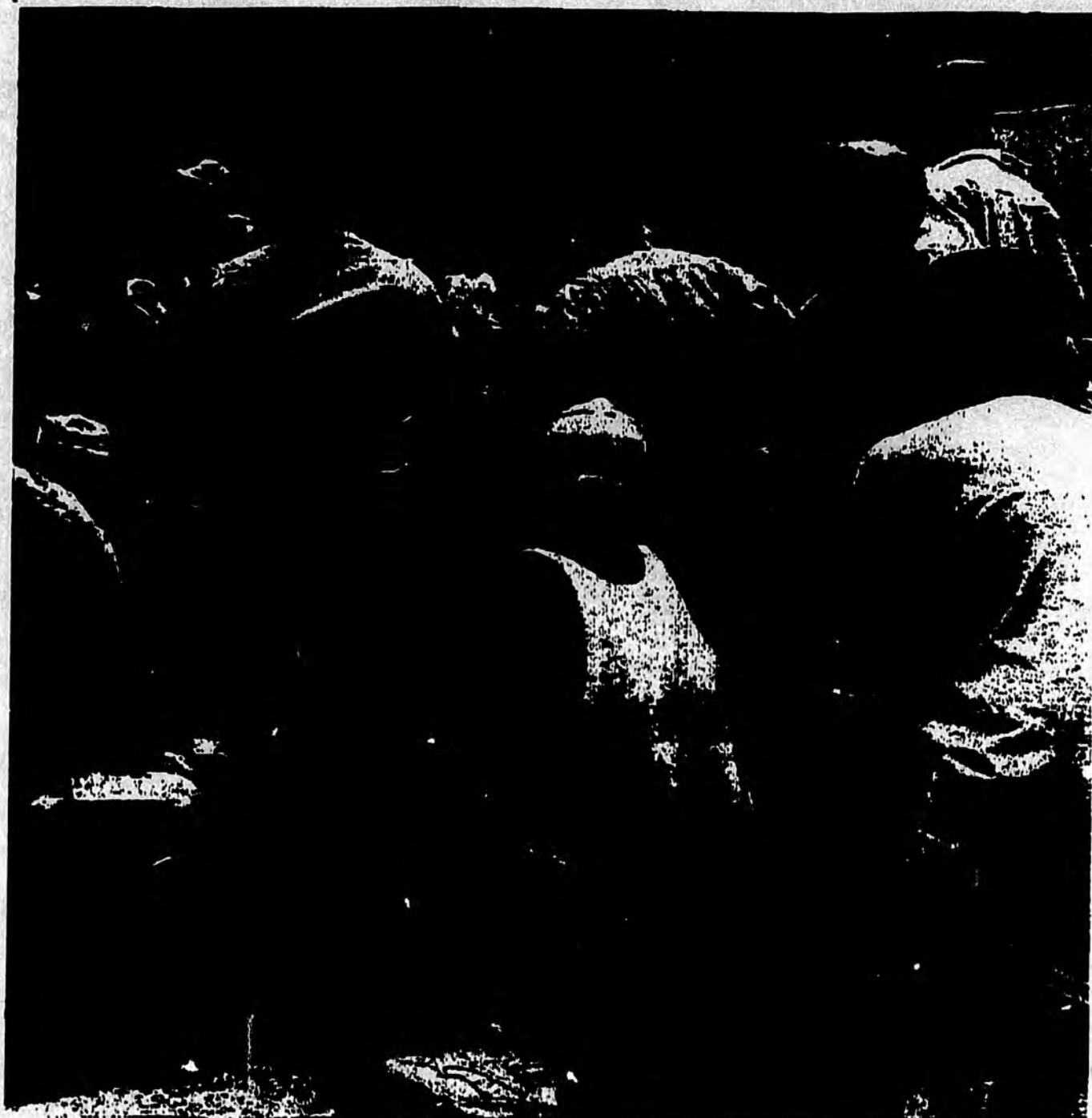
In 1977 the inmate population of California was 19,600. Today it is 159,000. After spending \$5.2 billion on prison construction over the past fifteen years, California now has not only the largest but also the most overcrowded prison system in the United States. The state Department of Corrections estimates that it will need to spend an additional \$6.1 billion on prisons over the next decade just to maintain the current level of overcrowding. And the state's jails are even more overcrowded than its prisons. In 1996 more than 325,000 inmates were released early from California jails in order to make room for offenders arrested for more-serious crimes. According to a report this year by the state's Little Hoover Commission, in many counties offenders who are convicted of a crime and given sentences of less than ninety days will not even be sent to jail. The state's backlog of arrest warrants now stands at about 2.6 million—the number of arrests that have not been made, the report says, largely because there's no room in the jails. According to one official estimate, counties will need to spend \$2.4 billion over the next ten years to build more jails—again, simply to maintain the current level of overcrowding.

The extraordinary demand for new prison and jail cells in California has diverted funds from other segments of the criminal-justice system, creating a vicious circle. The failure to spend enough on relatively inexpensive sanctions, such as drug treatment and probation, has forced the state to increase spending on prisons. Only a fifth of the felony convictions in California now lead to a prison sentence. The remaining four fifths are usually punished with a jail sentence, a term of probation, or both. But the jails have no room, and



the huge caseloads maintained by most probation officers often render probation meaningless. An ideal caseload is about twenty-five to fifty offenders: some probation officers in California today have a caseload of 3,000 offenders. More than half the state's offenders on probation will most likely serve their entire term without ever meeting or even speaking with a probation officer. Indeed, the only obligation many offenders on probation must now fulfill is mailing a postcard that gives their home address.

California parole officers, too, are overwhelmed by their



caseloads. The state's inmate population is not only enormous but constantly changing. Last year California sent about 140,000 people to prison—and released about 132,000. On average, inmates spend two and a half years behind bars, and then serve a term of one to three years on parole. During the 1970s each parole agent handled about forty-five parolees; today each agent handles about twice that number. The money that the state has saved by not hiring enough new parole agents is insignificant compared with the expense of sending parole violators back to prison.

A fight begins, Folsom prison, Repress, Calif.

About half the California prisoners released on parole are illiterate. About 85 percent are substance abusers. Under the terms of their parole, they are subjected to periodic drug tests. But they are rarely offered any opportunity to get drug treatment. Of the approximately 130,000 substance abusers in California's prisons, only 3,000 are receiving treatment behind bars. Only 8,000 are enrolled in any kind of pre-release program to help them cope with life on the outside. Violent

offenders, who need such programs most of all, are usually ineligible for them. Roughly 124,000 inmates are simply released from prison each year in California, given nothing more than \$200 and a bus ticket back to the county where they were convicted. At least 1,200 inmates every year go from a secure housing unit at a Level 4 prison—an isolation unit, designed to hold the most violent and dangerous inmates in the system—right onto the street. One day these predatory inmates are locked in their cells for twenty-three hours at a time and fed all their meals through a slot in the door, and the next day they're out of prison, riding a bus home.

Almost two thirds of the people sent to prison in California last year were parole violators. Of the roughly 80,000 parole violators returned to prison, about 60,000 had committed a technical violation, such as failing a drug test; about 15,000 had committed a property or a drug crime; and about 3,000 had committed a violent crime, frequently a robbery to buy drugs. The punitive prison system that California has built at such great expense has essentially become a revolving door for poor, highly dysfunctional, and often illiterate drug abusers. They go in, they get out, they get sent back, and every year there are more. The typical offender being sent to prison in California today has five prior felony convictions.

THE California legislature has not authorized a new bond issue for prison construction since 1992, deadlocked over the cost. Meanwhile, the state's "Three Strikes, You're Out" law has been steadily filling prison cells with long-term inmates. Don Novey, the head of the California Correctional Peace Officers Association (CCPOA), helped to gain passage of the law. He now worries that if California's prison system becomes much more overcrowded, a federal judge may order a large-scale release of inmates. Novey has proposed keeping some nonviolent offenders out of prison, allowing judges to give them suspended sentences and a term of probation instead. He has also advocated a way to save money while expanding the penal system: build "mega-prisons." California already builds and operates the biggest prisons in the United States. A number of California prisons now hold more than 6,000 inmates—about six times the nationwide average. The mega-prisons proposed by the CCPOA would house up to 20,000 inmates. A few new mega-prisons, Novey says, could satisfy California's demand for new cells into the next century.

Correctional officials see prison overcrowding as grounds

for worry about potential riots, bloodshed, and court orders; others see opportunity. "It has become clear over the past several months," Doctor R. Crants said earlier this year, "that California is one of the most promising markets CCA has, with a burgeoning need for secure, cost-effective prison beds at all levels of government." In order to get a foothold in that market, CCA announced it would build three prisons in California entirely on spec—that is, without any contract to fill them. "If you build it in the right place," a CCA executive told *The Wall Street Journal*, "the prisoners will come."

Crants boasted to the *Tennessean* that California's private-prison industry will be dominated by "CCA alone." Executives at Wackenhut Corrections think otherwise. Wackenhut already houses almost 2,000 of California's minimum-security inmates at facilities in the state. The legislature has recently adopted plans to house an additional 2,000 minimum-security inmates in private prisons. Wackenhut and CCA have opened offices in Sacramento and hired expensive lobbyists. The CCPOA vows to fight hard against the private-prison companies and their anti-union tactics. "They can build whatever prisons they want," Don Novey says. "But the hell if they're going to run them." One of the new CCA prisons is rising in the Mojave Desert outside California City, at a cost of about \$100 million. The company is gambling

that cheap, empty prison beds will prove irresistible to California lawmakers. The new CCA facility promises to be a boon to California City once the inmates start arriving. The town has been hit hard by layoffs at Edwards Air Force Base, which is nearby. Mayor Larry Adams, asked why he wanted a prison, said, "We're a desperate city."

FACTORIES FOR CRIME

ALEXIS de Tocqueville's *Democracy in America* is one of the most famous books ever written about the politics and culture of the United States. The original purpose of Tocqueville's 1831 journey to this country is less well known. He came to tour its prisons on behalf of the French government. The United States at the time was renowned in Europe for having created a whole new social institution: the penitentiary. In New York and Pennsylvania prisons were being designed not to punish inmates but to reform them. Solitary confinement, silence, and hard work were imposed in order to encourage spiritual and moral change. At some penitentiaries officials placed hoods over the heads of newcomers to isolate them from other inmates. After visiting American prisons Tocqueville and his travel-



New Folsom, Repress, Calif.

ing companion, Gustave de Beaumont, wrote that social reformers in the United States had been swept up in "the monomania of the penitentiary system," convinced that prisons were "a remedy for all the evils of society."

The historian David J. Rothman, author of *The Discovery of the Asylum* (1971), has noted one of the ironies of America's early-nineteenth-century fondness for prisons. The idea of the penitentiary took hold at the height of Jacksonian democracy, when freedom and the spirit of the common man were being widely celebrated. "At the very moment that Americans began to pride themselves on the openness of their society, when the boundless frontier became the symbol of opportunity and equality," Rothman observes, "notions of total isolation, unquestioned obedience, and severe discipline became the hallmarks of the captive society." More than a century and a half later political rhetoric about small government and the virtues of the free market is being accompanied by an eagerness to deny others their freedom. The hoods now placed on inmates in the isolation units at maximum-security prisons are not intended to rehabilitate. They are designed to protect correctional officers from being bitten or spat upon.

The standard justification for today's prisons is that they prevent crime. The rate of violent crime in the United States has indeed been declining since 1991. The political scientist James Q. Wilson, among many others, believes that the recent rise in the nation's incarceration rate has been directly responsible for the decrease in violent crime. Although the validity of the theory seems obvious (murderers and rapists who are behind bars can no longer kill and rape ordinary citizens), it is difficult to prove. Michael Tonry, a professor of law and public policy at the University of Minnesota, is an expert on international sentencing policies and an advocate of alternative punishments for nonviolent offenders. He acknowledges that the imprisonment of almost two million Americans has prevented some crimes from being committed. "You could choose another two million Americans at random and lock them up," Tonry says, "and that would reduce the number of crimes too." But demographics and larger cultural trends may be responsible for most of the decline in violent crime. Over the past decade Canada's incarceration rate has risen only slightly. Nevertheless, the rate of violent crime in Canada has been falling since 1991. Last year the homicide rate fell by nine percent. The Canadian murder rate has now reached its lowest level since 1969.

Christopher Stone, the head of New York's Vera Institute of Justice, believes that prisons can be "factories for crime." The average inmate in the United States spends only two years in prison. What happens during that time behind bars may affect how he or she will behave upon release. The lesson being taught in most American prisons—where violence, extortion, and rape have long been routine—is that the strong will always rule the weak. Inmates who display

the slightest hint of vulnerability quickly become prey. During the 1950s and 1960s prison gangs were formed in California and Illinois as a means of self-protection. Those gangs have now spread nationwide. The Mexican Mafia and the Aryan Brotherhood have gained power in Texas prisons. The Gangsta Killer Bloods and the Sex Money Murder Bloods have emerged in New York prisons. America's prisons now serve as networking and recruiting centers for gang members. The differences between street gangs and prison gangs have become less distinct. The leaders of prison gangs increasingly direct illegal activity both inside and outside. A 1996 investigation by the *Chicago Tribune* found that gangs had gained extraordinary control over the state prisons in Illinois: formal classes at the Stateville prison law library had taught the history and rules of the Maniac Latin Disciples; a leader of the Gangster Disciples had at various times kept cellular phones, a color television, a stereo, a Nintendo Game Boy, a portable washing machine, and up to a hundred pounds of marijuana in his cell. Many of the customs, slang, and tattoos long associated with prison gangs have become fashionable among young people. In cities throughout America, the culture of the prisons is rapidly becoming the culture of the streets.

The spirit of every age is manifest in its public works, in the great construction projects that leave an enduring mark on the landscape. During the early years of this century the Panama Canal became President Theodore Roosevelt's legacy, a physical expression of his imperial yearnings. The New Deal faith in government activism left behind huge dams and bridges, post offices decorated with murals, power lines that finally brought electricity to rural America. The interstate highway system fulfilled dreams of the Eisenhower era, spreading suburbia far and wide; urban housing projects for the poor were later built in the hopes of creating a Great Society.

"The era of big government is over," President Bill Clinton declared in 1996—an assertion that has proved false in at least one respect. A recent issue of "Construction Report," a monthly newsletter published by *Correctional Building News*, provides details of the nation's latest public works: a 3,100-bed jail in Harris County, Texas; a 500-bed medium-security prison in Redgranite, Wisconsin; a 130-bed minimum-security facility in Oakland County, Michigan; two 200-bed housing pods at the Fort Dodge Correctional Facility, in Iowa; a 350-bed juvenile correctional facility in Pendleton, Indiana; and dozens more. The newsletter includes the telephone numbers of project managers, so that prison-supply companies can call and make bids. All across the country new cellblocks rise. And every one of them, every brand-new prison, becomes another lasting monument, concrete and ringed with deadly razor wire, to the fear and greed and political cowardice that now pervade American society. ☉

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Differences between the Department of Administration and Administrative Services Divisions:

First, the Department of Administration (DOA) manages several large systems that are instrumental to financial and personnel management of state agencies. These include the Alaska State Accounting System (AKSAS), the Alaska Payroll system (AKPAY), and Workplace Alaska, the system used to advertise position openings and collect applications for those positions. The attached chart demonstrates the relationship between DOA and other departments. It has responsibility for setting policy, system management, establishing standard procedures, interpretation of law, and providing training.

Second, through its various functions, DOA exercises oversight of the administrative processes through which the department administrative services divisions discharge their responsibilities. The departmental role is significantly different in character. Department personnel are engaged in direct administrative support of departmental programs—they use the systems managed by DOA in order to satisfy the administrative needs of those programs.

Over the last few years, DOA and OMB have transferred—or delegated—additional responsibilities to the departments' administrative staffs. Some examples of transferred responsibilities are:

Delegated Authority for Planning and Facilities:

Delegation of Construction Authority from DOT&PF for \$200,000.

Delegated Authority for Procurement Section:

Delegation of Purchasing Authority from DOA:

- Contract directly for small procurements.
- Purchase directly from contracts in the Contract Award (CA) Manual.
- Contract directly in response to an emergency.
- Responsible for issuing decisions on protests.
- Purchase directly from Alaska Correctional Industries (ACI)
- Requests for Alternate Procurement (RAP's)

Delegated Authority for Budget Section:

- Reimbursable Services Agreement (RSA's)
- Budget Transfers between Line Items
- Budget Transfers between Allocations/Components

Delegated Authority For Human Resource Section:

Permanent positions – authority to establish, reclassify, and update permanent positions for all job classes except human resource classes. Approve transfers (except those for the good of the service). Enter position information into AKPAY (except where a BU change is recommended).

