





## LETTER FROM THE CHAIRMAN



**Early last year, I wrote to you and said that in the wake of a challenging 2020,** our firm would approach 2021 strengthened by our resolve, comforted by our friendships, and educated in new and better ways to deliver our services, knowing that a brighter future remains. While the pandemic

has lingered longer than any of us could have predicted, those promises remain true.

In the pages that follow, we highlight just a few of the legal services we offer. We update you on some of the innovative ways we've been partnering with our clients over the past year, and asked several of them to share what it is that they feel sets us apart. We cover our involvement in some exciting projects and industries that are driving economic development across the state. We talk about some of the charitable causes we embrace and how, during a critical time, our engagement with those organizations

helps build our communities, both outside and within the firm. We describe our ongoing initiatives and commitment to address all types of discrimination and inequity, both in the legal profession and in our daily lives. And finally, we include just a few things that make Pullman & Comley, Pullman & Comley.

We are a group of individuals brought together in a century-old firm that, while proudly steeped in tradition, constantly evolves to embrace cutting edge technology and delivery models. We strive to be the best because that is what our clients deserve. We strive to be a home for all of our employees because that is what makes us better.

As I write this letter and look back on the past year, we are moving into what feels like a new chapter. Like all businesses that have been tested since March 2020, we have taken the opportunity to reflect on the relationships we have with our clients and recommit ourselves to answer every call that is made, providing strategic counsel and legal services to help our clients address whatever challenge they face and prepare for whatever lies ahead. We look forward to working with you in the years to come.

On behalf of all of us at Pullman & Comley, thank you.

A handwritten signature in black ink, appearing to read 'James T. Shearin'.

**JAMES T. SHEARIN**

CHAIRMAN  
PULLMAN & COMLEY, LLC

# BUSINESS & FINANCE

When the pandemic hit hard in 2020, our Business and Finance attorneys worked around the clock advising clients on the initial business closure orders, PPP loans and loan forgiveness, and the subsequent reopening process. We continue to assist clients on making informed decisions to operate effectively, meet new market realities and grow stronger in the years ahead.

We act as business partners to our clients, bringing focus and commitment to understanding the strategic, financial and regulatory needs of each organization. We counsel our clients on ways to improve their infrastructure to support continued growth, establish processes and procedures, develop succession planning strategies and be prepared for the unexpected.

Our attorneys possess years of experience representing closely held businesses in industries ranging from automotive and manufacturing to technology and e-commerce. We provide our clients with an edge in responding quickly and creatively to their needs, helping them to build and retain wealth through the life cycle of their businesses. Our team is well versed in transactions involving capital formation – including M&A, securities law compliance, shareholder and licensing agreements, intellectual property protection and tax planning – an advantage we offer when compared to firms that cater primarily to publicly traded companies.



## KELLY F. O'DONNELL NAMED MEMBER

Kelly's practice includes mergers and acquisitions, corporate formation, succession planning and tax planning advice. She works with businesses

of all sizes and assists start-ups with understanding the legal requirements necessary to run their operations. Kelly also advises hospitals and other providers on risk management issues. She joined Pullman in 2014 and holds a B.A., *summa cum laude*, University of Connecticut; a J.D., *cum laude*, University of Michigan Law School; and an LL.M. in taxation, Villanova University Charles Widger School of Law.

## MERGER AND ACQUISITION HIGHLIGHTS

In a record year for M&A, our attorneys handled an unprecedented number of deals. We advised buyers, sellers and investors in a variety of business combination transactions ranging from small to mid-market deals to representing businesses with enterprise values in excess of \$100 million or more.

### Examples of recent M&A sales activity:

- Selling the largest independent non-national New England accounting firm to a super regional
- Selling a multistate insurance agency to a multistate aggregator
- Selling a veterinarian practice to a PE-backed management services organization
- Selling an international strategic wire processor and distributor to a competitor
- Selling a privately-owned proxy advisory firm
- Multiple elevator company transactions nationwide.

