



STATE OF CONNECTICUT

OFFICE OF STATE ETHICS

August 1, 2011

The Honorable Dannel P. Malloy
Office of the Governor
State Capitol
210 Capitol Avenue
Hartford, CT 06106

Dear Governor Malloy:

On behalf of the Governmental Accountability Commission and in accordance with Public Act 48-11, I submit to you three candidates listed below for the position of Executive Administrator of the Office of Governmental Accountability. The Governmental Accountability Commission has selected the best three candidates for this new, challenging, and sensitive position.

Nancy Hadley
955 Main Street, #613
Bridgeport, CT 06604
203-767-6808
nancy@hadleygroupllc.com

David Guay
28 Kingsley Drive
South Windsor, CT 06074
(860-436-432)
dlg@cox.net

Mitchell Pearlman
35 Bunker Hill Road
Glastonbury CT 06033
860-633-7758
860-881-3517
m.pearlman@cox.net

These candidates, whose resumes are enclosed, were chosen from 45 applicants. On July 1, 2011, the Governmental Accountability Commission created a Personnel Search Committee, consisting of Carol Carson, Executive Director of the Office of State Ethics; Stephen F. Cashman, Chairman of the State Elections Enforcement Commission; Jeanne Milstein, Child Advocate; and Colleen Murphy, Executive Director of the Freedom of Information Commission.

Members of the Personnel Search Committee reviewed the applications separately then met and chose by consensus seven applicants for the first round of interviews. With guidance from human resources personnel from the Department of Administrative Services, questions were formulated for both the first round of interviews with the Personnel Search Committee and the final interviews with the Governmental Accountability Commission and were asked of each candidate. Five candidates were selected to be interviewed by the Governmental Accountability Commission. At its meetings on Friday, July 29, 2011 and Monday, August 1, 2011, the candidates listed above and two others, Gloria Davis-Delancy and Michael J. Purcaro, were interviewed by the nine-member Governmental Accountability Commission.

One reference for each of the five finalists was contacted. No background checks were performed; it is the understanding of the members of the Governmental Accountability Commission that the Governor's Office will conduct detailed background checks.

Please contact me if you have any questions.

Sincerely,



Carol Carson
Chair, Governmental Accountability Commission
Executive Director, Office of State Ethics

cc: House Speaker Christopher Donovan
Senate President *Pro Tempore* Donald Williams
House Minority Leader Lawrence Cafero
Senate Minority Leader John McKinney

NANCY L. HADLEY

955 Main Street, Unit 613 • Bridgeport, CT 06604 • 203-767-6808 • nancyhadley51@gmail.com • www.hadleygroupllc.com

Qualifications for Senior-Level Management

Visionary, goal-driven change agent with over 20 years of success in government senior management, business turnarounds and real estate development. Represented the public sector in hundreds of urban real estate developments of all types and complexities. Offers demonstrated abilities in transforming strategy into action focused on delivering products on time and within budget. Excels in managing multiple/changing priorities and devising creative solutions to complex problems. Exhibits a strong work ethic and integrity in all endeavors. Additional areas of expertise include:

Real Estate Project Management
Operations/Project Management

Continuous Process Improvement
Policy/Procedure Development

Government re-engineering
Public Sector Expeditor

SELECTED HIGHLIGHTS

Organizational turnarounds include:

- Implemented the downsizing of a 3000+ employee organization, flattening the managerial structure which resulted in ending two years within budget and meeting management goals.
- Instituted continuous improvement efforts at two 500+ employee agencies to meet or exceed customer expectations, resulting in service improvements such as the implementation of digitized licenses, an enterprise-wide geographic information system, and a multi-agency regulatory permit management system.
- Resolved more than 1,400 union grievances through 500+ hours of mediation, leading to customer service improvements and labor-management partnerships.

