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TO WHOM IT MAY CONCERN:

RE: Dr. Alan Kalmanoff's Suitability as a Principal in
Auditing/Monitoring a Major Police Agency

Nearly thirty years ago I read a five volume planning study on California's prisons, a document for the California Legislature by Alan Kalmanoff. It demonstrated a real mastery over what I knew to be complex topics, unusual courage in its truthfulness, and great diplomacy in its tact.

As Director of the National Institute on Corrections, I engaged his services to train all the court appointed masters in the U.S., a task that further proved his skills, legal acumen, and ability to work with strong egos in conflict. He then helped me staff the Reagan Violent Crime Task Force. Later, I recommended him for a corruption investigation of a friend of the then governor over a southern prison system, and again he showed courage, clarity and tact in bringing the truth constructively to light. His extensive background in police work enabled him to overturn a flawed police investigation, and his recommendations rescued a difficult situation.

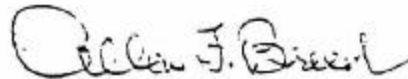
I am aware of his long list of police agency studies and plans including investigations of police incidents, that demonstrated skill and diplomacy, and resulted in constructive change. He documented cover-ups in several agencies and recommended improvements that resulted in widespread support, evidence by his being called back to implement many of his recommendations.

Dr. Kalmanoff was recently a Special Master for the Federal District Court (Judge Karlton) in the nations' largest prison litigation, managing a half-dozen major California prisons and a series of complex court orders, tremendous pressures from all sides, and major new substantive learning (about mental health, pharmacy, program auditing, etc.). I was a Special Master in a parallel case, and know how challenging his assignment was. He excelled and earned praise from all sides (the prisons, the plaintiff and defence, and various other interests). This was no mean feat.

Dr. Kalmanoff has trained police in nearly every law enforcement agency in California, a statement that demonstrates his great energy, that he is easily accepted in a variety of settings, and holds a high value for police professionalism. He was early involved in community based and problem solving policing, advanced training, and development of policies on force and field stops that balanced his well-established appreciation of patrol work with his expertise in constitutional law (he still teaches at the UC Berkely Law School). As a current and long-experienced Special Master and Monitor myself, in over 30 different law and justice settings, I am convinced that Dr. Alan Kalmanoff has the education, training, experience, disposition and inclinations required to undertake the job over a complex set of police and community issues in a major urban setting.

Please feel free to contact me for additional information.

Sincerely yours,



Allen F. Breed
Director, California Youth
Authority, Retired

Director, National Institute
of Corrections, Retired

Special Master, U.S. District
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AFB/vb