On the purchase and investment side, we negotiated and documented buy-side activity including:

- Buying a controlling interest in a radiology center
- Closing on numerous Reg D investments in private funds involving healthcare equity investments
- Negotiating and documenting foundational contracts for governmental and quasi-governmental entities, including the Connecticut DMV's emissions testing program and the Paid Family and Medical Leave Insurance Authority contract with AFLAC
- Acquisition of a competitor's frozen seafood business and negotiation of a modified line of credit facility for a privately-owned business.

**“Pullman always had our back and the entire team was there for us 24/7 to guide us through the acquisition of a new dealership and the purchase of real estate. Each person is top notch and provides unbelievable service; they treat you as if you are their only client.”**

— Filippo Marchionne, President and Shawna Renna, Vice President, Whaling City Auto Group LLC

## HONORS & ACCOLADES

### **2021 Chambers and Partners Connecticut Corporate M&A Rankings**

**Team is known for:** Advises privately held companies on a range of business law needs, including notably advising on M&A and project finance. Active in both the traditional and alternative energy spaces. Noted for its expert representation of emerging companies, alongside its advice to venture capitalists and private equity funds.



### **WELCOME TO THE FIRM**

**Matthew D. Glennon**, Associate, focuses his practice on corporate and business law and financing with wide-ranging experience including mergers and acquisitions, debt transactions, business formation and ownership transition matters, and corporate governance. He received his B.A. from Southern Connecticut State University and his M.B.A. and J.D., *magna cum laude*, from Quinnipiac University School of Law.



**“Pullman & Comley’s team took the time to understand our specific legal and business needs and steered us through the confusing maze of state and federal laws. The legal advice we received helped our non-profit run smoothly, efficiently and legally.”**

— Charnaie Gordon, Founder, 50 States 50 Books

## CANNABIS



**Pullman & Comley is at the forefront of Connecticut’s cannabis market**, providing counsel to cultivators, dispensaries and labs alike. Since the passage of the adult use recreational cannabis statute in July of 2021, we have been actively engaged in representing prospective applicants as they plan for the licensing process. Our attorneys have been advising entities and individuals in the interpretation of the new statute, in the set-up of new enterprises and assisting them as they begin discussions with municipalities for their potential siting of facilities around Connecticut.

Our attorneys’ deep knowledge of the law and the conditions for entry help new ventures and investors determine which types of licenses fit their plans and how to select partners.

## HIGHLIGHTS

- Under the new recreational use statute, our attorneys are:
  - Assisting Social Equity Applicants (SEA) and other non-SEAs applying for the lottery
  - Advising numerous licensee hopefuls with completing their applications for licensure
  - Setting up cultivation facility entities and assisting clients in the filing of applications
  - Seeking licenses on behalf of joint ventures.
- In December 2021, we sold a dispensary to Verano Holdings, a publicly-traded (in Canada) multistate operator.
- Over the past year we have been involved in the sale of a medical cannabis producer and have handled purchases and sales of interest in producers and dispensaries.
- Employers receive guidance from our Labor and Employment attorneys on recommended changes to their workplace policies to accommodate the new laws governing recreational cannabis use.
- Municipalities turn to us for counsel on planning and zoning issues as well as tax revenue opportunities.

# HEALTH CARE

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The onset of COVID-19 greatly accelerated the pace of change in the delivery of health care, including rapid shifts to telehealth, use of patient portals to access and exchange health information and the easing of provider licensure requirements. The pandemic also fueled mergers and acquisitions and placed more emphasis than ever on behavioral and home health services.

Our Health Care attorneys served as a vital information source for clients and the greater Connecticut health care community throughout the health crisis. We were among the first to analyze new and complex laws, regulations and guidance related to COVID-19, repeals and extensions of COVID-related executive orders and convey much-needed information to our health care clients.

As a result of the trusted relationships we have with state and federal administrative agencies and key officials within those bodies, Pullman & Comley continues to be sought out as the problem-solver of choice for health care providers on highly confidential and discrete compliance matters, and those requiring a breadth of regulatory knowledge.

