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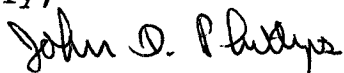
August 9, 1995

TO WHOM IT MAY CONCERN:

San Joaquin County entered into a contract with the Institute for Law and Policy Planning. ILPP is represented by its Executive Director Alan Kalmanoff. The contract called for ILPP to do a comprehensive study of the San Joaquin County Criminal Justice System and make recommendations, which if followed would allow us to operate more efficiently. ILPP adequately fulfilled the terms of the contract and the recommendations were in fact completed. I will state that the study was factual and contained accurate data in the final report. The study is a fair and honest assessment of the Criminal Justice System in San Joaquin County.

When the recommendations will in fact be implemented, only time can tell. Based on ILPPs performance in San Joaquin County and the fair and honest product which was produced by them, I would recommend Alan Kalmanoff and ILPP to you for this type of study.

Sincerely,



JOHN D. PHILLIPS,
District Attorney

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