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BOARD OF SUPERVISORS

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July 17, 1995

TO WHOM IT MAY CONCERN:

San Joaquin County found itself facing an extremely difficult situation. The State of California continued to erode County resources through state budget realignments. In five years, San Joaquin County lost 92 million dollars to the process. While our funding resources decreased to a critical stage; our law enforcement needs were sky-rocketing. Our County functions were being drained to a barely operable level to feed a fast-growing, inefficient, fragmented criminal justice system.

The Board of Supervisors decided to conduct a comprehensive evaluation of this system. It was not an entirely popular decision. The cry, "not another study" was heard loud and often. I, for one, was not enthusiastic. However, the Board retained the Institute for Law and Policy Planning with Alan Kalmanoff as the project director.

The project is now completed. It was extremely thorough and well done. Throughout the study, there was constant interaction between Dr. Kalmanoff and the "County players". Changes in recommendations, when justified, were made during the first four stages of the report. The study was guided by fair yet firm leadership. There was no bending to special interest pressure. The community at large was educated throughout the study.

This no-nonsense approach has left our County with a good blue print to develop a long term management strategy which included the necessary revenue resources to support it.

The Board of Supervisors will now undertake the task of implementing 88 recommendations with an "Action Plan" containing an organizational structure included as part of the study.

It was \$125,000 well spent. San Joaquin County probably received more than we paid for.

I would not hesitate to recommend this firm.

Sincerely yours,

*Dario L. Marenco*

DARIO L. MARENCO  
Supervisor, Second District