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STATE OF MINNESOTA  
FOURTH JUDICIAL DISTRICT

February 21, 2001

Alan Kalmanoff  
2613 Hillegass Ave  
Berkeley, Ca 94704

To Whom It May Concern,

I am writing this letter on behalf of Alan Kalmanoff with whom I have had the pleasure of working over the past few years.

Alan was of assistance to our local criminal justice agencies here in Minneapolis in two different respects. First he studied and prepared a report on jail overcrowding, and second, he helped our Criminal Justice Coordinating Committee with strategic planning. What impresses me the most about Alan is his desire to create constructive change in an organization, rather than simply prepare a report and collect a fee.

I found that Alan was more than willing to accept criticism and advice, and then adapt his approach accordingly. In return he gave us his candid opinions, rather than simply tell us what he thought we wanted to hear.

While our system is still far from perfect, I do believe that Alan's efforts here have made a difference, and I would recommend his services to agencies or groups of agencies in other jurisdictions.

Cordially,

Richard Hopper

RH:CG