Non-permanent positions - establish, reclassify, transfer and delete non-permanent positions; approve list waivers. Convert non-perm employees to permanent positions when appropriate under contract.

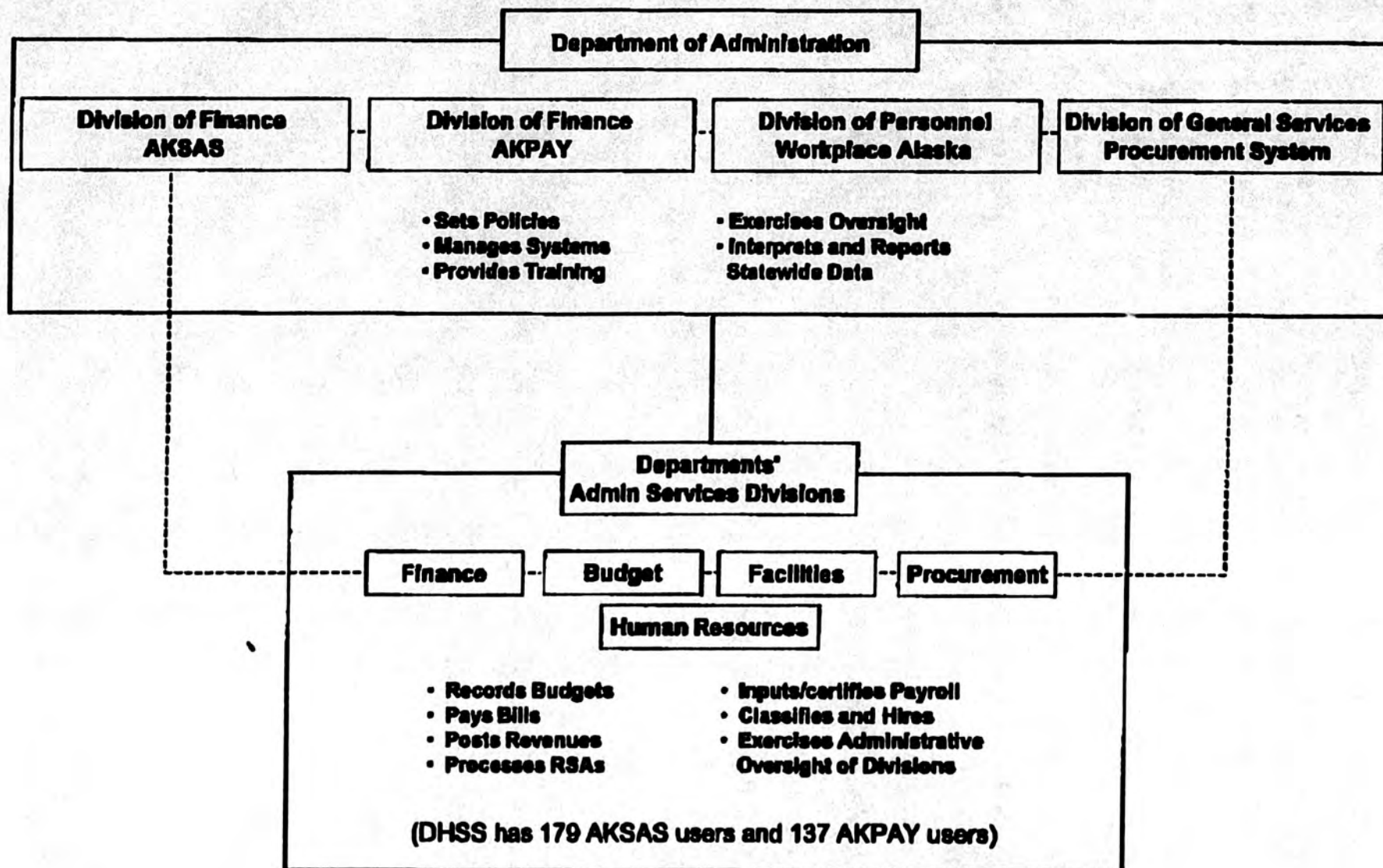
Revise minimum qualifications for department unique job .

Determine related and parallel job classes for the purpose of transfer, rehire or voluntary demotion.

Approve advanced step hires.

Approve job orders, certify minimum qualifications and determine legal hires under Workplace Alaska; determine residency, review for convictions, respond to applicant appeals at level one.

Establish layoff units/lists and calculate points



----- Technical Support, Advice, Coordination
 ————— Policy Direction, Management Coordination

Executive Summary

Mission

To promote and protect the well-being of every Alaskan by investing in families and communities.

Motto

"Believing in the power of families and communities."

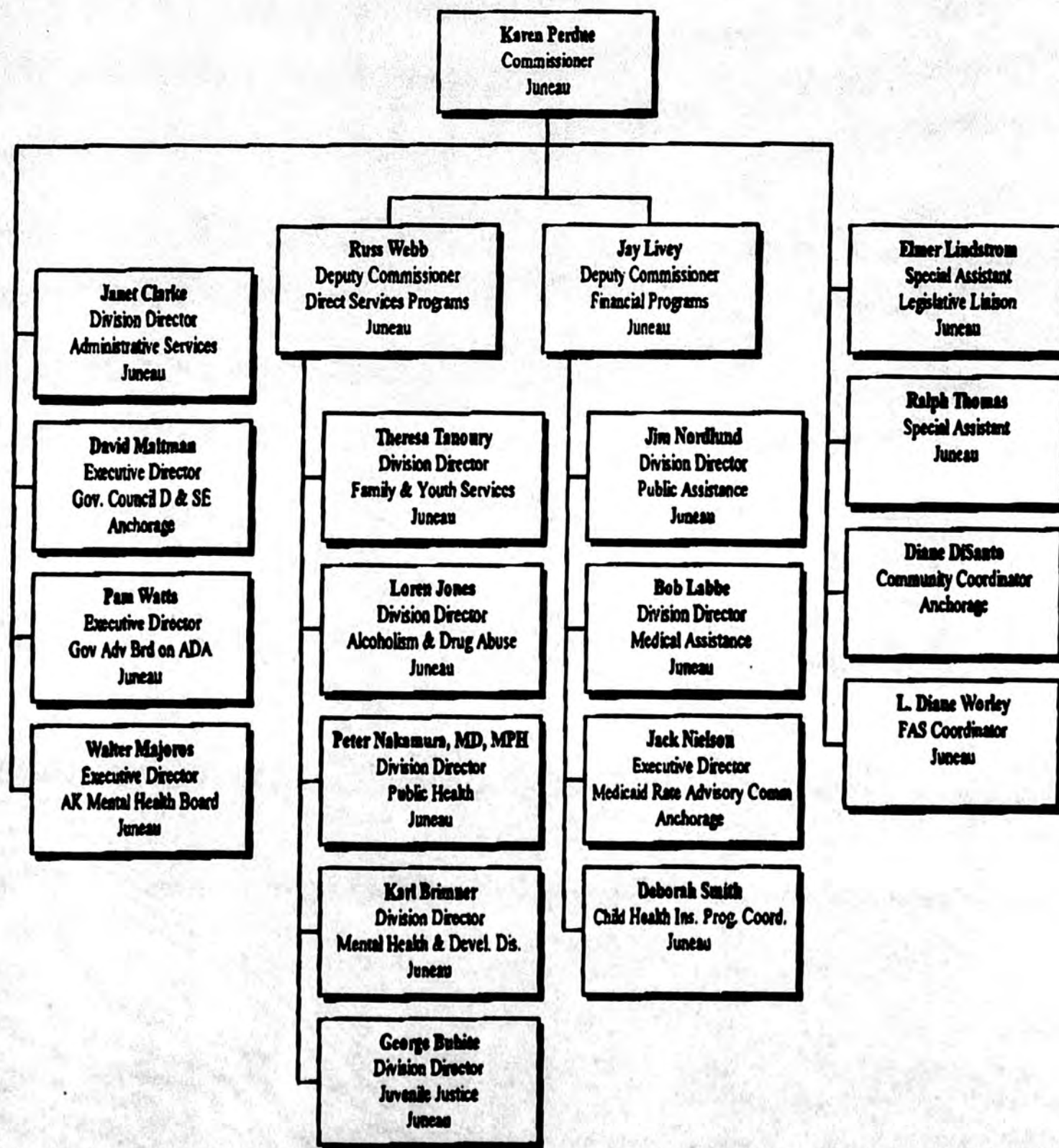
DHSS Goals

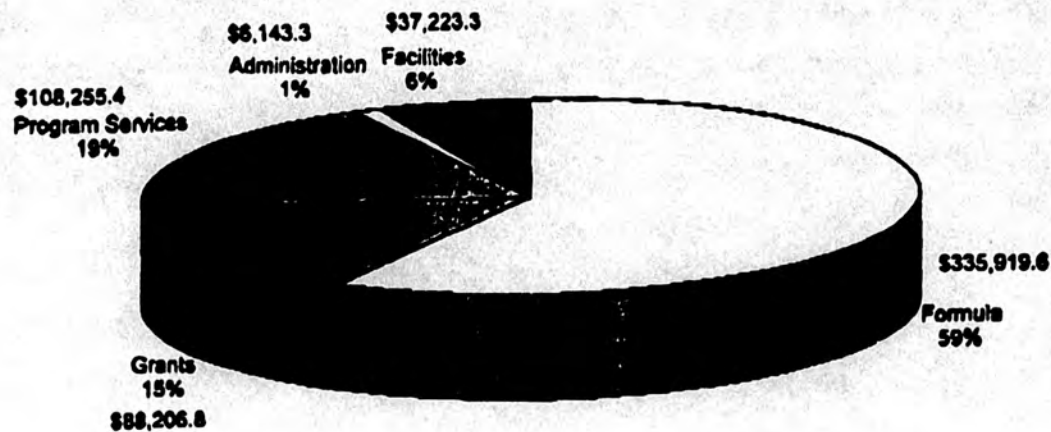
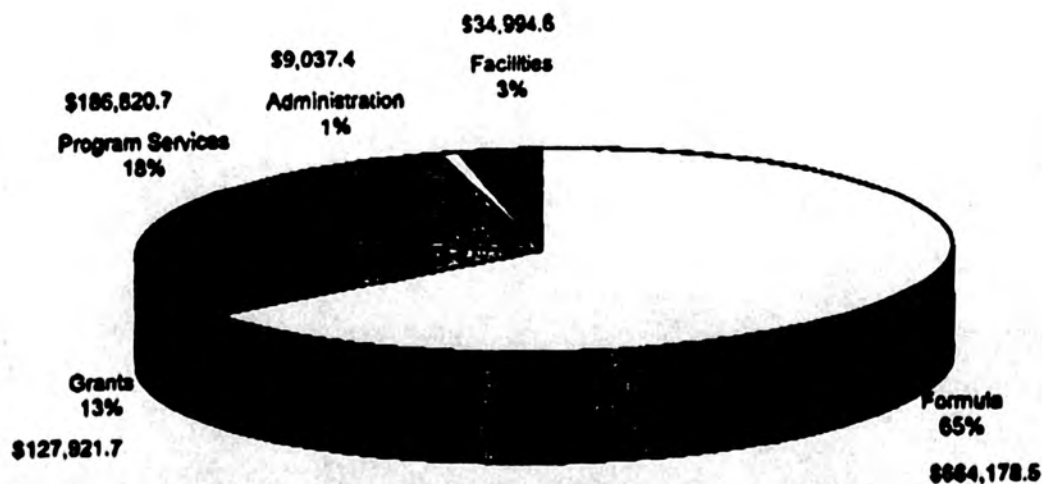
Revised January 1999

Long Term Goals

- Help children and families stay healthy and safe.
- Increase the incentives and opportunities for communities to collaborate with the Department to improve results for children and families.
- Help Alaskans live healthier and have access to basic health care to reduce chronic and preventable disease.
- Assist Alaskans who are elderly or have disabilities to live independently and remain economically secure.
- Move more Alaskans from welfare into jobs so they can support their families.
- Establish an integrated statewide system for data collection, analysis, and reporting which improves services to Alaskans.
- Promote efficient streamlined systems where employees value their work and meet customer needs.

STATE OF ALASKA
DEPARTMENT OF HEALTH AND SOCIAL SERVICES
EXECUTIVE MANAGEMENT ORGANIZATION
AUGUST 1999

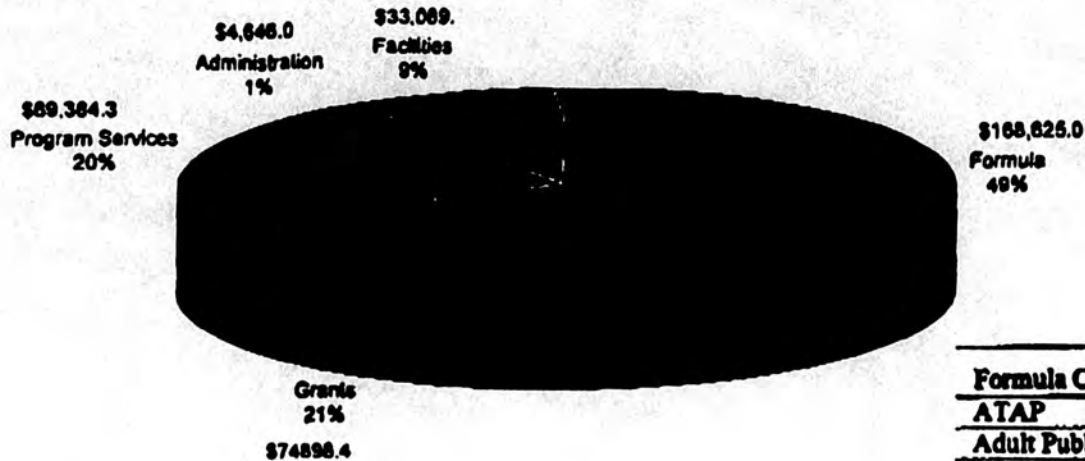


FY91 Total Funds by Expenditure Category
(Conference Committee)**FY2000 Total Funds by Expenditure Category**
(Governor's Request)

Summary of FY 2000 Governor's Budget Request

Budget Charts and Graph

FY91 General Fund by Expenditure Category
(Conference Committee)



Formula Components

ATAP

Adult Public Assistance

General Relief Assistance

OAA-ALB Hold Harmless

PFD Hold Harmless

Medicaid Service

Chronic Acute Medical Assistance

Child Care Benefits

Foster Care Base Rate

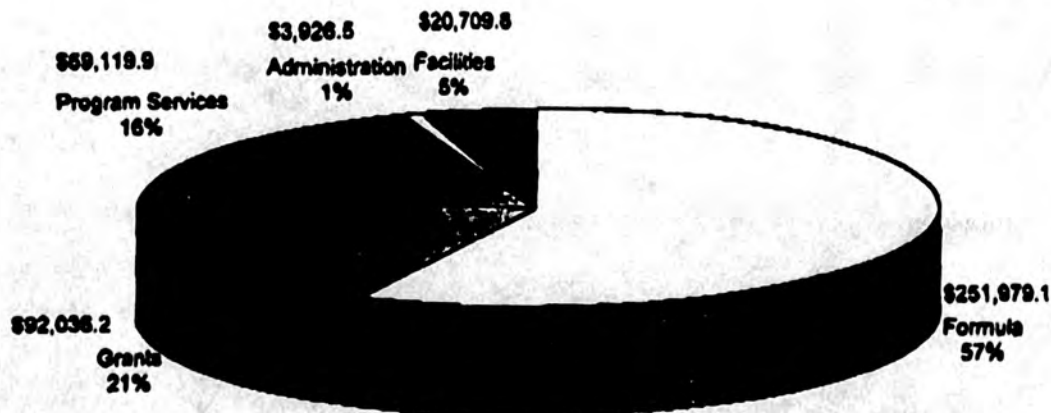
Foster Care Augmented Rate

Foster Care Special Need

Foster Care AYI

Subsidized Adoption &

FY2000 General Fund by Expenditure Category
(Governor's Request)





and Delivery of Government Services

Co-Chairs:

Representative John Cowdery

Senator Jerry Ward

Senator Al Adams

Bill Allen

Representative Tom Brice

Tom Fink

William Prosser

Helvi Sandvik

Kathryn Thomas

Don Valesko

George Wuerch

FAX COVER SHEET

To: DHESS : Janet Clarke

Number: 465-2499

From: Representative Cowdery's Office

Number: 269-0223

Date: Sept 22, 1999

Subject: Subcommittee Requested Questions

of pages including cover: 2

Notes:

Do DFYS caseworkers undergo any type of mental health evaluation?

