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May 30, 2002

To Whom It May Concern:

*re: A Letter of Reference for Dr. Alan Kalmanoff*

I have known Dr. Alan Kalmanoff for 36 years – from his law school and graduate work, through employment by the County Bar Association during the crises of the '70's, through major police investigation and monitoring work when I was Chancellor at the University of California at Berkeley in the '80's, through his work as a Special Master for the Federal Appeals Court, and as a professional who directed hundreds of studies of law enforcement systems nationally. He is ideally suited for complex reviewing, investigating and monitoring roles whether studying agencies directly, or presiding over settlement agreements between police, federal agencies, and litigants.

Kalmanoff's early work centered on policing, as he developed collaborative Bar Association and police agency protocols for mass arrests, fashioned policies and procedures on the use of force, and mediated between militant minority groups and law enforcement agencies.

In 1986, as Chancellor at Berkeley, I was confronted with large demonstrations and escalating police/community conflict. I engaged Dr. Kalmanoff to investigate a major incident of contention involving, as he discovered, the failure of the police to follow a plan to minimize confrontation and later to suppress that fact. He managed the investigation in a "fish bowl" of scrutiny from hostile factions. He excelled in discovering the truth and remarkably maintained the respect of multiple antagonistic parties. The officers whose actions he described maintained that his report helped all to "understand" their actions, even as they were held accountable. As a result he was seriously considered for the position of Chief of Police in Berkeley, and later urged by many in the legal community to run for Sheriff in Alameda County.

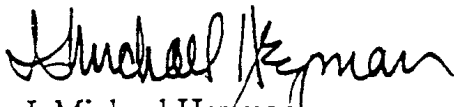
His credibility remained high and I later engaged him to design a police complaint procedure and a review protocol that endure nearly twenty years later, to develop and deliver training, and to monitor difficult public incidents that persisted for over a year. He facilitated university-wide meetings that educated others, solved problems, and gave excellent direction to the repairs needed in police-community relations.

I went to Washington for the 90's as Secretary of the Smithsonian Institution, but kept track of Kalmanoff's work as a Special Master for the Federal Courts, involving the nation's largest and certainly the most complex prison litigation. I read of his continued reputation for courage, and his effective and practical monitoring and assessments in law enforcement, in many major urban settings.

Kalmanoff combines skills, experience and intangible qualities needed to solve vexing complex problems in circumstances that call for fundamental change.

Please feel free to make inquiries for further information.

Sincerely,

A handwritten signature in black ink that reads "I. Michael Heyman". The signature is written in a cursive, flowing style with a large initial "I" and "M".

I. Michael Heyman  
Chancellor and Professor Emeritus