



State of Florida

**Nineteenth Judicial Circuit**

Cliff Barnes  
Judge of County Court  
St. Lucie County

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July 12, 2005

Dear Dr. Kalmanoff,

It is my pleasure to serve as a reference to testify to the quality of your work and that of the Institute for Law and Policy Planning, which you directed in the comprehensive criminal justice study recently performed for St. Lucie County.

In the fall of 2003 and into the spring of 2004 I was a County Commissioner. Our Commission was facing the financial demands of an apparent lack of capacity in our jail, which had become increasingly overcrowded. Prevailing in our community, among officials who should have known better, was an attitude of "spend the money to build our way out of crowding". The Commission voted to spend over \$30 million to expand the jail, and an interim measure was taken to actually hire and train staff, and to transfer prisoners to another county at enormous expense pending the completion of the expansion. Tent housing was considered, and the local government was in some uproar over all of this.

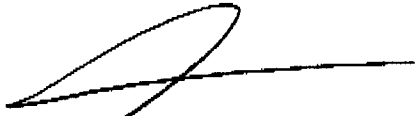
At about the same time the Commission agreed to hire a consultant, The Institute for Law and Policy Planning, an agency specializing in overcrowded systems, to study our problems and make recommendations to control the jail population and improve efficiency in the entire system. The Institute (ILPP) had been successful years earlier in our neighboring County, Palm Beach, as well as in Orange and Hillsborough Counties, and such diverse other jurisdictions as Salt Lake City, Omaha, and Minneapolis.

The \$100,000 fee that we paid to your company has in one year been dwarfed by our savings, before we have had time to fully implement any of the nearly 70 recommendations. I can't say enough about the way you built consensus out of the most politically divisive and controversial issue I had experienced in 12 years as a Commissioner. The final product was astounding in its detail and thoroughness, and more importantly, in its easy to understand directions. It could have been titled "The Commissioner's Guide to Criminal Justice Reform". Whereas the study at first met great resistance, your follow up meetings and presentations, and referral to other experts, is clearly smoothing the way for real change - change that will save the taxpayers in this county millions of dollars every year, better protect the public, and at the same time, better protect the

rights of the accused. How could we ask for more?

As a newly elected County Judge, I look forward to the implementation still to come and will be happy to write another letter at a future date with my additional observations about implementation.

Sincerely,

A handwritten signature in black ink, consisting of a large, stylized loop followed by a horizontal line extending to the right.

Cliff Barnes  
St. Lucie County Judge