What external - non state funded agency is available as a checks and balance for DFYS?

Where does abuse recognition come from?

What are requirements for SW applicants?
SSA applicants?

Is the fact finding process in abuse/neglect investigations the same for biological families as for foster families?

NASW code of ethics provides ethical standards to which the general public can hold the social work profession accountable - how does the state ensure accountability for adhering to this code of ethics?

Can we get a copy of the union agreements for SW & mental health providers that are unionized?

Due Process - how is it protected within DFYS when the regulations are inconsistent?

Sept 21, 99
From: SARA SHORT
To: MARCO

Audit finds DFYS cut investigations

The Associated Press

ANCHORAGE—When Alaska's child-protection agency told lawmakers last year that it needed more resources to do its job, it was given 28 more workers.

But the latest quarterly figures show that the Department of Family and Youth Services investigated a smaller percentage of abuse and neglect reports than before it was beefed up.

A legislative audit said that DFYS investigated 73 percent of the child abuse and neglect reports from July through October 1998, compared with 77 percent a year earlier.

"We didn't expect to see a significant increase in the reports of harm investigated," said Pat Davidson, the legislative auditor, because DFYS needed time to get new workers trained.

But, she said, "we were surprised they were lower."

The drop resulted largely from a management decision to set

aside greater numbers of reports in the Anchorage office without an investigation, in order to not overload the new workers.

State law says DFYS must investigate every report of child abuse and neglect. But in practice, DFYS has been setting aside minor reports for years—cases like neglect or minor abuse, children showing up hungry and dirty at school, a teen who reports being slapped, a youngster not sent to school at all.

Child protection officials say they've made dramatic progress in just a few months in reforming a complicated and overburdened system.

Besides recruiting, hiring and training new workers, DFYS implemented a new child protection law that requires much quicker actions by the agency. And it did so at a time with record numbers of children in custody and staff turnover of more than 40 percent last fiscal year, according to DFYS.

"There is a huge job out there

to do," said Russ Webb, deputy commissioner of health and social services. "It is not going to be done overnight. We are attacking it on a variety of fronts."

State Sen. Randy Phillips, R-Eagle River, requested the audit as a follow-up to one last year that found DFYS needed more positions.

Before Phillips judges how the agency has handled its new resources—and whether it deserves even more—he wants to hear from DFYS, he said. The audit will be on the agenda at a March 29 meeting of the Senate Finance Committee.

"When I go shooting for somebody, I want to be on firm ground," Phillips said. He said the reforms may be too new to evaluate.

This year, DFYS is seeking an increase of \$9.7 million in state

funds for child protection. It wants to hire another 28 workers.

The decision to set aside more minor reports was made last summer by then-acting Anchorage DFYS manager Linden Staciokas when workers were getting new cases at a rate of one every 24 hours.

From July through October 1997, Anchorage workers investigated 89 percent of the abuse and neglect reports. A year later, the rate was 78 percent, even though the number of reports had dropped.

The situation has improved since October, Webb said.

In January, DFYS investigated almost 86 percent of the abuse and neglect reports, according to its statistics. In Anchorage, almost 86 percent of the reports were investigated.

3 Nome DFYS workers suspended; reason secret

The Associated Press

ANCHORAGE—Three of the five employees with the state Division of Family and Youth Services office in Nome have been suspended, pending the outcome of a personnel investigation.

Officials with DFYS and with the Department of Health and Social Services would not discuss the circumstances surrounding the suspensions, which took place Sept. 8, but said they were "of a very serious nature."

Officials with the two agencies would not release the names of those who were suspended, nor would they say whether the workers were being paid while on suspension.

"We are constrained greatly in terms of the information that we can make public about any personnel action we've taken," said Theresa Tanoury, DFYS director.

Russ Webb, deputy commissioner of Health and Social Services, said the agency hoped to wrap up its investigation quickly.

"We don't replace staff in an office even temporarily unless we have a very serious issue to deal with," said Webb. "We have to be fair to employees and investigate and, if the allegation is serious, we've got to act."

The results of the investigation will not be made public.

explaining to the world the basis of any personnel actions we might take. We want to be fair to the employees," Webb said.

The Nome office employs three social workers, a supervisor and a clerk. Webb and Tanoury would not disclose which positions were affected by the suspensions. The Nome office continues to operate.

"We have put a different staff in the office, so we're basically open, taking calls and doing the casework that's necessary," Tanoury said.

Tanoury and Webb said there has been a mixed reaction in Nome to the changes.

"When people have been used to working with individual staff, they're going to miss them when they're not on the job," Webb said. "My understanding is people are satisfied with the service they're getting in general."

Submitted by
Clyde D. Loremy
9-21-99
for DHSS Privatization
Committee



DEPARTMENT OF HEALTH AND SOCIAL SERVICES
DIVISION OF ADMINISTRATIVE SERVICES
DIRECTOR'S OFFICE



FACSIMILE COVER SHEET

Annette Deal - Leg Aide / Secretary

TO:

Anchorage L10 - Lana Decker
Fairbanks L10 - Melba Piispanen
Kenai L10 - Alyson Stogsdill

FAX NUMBER

PHONE NUMBER

FROM:

Lisa Emerson
Budget Section

9/20

DATE

NO. OF
PAGES

465-2499

FAX NUMBER

465-3331

PHONE NUMBER

RE: Privatization Information for 9/21 Meeting

☐ URGENT ☐ FOR REVIEW ☐ PLEASE COMMENT ☐ PLEASE REPLY ☐ OTHER

NOTES/COMMENTS:

Annette 269-0223

Lana 269-0229

Melba 456-3346

Alyson 283-3075

Juvenile Justice 17 pgs

Family & Youth 26 pgs

Appendix A 4 pgs

Appendix B 39 pgs

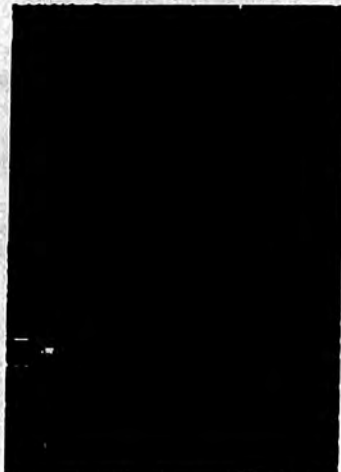
Please confirm receipt of electronic portion

Thanks!

State of Alaska
Department of Health & Social Services
Division of Administrative Services/Director's Office
P.O. Box 110650
Juneau, Alaska 99811-0650

Division of Family & Youth Services

Theresa Tanoury
Director



Mission

To protect children by preventing and remedying repeated abuse, neglect, and the exploitation of children.

The Division of Family and Youth Services (DFYS) is responsible for protecting children from abuse or neglect. There are 30 field offices statewide, organized into four geographic management areas. The Northern Region, headquartered in Fairbanks, serves the Interior, Bethel, North Slope, Northwest Arctic Borough, and Norton Sound areas. The newly created Southcentral Region, presently headquartered in Anchorage, serves the Southcentral Region outside Anchorage, including the Kenai Peninsula, Kodiak Island, Mat-Su, Prince William Sound, Bristol Bay, and Aleutian areas. The Southeast Region, headquartered in Juneau, serves communities from Yakutat to Hyder. The Anchorage Region serves the Anchorage metropolitan area.

Child Welfare Services

Child welfare services encompass the following: receiving and assessing allegations of abuse and neglect; assessing the risk to a child and evaluating the family's ability to accept and use help; providing service planning and coordinating resources for the family; initiating court involvement for removal of children and the provision of mandatory protective services to parents; assuring that children are receiving a minimum standard of care before closing a case; educating the public regarding what is reportable; and developing and coordinating community resources and services.

/

Foster Care Program

The Division licenses foster homes that provide both emergency and long term care to youth who cannot stay in their own homes. Except for emergency placements, the Court must enter an order authorizing the Division to place a youth in a foster home.

Adoption and Guardianship Program

The adoption and guardianship program provides permanent homes, through adoption and guardianship, for children in the custody of the Department who cannot return to their biological parents. Adoptions and legal guardianships can be subsidized for special needs children.

Residential Care Program

The Division provides residential care services for children in custody who need placement in a therapeutic environment. A residential care program may be a short-term emergency shelter or long term residential group treatment program. Residential care services are purchased from private providers through a competitive grant process.

Family Support Grant Program

The Division provides a variety of community-based prevention, intervention, and treatment services to children, youth, and families through grant awards to local community groups and agencies. Grants are awarded on a competitive basis for a one or two year period, depending on the specific requirements of the individual grant.

Community Care Licensing

Community care licensing reduces predictable risk of harm to vulnerable populations by regulating and licensing facilities that provide direct care and services to children. Included are child foster homes, child residential care facilities, childcare centers and homes, and child placement agencies.

Division Contacts**Regional Managers**

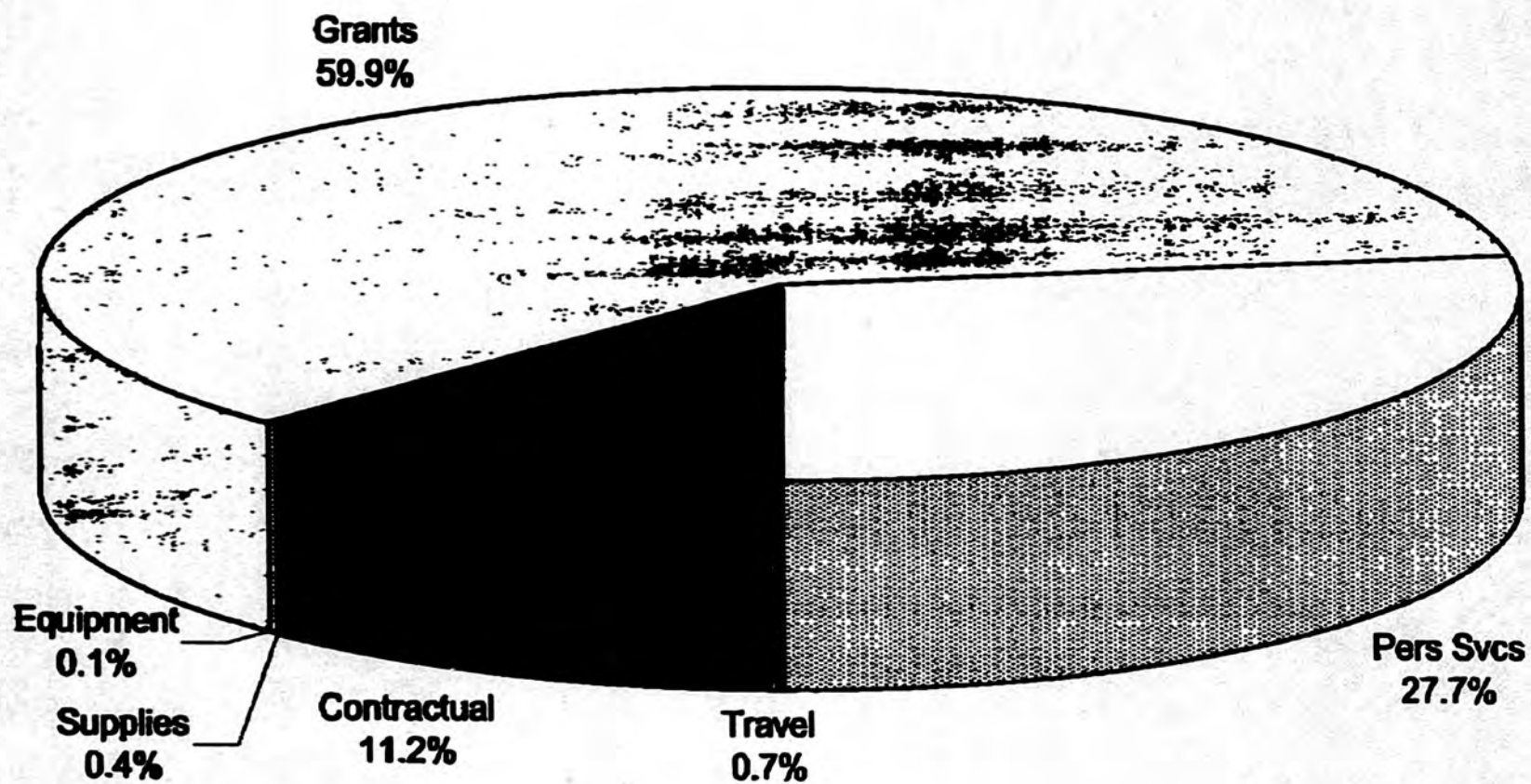
James Steele
Children Services Manager
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Phone (907) 269-3900/Fax 269-3901

Deirdre O'Connor
Children Services Manager
Vintage Park
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Juneau, Alaska 99801
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Rayna Hamm
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Fairbanks, Alaska 99701
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Gladys Langdon
Children Services Manager
550 W. Eighth Avenue, Suite 304
Anchorage, Alaska 99501
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**Department of Health and Social Services
Division of Family & Youth Services**



FY2000 Authorization
DHSS Div of Admin Svcs, Budget Section
8/30/99

3

CORRECTION

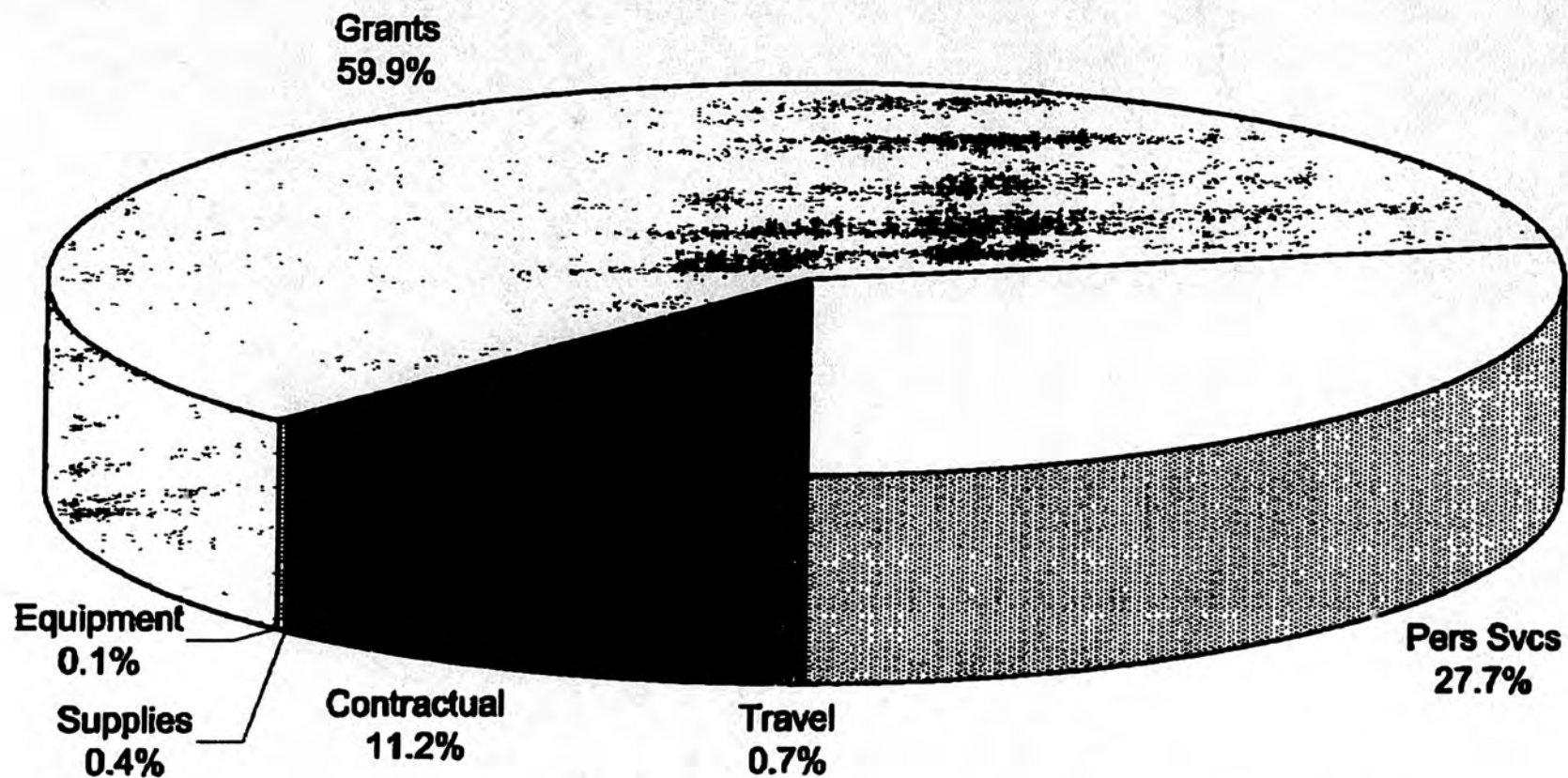
**THE FOLLOWING DOCUMENT(S)
HAVE BEEN REFILMED TO
ASSURE LEGIBILITY OR PAGINATION**