Urban real estate developments include:

- Expanded a real estate pipeline by \$1.1 billion through comprehensive revamping of land-use development policies and processes to attract major private urban transit-oriented development.
- Led a public project management team that supported the first major private investment revitalization project in downtown Bridgeport in ten years, a \$55 million historic downtown mixed-use transit-oriented development, which used geo-thermal 'green' technology and three forms of federal and state tax credit financing.
- Oversaw the design and construction of a \$20 million regional bus terminal component of an Intermodal Transportation Center that had been stagnant for years.

CAREER TRACK

THE HADLEY GROUP LLC – *a woman-owned business enterprise*

Founder/President..... 2000 to Present

This LLC provides real estate development and change management consulting to clients in the corporate, governmental, real estate, and nonprofit sectors.

BRIDGEPORT HOUSING AUTHORITY

Senior Project Manager2008 to 2009

Owner's representative for the \$32 million conversion of a former hospital into 110 units of elderly and supportive housing using Low Income Housing Tax Credits.

THE OFFICE OF PLANNING AND ECONOMIC DEVELOPMENT, BRIDGEPORT

Director.....2004 to 2008

Directed the economic development effort that repositioned the city as one of the three hottest real estate markets in the country according to CNN Business Money Magazine. Oversaw comprehensive revamping of all land use policies and procedures for six operating divisions with over 50 employees.

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THE PLANNING DEPARTMENT, WESTCHESTER COUNTY

Deputy Commissioner2002 to 2004

Worked directly with developers and municipalities on real estate developments involving workforce/affordable public housing finance incentives. Developed and presented to various groups, business associations, and the media the economic and financial landscape and future projections for employment, housing, and transportation within the county.

THE COMMUNITY FOUNDATION FOR GREATER NEW HAVEN

Chief Executive Officer/Executive Director.....1996 to 2000

Oversaw the stewardship of philanthropic assets totaling more than \$220 million for the 25th largest community foundation in the nation and redirected grant making to measure impacts and reflect sensitivity to interests of younger donors.

LOCAL INITIATIVES SUPPORT CORPORATION

Senior Program Director, Connecticut Multi-Cities Program.....1995 to 1996

Managed program activities in the seven most distressed cities in Connecticut. Developed an urban agenda to strengthen the resident-driven, community-based nonprofit industry.

CONNECTICUT DEPARTMENT OF MOTOR VEHICLES

Commissioner/Chief Executive Officer1993 to 1995

Managed the customer service and regulatory department with more than 500 employees and a \$30 million annual budget. Developed and implemented department-wide, customer-driven business plans and outcome measurements.

CONNECTICUT DEPARTMENT OF TRANSPORTATION

Deputy Commissioner of Transportation/Chief Operating Officer1991 to 1993

Oversaw the day-to-day management of the state's multi-modal transportation department with more than 3,500 employees and a \$400 million annual budget. Appointed as team leader for all economic development activities. Initiated and led continuous improvement, outcome-based performance management efforts for all departmental modes. Chaired the Quality Steering Council and led the labor mediation effort with the largest employee union.

PRIOR EXPERIENCE:

NEW YORK STATE DIVISION OF HOUSING AND COMMUNITY RENEWAL; 1984 - 1991

Assistant Commissioner, Program Operations
Vice President, Housing Trust Fund Corporation, affiliate of the New York Housing Finance Authority
Special Assignment, Team Leader, Statewide Housing Activity Reporting System (SHARS)
Assistant Commissioner / Program Management
Director, Albany Regional Office

MAYOR'S OFFICE, STAMFORD CONNECTICUT; 1974 - 1984

Director, Community Development Programs

URBAN RENEWAL AGENCY, OSSINING, NEW YORK; 1972 - 1974

Assistant Director

EDUCATION

B.A., Sociology and Urban Studies, with honors, Manhattanville College
Program for Senior Executives in State and Local Government, Harvard University
Managing for Quality, Juran Institute

LinkedIn.com profile and recommendations: <http://www.linkedin.com/in/nancyhadley>

**CURRICULUM VITAE
MITCHELL W. PEARLMAN**

PROFESSIONAL EXPERIENCE

Lecturer in Law, University of Connecticut School of Law, 2009 – present.

