



STATE OF CONNECTICUT
DEPARTMENT OF REVENUE SERVICES

GENE GAVIN, COMMISSIONER

February 25, 2003

To Whom It May Concern:

It is with great honor that I write this letter of recommendation for Kelly Kennedy. I have known Kelly since I became Commissioner of the Connecticut Department of Revenue Services in 1995. Besides being an accomplished business and legal writer and a champion of plain-language writing, Kelly is resourceful, organized, analytical, innovative, and highly committed to continuous improvement. Kelly is an all-around outstanding performer who always keeps sight of the organization's big picture.

I have come to regard Kelly as the "go-to" person when the task calls for distilling complex issues and presenting the analysis in a clear, well-designed, easy-to-read format. Consequently, Kelly is often assigned to special projects that go beyond the realm of state tax law, ranging from position papers on energy issues, ethics and e-commerce matters, to contracts, RFPs, communications, and business process reengineering.

Because of her commitment to continuous improvement and to promoting a high level of efficiency within the enterprise, Kelly has made lasting contributions to the agency. She developed, then managed, a system for our agency to identify and resolve policy issues and communicate policy decisions. She developed the system and format the agency uses to communicate important tax and agency news to employees. As manager of our startup Tax Products Group, she devised the collaborative system we use for creating and updating the agency's hundreds of tax forms. She redesigned our *Connecticut Tax News Quarterly* newsletter, standardized the look of our tax forms and publications, and made them much easier to read and understand. Kelly developed and manages the system for getting our regulations "from the floor to the market," through the multiple state agencies that are part of the regulatory process, turning around our success record on regulations.

I am confident that Kelly would bring a unique combination of many valuable skills to any organization's table.

Sincerely,

Gene Gavin
Commissioner of Revenue Services