Rev. 6/98

Central Microfilm Services
Department of Education & Early Development
State of Alaska

**Department of Health and Social Services
Division of Family & Youth Services**



FY2000 Authorization
DHSS Div of Admin Svcs, Budget Section
8/30/99

CONTRACT #	CONTRACTOR	PURPOSE OF CONTRACT	START	END	TOTAL	FY 99 AMOUNT
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DIVISION OF FAMILY & YOUTH SERVICES

67532	Agnew, Thea	Consultant	7/8/98	9/30/98	\$5,500	\$5,500
67549	Akslin, Ruth A.	JYC Nurse	7/20/98	6/30/99	\$8,000	\$8,000
67651	Atrops, Martin Dr.	On-site Assessment	2/18/99	3/19/99	\$1,500	\$1,500
67587	Atrops, Martin Ph. D.	Psychological Services	8/20/98	6/30/99	\$20,000	\$20,000
67638	Baker Jennings Film	Foster Parent Recruitment	1/11/99	2/17/99	\$7,041	\$7,042
67658	Baker Jennings Film	Foster Parent Recruitment	2/25/99	3/15/99	\$7,814	\$7,814
67226	Bergdahl, Patricia, DMD	Dental services for the Fairbanks Youth Facility.	1/1/97	6/30/98	\$40,000	\$17,500
67227	Bering Sea Dental Center	Dental services for the Bethel Youth Facility.	1/1/97	6/30/98	\$40,000	\$17,500
67602	Bissey, Larry J. Ph. D. CRC	Psychological Services	8/20/98	6/30/99	\$20,000	\$20,000
67485	Blake, F.M. & Associates	SSI Applications & Appeals	4/20/98	6/30/00	\$500,000	\$200,000
67318	Bryant, Leslie, M.D., A.P.C.	Physician services for the McLaughlin Youth Center.	7/1/97	6/30/00	\$133,200	\$48,000
67650	C. Henry Kempa, Univ. of Colorado	Expert Consultation	7/1/98	6/30/00	\$14,000	\$7,000
67627	Crawford, E. Ben	Mental Health Assessment Project	1/18/98	4/30/99	\$22,000	\$22,000
67588	Cutler, Louisanna Esq	Hearing Officer	8/24/98	9/30/99	\$10,000	\$10,000
67625	Cutler, Louisanna	Hearing Officer	11/2/98	4/15/99	\$10,000	\$10,000
67670	David Mandt & Assoc.	Client Management Services	4/11/99	6/30/99	\$8,000	\$8,000
67636	Dillon & Findley	Regulations Revision/DFYS Organizational Split	2/21/98	9/30/99	\$25,000	\$25,000
67687	E. Ben Crawford, PhD	Staff Training - Mental Health Treatment Strategies	6/1/99	10/31/99	\$24,000	\$9,600
67231	Fairbanks Clinic	Medical services for the Fairbanks Youth Facility.	1/1/97	6/30/99	\$120,000	\$48,000
67680	Guss, Mary E.	Hearing Officer	5/7/99	12/31/99	\$10,000	\$2,500
67309	Hansen, George, DDS	Dental care for the McLaughlin Youth Center.	7/1/97	6/30/00	\$121,040	\$40,000

Wednesday, September 01, 1999

Page 3 of 13

SEP. 20. 1999

12:47PM

DHSS DAS DIR OFFICE

NO. 881

P. 5/31

CONTRACT#	CONTRACTOR	PURPOSE OF CONTRACT	START	END	TOTAL	FY 99 AMOUNT
67638	Inform Alaska, Inc.	Licensing Regulations Revision/HB975&16	12/1/98	8/30/99	\$34,800	\$34,800
67603	Jimmerfield, Steven	One-on-One Control Tactics Control Tactics Training	0/22/98	10/31/98	\$2,500	\$2,500
67538	Koehler, Vicki	CORE 102 Training	7/20/98	7/31/98	\$8,000	\$8,000
67588	Koehler, Vicki Ms.	Core 102 Training	9/14/98	9/17/98	\$2,000	\$2,000
67612	Longenbaugh, Leslie	Hearing Officer	0/12/98	3/1/99	\$10,000	\$10,000
67428	New Bethel Family Clinic	BYF Medical Services Contract	11/1/97	8/30/99	\$20,550	\$12,000
67700	Nolen, Rice, Volland & Taylor	Hearing Officer	5/7/98	12/31/99	\$10,000	\$10,000
67635	Norm Dental Office	NYF Dental Contract	1/4/99	8/30/99	\$2,500	\$2,500
67655	Northwest Resource Association	Alaskan Adoption Exchange	2/18/99	8/30/00	\$150,445	\$33,400
67165	Northwest Resource Association	Adoption exchange and consultation services.	7/1/98	8/30/99	\$23,175	\$27,965
67414	Northwest Resources Assoc.	Foster Parent Training	11/1/97	8/30/00	\$1,201,224	\$431,909
67642	Northwest Strategies	Foster Parent Recruitment	1/20/99	3/15/99	\$6,940	\$6,940
67680	Norton Sound Health Corporation	NYF Dental Contract	1/4/99	8/30/99	\$2,500	\$2,500
67659	Norton Sound Health Corporation	NYF Medical Contract	1/4/99	8/30/99	\$10,000	\$10,000
67318	Patricia C. Patrick M.D.	Psychiatric evaluations for the McLaughlin Youth Center.	7/1/97	8/30/99	\$132,800	\$70,000
67317	Providence Behavioral Medicine Group	Court-ordered psychiatric evaluations on juveniles at McLa	7/1/97	8/30/00	\$15,000	\$5,000
67525	Schmid, Donald L.	Consultation re: development of Title IV-E funding for Alas	7/13/98	12/31/98	\$4,000	\$4,000
67621	Schmid, Donald L.	Federal funding and program design enhancements Phase	11/1/98	8/30/99	\$49,640	\$49,640
67632	Sunrise Counseling	BYF Mental Health Services	1/4/99	8/30/00	\$47,000	\$17,000
67615	Taylor Stocker Group, dba Alcohol Drug Test Servi	Urinalysis Testing Program	7/1/98	8/30/00	\$180,000	\$90,000
67676	Wood, Shelly	Training Victim Impact	5/3/99	5/7/99	\$2,500	\$2,500
FY99 Total for DIVISION						\$1,385,399

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Division of Family Youth Services
FY 2000 Operating Grants

Program	Grantee	Location	2000 Award
Adoption Support Grants	Bristol Bay Native Association	Dillingham	\$150,000
Adoption Support Grants	Catholic Social Services	Anchorage	\$150,000
Community Based Family Resource Grants	Catholic Community Services	Juneau	\$40,000
Community Based Family Resource Grants	Parents, Inc.	Fairbanks	\$38,875
Community Based Family Resource Grants	St. George Traditional Council	St. George	\$36,125
Community Based Family Resource Grants	Women in Safe Homes	Ketchikan	\$35,000
Community Based Family Resource Networks/COMPASS	Anchorage Center for Families	Southcentral Region	\$63,000
Community Based Family Resource Networks/COMPASS	Juneau Youth Services	Southeast Region	\$20,000
Community Based Family Resource Networks/COMPASS	Nome Community Center	Western Region	\$20,000
Community Based Family Resource Networks/COMPASS	Resource Center for Parents & Children	Northern Region	\$20,000
Family Support/Family Preservation	Alaska Women's Resource Center	Anchorage	\$115,504
Family Support/Family Preservation	Anchorage Center for Families	Anchorage	\$485,538
Family Support/Family Preservation	Anchorage, Municipality of	Anchorage	\$220,355
Family Support/Family Preservation	Big Dipper Community Circle	Kotzebue	\$63,600
Family Support/Family Preservation	Bristol Bay Native Association	Bristol Bay Borough	\$124,386
Family Support/Family Preservation	Catholic Community Services	Juneau	\$92,440
Family Support/Family Preservation	Catholic Community Services	Juneau	\$74,571
Family Support/Family Preservation	Community Organized for Health Optns	Craig	\$62,262
Family Support/Family Preservation	Cook Inlet Native Council	Anchorage	\$31,286
Family Support/Family Preservation	Copper River Native Association	Copper Center	\$66,644
Family Support/Family Preservation	Cordova Family Resource Center	Cordova	\$52,370
Family Support/Family Preservation	Fairbanks Counseling & Adoption	Fairbanks	\$28,521
Family Support/Family Preservation	Fairbanks Counseling & Adoption	Fairbanks	\$33,849
Family Support/Family Preservation	Fairbanks Counseling & Adoption	Fairbanks	\$29,568
Family Support/Family Preservation	Fairbanks Native Association	Fairbanks	\$290,946
Family Support/Family Preservation	Fairbanks Native Association	Fairbanks	\$36,137
Family Support/Family Preservation	Juneau Youth Services	Juneau	\$23,220
Family Support/Family Preservation	Juneau Youth Services	Juneau	\$16,340
Family Support/Family Preservation	Kenai Peninsula Community Care Cntr	Kenai	\$49,303
Family Support/Family Preservation	Kenaitze Indian Tribe	Kenai	\$50,618
Family Support/Family Preservation	Kodiak Youth Services	Kodiak	\$39,689
Family Support/Family Preservation	Native Village of Eklutna	Anchorage	\$54,242

9/1/99

**Division of Family Youth Services
FY 2000 Operating Grants**

Program	Grantee	Location	2000 Award
Family Support/Family Preservation	Nome Community Center	Nome	\$60,480
Family Support/Family Preservation	Orutsamlut Native Council	Bethel	\$31,050
Family Support/Family Preservation	Resource Center for Parents & Children	Fairbanks	\$295,693
Family Support/Family Preservation	Salvation Army Booth Memorial	Anchorage	\$40,665
Family Support/Family Preservation	Seward Life Action Council	Seward	\$18,488
Family Support/Family Preservation	Sitka Mental Health Clinic	Sitka	\$20,035
Family Support/Family Preservation	Valdez, City of	Valdez	\$21,808
Family Support/Family Preservation	Valley Women's Resource Center	Palmer	\$225,282
Family Support/Family Preservation	Women in Safe Homes	Ketchikan	\$95,181
Family Support/Family Preservation	Wrangell Community Services	Wrangell	\$29,707
Human Services Community Matching Grants	Anchorage, Municipality of	Anchorage	\$1,296,431
Human Services Community Matching Grants	Fairbanks North Star Borough	Fairbanks	\$420,469
Residential Child Care	Alaska Baptist Family Mission	Anchorage	\$648,970
Residential Child Care	Alaska Children's Services	Anchorage	\$191,625
Residential Child Care	Alaska Children's Services	Anchorage	\$561,400
Residential Child Care	Alaska Youth & Parent Foundation	Anchorage	\$700,800
Residential Child Care	Alaska Youth & Parent Foundation	Anchorage	\$219,000
Residential Child Care	Anana's House	Dillingham	\$151,110
Residential Child Care	Anchorage Center for Families	Anchorage	\$340,983
Residential Child Care	Association of Village Council Presid'nts	Bethel	\$346,896
Residential Child Care	Bethel Group Home	Bethel	\$498,152
Residential Child Care	Juneau Youth Services	Juneau	\$966,520
Residential Child Care	Kenai Peninsula Community Care Cntr	Kenai	\$678,900
Residential Child Care	Kids Are People, Inc.	Wasilla	\$131,400
Residential Child Care	Kodiak Youth Services	Kodiak	\$200,000
Residential Child Care	Mat-Su Community Center	Mat-Su	\$219,000
Residential Child Care	Nome Receiving Home	Nome	\$291,178
Residential Child Care	North Slope Borough	Barrow	\$582,175
Residential Child Care	Presbyterian Hospitality House	Fairbanks	\$629,625
Residential Child Care	Presbyterian Hospitality House	Fairbanks	\$219,000
Residential Child Care	Residential Youth Care	Ketchikan	\$262,800
Residential Child Care	Residential Youth Care	Ketchikan	\$278,130

9/1/99

**Division of Family Youth Services
FY 2000 Operating Grants**

Program	Grantee	Location	2000 Award
Residential Child Care	Salvation Army Booth Memorial	Anchorage	\$792,050
Residential Child Care	Salvation Army Booth Memorial	Anchorage	\$232,050
Residential Child Care	Youth Advocates of Sitka	Sitka	\$70,104
Social Services Block Grants	Central Council of Tlingit & Haida	Southeast Region	\$5,900
Social Services Block Grants	Central Council of Tlingit & Haida	Southeast Region	\$186,800
Social Services Block Grants	Kawerak, Inc.	Western Region	\$372,700
		Total	\$14,938,726

SEP. 28. 1999 12:49PM DMS DAS DIR OFFICE

NO. 801 P. 9/31

9/1/99

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Statistical Summary of Services in Division of Family & Youth Services

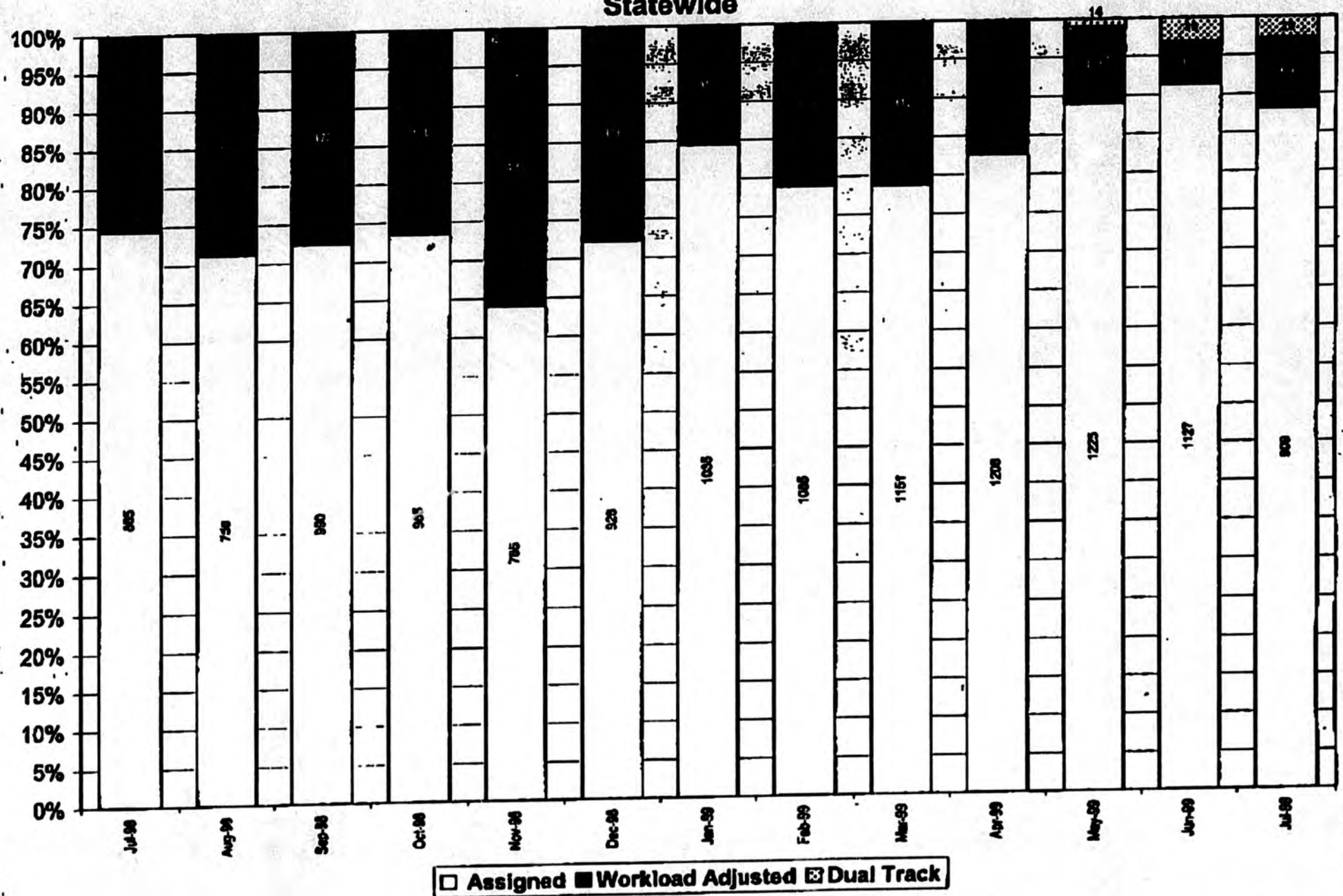
Total Reports of Harm FY1989 - (FY1999 - FY2000)												
Fiscal	198	199	199	199	199	199	199	199	199	199	199	200
ROH	7,87	9,02	10,28	11,69	14,68	15,50	15,79	15,00	15,59	16,37	17,19	17,88
%		15%	14%	14%	26%	6%	2%	-5%	4%	5%	5%	4%

