



ESTABLISHED 1816

**MONTGOMERY COUNTY COMMISSION**

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February 9, 1998

TO WHOM IT MAY CONCERN:

When Montgomery County, Alabama, was faced with an exploding jail population and the potential of having to build a new multi-million dollar jail facility, we turned to Alan Kalmanoff, Executive Director for the Institute for Law & Policy Planning. We needed someone who could look objectively at our criminal justice system "process" and tell us if the ever-growing jail population was the result of more crime, or the way we did business?

Immediately, Dr. Kalmanoff and his team of experts began an in-depth analysis of every piece of the process including arrest rates, warrant disposition, numbers of judges, court room availability, floor space, information systems, manpower, and equipment. As they discovered new information, they ensured that each department was given the opportunity to review that data to verify that they had obtained complete and accurate information. Importantly, throughout the process, Dr. Kalmanoff kept me updated on his interim findings, giving me necessary information so I could properly respond as questions arose locally.

Because of the extensive coordination during their review, the final report came as no surprise to any agency. That was very important in a politically-charged environment where change can often be difficult for some to accept. In the final analysis, he verified that we did not need to build a new jail for the foreseeable future, and his findings and recommendations should save the county millions of dollars in future construction and operating costs.

Based on his suggestion, we have formed a working committee to implement his report. As a member of that committee, I can relate that his study has identified some areas we knew needed some work, but he also identified others we had not considered. Importantly, the report has given us a superb "roadmap" to follow, and it appears to be working. Because all agencies had a stake in providing data, and were given a chance to provide feedback, and because the report demonstrated how the recommended changes will affect the system as a whole, each department head is genuinely interested in implementing their portion. I am optimistic that we will succeed in our efforts. From my perspective, the ILPP organization met every one of our objectives. I would recommend them to any agency in need of a serious and honest look at how they do business.

Sincerely,

A handwritten signature in black ink that reads "William F. Joseph, Jr." with a stylized flourish at the end.

William F. Joseph, Jr.

Chairman, Montgomery County Commission