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December 15, 2003

To Whom It May Concern:

I am writing to endorse and recommend the services of the Institute for Law and Policy Planning (ILPP). I do so in my capacity as Chief Executive of Allegheny County, Pennsylvania. Allegheny County has a population of 1.3 million and 130 municipalities, the largest of which is the City of Pittsburgh. The County government has 6,000 employees including over 500 law enforcement officers, operates a court system and a 2,400 capacity jail. The annual budget of the County is \$1.3 billion.

ILPP was engaged by Allegheny County to facilitate the County Criminal Justice Policy Board which I co-chaired with the President Judge of the Common Pleas Court. The objective of the Board is to explore methods to improve the County Criminal Justice System. Participants include the County Chief Executive, County Manager, the Common Pleas Court, the District Attorney, the County Sheriff and the Public Defender. The issues are wide ranging and include: computer systems, communications, jail overcrowding, overlapping responsibilities, etc. Mr. Alan Kalmanoff, JD, MSW, Ph.D., Board President and Executive Director of ILPP and Mr. Thomas Eberly of ILPP have been responsible for the engagement.

The work performed by Messrs. Kalmanoff and Eberly has been exemplary. They brought structure to a very complicated mosaic of departments, created clearly defined goals, divided the task into manageable components and carefully and effectively maneuvered through the mine fields of egos and territorial fiefdoms.

ILPP demonstrated superior knowledge of their field and the ability to put complicated discussions into concise reports. Dr. Kalmanoff is a skilled and experienced facilitator. He brought clarity to our discussions and managed to satisfy the diverse needs of all participants.

I highly recommend ILPP for any engagement related to any and all functions of the Criminal Justice System.

Respectfully,


James C. Roddey