Lecturer in Journalism, University of Connecticut (Storrs), 2008 – present.

Government Information Consultant, 2006 – present.

Connecticut Freedom of Information Commission, 1975 – 2005.

Executive Director and General Counsel, 1978 – 2005.

Counsel, 1975 – 1978.

Governor's Commission on Judicial Reform, 2006.

Connecticut Office of State Ethics, July 1, 2005 – December 16, 2005.

Interim Executive Director by appointment of the Governor, Speaker of the House of Representatives and president Pro Tempore of the Senate.

Connecticut Secretary of the State, 1975 – 1978.

Attorney, Elections Division.

Law Firm of Schor & Totten, Associate, 1974 – 1975.

Neighborhood Legal Services, Inc., Hartford, CT, 1970, 1971 – 1974.

Senior Staff Attorney, 1973 – 1974; Staff Attorney, 1970, 1971 – 1973.

BAR MEMBERSHIP

U.S. Supreme Court, 1973.

U.S. Court of Appeals for Second Circuit, 1972.

U.S. District Court, District of Connecticut, 1970.

State Bar of Connecticut, 1970.

PROFESSIONAL, CIVIC AND ACADEMIC ACTIVITIES

American Bar Association, Rule of Law Initiative (formerly Central and Eastern European Law Initiative).

Legal Specialist, Slovakia, 2000; Armenia, 2002; Bahrain, 2007.

PROFESSIONAL, CIVIC AND ACADEMIC ACTIVITIES (CONTINUED)

Carter Center, Atlanta, Georgia.

Facilitator and delegate, Americas Right to Access to Information Conference, 2009.

Delegate, International Conference on Access to Public Information, 2008.

Centre on Asia and Globalisation, Lee Kuan Yew School of Public Policy, National University of Singapore.

Speaker, International Workshop on Transparency and Access to Information, 2009.

Connecticut Bar Association.

Administrative Law Section, Executive Committee. Chairperson, 1983 – 1986.

Constitutional Bicentennial Committee, 1988 – 1989.

Continuing Legal Education Faculty. Periodic symposia on Administrative Law and Connecticut Laws and Their Impact on Business Entities.

Media and the Law Committee, c. 1996 – present.

Minority Affairs Committee, c. 1986 – present. Chairperson, Law Student Subcommittee, c. 1990 – 1994.

Connecticut Council on Freedom of Information. Executive Committee, 2006 – present.

Connecticut Economic Information System Steering Committee, c. 1990 – 1994.

Connecticut Foundation for Open Government, Inc. Director, Secretary and member of the Executive Committee, 1991 – present.

Striking the Balance: Open Government in the Age of Terrorism Symposium, Chairman, 2002.

National Privacy and Public Policy Symposium, General Chairman, 1995.

Connecticut Information Policy Advisory Committee. Chairperson, 1998 – 2005.

Connecticut Law Revision Commission.

State Uniform Administrative Procedure Act Advisory Committee, c. 1984.

Administrative Hearings Advisory Committee, c. 1996.

PROFESSIONAL, CIVIC AND ACADEMIC ACTIVITIES (CONTINUED)

Connecticut Legal Services, Inc. Director, 1998 – 2009; Chairman, 2005 – 2007; Vice Chairman, 2003 – 2005; Executive Committee, 2000 – 2009.

Connecticut's Old State House Advisory Committee, 2009.

Connecticut Public Affairs Network, Inc. Director, 2010 – present.

Consultant on Freedom of Information, information policy, electronic information issues, privacy and data protection, freedom of the press, and administrative law to leaders from Armenia, Australia, Bahrain, Bulgaria, Canada, China, Denmark, Finland, France, Germany, Jordan, Hong Kong, Mexico, Morocco, New Zealand, Romania, Slovakia, South Africa, Sweden, Turkey, and the United Kingdom, as well as to leaders from many states and provinces.

