



**Board of County Commissioners**

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Daniel J. Costello  
Commissioner, District 4

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**To Whom It May Concern:**

The Institute for Law & Policy Planning (ILPP) was hired in the fall of 1992 to perform a comprehensive, system-wide study of Polk County's criminal justice system. The goal of the project was to plan intelligently and feasibly for the county's long-term correctional facility needs. Their work on this project was outstanding, and I am pleased to recommend their services to others.

ILPP placed an emphasis on system coordination instead of looking simply at the jail. They explored how the courts, prosecution, defense, pretrial services and even county government all play a role in managing a jail population. Given their "system" approach I am impressed by ILPP's ability to create consensus and facilitate discussion among so many competing interests. Dr. Kalmanoff was dynamic and engaging in his presentations to our county public safety coordinating council.

Dr. Kalmanoff and all his staff were willing to meet over my and my colleagues' feedback throughout the project and integrate our input into reports. He actually met with us after the contract had ended to work toward consensus of our criminal justice community. This is the kind of commitment I can commend to another jurisdiction.

I found the work produced by ILPP to be professional, thorough and readable. They performed population analyses and other technical studies and compressed this data into a report which laid out a prioritized set of findings and recommendations that was responsive to Polk County's financial limitations.

In sum, their work is refreshing and honest. ILPP was willing to call it as they saw it but in a way that did not attach negative blame to anyone. They were willing to update our existing master plan and had data to back up why that master plan was obsolete.

I would be happy to discuss ILPP's work in more detail.

Sincerely,

Daniel J. Costello

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