

# Hennepin County

An Equal Opportunity Employer

Sandra L. Vargas, County Administrator

June 22, 2000

To Whom It Concerns:

As Hennepin County began working toward a new partnership and organization among the many agencies of our Criminal Justice System, both at the county and municipal levels, I turned initially to the existing Criminal Justice Coordinating Committee (CJCC). Several efforts were already underway in the areas of cooperative projects and inter-agency sharing and planning. However, there were still many occurrences in our system where a lack of communications within the system caused problems, backlashes and political embarrassment due to enacted policies and practices implemented without a system-wide strategic planning process.

The CJCC had begun looking at a means of producing a Strategic Plan, but had acknowledged that a long history of "turf-battles" and general lack of cooperation between certain "stakeholders" made the initial success of bringing the key decision makers to the planning table in a meaningful and constructive venue unlikely, if not impossible.

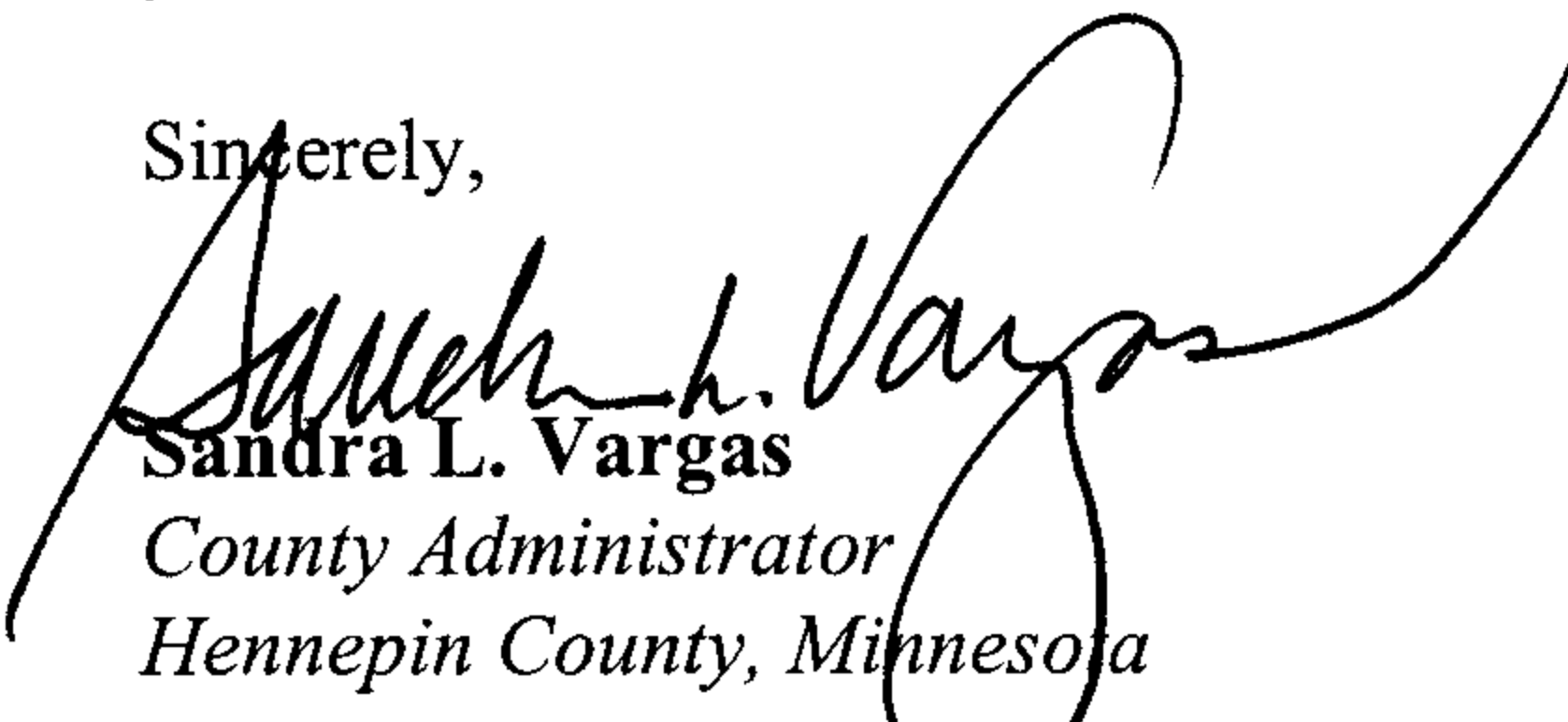
Dr. Alan Kalmanoff from the Institute for Law & Policy Planning (ILPP), had provided previous consultation services to the County, and it was suggested that he be re-hired, not specifically as a planning consultant, but rather to serve us as a resident "expert" and "facilitator" for a Strategic Planning discussion and, moreover, as a catalyst for organizational change.

In this capacity, Dr. Kalmanoff has served us very well, bringing a fresh critical perspective and necessary forthrightness and confrontation on certain issues and practices. He was very comfortable dealing with executives and elected officials at all levels and he further possesses a disarming charisma that serves both his immediate objectives but also the larger requirements of the cooperative planning and sharing process.

Dr. Kalmanoff succeeded best in his frequent and voluminous communication with all parties, keeping even those (such as myself) outside the planning council, and indeed the Criminal Justice System, in tune with his progress and the obstacles that were being mounted.

My appreciation for Dr. Kalmanoff's work, and my admiration for personal and professional abilities, are tremendous. My working experience with him was both productive and rewarding and we strive now, in his absence, to continue in the path of better Criminal Justice Policy planning thanks to his many efforts here in Hennepin County.

Sincerely,

  
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County Administrator  
Hennepin County, Minnesota

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