

Office of the  
County Administrator



## COUNTY OF SAN JOAQUIN

Courthouse, Room 707  
222 East Weber Avenue  
Stockton, California 95202-2778  
(209) 468-3211

October 6, 1992

Mr. Alan Kalmanoff, Executive Director  
Institute for Law & Policy Planning  
P. O. Box 5137  
Berkeley, CA 94705

Dear Kal:

### **San Joaquin County's Jail Population Study Reference**

From March 1992 to September 1992, San Joaquin County engaged you and your firm, the Institute for Law and Policy Planning (ILPP), to conduct a Jail Population Study. During that time, as the County's Project Manager, I had extensive contact with you and members of your firm (Jane Yee, Sarah Armstrong, David Moulton, and Mike McNamara).

You and your firm were real professionals! You came into a difficult County environment suffering from jail overcrowding and extreme budgetary constraints. Your task was to examine our existing criminal justice system, evaluate potential alternatives to incarceration, and evaluate how existing facilities might be programmed to meet future incarceration needs. Your firm ably performed these tasks.

ILPP prepared and presented a good report, with a vision about the direction the County should pursue. We expect the report to be valuable as we work with criminal justice system "gatekeepers" to achieve the best mix of systems and incarceration levels for our jail population. We also expect your recommendations to be helpful in conserving resources and refining our activities. Your recommended creation of a Law and Justice Group and an Operations Support Group will assist us press forward in meeting future needs of the public we serve with respect to detention operations.

The members of your firm put a lot of energy into the study. They were hard working, easy to contact, and listened carefully.

I want to take special note of the qualities that you personally brought to the study. Your interpersonal communication and facilitation skills were invaluable. During the course of the study, several sticky issues were confronted and dealt with in a productive manner through the way you handled them. You remained true to our objective of producing a quality study within budget. It was a pleasure to work with you.

Please feel free to use San Joaquin County as a satisfied customer reference. My phone number is (209) 468-3211.

Best wishes to you personally, and your firm generally, for much success in the future.

Yours truly,

A handwritten signature in black ink, appearing to read "David L. Baker". The signature is fluid and cursive, with the first name "David" being particularly prominent.

David L. Baker  
Assistant County Administrator

DLB:st

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