



Randolph D. Terronez, County Administrator

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Dr. Alan Kalmanoff, Director
Institute for Law & Policy Planning
P O Box 5137
Berkeley, California 94705

Dear Dr. Kalmanoff:

This letter is written to serve as a letter of reference for your work for the County of Kalamazoo during the research, preparation, and presentation of the Justice System Assessment and Facilities Analysis Plan.

The work done by you and ILPP met or exceeded expectations. The quantitative and indepth assessment of the justice system and facilities with an outcome of more than 70 recommendations for change, has given the County not only significant food for thought but also a much needed plan to improve our criminal justice system.

On behalf of the Kalamazoo County Board of Commissioners, I am pleased to recommend you and the Institute for Law & Policy Planning and would welcome any contacts from prospective clients as to your ability, the manner in which you conduct the study, and in the quality of your final product.

Sincerely,

Randolph Terronez
County Administrator