Recent examples include coordinating temporary closure of outpatient facilities due to staffing shortages, using out-of-state licensed providers to fill such gaps, and ensuring compliance with federal and state health care equity laws in terms of access to ventilators and ICU beds. And as private equity continues to move into healthcare at a rapid pace, we also serve as skilled counselors on transactional and business matters.

Our reputation is exemplified by the long-standing relationships we've developed with some of the most highly respected health care providers in the state, including Connecticut's largest independent hospital, the largest federally qualified health center in Fairfield County and one of the country's largest emergency medical services companies.



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“Today's successful multi-specialty private practice is a complex organization that is constantly adapting to a changing market. Orthopaedic Specialty Group is no exception and Pullman & Comley has been our legal partner of choice on the transactions and affiliations that have been key to our strategic growth.”

— Steven P. Fiore, MBA, FACMPE  
Chief Executive Officer, Orthopaedic Specialty Group, PC



**“Pullman’s astute counsel and attention to detail were invaluable in representing us in a complicated merger transaction. We appreciate the team’s dedication to our mission throughout the process.”** — Theresa Santoro, President and Chief Executive Officer, RVNAhealth

## HIGHLIGHTS

- **Regulatory Investigations and Reimbursement:** We advised clients to successfully resolve audits and investigations conducted by the Connecticut U.S. Attorney’s Office regarding compliance with federal and state drug control laws, the State Attorney General’s Office on antitrust and information blocking matters, and provided advice on Anti-Kickback Statute, Physician Self-Referral and Medicaid reimbursement matters in connection with the Office of Inspector General and CMS Self-Disclosure protocols.
- **General Business Advice:** During the past year, we assisted licensed health care facilities in negotiating purchase and sale transactions, restructured medical practice governance structures to accommodate physician departures and disputes, worked with clients and the Connecticut Department of Public Health and Office of Health Strategy on change of ownership and reviewed and negotiated on-boarding agreements with the newly-formed Connecticut Health Insurance Exchange.
- **Implementation and Compliance with New Regulations:** We worked with clients to understand the newly-enacted 21st Century Cures Act regulations regarding information blocking compliance, including review of clients’ technology, administrative practices and contracts.

## HONORS & ACCOLADES

### 2021 Chambers and Partners Connecticut Healthcare Ranking

**Team is known for:** Extensive experience of handling complex transactions in the healthcare and pharmaceutical sectors, which includes advising on acquisitions and joint ventures, as well as negotiating hospital affiliation agreements. Also offers expertise in governmental audits and regulatory compliance.

**Strengths:** “I think Pullman & Comley are superb. They have some of the best regulatory lawyers I know and their transactional lawyers are very good,” a source confirms.

In August 2021, *Connecticut Health Law* blog, published by attorneys of Pullman & Comley’s Health Care practice, was selected by *Feedspot* as one of the Top 35 Connecticut law blogs.



### WELCOME TO THE FIRM

**Tobe Umeugo** joins the firm as an Associate in the Corporate and Health Care practices, initially working at Pullman as a 1L Scholar in 2019. Tobe counsels clients on regulatory compliance, entity formation and related corporate governance matters and received his B.S., *summa cum laude*, from Quinnipiac University School of Nursing and his J.D., *summa cum laude*, from Quinnipiac University School of Law.

# LABOR & EMPLOYMENT

Businesses have been forced to respond to complex pandemic-related challenges, adjusting to the “new normal” and issuing new policies and COVID-19 guidelines to safeguard workplace safety.

From the initial stages of the pandemic, our Labor and Employment attorneys worked tirelessly to interpret and implement the myriad of executive orders, both state and federal. We guided clients through layoffs, furloughs and rehiring, vaccination mandates, and numerous other emergent rules and regulations.

And while many of the laws enacted during recent months have focused on the COVID virus, our lawyers continued to guide clients with their discrimination, harassment, union and other employment matters, including employee mental health concerns, independent contractors and worker classification, marijuana use and drug testing in the workplace, diversity and inclusion training and the new Connecticut Paid Family and Medical Leave Program.

## HONORS & ACCOLADES

### 2021 Chambers and Partners Connecticut Labor & Employment Rankings

**Team is known for:** A robust practice with strength in depth across the labor & employment space in Connecticut. Handles a variety of contentious and noncontentious matters for a range of public and private sector clients, and offers particular experience in the representation of entities from the education and local government sectors.

