



April 9, 2003

Alan Kalmanoff
Institute for Law & Policy Planning
P.O. Box 5137
Berkley, CA 94705

Dear Kal,

Please find attached articles from the Birmingham News, which speak to the success of your efforts here in Jefferson County. As you will note, the bottom line is we avoided building the new jail and \$100,000,000 by improving the efficiency of the criminal justice system. It was achieved through a lot of "little ways" and the fact that we all worked together through the criminal justice management committee. In spite of a crisis in our prison system and the back up of several hundred state inmates in the jail, we have managed to keep the lid on and renovate the facility. Also attached are several graphs which illustrate why. Thanks for your help and ability to set us on the right path here in Jefferson County.

Sincerely,

A handwritten signature in black ink, appearing to read "Foster Cook", is written below the word "Sincerely,".

Foster Cook, Director
Jefferson County Community Corrections Program

401 Beacon Parkway West
Birmingham, Alabama 35209-3105
(205) 917-3780 • Fax (205) 917-3721