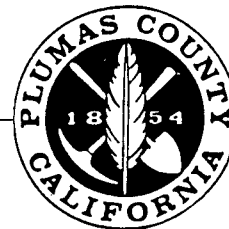


COUNTY ADMINISTRATIVE OFFICE

520 W. Main Street, Room 10

P.O. Box 10313, Quincy, California 95971, (916) 283-6315 FAX (916) 283-6288



November 15, 1996

JAMES R. STRETCH
County Administrative Officer
Personnel/Purchasing

TO WHOM IT MAY CONCERN:

SUBJECT: Unconditional Letter of Reference
for ILPP

The County of Plumas contracted with the Institute of Law and Policy Planning to conduct a management review or needs assessment of its entire Criminal Justice System. We had never had an independent review of our system and it was the thought that a tune-up was in order.

It was a difficult undertaking in Plumas County simply because several members of the Criminal Justice System felt it was a matter of turf and didn't buy into the basic reason or approach of the study. Notwithstanding their truculence, ILPP gained the necessary information needed and developed an insightful action plan with twenty recommendations. There is no question but that the study will clearly pay for itself in the first year in hard dollars. Pricing the improved communication and efficiency of the Criminal Justice System is more difficult, but it is no doubt greater than the dollar savings.

For a number of years the corrections part of the system has reported that the correctional facility is hopelessly overcrowded and must be expanded or replaced. The consultant dispelled that myth and identified alternatives through a new classification system and alternative programs which would allow us to manage the projected jail population for at least the next twenty years. This analysis and recommendation alone saved us millions of dollars.

Plumas County found the work of ILPP and their staff to be well organized and well presented. Dr. Kalmanoff and his staff were arduous in identifying the smallest detail and getting the facts straight. Their written document is extremely well presented and an excellent tool for planning and reference purposes. Mr. Kalmanoff is very skillful in conducting these studies and facilitating group meetings even amongst unwilling players. I doubt that he ever had a question he wouldn't ask or an assumption that was beyond challenge.

I recommend ILPP to any other prospective employer without reservation. Their product is worth substantially more than its cost.

Sincerely,

A handwritten signature in black ink, appearing to read "J. Stretch", is written over the typed name.

James R. Stretch
County Administrative Officer