Council on Governmental Ethics Laws. Steering Committee, 1995 – 1997.

Hartwell Youth Soccer League. Coach, c. 1980 – 1982.

Glastonbury ABC, Inc. (residential high school program for gifted minority students; affiliated nationally with *A Better Chance, Inc.*). Director, 1989 – 1995; President, 1991 – 1993.

National Freedom of Information Coalition. Board of Directors, 2003 – present.

New England First Amendment Coalition. Board of Directors, 2011 – present.

Organization for Economic Co-operation and Development, peer reviewer for paper on Open Government Indicators, 2009.

The Asia Foundation, consultant, Hunan Province Open Government Information Project, 2008 – 2009.

United States Information Agency. Speaker, Democracy and Human Rights Program.

Participant, South African national conference on freedom of information and a free press, Rhodes University, Grahamstown, South Africa, 1995.

Consultant, Constitutional Assembly of South Africa, Theme Committee 4 (Fundamental Rights), Cape Town, South Africa, 1995.

Speaker, various programs throughout South Africa, 1995, Turkey and Jordan, 1996.

University of Connecticut (Storrs). Lecturer in Journalism, 1997.

University of Hartford. Lecturer in Sociology, 1977 – 1979.

PROFESSIONAL, CIVIC AND ACADEMIC ACTIVITIES (CONTINUED)

Universidad Nacional Autónoma de México, Faculty of Law.

Speaker, conference on the culture of secrecy and national security and the problem of classified information, 2002.

Yale University Law School, China Law Center.

Consultant on national, provincial and municipal open government information, administrative law, mediation and other projects, 2003-present.

PUBLICATIONS

Piercing the Veil of Secrecy: Lessons in the Fight for Freedom of Information (LawFirst Publishing, 2010).

"*Freedom of Information in the Americas: Where the United States Stands,*"
The Connecticut Lawyer, vol.20, no. 1, p. 28 (July 2009).

"*The Persian Gulf in Transition,*"
The Connecticut Lawyer, vol.18, no. 1, p.14 (September 2007).

"*Freedom of Information,*"
China Law Center, Yale Law School,
http://www.law.yale.edu/documents/pdf/Intellectual_Life/CL-OGI-Pearlman-FOI-English.pdf.

"*An Analysis of New Jersey's Open Public Records Act and Government Records Council.*"
New Jersey Foundation for Open Government (November 2006),
<http://njfog.org/docs/PearlmanReport.pdf>.

"*Reflections on Thirty Years of Administrative and Freedom of Information Law in Connecticut,*" The Connecticut Lawyer, vol.16, no. 1, p. 14 (August/September 2005).

"*Connecticut Celebrates 30th Anniversary of FOI Act.*"
The Guardian, vol. 26, no. 2 (Council on Governmental Ethics Laws, Spring 2005).

"*Connecticut and the World of FOI,*"
The Connecticut Lawyer, vol.14, no. 3, p. 22 (November 2003).

"*Freedom of Information and the Republic of Armenia,*"
The Connecticut Lawyer, vol. 13, no.1, p. 14 (August/September 2002).

"*Affirmative Action Benefits All of Society,*" (with Gregory Daniels).
The Connecticut Lawyer, vol. 10, no.8, p. 22 (May 2000).

PUBLICATIONS (CONTINUED)

"Report of the National Privacy and Public Policy Symposium," (editor).
The Connecticut Foundation for Open Government, Inc. (1996),
<http://ctfog.org/publications/PrivacySymposium/Final%20Privacy%20Report%20Text.htm>.

"Turkey and Jordan: Ancient Cultures, Modern Problems."
The Guardian, vol. 17, no. 4 (Council on Governmental Ethics Laws, December 1996).

"Turkey and Jordan: Ancient Cultures, Modern Legal Problems," (with Susan Tarren Pearlman). The Connecticut Lawyer, vol. 7, no. 4 (December 1996/January 1997).

