

**Jeff Sax**  
**5<sup>th</sup> Council District**



**Snohomish County**

**County Council**

May 19, 2003

**Dave Gossett**  
**John Koster**  
**Gary Nelson**  
**Jeff Sax**  
**Kirke Sievers**

RE: Letter of Reference for Institute for Law and Policy Planning (ILPP)

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To Whom It May Concern:

The Snohomish County Council contracted with ILPP in June 2002 for a system wide efficiency study of our Law & Justice system. We are the 3<sup>rd</sup> largest county in Washington State and Law & Justice costs are about 67% of our budget and increasing rapidly. At our request, the ILPP draft report was completed by October 2002. The analysis was broad in scope to catch the large issues with in our system.

Those departments that received criticism in the report complained vociferously about it. There were the expected 'killing the messenger' reactions. However, we got what we wanted, which was a report that has acted as a catalyst for much needed change in our county.

Based on ILPP recommendations we have created a Law and Justice cabinet of elected officials and key Law & Justice department heads. The new cabinet has 10 efficiency projects underway this year. We are also in the process of installing a jail cap; we are implementing the Sheriff shift change recommendation, and are now well underway with an integrated Law & Justice computer system which will reduce double entry by Sheriff, Corrections, and other departments.

We were looking for a change agent and that is what ILPP delivered. I am very happy with their work and would hire them again, with out question. Please feel free to call me to discuss further any questions you may have regarding the very professional and expert detail we found with the product and staff of the Institute for Law and Policy Planning.

Best wishes,

**Jeff Sax**, Chair  
Law & Justice/Human Services Council Committee

JS/sb