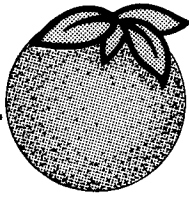


Orange



County

Linda W. Chapin

Orange County Chairman

201 South Rosalind Avenue - 5th Floor

Reply To: Post Office Box 1393

Orlando, Florida 32802-1393

Telephone (407) 836-7370

January 13, 1994

To Whom It May Concern:

The Institute for Law & Policy Planning completed a comprehensive evaluation of Orange County's system-wide criminal justice needs in October, 1993. The work ILPP presented to the Orange County Board of County Commissioners is predicted to produce a savings of at least \$10 million annually in operating costs and several million in construction costs. The work substantially aided our county in not only controlling exploding criminal justice expenditures but in encouraging all of our elected officials to work together in implementing solutions. Not only do I recommend ILPP's work to any locality seeking tangible improvements in their planning and management, but we have retained ILPP for a second study to evaluate the civil divisions of our court system.

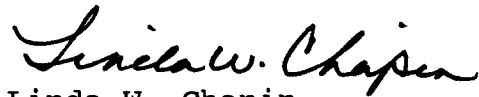
ILPP's team was thorough, professional and sensitive to our local issues. Executive Director, Dr. Alan Kalmanoff, and Assistant Director, Sarah Armstrong, skillfully coordinated their team of experts and facilitated meetings of the county's criminal justice leadership. The ILPP team presented in clear language the first real assessment of our justice system and a projection of its cost. The study's methodology included in-depth quantitative and qualitative analyses of the jail population and court case load, yet I did not have to waste time trying to make sense of endless statistics. Problems were articulated clearly and options for change were prioritized intelligently.

Dr. Kalmanoff's approach was forthright and sensitive, demonstrating an admirable ability to objectively assess our situation in a politically charged environment. While the county's interest in having a criminal justice study emerged from a state and federal lawsuit regarding our overcrowded jail, ILPP examined all agencies, pointing out how policies throughout the system have an impact on efficient management of the jail.

An especially notable quality of the ILPP team was its emphasis on implementation. Toward this end Dr. Kalmanoff and his colleagues worked extensively with key criminal justice leaders in the county to achieve consensus around a system-wide plan for improving the effectiveness of our criminal justice services. The result is that Orange County has set in place an oversight committee to monitor the execution of ILPP's recommendations. It is a pleasure to see our system working in unison toward common goals.

ILPP can help any county by clearly showing local leaders where the problems are and how to work through them, producing savings in resources and facilitating cooperation among diverse agencies.

Sincerely,

A handwritten signature in cursive script that reads "Linda W. Chapin". The signature is written in black ink and is positioned above the typed name.

Linda W. Chapin
Orange County Chairman