Foster Care of Full Time Equivalents FY1992 - FY2001 (FY1999 - FY2001)											
Fiscal	FY9	FY9	FY9	FY9	FY9	FY9	FY9	FY9	FY9	FY200	FY200
FTE'	1,08	951	975	919	956	965	988	1,08	1,16	1,15	
%		-	3%	-6%	4%	1%	2%	10%	7%	-1%	

Subsidized Adoption/Guardianship FY1992 - (FY1999 - FY2000)										
Fiscal	FY9	FY9	FY9	FY9	FY9	FY9	FY9	FY9	FY9	FY200
# of	338	450	605	696	775	847	101	1,30	1,45	
%		33%	34%	15%	11%	9%	20%	28%	12%	

Subsidized Adoptions/Guardianship FY1992 - (FY1999 - FY2000)										
Fiscal	FY9	FY9	FY9	FY9	FY9	FY9	FY9	FY9	FY9	FY200
Annual	\$1,8	\$2,61	\$4,01	\$4,21	\$4,82	\$5,56	\$6,86	\$8,77	\$9,79	
%		38%	54%	5%	15%	15%	23%	28%	12%	

Reports of Harm Statewide



Data Set = 9/1/1999

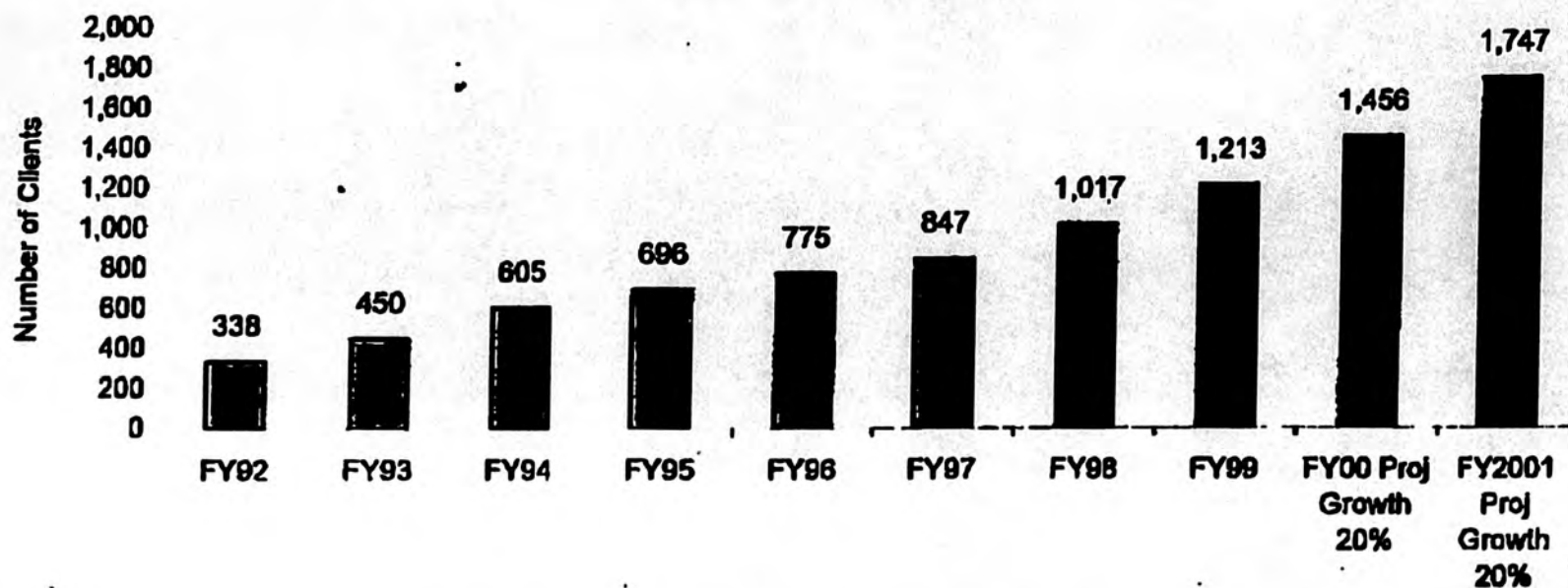
No adjustments to Workload Adjusted figures after April 1999.

Family Services Children in Out of Home Care by Placement Category November 1993 through August 1999



Source: Division of Family and Youth Services - PROBER
 (April 1994 information as of April 15, 1994)

Subsidized Adopt/Guard Caseload FY92-FY00 (FY00-FY01 Projected)



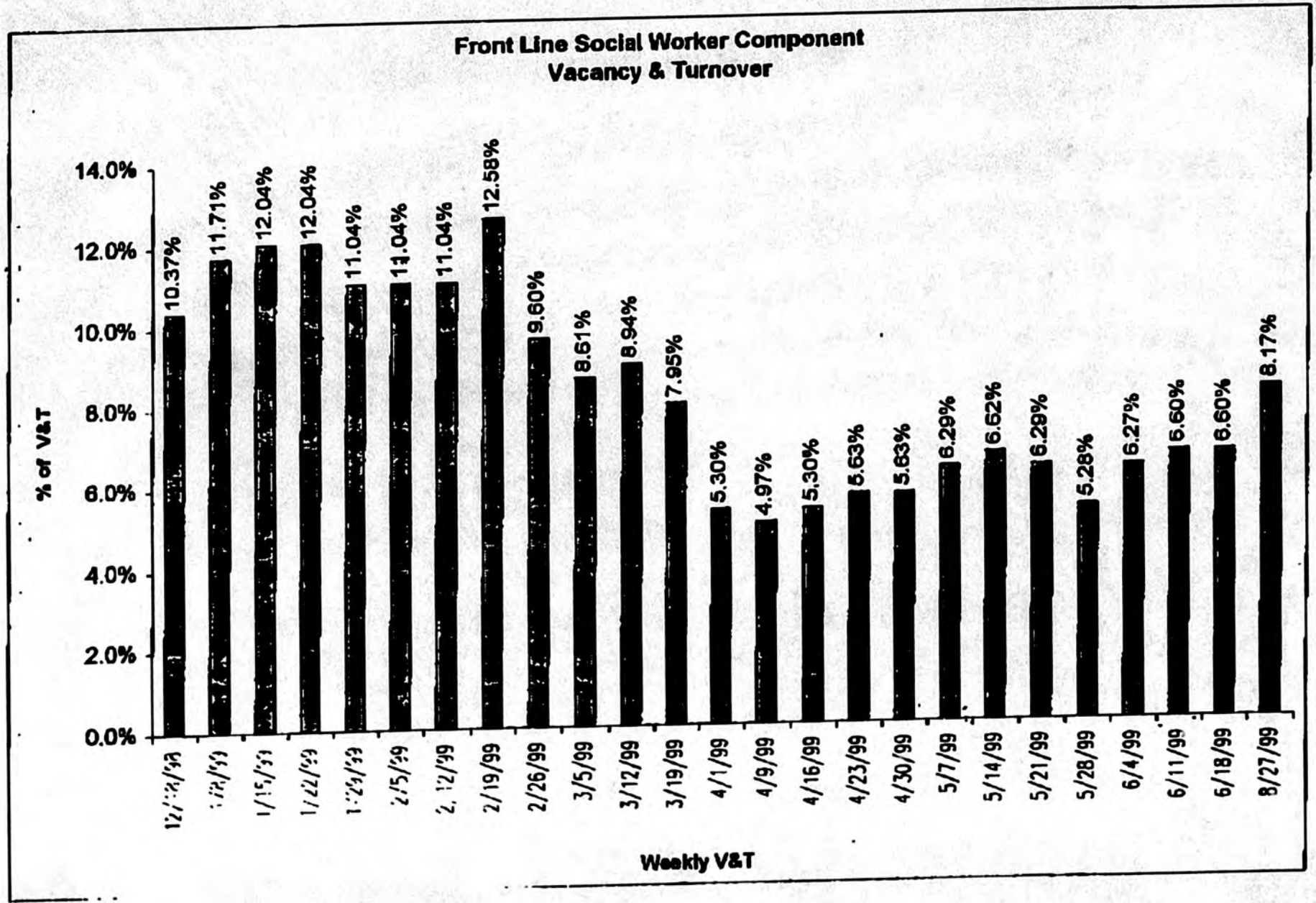
Notes: In FY98 and FY99 subsidized adoption guardianship caseload increased by 20.1% and 19.3% respectively.

The projected growth for FY2000 and FY2001 is 20%. The initiatives such as Balloon Project, Project Succeed, and other improvements made to the child protection services will continue to increase the number of adoptions and guardianship processed. The growth may range from 20% to 25%.

12

Σ 1

VET Shw 7-02-99 Chan 9 VET Shw 7-02-99 Chan 9 04/08 9:51 AM



Component Detail
Department of Health and Social Services
FY2000 Budget

Component: Family Preservation (1628)
BRU: Purchased Services

FY2000 Mgt Plan

71000 Personal Services	0.0
72000 Travel	124.3
73000 Contractual	611.0
74000 Supplies	0.0
75000 Equipment	0.0
76000 Land/Buildings	0.0
77000 Grants, Claims	3,586.7
78000 Miscellaneous	0.0
Totals	4,322.0
Funding Sources :	
1002 Fed Rcpts	2,341.2
1004 Gen Fund	1,980.8
Positions :	
Permanent Full Time	0
Permanent Part Time	0
Non Permanent	0

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14

Component Detail
Department of Health and Social Services
FY2000 Budget

Component: Foster Care Base Rate (2236)
BRU: Purchased Services

FY2000 Mgt Plan

71000 Personal Services	0.0
72000 Travel	0.0
73000 Contractual	0.0
74000 Supplies	0.0
75000 Equipment	0.0
76000 Land/Buildings	0.0
77000 Grants, Claims	8,360.8
78000 Miscellaneous	0.0
Totals	8,360.8
Funding Sources :	
1002 Fed Rcpts	1,770.6
1003 G/F Match	2,464.2
1004 Gen Fund	3,134.5
1005 GF/Prgm	991.5
Positions :	
Permanent Full Time	0
Permanent Part Time	0
Non Permanent	0

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15

Component Detail
Department of Health and Social Services
FY2000 Budget

Component: Foster Care Augmented Rate (2237)
BRU: Purchased Services

FY2000 Mgt Plan

71000 Personal Services	0.0
72000 Travel	0.0
73000 Contractual	0.0
74000 Supplies	0.0
75000 Equipment	0.0
76000 Land/Buildings	0.0
77000 Grants, Claims	2,520.6
78000 Miscellaneous	0.0
Totals	2,520.6

Funding Sources :

1002 Fed Rcpts	278.4
1003 G/F Match	284.0
1004 Gen Fund	378.8
1007 I/A Rcpts	1,079.4
1037 GF/MH	500.0

Positions :

Permanent Full Time	0
Permanent Part Time	0
Non Permanent	0

Component Detail
Department of Health and Social Services
FY2000 Budget

Component: Foster Care Special Need (2238)
BRU: Purchased Services

FY2000 Mgt Plan

71000 Personal Services	0.0
72000 Travel	0.0
73000 Contractual	1,057.6
74000 Supplies	0.0
75000 Equipment	0.0
76000 Land/Buildings	0.0
77000 Grants, Claims	2,500.5
78000 Miscellaneous	0.0
Totals	3,558.1

Funding Sources :

1002 Fed Rcpts	442.1
1004 Gen Fund	1,966.8
1007 I/A Rcpts	50.0
1037 GF/MH	747.9
1082 MHTAAR	135.0
1119 Tobac Sell	216.3

Positions :

Permanent Full Time	0
Permanent Part Time	0
Non Permanent	0

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17

Component Detail
Department of Health and Social Services
FY2000 Budget

Component: Foster Care Alaska Youth Initiative (2239)
BRU: Purchased Services

FY2000 Mgt Plan

71000 Personal Services	0.0
72000 Travel	0.0
73000 Contractual	0.0
74000 Supplies	0.0
75000 Equipment	0.0
76000 Land/Buildings	0.0
77000 Grants, Claims	550.0
78000 Miscellaneous	0.0
Totals	550.0

Funding Sources :

1004 Gen Fund	150.0
1037 GF/MH	400.0

Positions :

Permanent Full Time	0
Permanent Part Time	0
Non Permanent	0

18

Component Detail
Department of Health and Social Services
FY2000 Budget

Component: Subsidized Adoptions & Guardianship (1982)
BRU: Purchased Services

FY2000 Mgt Plan

71000 Personal Services	0.0
72000 Travel	0.0
73000 Contractual	850.0
74000 Supplies	0.0
75000 Equipment	0.0
76000 Land/Buildings	0.0
77000 Grants, Claims	9,270.8
78000 Miscellaneous	0.0
Totals	9,920.8

Funding Sources :

1002 Fed Rcpts	2,381.9
1003 G/F Match	1,994.9
1004 Gen Fund	4,953.4
1092 MHTAAR	590.4
1119 Tobac Sell	0.0

Positions :

Permanent Full Time	0
Permanent Part Time	0
Non Permanent	0

19

Component Detail
Department of Health and Social Services
FY2000 Budget

Component: Residential Child Care (253)
BRU: Purchased Services

FY2000 Mgt Plan

71000 Personal Services	0.0
72000 Travel	0.0
73000 Contractual	208.3
74000 Supplies	0.0
75000 Equipment	0.0
76000 Land/Buildings	0.0
77000 Grants, Claims	11,841.8
78000 Miscellaneous	0.0
Totals	12,047.9

Funding Sources :

1002 Fed Rcpts	625.0
1003 G/F Match	580.2
1004 Gen Fund	6,239.4
1037 GF/MH	3,858.3
1082 MHTAAR	250.0
1119 Tobac Sell	497.0

Positions :

Permanent Full Time	0
Permanent Part Time	0
Non Permanent	0

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Component Detail
Department of Health and Social Services
FY2000 Budget

Component: Front Line Social Workers (2305)
BRU: Front Line Social Workers

FY2000 Mgt Plan

71000 Personal Services	10,559.1
72000 Travel	141.5
73000 Contractual	1,684.9
74000 Supplies	163.3
75000 Equipment	12.0
76000 Land/Buildings	0.0
77000 Grants, Claims	0.0
78000 Miscellaneous	0.0
Totals	18,560.8

Funding Sources :

1002 Fed Rcpts	4,955.8
1003 G/F Match	2,478.7
1004 Gen Fund	5,530.7
1007 VA Rcpts	491.7
1037 GF/MH	145.8
1047 Title 20	4,328.6
1119 Tobac Sell	631.5

Positions :

Permanent Full Time	307
Permanent Part Time	4
Non Permanent	0

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2

Component Detail
Department of Health and Social Services
FY2000 Budget

Component: Family and Youth Services Management (2306)
BRU: Family and Youth Services Management

FY2000 Mgt Plan

71000 Personal Services	3,237.5
72000 Travel	130.6
73000 Contractual	945.8
74000 Supplies	78.8
75000 Equipment	38.0
76000 Land/Buildings	0.0
77000 Grants, Claims	0.0
78000 Miscellaneous	0.0
Totals	4,428.7

Funding Sources :

1002 Fed Rcpts	2,384.0
1003 G/F Match	584.7
1004 Gen Fund	1,138.0
1007 I/A Rcpts	129.3
1047 Title 20	145.9
1061 CIP Rcpts	56.8

Positions :

Permanent Full Time	57
Permanent Part Time	1
Non Permanent	0

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Component Detail
Department of Health and Social Services
FY2000 Budget

Component: Family and Youth Services Staff Training (2307)
BRU: Family and Youth Services Staff Training

FY2000 Mgt Plan

71000 Personal Services	0.0
72000 Travel	0.0
73000 Contractual	1,037.0
74000 Supplies	0.0
75000 Equipment	0.0
76000 Land/Buildings	0.0
77000 Grants, Claims	0.0
78000 Miscellaneous	0.0
Totals	1,037.0
Funding Sources :	
1002 Fed Rcpts	617.0
1004 Gen Fund	420.0
Positions :	
Permanent Full Time	0
Permanent Part Time	0
Non Permanent	0