"1991 – 1992: A Period in Stasis for Freedom of Information in the United States."
Ethics, Lobbying and Freedom of Information 1992 (Council on Governmental Ethics laws, 1992).

"The Privacy Myth."
Massachusetts Records Review 9 (Summer 1990).

"Freedom of Information and Its Impact on Business Entities in the 1990s."
64 Connecticut Bar Journal 202 (May 1990 Special Issue).

"A Plea for Justice in Administrative Appeals."
63 Connecticut Bar Journal 235 (August 1989), 303 (October 1989).

"Freedom of Information, Privacy and Trade Regulation in Connecticut."
54 Connecticut Bar Journal 558 (December 1980).

"Foster Parents' Rights in Connecticut."
5 Connecticut Law Review 36 (Summer 1972).

Numerous commentaries and opinion pieces in newspapers, some carried nationally over media wire services. 1975 – present.

EDUCATION

University of Connecticut School of Law, Juris Doctor 1970.

University of Pittsburgh, Bachelor of Arts 1967.

MILITARY SERVICE

U.S. Army Reserve. Commissioned Second Lieutenant, 1967; honorably discharged as Captain, 1975.

AWARDS AND DISTINCTIONS

Champion of Open Government Award, 2011.

Open Government Hall of Fame: Heroes of the 50 States Award, 2009.

Connecticut Treasurer's Leadership Citation, 2005.

Designated Connecticut Freedom Of Information Commission Executive Director Emeritus, 2005.

Connecticut Law Tribune Honors, Publisher's Award (for substantial contributions toward First Amendment and media law), 2005.

Bice Clemow Freedom of Information Award, 2005.

Connecticut Bar Foundation, James W. Cooper Fellow (a society of lawyers, judges and teachers of law who through their accomplishments and service represent the best of the legal profession), 2005.

Helen M. Loy Memorial Freedom of Information Award, 2005, 1987.

Council on Governmental Ethics Laws Outstanding Service Award, 2004.

Stephen A. Collins Freedom of Information Award, 1992.

Outstanding Young Men of America, c. 1978.

WRCH Distinguished Service Award, 1975.

University of Connecticut Public Service Award, 1968.

Omicron Delta Kappa National Honor Society, 1966.

David L. Guay

28 Kingsley Drive, South Windsor, CT 06074 • (860-436-4321)
dlg@cox.net

Executive Director Connecticut State Board of Accountancy

A pragmatic self-starter who possesses great skill, care and leadership ability. Detail-oriented and self-motivated, with a strong professional work ethic. Extensive executive experience with State of Connecticut regulatory agency operations.

PROFESSIONAL EXPERIENCE

1989-Present Connecticut State Board of Accountancy Hartford, CT *Executive Director*

- Led licensing and regulatory agency through three governance changes in five years (to date)
 - Expertly accomplished new accounting, human resources and work rule changes, all of which were needed for each governance change
 - Finalizing second licensing system in five years with hands on consultation to create the most consumer friendly product for our accounting business customers
 - Participated in the formulation and execution of agency budget
 - Implemented human resources requirements and successfully exercised progressive discipline
- Considered to be a national expert in state accounting rules, regulations and federal requirements
- Participated in settlement negotiations with Arthur Anderson and other accounting scofflaws
- Latest State Audit had no findings at all, demonstrating agency is efficient and effective

1983-1989 Campaign Finance Unit Office of the Secretary of the State Hartford, CT *Campaign Finance Supervisor*

- Supervised campaign finance unit
- Provided expert, consistent and expeditious answers to candidates about campaign finance inquiries
- Developed campaign finance forms
- Responded accurately and quickly to media inquiries about campaign finance

1974-1978 United State Air Force

E-4 Sergeant

- Office administrator for base colonel
 - Organized all office functions including filing, typing and managing time and attendance
- Journalist for base newspaper
 - Covered public relations for base operations and wrote stories for newspaper

EDUCATIONAL BACKGROUND

University of Hartford, West Hartford, CT

B.A. 1982

- Political Science Major
- President of Class of 1982
