

DANIEL H. MABLEY
CHIEF JUDGE



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STATE OF MINNESOTA
FOURTH JUDICIAL DISTRICT
HENNEPIN COUNTY DISTRICT COURT

April 12, 2000

TO WHOM IT MAY CONCERN:

I am writing this letter on behalf of Alan Kalmanoff and to recommend his services to jurisdictions considering efforts to improve their criminal justice system.

Mr. Kalmanoff worked with the Hennepin County Criminal Justice System under two separate contracts during 1998 and 1999. Under both of these contracts, it was his task to bring together various agencies that make up the criminal justice system and to recommend changes for improvement and better coordination. To make this task more difficult, he was expected to work in a highly charged political atmosphere in which various entities were much more accustomed to blaming others for system failures and were highly resistant to any form of change.

Despite the difficulty of his task and the political atmosphere in which he worked, Mr. Kalmanoff succeeded by any measure. His success is in large part attributable to his unwavering ability to speak frankly and candidly, no matter what the political consequence, his knowledge and experience with respect to criminal justice systems, and his ability to bring together professionals of diverse backgrounds to concentrate on system improvement. As a result, Mr. Kalmanoff and those he worked with were able to openly exchange information and to overcome the system's initial resistance to change. Despite all the barriers, Mr. Kalmanoff was clear and accurate in his assessments, candid in his criticisms, and insightful and creative in his recommendations. Mr. Kalmanoff's ability to coordinate these various agencies and to direct and focus their efforts was impressive.

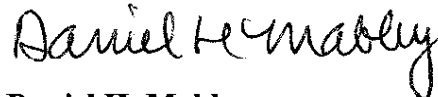
As a result, I would highly recommend Mr. Kalmanoff and ILPP to any court system or criminal justice system contemplating change. The product he provides is honest feedback, in-depth analysis, and well-considered proposals for change.

An additional service provided by Mr. Kalmanoff was as a "coach" or "enabler" after the initial recommendations were made. This task was fraught with even greater danger because it took the discussion beyond the academic into the operational. The barriers were considerably greater at this stage. Nevertheless, Mr. Kalmanoff was once

again able to bring together the various groups at the operational level, get them to commit to a frank and free discussion and focus their efforts and discussions upon ways to improve performance. The energy with which he pursued this aspect was considerable. As a result, significant procedural and substantive changes were accomplished.

On the basis of all of the above, I would highly recommend Alan Kalmanoff and the ILPP to any agency considering constructive change.

Sincerely,

A handwritten signature in cursive script that reads "Daniel H. Mabley".

Daniel H. Mabley
Chief Judge

DHM:dk