22

Component Detail
Department of Health and Social Services
FY2000 Budget

Component: Office of Public Advocacy (2318)
BRU: Child Protection Legal Assistance

FY2000 Mgt Plan

71000 Personal Services	0.0
72000 Travel	0.0
73000 Contractual	185.0
74000 Supplies	0.0
75000 Equipment	0.0
76000 Land/Buildings	0.0
77000 Grants, Claims	0.0
78000 Miscellaneous	0.0

Totals	185.0
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Funding Sources :

1004 Gen Fund	185.0
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Positions :

Permanent Full Time	0
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Permanent Part Time	0
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Non Permanent	0
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24

Component Detail
Department of Health and Social Services
FY2000 Budget

Component: Public Defender Agency (2320)
BRU: Child Protection Legal Assistance

FY2000 Mgt Plan

71000 Personal Services	0.0
72000 Travel	0.0
73000 Contractual	255.0
74000 Supplies	0.0
75000 Equipment	0.0
76000 Land/Buildings	0.0
77000 Grants, Claims	0.0
78000 Miscellaneous	0.0

Totals	255.0
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Funding Sources :

1004 Gen Fund	255.0
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Positions :

Permanent Full Time	0
Permanent Part Time	0
Non Permanent	0

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Component Detail
Department of Health and Social Services
FY2000 Budget

Component: Human Services Community Matching Grant (1821)
BRU: Human Services Community Matching Grant

FY2000 Mgt Plan

71000 Personal Services	0.0
72000 Travel	0.0
73000 Contractual	0.0
74000 Supplies	0.0
75000 Equipment	0.0
76000 Land/Buildings	0.0
77000 Grants, Claims	1,716.9
78000 Miscellaneous	0.0
Totals	1,716.9
Funding Sources :	
1004 Gen Fund	410.9
1007 I/A Rcpts	1,306.0
Positions :	
Permanent Full Time	0
Permanent Part Time	0
Non Permanent	0

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Appendix A**Department of Health and Social Services
FY2000 Budget Structure****BRU****Component****Public Assistance****ATAP****Adult Public Assistance****General Relief Assistance****DAA-ALB Hold Harmless****PFD Hold Harmless****Energy Assistance Program****Tribal Assistance Programs****Medical Assistance****Medicaid Services****Catastrophic and Chronic Illness Assistance****Catastrophic and Chronic Illness****Public Assistance Admin****Public Assistance Admin****Quality Control****PA Field Services****Fraud Investigation****Public Assistance Data Processing****Work Services****Child Care Benefits****Medical Assistance Admin****Medical Assistance Admin****Medicaid State Programs****Health Purchasing Group****Certification & Licensing****Hearings and Appeals****Audit****Children's Health Eligibility****Purchased Services****Delinquency Prevention****Family Preservation****Foster Care Base Rate**

Foster Care Augmented Rate
Foster Care Special Need
Foster Care AYI
Subsidized Adoption & Guardianship
Residential Child Care

Front Line Social Workers
Front Line Social Workers

Family and Youth Services Management
Family and Youth Services Management

Family and Youth Services Staff Training
Family and Youth Services Staff Training

Child Protection Legal Assistance
Office of Public Advocacy
Public Defender Agency

Youth Corrections
McLaughlin Youth Center
Fairbanks Youth Facility
Nome Youth Facility
Johnson Youth Center
Bethel Youth Facility
Mat-Su Youth Facility
Probation Services

Human Svcs Community Matching Grant
Human Svcs Community Matching Grant

Maniilaq
Maniilaq Social Services
Maniilaq Public Health Services
Maniilaq Alcohol & Drug Abuse
Maniilaq Mental Health/DD Svcs

Norton Sound
NS Social Services
NS Public Health Services
NS Alcohol & Drug Abuse Services
NS Mental Health/DD Services
NS Sanitation

SE Alaska Regional Health Consortium
SEARHC Public Health Services
SEARHC Alcohol & Drug Abuse Services
SEARHC Mental Health Services

Kawerak**KAWERAK Social Services****Tanana Chiefs Conference****TCC Public Health Services****TCC Alcohol & Drug Abuse Svcs****TCC Mental Health Svcs****Tlingit Haida****T-H Social Services****T-H Alcohol & Drug Abuse Svcs****Yukon-Kuskokwim Health Corp.****Y-K Public Health Services****Y-K Alcohol & Drug Abuse Svcs****Y-K Mental Health Services****State Health Services****Nursing****Women, Infants and Children****Maternal, Child, & Family Hlth****Healthy Families****Public Health Admin Services****Epidemiology****Bureau of Vital Statistics****Health Services/Medicaid****Community Health/EMS Services****Community Health Grants****Emergency Medical Services Grants****State Medical Examiner****Infant Learning Program Grants****Public Health Laboratories****Radiological Health****Tobacco Prevention and Control *****Alcohol and Drug Abuse Svcs****ADA Administration****Alcohol Safety Action Program****Alcohol/Drug Abuse Grants****Community Grants - Prevention****CAASA Grants****Correctional ADA Grant Services****Rural Services Grants****Community Mental Health Grants****Gen Community Mental Hlth Grants****Psychiatric Emergency Services**

Services for the Chronically Mentally Ill
Designated Eval & Treatment
Services for Seriously Emotionally Disturbed Youth

Community DD Grants
Community DD Grants

Institutions and Administration
Mental Health/DD Admin
Alaska Psychiatric Institute
Federal Mental Health Projects

Mental Health Trust Boards
Alaska Mental Health Board
Governor's Council on Disabilities and Special Education
Advisory Board on Alcoholism and Drug Abuse

Administrative Services
Commissioner's Office
Personnel and Payroll
Administrative Support Services
Health Planning and Facilities Management
COMPASS Community Grants

Children's Trust Programs
Children's Trust Programs

Facilities Maintenance
Facilities Maintenance



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DEPARTMENT OF HEALTH AND SOCIAL SERVICES
DIVISION OF ADMINISTRATIVE SERVICES
DIRECTOR'S OFFICE



FACSIMILE COVER SHEET

Annette Deal-Leg Aide Cawdery

TO:

Anchorage L10 - Lana Decker
Fairbanks L10 - Melba Piispanen
Kenai L10 - Alyson Stogsdill

FAX NUMBER

PHONE NUMBER

FROM:

Lisa Emerson
Budget Section

9/20

DATE

NO. OF
PAGES

465-2499

FAX NUMBER

465-3331

PHONE NUMBER

RE: Privatization Information for 9/21 Meeting

☐ URGENT ☐ FOR REVIEW ☐ PLEASE COMMENT ☐ PLEASE REPLY ☐ OTHER

NOTES/COMMENTS:

Annette 269-0223

Juvenile Justice 17 pgs

Lana 269-0229

Family & Youth 26 pgs

Melba 456-3346

Appendix A 4 pgs

Alyson 283-3075

Appendix B 39 pgs

Please confirm receipt of electronic portion

Thanks!

State of Alaska
Department of Health & Social Services
Division of Administrative Services/Director's Office
P.O. Box 110650
Juneau, Alaska 99811-0650

Division of Public Assistance
FY 2000 Operating Grants

Program	Grantee	Location	2000 Award
Alaska Temporary Assistance & Work Svs	Aleutian/Pribilof Islands Association	Sand Point	\$75,800
Alaska Temporary Assistance & Work Svs	Association of Village Council Presidents	Bethel	\$816,400
Alaska Temporary Assistance & Work Svs	Bristol Bay Area Health Corporation	Dillingham	\$449,800
Alaska Temporary Assistance & Work Svs	Cook Inlet Tribal Council	Anchorage	\$202,500
Alaska Temporary Assistance & Work Svs	Cook Inlet Tribal Council	Anchorage	\$861,400
Alaska Temporary Assistance & Work Svs	Copper River Native Association	Prince William Sound/Cooper	\$59,700
Alaska Temporary Assistance & Work Svs	Kawerak, Inc.	Western Region	\$223,100
Alaska Temporary Assistance & Work Svs	Manillaq Manpower	Kotzebue	\$162,200
Alaska Temporary Assistance & Work Svs	Metlakatla Indian Corporation	Metlakatla	\$115,200
Alaska Temporary Assistance & Work Svs	Tanana Chiefs Conference	Fairbanks	\$2,405,200
Alaska Temporary Assistance & Work Svs	Tanana Chiefs Conference	Fairbanks	\$120,000
Alaska Temporary Assistance & Work Svs	Tlingit & Haida Tribes of Alaska	Juneau	\$136,100
Alaska Temporary Assistance & Work Svs	Tlingit & Haida Tribes of Alaska	Juneau/SE	\$122,500
Community Emergency Food Programs	Alaska Food Coalition	Statewide	\$90,000
Services for Pregnant & Parenting Teens	Catholic Community Services	Juneau	\$65,000
Services for Pregnant & Parenting Teens	Fairbanks North Star Borough School District	Fairbanks	\$65,000
Services for Pregnant & Parenting Teens	Kenai Alternative High School	Kenai	\$65,000
Services for Pregnant & Parenting Teens	Valley Women's Resource Center	Wasilla	\$65,000
SSI Disability Benefits	Alaska Legal Services	Statewide	\$50,000
		Total	\$6,149,900

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Appendix B

Division of Alcoholism and Drug Abuse
FY 2000 Operating Grants

Program	Grantee	Location	2000 Award
Alcohol & Drug Abuse Training Program	AK Comm. for Chemical Dependency Prof. Cert.	Statewide	\$25,000
Alcohol Safety Action Program	Abused Women's Aid in Crisis, Inc.	Anchorage	\$50,000
Alcohol Safety Action Program	Akeela Treatment Services	Kenai, Homer	\$100,000
Alcohol Safety Action Program	Bristol Bay Area Health Corporation	Dillingham	\$24,195
Alcohol Safety Action Program	Fairbanks Native Association	Fairbanks	\$105,995
Alcohol Safety Action Program	Gateway Center for Human Services	Ketchikan	\$44,000
Alcohol Safety Action Program	Mat-Su Recovery Center	Palmer/Wasilla	\$83,724
Alcohol Safety Action Program	National Council on Alcoholism	Juneau	\$91,486
Alcohol Safety Action Program	Safeharbor/KCA	Kodiak	\$34,500
Community Action Against Substance Abuse	Bristol Bay Area Health Corporation	Dillingham	\$27,619
Community Action Against Substance Abuse	Mat-Su Recovery Center	Wasilla	\$48,950
Community Action Against Substance Abuse	Seward Life Action Council	Seward	\$50,000
Community Action Against Substance Abuse	Volunteers of America	Anchorage	\$50,000
Community Action Against Substance Abuse	Wrangell Police in School Liason	Wrangell	\$40,000
Community Action Against Substance Abuse	Yakutat Tlingit Tribe	Yakutat	\$33,431
Community Based Suicide Prevention	Akutan Traditional Council	Akutan	\$12,000
Community Based Suicide Prevention	Alakanuk, City of	Alakanuk	\$15,000
Community Based Suicide Prevention	Allakaket Tribal Council	Allakaket	\$12,000
Community Based Suicide Prevention	Ambler, City of	Ambler	\$13,500
Community Based Suicide Prevention	Beaver Village Council	Beaver	\$12,000
Community Based Suicide Prevention	Brevig Mission Traditional Council	Brevig Mission	\$10,000
Community Based Suicide Prevention	Chalkyitsik Village Council	Chalkyitsik	\$12,000
Community Based Suicide Prevention	Chignik Lake Traditional Village Council	Chignik Lake	\$10,000
Community Based Suicide Prevention	Chistochina Village Council	Chistochina	\$10,000
Community Based Suicide Prevention	Circle Traditional Council	Circle	\$12,000
Community Based Suicide Prevention	Delta Junction, City of	Delta Junction	\$10,000
Community Based Suicide Prevention	Emmonak, City of	Emmonak	\$15,000
Community Based Suicide Prevention	False Pass, City of	False Pass	\$10,500
Community Based Suicide Prevention	Gulkana Village Council	Gulkana	\$12,000
Community Based Suicide Prevention	Hughes Village Council	Hughes	\$11,000
Community Based Suicide Prevention	Iditarod School District	McGrath	\$14,000
Community Based Suicide Prevention	Igiugig Village Council	Igiugig	\$10,000

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Division of Alcoholism and Drug Abuse
FY 2000 Operating Grants

Program	Grantee	Location	2000 Award
Community Based Suicide Prevention	Illamna Village Council	Illamna	\$12,000
Community Based Suicide Prevention	King Cove, City of	King Cove	\$10,000
Community Based Suicide Prevention	King Salmon Village Council	King Salmon	\$11,000
Community Based Suicide Prevention	Kipruk Traditional Council	Kipruk	\$18,000
Community Based Suicide Prevention	Kokhanok Village Council	Kokhanok	\$10,000
Community Based Suicide Prevention	Kotlik City Council	Kotlik	\$14,000
Community Based Suicide Prevention	Koyukuk, City of	Koyukuk	\$10,000
Community Based Suicide Prevention	Levelock Village Council	Levelock	\$12,000
Community Based Suicide Prevention	Lower Kalskag, City of	Lower Kalskag	\$11,000
Community Based Suicide Prevention	Manokotak Village Council	Manokotak	\$12,000
Community Based Suicide Prevention	Mentasta Tribal Council	Mentasta	\$12,000
Community Based Suicide Prevention	Minto Village Council	Minto	\$11,000
Community Based Suicide Prevention	Native Village of Elm	Elm	\$12,200
Community Based Suicide Prevention	Native Village of Fort Yukon	Fort Yukon	\$14,000
Community Based Suicide Prevention	Native Village of Gambell	Gambell	\$11,000
Community Based Suicide Prevention	Native Village of Koyuk	Koyuk	\$13,000
Community Based Suicide Prevention	Native Village of Mekoryuk	Mekoryuk	\$12,000
Community Based Suicide Prevention	Native Village of Napaskiak	Napaskiak	\$12,000
Community Based Suicide Prevention	Native Village of Shishmaref	Shishmaref	\$15,000
Community Based Suicide Prevention	Native Village of St. Michael	St. Michael	\$10,000
Community Based Suicide Prevention	Nenana Native Council	Nenana	\$14,000
Community Based Suicide Prevention	Newhalen Tribal Council	Newhalen	\$14,000
Community Based Suicide Prevention	Nondalton Tribal Council	Nondalton	\$12,500
Community Based Suicide Prevention	Nulato, City of	Nulato	\$10,000
Community Based Suicide Prevention	Old Harbor Tribal Council	Old Harbor	\$15,000
Community Based Suicide Prevention	Organized Village of Kake	Kake	\$15,000
Community Based Suicide Prevention	Organized Village of Kwethluk (IRA)	Kwethluk	\$13,000
Community Based Suicide Prevention	Pilot Point Traditional Council	Pilot Point	\$10,000
Community Based Suicide Prevention	Qagan Tayagungin Tribe	Sand Point	\$12,000
Community Based Suicide Prevention	Qawalangin Tribe of Alaska	Unalaska	\$10,000
Community Based Suicide Prevention	Ruby City Council	Ruby	\$13,000
Community Based Suicide Prevention	Savoonga, City of	Savoonga	\$15,000

