



JIM PENDERGRAPH  
SHERIFF

MECKLENBURG COUNTY  
SHERIFF'S OFFICE

DANIEL E. BAILEY, JR.  
CHIEF DEPUTY

To whom it may concern:

We have used Michael J. Hourigan of Hourigan Associates for 6-8 classes in the last several months. I have found his teaching style to be excellent. He is a very motivated instructor and involves the students more than anyone I have ever seen.

In our first experience with Mr. Hourigan, I agreed to use him for one class and evaluate the class for future use. After having my staff evaluate him, he has become a "regular" instructor at the Sheriff's Academy.

We have over 1,000 employees and operate a large jail system, as well as courts, civil, and other law enforcement functions.

I would recommend any agency use Mr. Hourigan for a class and evaluate his material and his teaching ability for future use.

Sincerely,

A handwritten signature in cursive script, appearing to read "P.A. Cash".

Major P.A. Cash  
Training Division Commander  
Mecklenburg County Sheriff's Office  
5235 Spector Drive  
Charlotte, North Carolina 28260  
704-336-8110

PAC/lmh