



**BOARD OF HENNEPIN COUNTY COMMISSIONERS**

A-2400 GOVERNMENT CENTER  
MINNEAPOLIS, MINNESOTA 55487-0240

November 22, 1999

Mr. Alan Kalmanoff  
Institute for Law & Policy Planning  
P.O. Box 5137  
Berkeley, CA 94705

Dear Mr. Kalmanoff

I thank you for your efforts in working with Hennepin County on criminal justice issues. Providing safe communities is one of the most important functions of government. I believe that you have done a fine job assessing our system and helping the county board focus on important issues, so we can work together to provide a safer community.

Your honest, direct approach has opened the discussions around difficult issues which must be addressed if we are to do the best we can for public safety and accountability. I appreciate your work thus far. I know it can be frustrating at times, but it is very important for this community that we create a better system of justice.

Sincerely,

A handwritten signature in cursive script that reads "Penny Steele".

Penny Steele  
Hennepin County Commissioner