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February 9, 1998

TO WHOM IT MAY CONCERN:

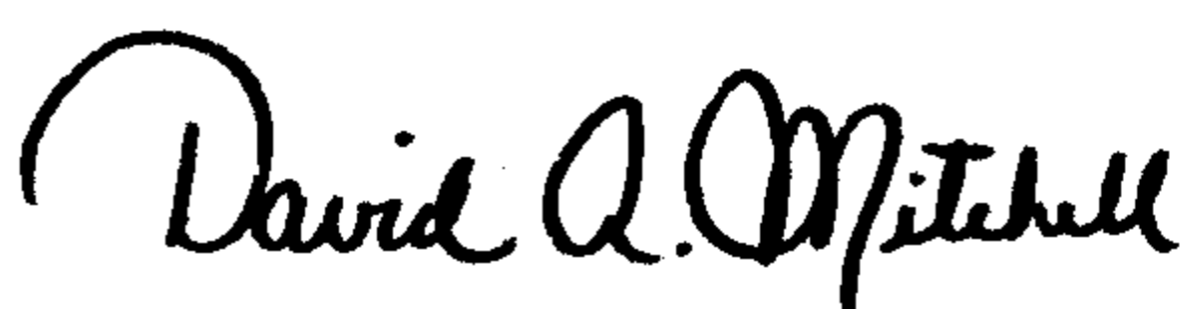
I am most appreciative of the excellent work just completed by Dr. Alan Kalmanoff and his Institute for Law & Policy Planning. As our justice system leadership went through the request for proposal and interview process to hire a consultant, it was obvious that Dr. Kalmanoff was **THE** expert in this business. His presentation was strong, to-the-point, and his subject knowledge was clearly head-and-shoulders above everyone else. When we entered into our contract with his firm, we expected results, and he did not let us down! In fact, his report was everything we asked for and more.

The justice system is comprised of many parts. Each of those parts is managed by a different elected or appointed official, each with their own agenda and their own unique set of problems. In spite of those differences, Dr. Kalmanoff and his staff members were able get to the heart of the data, while at the same time, resolving many acrimonious relationships between agencies. It was a pleasure to see everything come together while the ILPP process was in action. No official was excluded -- before, during, or after an ILPP team member dug into an agency's activities.

It was equally rewarding to observe members' reactions during several interim meetings chaired by Dr. Kalmanoff. His years of experience gave him the ability to explain necessary changes while at the same time, gathering consensus as he went along. Through his efforts, agency leaders came to realize they needed to think as a "system" instead of stand-alone agencies. In the end, every member of Montgomery County's criminal and civil justice system were believers in the need to implement ILPP's recommendations.

There are insufficient words of praise to adequately express the high level of integrity and professionalism displayed by Dr. Kalmanoff and the members of his staff. They kept me informed every step of the way which allowed me to be a knowledgeable conduit between ILPP and the various departments. As a result, a number of potentially problematic issues were resolved before they became showstoppers. Again, achieving understanding and consensus were hallmarks throughout ILPP's visit. In summary, I would recommend Dr. Kalmanoff and ILPP to anyone who wants a seasoned group of professionals to conduct a review of their justice system. Well done!

Sincerely,



David A. Mitchell
Administrator
Montgomery County Commission