

**ALLISON EXECUTIVE
MANAGEMENT, INC.**

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February 13, 1999

Mr. Martin G. Bloom, (Purchasing Manager)
Selection Committee
Fresno County Criminal Justice Study
C/o Department Of General Services
4525 E. Hamilton Ave.
Fresno, California 93702

Dear Sir:

Dr. Kalmanoff has requested that I write a referral for his work in Orange County, Florida during the year of 1993. He entered our system perceived by many as a "liberal from Berkeley" and an outsider who would never understand or develop a consensus amongst criminal justice agencies in a conservative community such as Orlando, Florida. His leadership abilities and commitment to understanding the values and beliefs of our community allowed "us" to address many long standing issues pertaining to efficiency, cost savings, and ultimately enhance public safety throughout the Orange County Criminal Justice System.

In 1988, Orange County combined all jail facilities, court services, and community corrections programs, including probation. At that time I was hired as the Division Director, and remained there until 1997, when I left to begin my own business. The county was experiencing unprecedented growth throughout the 80's and early 90's. At the time of the study in 93, the jail system had 3200 beds with nearly 4000 inmates and 10,000 clients in community corrections programs and probation.

As the Orange County system continued it's unbridled growth, many leaders in the system believed nothing could be done short of opening the doors and allowing the criminals to walk. We had been studied to death and nothing changed. Building our way out of the problem was not and had not worked. During budget proposals in 92, a construction budget for the jail was presented and the budget exceeded 80 million dollars. Finally, the County Chairman and County Administrator agreed upon trying one more study. Dr. Kalmanoff was not an easy choice for Orange County; originally, many members of the criminal justice community were concerned about his inability to work within the diverse political interests of Orange County. None of our concerns came true. Only through his efforts and the team of professionals he put in place did this project succeed.

As the Chief Probation Officer and Corrections Administrator, I can state that Dr. Kalmanoff and his team challenged us in every aspect of our operation. He constantly was encouraging our system to look at its impact upon the entire criminal justice system in Orange County. In the end, his actions were always about getting the individual leaders of different agencies to think about the entire system. Only then could each agency feel secure and make decisions that were good for our entire community. The Kalmanoff team reviewed every function of our probation department, provided thorough recommendations and always treated myself and staff fairly.

In the end, I discovered that it is natural to suspect the original intentions of an outsider, and yet the fresh prospective provided by Dr. Kalmanoff was essential to our success. Orange County has fewer inmates in its jail system today. The jail expansion has not been necessary, and a new courthouse has recently been completed. All of this began with Dr. Kalmanoff's leadership and the consensus developed amongst all agencies within the criminal justice system. That consensus was chiseled from individuals who maintained strong individual control of each of their agencies. Clearly, the study and the process that we went through made every leader in the system begin to think holistically about our decisions and solutions.

Sincerely,



Tom L. Allison
President, AEM