Division of Alcoholism and Drug Abuse
FY 2000 Operating Grants

Program	Grantee	Location	2000 Award
Community Based Suicide Prevention	Shaktoolik IRA Council	Shaktoolik	\$12,000
Community Based Suicide Prevention	Slana Community Corporation	Slana	\$7,500
Community Based Suicide Prevention	South Naknek Village Council	South Naknek	\$12,000
Community Based Suicide Prevention	St. George Traditional Council	St. George	\$11,000
Community Based Suicide Prevention	St. Mary's, City of	St. Mary's	\$14,000
Community Based Suicide Prevention	Stevens Village Tribal Council	Stevens Village	\$12,000
Community Based Suicide Prevention	Tapraq, Inc.	Stebbins	\$12,000
Community Based Suicide Prevention	Togiak, City of	Togiak	\$16,000
Community Based Suicide Prevention	Toksook Bay, City of	Toksook Bay	\$13,000
Community Based Suicide Prevention	Tuntatuliak Traditional Council	Tuntatuliak	\$12,000
Community Based Suicide Prevention	Upper Kalskag Traditional Council	Upper Kalskag	\$11,000
Community Based Suicide Prevention	Venatie Village Council	Venatie	\$12,000
Community Based Suicide Prevention	Wales, City of	Wales	\$19,000
Community Based Suicide Prevention	White Mountain, City of	White Mountain	\$14,000
Community Based Suicide Prevention	Yakutat Tlingit Tribe	Yakutat	\$13,000
Community Prevention Services	Akeela Treatment Services	Anchorage	\$154,421
Community Prevention Services	Akeela Treatment Services	Anchorage, Kenai	\$136,632
Community Prevention Services	Akeela Treatment Services	Statewide	\$244,994
Community Prevention Services	Alaska Youth Military Academy	Statewide	\$25,000
Community Prevention Services	Fairbanks Native Association	Fairbanks	\$45,368
Community Prevention Services	Mat-Su Recovery Center	Wasilla	\$40,000
Community Prevention Services	National Council on Alcoholism	Southeast Region	\$114,679
Community Prevention Services	RurALCAP	Statewide	\$25,000
Community Prevention Services	Seldovia Village	Seldovia, Nanwalek	\$32,000
Community Prevention Services	Sitka Prevention & Treatment Services	Sitka	\$71,900
Community Prevention Services	Volunteers of America	Statewide	\$75,000
Department of Corrections Treatment Beds	Akeela Treatment Services	Anchorage/ Stwd	\$71,537
Department of Corrections Treatment Beds	Cook Inlet Tribal Council	Anchorage/ Stwd	\$35,770
Department of Corrections Treatment Beds	Fairbanks Native Association	Fairbanks/ Stwd	\$53,655
Department of Corrections Treatment Beds	Gastineau Human Services	Juneau/Stwd	\$35,770
Department of Corrections Treatment Beds	Manillaq Association	Northwest Arctic	\$17,885
Department of Corrections Treatment Beds	Safeharbor/KCA	Kodiak/Stwd	\$35,770

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Division of Alcoholism and Drug Abuse
FY 2000 Operating Grants

Program	Grantee	Location	2000 Award
Department of Corrections Treatment Beds	Salvation Army Clitheroe Center	Anchorage/ Stwd	\$295,328
Department of Corrections Treatment Beds	Yukon-Kuskokwim Health Corp.	Bethel/Stwd	\$17,885
Family Spirit Project	Yukon-Kuskokwim Health Corp.	Yukon-Kuskokwim Region	\$200,000
Fetal Alcohol Syndrome Consultation/Training	University of Alaska Fairbanks	Statewide	\$139,200
Methadone Treatment Services	Narcotic Drug Treatment Center	Anchorage	\$460,000
Peer Counselor/Natural Helper	Bristol Bay Area Health Corporation	Dillingham	\$45,000
Peer Counselor/Natural Helper	Communities Organized for Health Options	Craig	\$23,831
Peer Counselor/Natural Helper	Council of Athabascan Tribal Governments	Yukon Flats	\$12,000
Peer Counselor/Natural Helper	Fairbanks Crisis Line	Delta Greely	\$12,100
Peer Counselor/Natural Helper	Fairbanks Crisis Line	Fairbanks	\$56,000
Peer Counselor/Natural Helper	Mat-Su Community Mental Health Services	Wasilla	\$22,165
Peer Counselor/Natural Helper	Nome Community Center	Nome	\$12,257
Peer Counselor/Natural Helper	Sitka Prevention & Treatment Services	Sitka	\$60,000
Peer Counselor/Natural Helper	Wrangell Community Services	Wrangell	\$12,000
Pregnant Postpartum Women's Project	Fairbanks Native Association	Fairbanks/ Stwd	\$885,000
Rural Human Service System	Bristol Bay Area Health Corporation	Bristol Bay	\$375,109
Rural Human Service System	Copper River Native Association	Copper Center	\$5,000
Rural Human Service System	Eastern Aleutian Tribes	Aleutians East	\$146,000
Rural Human Service System	Fairbanks Native Association	Fairbanks	\$9,300
Rural Human Service System	Hoonah Indian Association	Hoonah	\$9,000
Rural Human Service System	Kenaitze Indian Tribe, IRA	Kenai Peninsula	\$12,000
Rural Human Service System	Kodiak Area Native Association	Kodiak Island	\$150,619
Rural Human Service System	Manilaq Association	Northwest Arctic	\$162,159
Rural Human Service System	McGrath Anvik Educational & Mental Health	McGrath	\$64,000
Rural Human Service System	Norton Sound Health Corporation	Nome	\$74,432
Rural Human Service System	SouthEast Alaska Regional Health Consortium	Sitka, Angoon	\$28,112
Rural Human Service System	Tanana Chiefs Conference	Old Minto	\$15,000
Rural Human Service System	Yakutat Tlingit Tribe	Yakutat	\$26,000
Rural Human Service System	Yukon-Koyukuk Mental Health	Yukon-Koyukuk	\$160,000
Rural Human Service System	Yukon-Kuskokwim Health Corp.	Yukon-Kuskokwim Region	\$209,115
Rural Remote & Culturally Distinct	Yukon-Kuskokwim Health Corp.	Yukon-Kuskokwim Region	\$370,000
Treatment/Emergency Care Services	Providence Alaska Medical Center	Anchorage	\$18,700

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Division of Alcoholism and Drug Abuse
FY 2000 Operating Grants

Program	Grantee	Location	2000 Award
Treatment/Outpatient Services	Akeela Treatment Services	Kenai/Homer	\$10,000
Treatment/Outpatient Services	Aleutian/Pribilof Islands Association	Unalaska	\$73,000
Treatment/Outpatient Services	Avenues	Wrangell	\$93,140
Treatment/Outpatient Services	Changing Tides	Petersburg	\$106,649
Treatment/Outpatient Services	Communities Organized for Health Options	Craig	\$146,585
Treatment/Outpatient Services	Cook Inlet Council on Alcohol	Homer/Kenai	\$325,597
Treatment/Outpatient Services	Eastern Aleutian Tribes	Sand Point	\$72,500
Treatment/Outpatient Services	Fairbanks Native Association	Fairbanks	\$60,000
Treatment/Outpatient Services	Four Rivers Counseling Services	McGrath	\$128,424
Treatment/Outpatient Services	Gateway Center for Human Services	Ketchikan	\$63,300
Treatment/Outpatient Services	Hoonah Indian Association	Hoonah	\$40,000
Treatment/Outpatient Services	Kenaitze Indian Tribe, IRA	Kenai Peninsula	\$40,000
Treatment/Outpatient Services	Kuskokwim Native Association	Aniak	\$58,000
Treatment/Outpatient Services	Mat-Su Recovery Center	Wasilla/Talkeetna	\$343,781
Treatment/Outpatient Services	Railbelt Mental Health	Nenana	\$77,353
Treatment/Outpatient Services	Seward Life Action Council	Seward	\$107,794
Treatment/Outpatient Services	Sitka Prevention & Treatment Services	Sitka	\$232,727
Treatment/Outpatient Services	Sound Alternatives	Cordova	\$72,373
Treatment/Outpatient Services	Valdez Counseling Center	Valdez	\$10,000
Treatment/Residential Services	Akeela Treatment Services	Statewide	\$640,510
Treatment/Residential Services	Anchorage, Municipality of	Anchorage	\$423,853
Treatment/Residential Services	ARCA, The Arc of Anchorage	Anchorage	\$149,800
Treatment/Residential Services	Bristol Bay Area Health Corporation	Dillingham	\$515,325
Treatment/Residential Services	Cook Inlet Tribal Council	Statewide	\$387,554
Treatment/Residential Services	Fairbanks Native Association	Fairbanks	\$1,020,808
Treatment/Residential Services	Fairbanks Native Association	Fairbanks	\$100,000
Treatment/Residential Services	Gateway Center for Human Services	Ketchikan	\$434,534
Treatment/Residential Services	Juneau, City & Borough	Juneau	\$931,491
Treatment/Residential Services	North Slope Borough	Barrow	\$400,000
Treatment/Residential Services	Nugen's Ranch	Statewide	\$982,286
Treatment/Residential Services	Safeharbor/KCA	Kodiak	\$456,062
Treatment/Residential Services	Salvation Army Clitheroe Center	Statewide	\$1,785,291

Division of Alcoholism and Drug Abuse
FY 2000 Operating Grants

Program	Grantee	Location	2000 Award
Treatment/Residential Services	Sitka Prevention & Treatment Services	Sitka	\$114,626
Treatment/Residential Services	Tanana Chiefs Conference	Yukon-Koyukuk	\$115,000
Women & Children	Alaska Women's Resource Center	Statewide	\$394,589
Women & Children	Bristol Bay Area Health Corporation	Bristol Bay Region	\$50,000
Women & Children	Fairbanks Native Association	Fairbanks	\$50,000
Women & Children	Fairbanks Native Association	Fairbanks/ Stwd	\$600,000
Women & Children	Juneau, City & Borough	Juneau	\$93,000
Women & Children	Mat-Su Recovery Center	Wasilla	\$105,113
Women & Children	Salvation Army Clitheroe Center	Statewide	\$655,644
Women & Children	Sitka Prevention & Treatment Services	Sitka	\$49,852
Women & Children	SouthCentral Foundation	Statewide	\$251,402
Youth Residential & Outpatient	Fairbanks Native Association	Fairbanks	\$208,985
Youth Residential & Outpatient	Juneau, City & Borough	Juneau	\$143,363
Youth Residential & Outpatient	Mat-Su Recovery Center	Wasilla	\$65,782
Youth Residential & Outpatient	Salvation Army Booth Memorial	Anchorage	\$44,400
Youth Residential & Outpatient	Volunteers of America/ARCH & ASSIST	Anchorage	\$823,020
		Total	\$20,949,686

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Division of Mental Health and Developmental Disabilities
Community Mental Health FY2000 Operating Grants

Program	Grantee	Location	2000 Award
Alaska Youth Initiative	Alaska Children's Services	Anchorage	\$38,576
Alaska Youth Initiative	Alaska Specialized Education & Training	Anchorage	\$423,484
Alaska Youth Initiative	Alaska Youth & Parent Foundation	Anchorage	\$24,902
Alaska Youth Initiative	Alternatives Community Mental Health Center	Anchorage	\$10,391
Alaska Youth Initiative	ARCA, The Arc of Anchorage	Anchorage	\$169,282
Alaska Youth Initiative	Bristol Bay Area Health Corporation	Bristol Bay Region	\$44,043
Alaska Youth Initiative	Central Peninsula Counseling Services	Kenai	\$62,170
Alaska Youth Initiative	Community Connections	Ketchikan	\$45,477
Alaska Youth Initiative	Family Centered Services of Alaska	Fairbanks	\$389,840
Alaska Youth Initiative	Hope Cottage	Anchorage	\$11,589
Alaska Youth Initiative	Juneau Community Mental Health Center	Juneau	\$89,047
Alaska Youth Initiative	Kenai Peninsula Community Care Center	Kenai	\$26,350
Alaska Youth Initiative	Life Quest	Wasilla	\$79,574
Alaska Youth Initiative	Mat-Su Services for Children & Adults	Wasilla	\$55,114
Alaska Youth Initiative	Norton Sound/Rainbow Services	Nome	\$80,159
Alaska Youth Initiative	Providence Kodiak Island Mental Health Center	Kodiak	\$7,896
Alaska Youth Initiative	Sitka Mental Health Clinic	Sitka	\$9,000
Alaska Youth Initiative	South Peninsula Mental Health Assoc.	Homer	\$66,422
Alaska Youth Initiative	Yukon-Kuskokwim Health Corp.	Bethel	\$143,299
Community Mental Health Services	Alaska Mental Health Association	Anchorage	\$18,000
Community Mental Health Services	ARCA, The Arc of Anchorage	Anchorage	\$28,300
Community Mental Health Services	ARCA, The Arc of Anchorage	Anchorage	\$189,900
Community Mental Health Services	Bristol Bay Area Health Corporation	Dillingham	\$4,300
Community Mental Health Services	Central Peninsula Counseling Services	Kenai	\$83,200
Community Mental Health Services	Community Organized for Health Options	Craig	\$1,000
Community Mental Health Services	Copper River Native Association	Copper Center	\$26,400
Community Mental Health Services	Disability Law Center	Anchorage	\$90,000
Community Mental Health Services	Eastern Aleutian Tribes	Sand Point	\$5,600
Community Mental Health Services	Fairbanks Community Mental Health Center	Fairbanks	\$69,000
Community Mental Health Services	Four Rivers Counseling Services	McGrath	\$900
Community Mental Health Services	Galena, City of	Galena	\$4,600
Community Mental Health Services	Iliuliuk Center	Unalaska	\$300

**Division of Mental Health and Developmental Disabilities
Community Mental Health FY2000 Operating Grants**

Program	Grantee	Location	2000 Award
Community Mental Health Services	Juneau Community Mental Health Center	Juneau	\$47,300
Community Mental Health Services	Ketchikan, City of	Ketchikan	\$88,900
Community Mental Health Services	Kuskokwim Native Association	Aniak	\$1,300
Community Mental Health Services	Life Quest	Wasilla	\$27,700
Community Mental Health Services	Lynn Canal Counseling Services	Haines	\$9,600
Community Mental Health Services	Mental Health Consumers of Alaska	Anchorage	\$43,700
Community Mental Health Services	North Slope Borough	Barrow	\$4,700
Community Mental Health Services	Petersburg Mental Health Services	Petersburg	\$18,900
Community Mental Health Services	Providence Kodiak Island Mental Health Center	Kodiak	\$30,800
Community Mental Health Services	Railbelt Mental Health	Kenai	\$16,200
Community Mental Health Services	Sitka Mental Health Clinic	Sitka	\$1,800
Community Mental Health Services	Sound Alternatives	Cordova	\$4,900
Community Mental Health Services	South Central Counseling	Anchorage	\$10,000
Community Mental Health Services	South Peninsula Mental Health Assoc.	Homer	\$14,800
Community Mental Health Services	Tok Area Mental Health Center	Tok	\$3,400
Community Mental Health Services	Valdez, City of	Valdez	\$1,700
Community Mental Health Services	Wrangell Community Services	Wrangell	\$2,800
Designated Evaluation & Treatment Services	Copper River Native Association	Copper Center	\$20,000
Designated Evaluation & Treatment Services	Fairbanks Native Association	Fairbanks	\$80,000
Designated Evaluation & Treatment Services	Juneau Recovery Hospital	Juneau	\$80,000
Psychiatric Emergency Services	Bristol Bay Area Health Corporation	Dillingham	\$111,400
Psychiatric Emergency Services	Central Peninsula Counseling Services	Kenai	\$138,800
Psychiatric Emergency Services	Community Organized for Health Options	Craig	\$104,000
Psychiatric Emergency Services	Copper River Native Association	Copper Center	\$117,800
Psychiatric Emergency Services	Eastern Aleutian Tribes	Sand Point	\$192,100
Psychiatric Emergency Services	Fairbanks Community Mental Health Center	Fairbanks	\$456,400
Psychiatric Emergency Services	Four River Counseling Services	McGrath	\$101,900
Psychiatric Emergency Services	Galena, City of	Galena	\$100,500
Psychiatric Emergency Services	Iliuliuk Center	Unalaska	\$49,000
Psychiatric Emergency Services	Juneau Alliance for the Mentally Ill	Juneau	\$92,000
Psychiatric Emergency Services	Juneau Community Mental Health Center	Juneau	\$227,400
Psychiatric Emergency Services	Juneau Youth Service	Juneau	\$71,400

