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March 31, 2005

To Whom It May Concern:

I have been asked by the Institute For Law and Policy Planning to write a letter of recommendation in regards to the work performed by the institute in calendar year 2003-2004. Dr Kalmanoff and his staff were asked to perform a criminal justice system assessment in Salt Lake County. Their task was enormous and complex in trying to reach a systemic analysis of the Salt Lake County jail and its incarceration rates.

Dr Kalmanoff's staff was professional, competent, and thorough in its research in trying to provide a comprehensive picture of a very subtle and complex issue confronting Salt Lake County. They were able to meet with a diverse group of stakeholders and gather a vast amount of data which they presented in a comprehensive report to the Criminal Justice Advisory Committee.

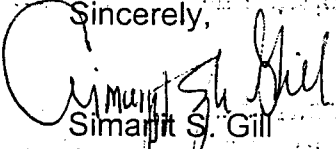
Their findings were insightful, provocative, and straightforward. In a complex systems analysis as was their charge, not everybody at the table was going to be satisfied with their outcomes. Dr Kalmanoff's objective was not to advocate any one particular party's agenda, but rather to provide an informative basis from which the committee could engage in meaningful discussion and depart to formulate new policy objectives.

As a member of the executive committee, I can communicate to you that I didn't necessarily agree with all of Dr. Kalmanoff's findings. However, I found them to be informative, educational and insightful to my role as a policy maker and stakeholder on a committee charged with discussing the challenges that we were confronting as a group.

I found Dr. Kalmanoff and his staff to be both professional and accessible. I appreciated their professionalism and candor while they were engaged in this endeavor. I can recommend them without reservation.

If I can be of further assistance, please do not hesitate to contact me.

Sincerely,


Simarjit S. Gill
Salt Lake City Prosecutor