



Pretrial Services • Alternative Sentencing • Community Corrections

April 18, 2000

To whom it may concern:

In 1999, Alan Kalmanoff and staff of the Institute of Law and Policy Planning conducted an assessment of Jefferson County's justice system. Through a series of personal interviews with key stakeholders and a thorough review of available data, Dr. Kalmanoff prepared a comprehensive and thoughtful evaluation of our jurisdiction's system. His recommendations have provided the impetus for the formation of a Population Management Committee. This Committee composed of community leaders and integral line staff is presently developing strategies for implementation of the study's recommendations.

Throughout the assessment process, Dr. Kalmanoff demonstrated the utmost professionalism. The process was well coordinated and structured to provide ongoing feedback to the system and the community. Dr. Kalmanoff's expertise in strategic planning, evaluation and the field of criminal justice was apparent.

I would recommend Dr. Kalmanoff to any jurisdiction seeking an external consultant to conduct a justice system assessment.

Sincerely,

A handwritten signature in black ink, appearing to read 'Foster Cook', is written over a large, stylized circular flourish.

Foster Cook
Director

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