



State of Florida
Ninth Judicial Circuit of Florida

COUNTIES OF ORANGE AND OSCEOLA
ORANGE COUNTY CIVIL COURTS BUILDING
37 NORTH ORANGE AVENUE, SUITE 1110

R. JAMES STROKER
CHIEF JUDGE

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ANNA PATTERSON
JUDICIAL ASSISTANT

June 13, 1994

To Whom It May Concern:

I am writing to provide my assessment of the Institute for Law & Policy Planning's (ILPP) recent work for Orange County. Led by Dr. Alan Kalmanoff, Executive Director, ILPP performed a comprehensive evaluation of the Orange County criminal justice system. This study provided a clear picture of how our system is working and the impact it is having on our allocation of resources and our effectiveness in addressing serious crime.

The leaders of all the offices in our local system joined together to review ILPP's recommendations and develop tangible plans for implementing those which will improve our use of limited funds and our ability to target serious criminal offenders. The cooperation of these offices resulted in a clear action plan which should significantly better "how we do business." ILPP's commitment to building consensus and facilitating implementation was a key contributor to the work we have now accomplished.

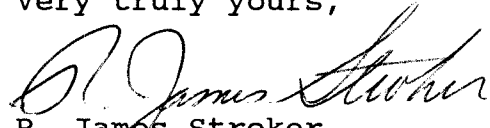
My valuation of the ILPP study has undergone a major transformation from my initial opinion of the project. I was skeptical and wary that a consultant from Berkeley, California would be able to provide insight into a system that I felt was already fairly efficient and just.

However, the ILPP report quantitatively and qualitatively assessed all of our programs and offices, describing a system which was very different than my ideal. While the study found that individual agencies within the system were working hard and seeking to make constant improvements, these efforts were not coordinated or organized in accordance with a system-wide goal.

The consequence was duplication of effort, lost revenue opportunities and a tendency in our detention system to house unsentenced, non-serious offenders in maximum security space were alternatives would be more cost-effective and more likely to have an impact on changing the offender's ways.

Simply in identifying who is in our system and the policies and practices that have led to this, the ILPP team provided Orange County's criminal justice decision makers with vital information. However the ILPP final report also presented options for remedying this situation to improve our strategy in protecting our community and our criminal justice spending. I am pleased with the work ILPP has completed for the county and I recommend them to other jurisdictions interested in regaining control over local criminal justice.

Very truly yours,



R. James Stroker,
Chief Judge

RJS/ap