



# CITY OF STOCKTON

**POLICE DEPARTMENT**  
22 EAST MARKET STREET  
STOCKTON, CA 95202

March 22, 1996

TO WHOM IT MAY CONCERN:

This letter is submitted on behalf of Dr. Alan Kalmanoff and the Institute for Law and Policy Planning in regard to the study that was conducted in San Joaquin County.

Dr. Kalmanoff undertook a rather challenging assignment dealing with the effectiveness and efficiency of the criminal justice system in this county. As one would expect, this assignment dealt with individual agencies as well as the system in total. In conducting the study and developing the recommendations, Dr. Kalmanoff and his group were required to interact with a variety of individuals and agencies to develop a consensus. While there may never be total agreement on some of the issues that were being reviewed, Dr. Kalmanoff was able to provide positive direction for the task force, and subsequently provided a substantial number of recommendations that are positive, meaningful, and doable. Dr. Kalmanoff was also able to deal effectively with a variety of personalities in working through these complex issues.

The experience Dr. Kalmanoff and his organization brought to the table will, hopefully, result in a more effective and efficient system in this county.

EDWARD J. CHAVEZ  
CHIEF OF POLICE

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