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“Regardless of the situation, we can rely on Pullman & Comley to respond immediately, be attentive to our needs, and provide expertise across the wide range of legal needs our agency generates.”

— Dr. Jeffrey Kitching, Ed.D., Executive Director, EdAdvance

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“When faced with challenging, often sensitive employee matters, it is comforting to know that our trusted partners at Pullman are just a phone call away. It’s not just the depth of knowledge that we value, but equally the thoughtfulness and care applied to each situation.”

— Jordana Upton

Global Head of Human Resources, WorldQuant, LLC

## EDUCATIONAL INSTITUTIONS

Our educational law clients have faced extraordinary challenges during the pandemic, ranging from school and campus closures and remote learning to labor issues and mask mandates. Our attorneys are recognized leaders in interpreting the numerous federal and state COVID-19 guidelines and disseminating timely and accurate information to school districts. We have counseled higher education clients on obtaining alternative student housing to facilitate social distancing, the repurposing of vacant college dormitories to house first responders, and the effects of travel bans on faculty and students.

### Employment Training Workshops

Our Labor and Employment team conducts a wide variety of training programs targeted to executives, managers, human resources personnel and individual employees. Each counseling and training workshop addresses an organization’s unique training needs while providing economical and practical solutions for operating a business and mitigating lawsuits.



# ENERGY

**As the energy industry is transformed by competing demands from customers, regulators and market operators, Pullman's Energy team remains on the leading edge of renewable energy issues in Connecticut and the Northeast, incorporating our legal analysis with a deep understanding of the business issues facing our clients.**

We've also developed solid relationships with those who regulate our clients and thereby understand how to craft arguments that will be favorably received. Our attorneys are educated in the sciences and understand the technical issues that currently support the renewable energy sector, allowing us to effectively communicate with utility and power generation clients as well as with technical staff and consultants.

With this combination of skills and background, our Energy team has made a name for itself by being willing to undertake projects that involve "first of their kind" technologies or issues and work side by side with innovators on the forefront of renewable energy.



## HIGHLIGHTS

- We have undertaken the permitting and licensing of: Connecticut's first landfill gas plant, the first on-shore commercial wind facility in Connecticut, the second utility-scale solar facility in Connecticut, the largest solar facility in the northeastern United States and the permitting of the largest fuel cell project in the Northeast.
- We have assisted with the energy contracting for the first commercial-scale off-shore wind turbine project in the United States, are working with innovative waste-to-energy clients and are advising on the sites for electric vehicle charging stations within Connecticut.



**"Pullman & Comley is a valuable member of our clean energy development team. Not only do they know the complex ins and outs regarding the various applicable regulations like the back of their hand, they are also able to provide key strategic advice to help us navigate the path to successfully and efficiently develop best in class projects."**

— James Schwartz  
Vice President, Independence Solar

# PUBLIC FINANCE

**Our Public Finance attorneys keep pace with the trends shaping the country's economic climate to help our municipal and state agency clients navigate new challenges and opportunities.**

**Members of the practice look for creative solutions** to difficult problems and have spent their careers coordinating and implementing complex transactions that have contributed to the state's growth.

Utilizing non-traditional financing models and various funding options, we work with the public sector to address unfunded retiree healthcare benefits, pension liabilities and the financing of important capital projects. More recently, as municipalities become increasingly vulnerable to climate change and cybersecurity threats, our attorneys support our clients' investments in projects with positive and sustainable impact by working to ensure that municipal offering documents include cybersecurity and climate change disclosures.

Even before COVID-19 hit, many of Connecticut's educational institutions and healthcare facilities felt significant pressure to reduce operating costs. Serving as bond counsel to the Connecticut Health and Educational Facilities Authority for nearly 20 years, our attorneys have participated in bond financings totaling over \$2 billion which have enabled these organizations to remain in operation and expand their needed services to the communities they serve. In 2021, we assisted the Connecticut Higher Education



Supplemental Loan Authority (CHESLA) in accessing the public finance market to help finance lower cost loans to Connecticut families. Using the proceeds of tax-exempt and taxable state supported revenue bonds, CHESLA disbursed loans of approximately \$18.1 million to students and families during fiscal year 2021.

