

# COUNTY OF SAN DIEGO

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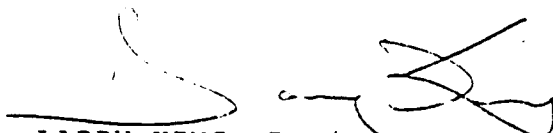
September 25, 1985

To whom it may concern:

I have had the pleasure of working with Alan Kalmanoff for about nine months on a study of jail overcrowding in San Diego County. Mr. Kalmanoff was extremely knowledgeable about corrections and ways to solve our crowding problem. He designed a data collection tool we are still using to help make policy decisions in this area.

One impressive quality of Mr. Kalmanoff was his presence in San Diego County during the study and whenever we needed him after the study. The options Mr. Kalmanoff presented the County will help us manage our inmate population for some time to come.

Sincerely,



LARRY KING, Project Manager  
Criminal Justice Unit