**Division of Mental Health and Developmental Disabilities
Community Mental Health FY2000 Operating Grants**

Program	Grantee	Location	2000 Award
Psychiatric Emergency Services	Kenaitze Indian Tribe	Kenai	\$5,200
Psychiatric Emergency Services	Ketchikan, City of	Ketchikan	\$81,500
Psychiatric Emergency Services	Kuskokwim Native Association	Aniak	\$80,400
Psychiatric Emergency Services	Life Quest	Wasilla	\$315,700
Psychiatric Emergency Services	Lynn Canal Counseling Services	Haines	\$113,500
Psychiatric Emergency Services	Manilaq Association	Kotzebue	\$289,700
Psychiatric Emergency Services	North Slope Borough	Barrow	\$505,400
Psychiatric Emergency Services	Petersburg Mental Health Services	Petersburg	\$78,500
Psychiatric Emergency Services	Providence Kodiak Island Mental Health Center	Kodiak	\$127,000
Psychiatric Emergency Services	Railbelt Mental Health	Nenana	\$54,100
Psychiatric Emergency Services	Seward Life Action Council	Seward	\$93,800
Psychiatric Emergency Services	Sitka Mental Health Clinic	Sitka	\$129,500
Psychiatric Emergency Services	Sound Alternatives	Cordova	\$105,900
Psychiatric Emergency Services	South Central Counseling	Anchorage	\$1,803,000
Psychiatric Emergency Services	South Peninsula Mental Health Assoc.	Homer	\$113,900
Psychiatric Emergency Services	SouthCentral Foundation	Anchorage	\$80,400
Psychiatric Emergency Services	SouthEast Alaska Regional Health Consortium	Sitka	\$10,000
Psychiatric Emergency Services	Tanana Chiefs Conference	Tanana/Ft. Yukon	\$5,000
Psychiatric Emergency Services	Tok Area Mental Health Center	Tok	\$151,600
Psychiatric Emergency Services	Valdez, City of	Valdez	\$101,000
Psychiatric Emergency Services	Wrangell Community Services	Wrangell	\$105,500
Seriously Emotionally Disturbed Youth	Anchorage Center for Families	Anchorage	\$293,700
Seriously Emotionally Disturbed Youth	Bristol Bay Area Health Corporation	Dillingham	\$17,500
Seriously Emotionally Disturbed Youth	Central Peninsula Counseling Services	Kenai	\$176,500
Seriously Emotionally Disturbed Youth	Community Organized for Health Options	Craig	\$31,600
Seriously Emotionally Disturbed Youth	Copper River Native Association	Copper Center	\$6,700
Seriously Emotionally Disturbed Youth	Eastern Aleutian Tribes	Sand Point	\$33,900
Seriously Emotionally Disturbed Youth	Fairbanks Community Mental Health Center	Fairbanks	\$982,400
Seriously Emotionally Disturbed Youth	Family Centered Services of Alaska	Fairbanks	\$181,900
Seriously Emotionally Disturbed Youth	Four Rivers Counseling Services	McGrath	\$49,700
Seriously Emotionally Disturbed Youth	Galena, City of	Galena	\$2,800
Seriously Emotionally Disturbed Youth	Illuulik Center	Unalakleet	\$16,700

Division of Mental Health and Developmental Disabilities
Community Mental Health FY2000 Operating Grants

Program	Grantee	Location	2000 Award
Seriously Emotionally Disturbed Youth	Juneau Community Mental Health Center	Juneau	\$157,200
Seriously Emotionally Disturbed Youth	Juneau Youth Services	Juneau	\$241,100
Seriously Emotionally Disturbed Youth	Ketchikan, City of	Ketchikan	\$258,900
Seriously Emotionally Disturbed Youth	Kuskokwim Native Association	Aniak	\$15,600
Seriously Emotionally Disturbed Youth	Life Quest	Wasilla	\$378,200
Seriously Emotionally Disturbed Youth	Lynn Canal Counseling Services	Haines	\$10,900
Seriously Emotionally Disturbed Youth	North Slope Borough	Barrow	\$14,800
Seriously Emotionally Disturbed Youth	Parents, Inc.	Statewide	\$57,500
Seriously Emotionally Disturbed Youth	Petersburg Mental Health Services	Petersburg	\$33,800
Seriously Emotionally Disturbed Youth	Providence Kodiak Island Mental Health Center	Kodiak	\$56,600
Seriously Emotionally Disturbed Youth	Railbelt Mental Health	Nenana	\$30,400
Seriously Emotionally Disturbed Youth	Sitka Mental Health Clinic	Sitka	\$19,300
Seriously Emotionally Disturbed Youth	Sound Alternatives	Cordova	\$13,600
Seriously Emotionally Disturbed Youth	South Central Counseling	Anchorage	\$832,200
Seriously Emotionally Disturbed Youth	South Peninsula Mental Health Assoc.	Homer	\$95,400
Seriously Emotionally Disturbed Youth	SouthCentral Foundation	Anchorage	\$40,000
Seriously Emotionally Disturbed Youth	Tok Area Mental Health Center	Tok	\$38,100
Seriously Emotionally Disturbed Youth	Wrangell Community Services	Wrangell	\$31,900
Seriously Emotionally Disturbed Youth	Yukon-Kuskokwim Health Corp.	Bethel	\$490,700
Services to the Chronically Mentally Ill	Alaska Alliance for the Mentally Ill	Anchorage	\$168,200
Services to the Chronically Mentally Ill	Alaska Mental Health Consumer Web	Statewide	\$12,500
Services to the Chronically Mentally Ill	Alaska Specialized Education & Training	Anchorage	\$371,000
Services to the Chronically Mentally Ill	ARCA, The Arc of Anchorage	Anchorage	\$257,100
Services to the Chronically Mentally Ill	Bethel Community Services	Bethel	\$140,000
Services to the Chronically Mentally Ill	Bristol Bay Area Health Corporation	Dillingham	\$200,500
Services to the Chronically Mentally Ill	Central Peninsula Counseling Services	Kenai	\$238,700
Services to the Chronically Mentally Ill	Community Organized for Health Options	Craig	\$21,500
Services to the Chronically Mentally Ill	Copper River Native Association	Copper Center	\$46,000
Services to the Chronically Mentally Ill	Daybreak, Inc.	Wasilla	\$101,700
Services to the Chronically Mentally Ill	Eastern Aleutian Tribes	Sand Point	\$91,800
Services to the Chronically Mentally Ill	Fairbanks Community Mental Health Center	Fairbanks	\$1,581,100
Services to the Chronically Mentally Ill	Four Rivers Counseling Services	McGrath	\$21,900

Division of Mental Health and Developmental Disabilities
Community Mental Health FY2000 Operating Grants

Program	Grantee	Location	2000 Award
Services to the Chronically Mentally III	Galena, City of	Galena	\$18,400
Services to the Chronically Mentally III	Iliuliuk Center	Unalaska	\$9,000
Services to the Chronically Mentally III	Juneau Alliance for the Mentally III	Juneau	\$796,300
Services to the Chronically Mentally III	Juneau Community Mental Health Center	Juneau	\$235,200
Services to the Chronically Mentally III	Ketchikan, City of	Ketchikan	\$373,300
Services to the Chronically Mentally III	Kuskokwim Native Association	Aniak	\$44,400
Services to the Chronically Mentally III	Life Quest	Wasilla	\$938,700
Services to the Chronically Mentally III	Lynn Canal Counseling Services	Haines	\$18,000
Services to the Chronically Mentally III	Mental Health Association of Alaska	Statewide	\$40,000
Services to the Chronically Mentally III	Mental Health Consumers of Alaska	Anchorage	\$158,300
Services to the Chronically Mentally III	North Slope Borough	Barrow	\$124,000
Services to the Chronically Mentally III	Petersburg Mental Health Services	Petersburg	\$15,000
Services to the Chronically Mentally III	Providence Kodiak Island Mental Health Center	Kodiak	\$284,200
Services to the Chronically Mentally III	Railbelt Mental Health	Nenana	\$51,600
Services to the Chronically Mentally III	Seward Life Action Council	Seward	\$168,200
Services to the Chronically Mentally III	Sitka Mental Health Clinic	Sitka	\$131,200
Services to the Chronically Mentally III	Sound Alternatives	Cordova	\$28,200
Services to the Chronically Mentally III	South Central Counseling	Anchorage	\$3,572
Services to the Chronically Mentally III	South Central Counseling/Vocational	Anchorage	\$150,000
Services to the Chronically Mentally III	South Peninsula Mental Health Assoc.	Homer	\$125,000
Services to the Chronically Mentally III	SouthCentral Foundation	Anchorage	\$80,000
Services to the Chronically Mentally III	Tanana Chiefs Conference	Tanana/Ft. Yukon	\$55,800
Services to the Chronically Mentally III	Tok Area Mental Health Center	Tok	\$31,500
Services to the Chronically Mentally III	Valdez, City of	Valdez	\$42,400
Services to the Chronically Mentally III	Wrangell Community Services	Wrangell	\$38,700
		Total	\$20,738,287

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**Division of Mental Health and Developmental Disabilities
Developmental Disabilities FY 2000 Operating Grants**

Program	Grantee	Location	2000 Award
ADA Community Accessibility	Challenge Alaska	Statewide	\$125,000
Community Developmental Disabilities	Access Alaska	Anchorage	\$185,309
Community Developmental Disabilities	Adult Learning Programs of Alaska	Fairbanks	\$293,608
Community Developmental Disabilities	ARCA, The Arc of Anchorage	Anchorage	\$1,528,513
Community Developmental Disabilities	ARCA, The Arc of Anchorage	Anchorage	\$637,800
Community Developmental Disabilities	ARCA, The Arc of Anchorage	Anchorage	\$192,738
Community Developmental Disabilities	ASSETS, Inc.	Anchorage	\$996,738
Community Developmental Disabilities	Bethel Community Services	Bethel	\$613,833
Community Developmental Disabilities	Catholic Social Services	Anchorage	\$520,584
Community Developmental Disabilities	Center for Community	Sitka	\$232,795
Community Developmental Disabilities	Center for Psychosocial Development	Anchorage	\$461,244
Community Developmental Disabilities	Community Connections	Ketchikan	\$386,983
Community Developmental Disabilities	Connecting Ties	Valdez	\$22,350
Community Developmental Disabilities	Cordova Community Hospital	Cordova	\$30,685
Community Developmental Disabilities	Crossroads Counseling and Training Services	Fairbanks	\$396,742
Community Developmental Disabilities	Deaf Community Services	Fairbanks	\$88,871
Community Developmental Disabilities	Disability Law Center	Statewide	\$244,418
Community Developmental Disabilities	Fairbanks Resource Agency	Fairbanks	\$52,033
Community Developmental Disabilities	Fairbanks Resource Agency	Fbks-Interior	\$1,513,241
Community Developmental Disabilities	FOCUS (Family Outreach Center)	Eagle River	\$190,815
Community Developmental Disabilities	Frontier Community Services	Soldotna	\$676,487
Community Developmental Disabilities	Hope Cottages	Anchorage	\$143,066
Community Developmental Disabilities	Hope Cottages	Anchorage	\$1,897,045
Community Developmental Disabilities	Horizons Unlimited	Valdez	\$24,800
Community Developmental Disabilities	Manilaq Association	Kotzebue	\$261,822
Community Developmental Disabilities	Mat-Su Services for Children & Adults	Wasilla	\$920,908
Community Developmental Disabilities	North Slope Borough	Barrow	\$87,460
Community Developmental Disabilities	Norton Sound Health Corporation	Nome	\$237,050
Community Developmental Disabilities	PARENTS, Inc.	Statewide	\$78,400
Community Developmental Disabilities	REACH	Juneau	\$851,876
Community Developmental Disabilities	Salvation Army	Anchorage	\$35,000

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Division of Mental Health and Developmental Disabilities
Developmental Disabilities FY 2000 Operating Grants

Program	Grantee	Location	2000 Award
Community Developmental Disabilities	Seward Life Action Council	Seward	\$88,327
Community Developmental Disabilities	South Peninsula Mental Health Assoc.	Homer	\$290,387
Community Developmental Disabilities	Tanana Chiefs Conference	Fairbanks	\$165,781
Community Developmental Disabilities	Wrangell Community Services	Wrangell	\$88,505
		Total	\$14,361,014

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Division of Public Health
FY 2000 Operating Grants

Program	Grantee	Location	2000 Award
Abstinence Education	Kenai Peninsula Borough School District	Kenai Peninsula	\$39,255
Abstinence Education	Sitka Prevention & Treatment Services	Sitka	\$39,255
Aid to Clinics	Bristol Bay Area Health Corporation	Chignik Bay	\$25,000
Aid to Clinics	Bristol Bay Area Health Corporation	Togiak	\$35,000
Aid to Clinics	Eastern Aleutian Tribes	Akutan	\$10,304
Aid to Clinics	Eastern Aleutian Tribes	King Cove	\$25,000
Aid to Clinics	Eastern Aleutian Tribes	Sand Point	\$27,000
Aid to Clinics	Galena, City of	Galena	\$30,000
Aid to Clinics	Gustavus Community Clinic	Gustavus	\$25,000
Aid to Clinics	Hoonah Indian Association	Hoonah	\$30,000
Aid to Clinics	Norton Sound Health Corporation	Gambell	\$12,500
Aid to Clinics	Norton Sound Health Corporation	Shishmaref	\$12,500
Aid to Clinics	Norton Sound Health Corporation	Stebbins	\$12,500
Aid to Clinics	Skagway, City of	Skagway	\$18,000
Aid to Clinics	SouthEast Alaska Regional Health Cnstrtm	Pelican	\$25,596
Aid to Clinics	Sunshine Community Health Center	Talkeetna	\$32,300
Aid to Clinics	Tenana Chiefs Conference	McGrath	\$37,000
AIDS Care/Ryan White	Alaskan AIDS Assistance Association	Anchorage/ Stwd	\$158,449
AIDS Care/Ryan White	Interior AIDS Association	Fairbanks	\$36,000
AIDS Care/Ryan White	Shanti of Southeast Alaska	Juneau/SE	\$35,000
AIDS Prevention	Alaska Native Health Board	Statewide	\$80,000
AIDS Prevention	Alaska Youth & Parent Foundation	Anchorage	\$20,000
AIDS Prevention	Alaskan AIDS Assistance Association	Anchorage	\$140,000
AIDS Prevention	Anchorage Neighborhood Health Center	Anchorage	\$30,000
AIDS Prevention	Anchorage School District	Anchorage	\$25,000
AIDS Prevention	Anchorage, Municipality of	Anchorage	\$95,000
AIDS Prevention	Interior AIDS Association	Fairbanks	\$95,000
AIDS Prevention	Mat-Su Borough School District	Palmer	\$20,000
AIDS Prevention	Shanti of Southeast Alaska	Juneau/SE	\$45,000
Alaska Trauma Registry	Southern Region EMS Council	Statewide	\$50,000
Alaskan Exposure	Alaska Family Practice Residency	Anchorage	\$8,000

Division of Public Health
FY 2000 Operating Grants

Program	Grantee	Location	2000 Award
Alaskan Exposure	Alaska Primary Care Association	Statewide	\$4,000
Alaskan Exposure	Anchorage Neighborhood Health Center	Anchorage	\$6,000
Alaskan Exposure	Eastern Aleutian Tribes	Sand Point/King Cove	\$6,000
Alaskan Exposure	Interior Neighborhood Health Clinic	Fairbanks	\$4,500
Alaskan Exposure	Norton Sound Health Corporation	Norton Sound Region	\$4,500
Breast/Cervical Cancer Project	Planned Parenthood of Anchorage-Soldotna	Kenai Peninsula	\$8,500
Cancer Outreach	YWCA of Anchorage	Anchorage	\$60,000
Cancer Registry	Alaska Native Health Board	Statewide	\$102,298
Community Health Aide Training	Aleutian/Pribilof Islands Association	Anchorage	\$45,292
Community Health Aide Training	Bristol Bay Area Health Corporation	Dillingham	\$274,034
Community Health Aide Training	Chitina Traditional Village Council	Chitna	\$6,725
Community Health Aide Training	Chugachmiut	Anchorage	\$52,116
Community Health Aide Training	Copper River Native Association	Copper Center	\$45,391
Community Health Aide Training	Eastern Aleutian Tribes	Sand Point	\$45,392
Community Health Aide Training	Kodiak Area Native Association	Kodiak	\$72,291
Community Health Aide Training	Mt. Sanford Tribal Consortium	Gakona	\$13,449
Community Health Aide Training	North Slope Borough	Barrow	\$105,915
Community Health Aide Training	Yak-Tat Nonprofit Corporation	Yakutat	\$6,725
Denali KidCare	Alaska Primary Care Association	Anchorage	\$15,000
Denali KidCare	Alaska Women's Resource Center	Anchorage	\$14,500
Denali KidCare	Aleutian/Pribilof Islands Association	St. Paul, Unalaska	\$7,500
Denali KidCare	Allakaket Tribal Council	Allakaket	\$5,000
Denali KidCare	Anchorage Neighborhood Health Center	Anchorage	\$17,500
Denali KidCare	Anchorage, Municipality of	Anchorage	\$15,000
Denali KidCare	Catholic Social Services	Anchorage/ Stwd	\$7,500
Denali KidCare	Copper River Native Association	Copper River Basin	\$5,000
Denali KidCare	Cordova Family Resource Center	Cordova/Tatitlek/Chenega Bay	\$7,500
Denali KidCare	Eastern Aleutian Tribes	Eastern Aleutian Region	\$15,000
Denali KidCare	Frontier Community Services	Kenai Peninsula, Aleutian Isls	\$10,000
Denali KidCare	Hoonah City Schools	Hoonah, Whitestone	\$8,000
Denali KidCare	Ketchikan Indian Corp./Tribal Health Clinic	Ketchikan	\$5,000