As the role of economic development becomes an increasingly shared responsibility between the public and private sectors, our Public Finance practice continues to be a leader in negotiating complicated transactions involving multiple parties from both sectors.

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**“The Pullman & Comley team has been instrumental in keeping the goals of the Connecticut Airport Authority paramount. As a result of their efforts as financing counsel, the Authority issued bonds to fund the new Ground Transportation Center at Bradley International Airport which will provide significant benefits to our passengers and long-term opportunities for development on the properties where the rental car companies currently operate.”**

— Kevin Dillon, A.A.E.  
Executive Director, Connecticut Airport Authority

## HONORS & ACCOLADES

Over the last ten years, *The Bond Buyer* ranking of Connecticut and national firms has consistently ranked Pullman & Comley within the top five bond counsel firms in Connecticut by dollar volume. For the past two years, we ranked first for Connecticut bond counsel in *The Bond Buyer's* Yearend Review, published in March 2021 and March 2022.

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Pullman & Comley is one of the best law firms I have ever worked with professionally as a business client and as Finance Director/CFO for the City of Bridgeport. The firm's Public Finance attorneys' advice and guidance on the City's complex 2021 combined new money, taxable refunding and tax-exempt delayed delivery refunding bond issues proved to be extremely practical and beneficial. Their knowledge is top-notch and their services are extraordinary. Their professionalism and dedication are superior.”

— Kenneth Flatto, Finance Director/CFO, City of Bridgeport

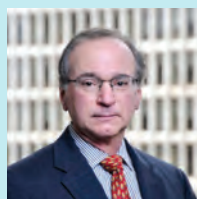
## WELCOME TO THE FIRM



Member **Judith A. Blank:** With more than 35 years' experience, Judith practices in state and local public finance, representing a range of municipalities of all sizes, state agencies, special taxing and special service districts issuing general obligation and revenue bonds. Judith received her B.A., *summa cum laude*, from Union College and her J.D., *magna cum laude*, from Albany Law School of Union University.



Member **Glenn G. Rybacki:** For more than 20 years, Glenn has represented issuers of tax-exempt and taxable bonds as bond counsel and represents underwriters, lenders, borrowers and trustees in debt transactions. He focuses on the federal tax aspects of tax-exempt, tax credit and other tax benefit bonds. Glenn received his B.S. from Providence College and his J.D. from Quinnipiac University School of Law.



Of Counsel **Joseph P. Fasi:** Joe advises municipalities, school and transit districts, economic development and water pollution control authorities on finance, governance and contractual matters, including tax-exempt and taxable general obligation, revenue, utility and multi-family housing bonds. Joe received his B.A. from the University of Connecticut and his J.D. from the University of Connecticut School of Law.



Paralegal **Teri C. McGehan:** Teri is an integral member of the public finance team, assisting in the issuance of general obligation and revenue financings, managing complex closings, and monitoring tax and debt limit compliance. She received her A.S., *cum laude*, from Endicott College and her B.S. from Boston University School of Management.

# ECONOMIC DEVELOPMENT

**Pullman & Comley is widely recognized for providing sophisticated counsel on some of the most exciting new developments in our region. Our command of federal and state laws enables us to help government and municipal clients attract and advance new projects. Our interdisciplinary attorney team is strengthened by our public finance, corporate and tax practices, real estate, energy and environmental attorneys who assist entities and businesses with investments and initiatives that are driving economic growth.**

