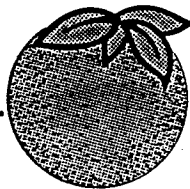


Orange



County

Corrections Division

Reply To:

MS. SALLY J. GRAHAM, MANAGER  
TRAINING AND STAFF DEVELOPMENT  
POST OFFICE BOX 4970  
ORLANDO, FLORIDA 32802  
PHONE: (407) 855-0703

August 26, 1991

Dr. Alan Kalmanoff  
Institute for Law and Policy  
Planning  
Post Office Box 5137  
Berkeley, CA 94705

TO WHOM IT MAY CONCERN:

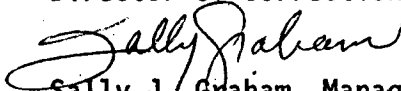
Alan Kalmanoff's professional abilities have given many counties in Florida the ability to plan proactively for the growth of their criminal justice system. He has been a trainer and consultant to all of the Directors of local facilities in Florida during their yearly conference which is sponsored by the Florida Sheriff's Association. He made a contribution to Palm Beach and Leon Counties in their long range planning efforts for new detention facilities and put in place a process for all the criminal justice community to communicate impact concerns.

Kal has been a major influence and facilitator of management techniques to the managers of the ninth largest detention system in the United States, Orange County Corrections Division, for the past three years. His unique ability to "cut to the quick of the matter," intuitively understand the dynamics of an organization, and to push through the issues at hand and hold people accountable for their actions, made him a valuable resource for dealing with change.

I have confidence and admiration for Kal's innate abilities to question and diagnose problems within an organization so that it can grow and flourish. He adds strength and mission to every organization he works with. I recommend Alan Kalmanoff and the Institute for Law and Policy Planning for your criminal justice planning efforts.

Sincerely,

TOM L. ALLISON  
Director of Corrections

  
Sally J. Graham, Manager  
Training and Staff Development

SJG/smf

Attachment