



## City of Orlando

POLICE  
DEPARTMENT

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**TO WHOM IT MAY CONCERN:**

During this past year, my colleagues and I have worked in concert with Dr. Alan Kalmanoff and the Institute for Law and Policy Planning. The purpose of our work was to collectively effect significant changes in the Orange County, Florida criminal justice system.

Dr. Kalmanoff was instrumental in the successful accomplishment of our objectives. He spearheaded the initial interview effort to identify system weaknesses, duplications of effort, areas requiring new and alternative programming, and operational inefficiency. After securing extensive feedback, Dr. Kalmanoff produced a final report presenting recommendations for a truly coordinated public safety system.

As the Chief of Police of the city of Orlando, I am absolutely convinced that the success we experienced was due in major part to Dr. Kalmanoff's professional training and his dedication to the task at hand. It was indeed a pleasure to work with the Institute for Law and Policy Planning. I offer my most sincere endorsement of Dr. Alan Kalmanoff to any organization which seeks to improve its criminal justice focus, management, and methodology.

Sincerely,

Thomas D. Hurlburt, Jr.  
Chief of Police

TDH/ksb