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To Whom It May Concern:

I am writing this letter of recommendation on behalf of Alan Kalmanoff and the Institute of Law and Policy Planning.

Recently, Salt Lake City contracted with Mr. Kalmanoff to provide an "alternative strategies for providing adequate jail facilities" study. As the County is the provider of all jail services within Salt Lake County, Mr. Kalmanoff was in constant contact with County staff. We found Mr. Kalmanoff to be a conscientious consultant with a keen focus on involving all interested parties in the study. At each point of his study, Mr. Kalmanoff attempted to verify information and work with County staff to have accurate information. Mr. Kalmanoff's proposed resolutions focused on cooperative solutions that recognized not only the desires of his contractor, but also recognized the realities of the necessity for cooperation among all the partners in the system. Some of the political dynamics within our particular county have inhibited the full implementation of the recommendations and findings of Mr. Kalmanoff. However, I believe that the work represents a high quality product and the type of study process that would make Mr. Kalmanoff a desirable consultant for future projects should the need occur in the County.

Sincerely,

David Marshall, Chief of Staff
Salt Lake County Commission