



---

**Snohomish County**

**Auditor's Office**  
*Performance Audit Division*

August 5, 2003

Dr. Alan Kalmanoff  
Executive Director  
Institute for Law and Policy Planning  
2613 Hillegass Avenue  
Berkeley, California 94704

**Bob Terwilliger**  
*County Auditor*

Carolyn Ableman  
*Chief Deputy Auditor*  
M/S #505  
3000 Rockefeller Avenue  
Everett, WA 98201-4059  
(425) 388-3006  
FAX (425) 259-2777

---

When Dr. Kalmanoff asked if I would provide a letter of recommendation, I had to smile. As the County's Performance Auditor, I found Dr. Kalmanoff and his associates professional, dedicated and knowledgeable in the areas of criminal justice. They reviewed the County's Law and Justice process and developed many recommendations which were presented to the County Council on January 21, 2003.

Dr. Kalmanoff presented a 368 page report with a significant number of recommendations backed by documented support and analysis. These recommendations covered all aspects of our criminal justice system with primary focus on the Corrections Department as that is where the majority of the County's concerns laid. The report also covered the Sheriff's Office, Prosecutor's, Courts and County Clerk. He reviewed each of these functions and the data processing systems each use.

Many of his recommendations have been implemented or are under further study and review. However, Dr. Kalmanoff report and findings, while were essentially correct and accurate, was confronted with the Roman process of attacking the messenger vs. reviewing the findings. As the County's Performance Auditor I have on many occasions been the recipient of the same reaction.

If your organization want the facts, and has the political will to accept hard, unsugared but a truthful appraisal, I would recommend using ILPP as your primary source in dealing with law enforcement and public policy issues.

Martin T. Standel  
Snohomish County  
Performance Auditor