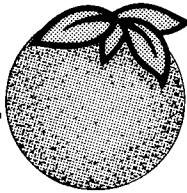


Orange



County

Corrections Division

Tom L. Allison, Director

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July 29, 1996

TO WHOM IT MAY CONCERN:

Alan Kalmanoff has been an integral part of the development and growth of the Orange County Corrections Division's staff over the past eight years. His ability to intuitively suggest, to the group or individual he is working with, how to grasp the message and move on is challenging and thought provoking. Even though his technique is very personally oriented, the entire group goes through a learning process.

"Kal" began working with staff by introducing the "Seven Box Model" - a diagnostic and operational guide for managing. He spent time individually and collectively with all our Senior Management staff and the mid-managers they supervise. He assisted with their personal development and the way they managed their teams. His integrity, knowledge and enthusiasm is second only to his teaching skill. The impact of this dynamic and sensitive facilitator has helped me strengthen an extremely successful organization that is empowered and efficient. The sense of pride I have in all our success over the years can be directly attributed to the effect his training has had on our entire structure.

As a result of his work with our Division, the Orange County Board of County Commissioners contracted with Dr. Kalmanoff's firm, the Institute for Law and Policy Planning, in 1993 to perform an evaluation of the entire adult criminal justice system in order to bring about more efficient use of resources while at the same time improving public safety. Consequently, in 1995 they asked them to do a follow up evaluation of the progress that had been made and make further recommendations. The guidance and observations the report brought to light have helped mold and develop a system that is involved and creative in finding solutions to the many challenges the criminal justice system faces each day.

I would recommend and endorse Dr. Kalmanoff's work if your goal is to operate a world class organization with supportive leadership.

Please call me if I can be of any further assistance or you would like more information.

Sincerely,



Tom L. Allison, Director
Orange County Corrections Division

TLA:sg