- The Firm's Public Finance team serves as bond counsel to the State of Connecticut in connection with its special tax obligation bond program for transportation purposes. In 2021, the State issued \$1.375 billion to finance new transportation projects throughout the State and \$155.9 million to refinance outstanding debt and achieve savings. The repayment of the bonds is made from dedicated pledged revenues such as the motor fuels tax, the oil companies tax, a portion of the general retail sales and use tax, and the sales tax paid on the sale of motor vehicles. The types of projects financed include bridge construction, rail and bus infrastructure, and road improvements.
- Our Real Estate and Land Use attorneys assisted the Borough of Naugatuck with the remediation and redevelopment of an 86-acre historic brownfield, which will be converted to a state-of-the-art intermodal transportation center and inland port. This unique project will serve as a catalyst for the development of a sophisticated distribution hub serving all of New England and the Tri-state Region.
- We have been representing the Capital Region Development Authority in connection with the first phase of Hartford's Downtown North redevelopment project, a \$250 million plan for a mix of housing, entertainment and retail development surrounding Dunkin' Donuts Park. Our work will support the construction of 270 apartments in buildings with street-level restaurant and retail space, along with a 330-space parking garage.



Bridgeport Landing Development LLC

- In 2021, we served as bond counsel in the issuance of approximately \$48 million of bonds by the Steel Point Infrastructure Improvement District, comprising 44 waterfront acres in Bridgeport. Proceeds from the bond sales were used for public improvements necessary to foster private development within the District. Our attorneys drafted enabling legislation creating the District and have served as its financing and bond counsel since its inception. To date, the developer has built an upscale marina, marina building and restaurant, a Bass Pro Shops and adjacent retail. Future phases envision 1,500+ units of housing, a hotel and additional retail space.
- Our Real Estate attorneys represented the landlord in connection with the preparation and negotiation of a ground lease with Vineyard Wind LLC to allow it to develop its hub to support the construction of its Park City Wind farm. This project will develop up to 1,200 MW of offshore wind energy and create as many as 12,000 direct, indirect, and induced full-time equivalent (FTE) job years across Connecticut.



# REAL ESTATE AND LAND USE

**Pullman & Comley's Real Estate and Land Use attorneys are recognized for fostering strategic partnerships between the public and private sectors to advance development projects.**

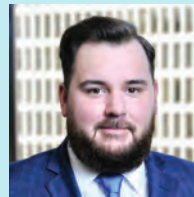
Clients look to our attorneys for practical guidance and creative solutions to complex real estate issues. Our attorneys make intricate real estate transactions work by navigating the complicated regulatory processes relating to environmental compliance, land use approvals and permitting. They are adept at finding available public funding and tax incentives and are experienced with connecting clients with key decision makers to help projects move forward.

Our attorneys are guiding clients to repurpose Connecticut's commercial real estate properties in the wake of COVID-19 and have been a valuable resource for landlords and tenants on the impact on commercial leases. Now more than ever, our clients rely upon us for counsel on a variety of matters, including identifying lucrative new development opportunities for industrial warehousing logistic centers, precision manufacturing locations and projects stemming from funds provided by the new federal infrastructure bill.

## WELCOME TO THE FIRM



**Tabitha Ayer**, Associate, represents lenders and borrowers of all types in commercial real estate and financing transactions, including drafting, reviewing and negotiating commercial loan documents in secured and unsecured loan transactions, as well as SBA financing. She received her B.A., *magna cum laude*, from Bay Path University and her J.D., *cum laude*, from Western New England University School of Law.



**Christopher M. Rousseau**, Associate, has extensive experience in real estate and corporate law transactions and routinely represents both landlords and tenants in the drafting and negotiation of leasing documents for retail, office and industrial facilities. Chris received his BSBA from Suffolk University and his J.D. from Western New England University School of Law.

## HONORS & ACCOLADES

### 2021 Chambers and Partners Connecticut Real Estate Rankings

**Team is known for:** Advises financial institutions, real estate companies and state and municipal agencies on a diverse range of real estate matters. Extensive experience handling sophisticated financing transactions, and also frequently represents both landlords and tenants in lease negotiations. Well versed in land use law, such as site planning, brownfield redevelopments and wetlands approval. Additional areas of practice include public-private partnerships and common interest communities such as condominiums and cooperatives.

## HIGHLIGHTS

- Our team is assisting in the development of over 600 acres of a former contaminated industrial site into a planned urban development. Great Pond Village preserves almost 300 acres of open space and will include commercial and retail development, market rate and luxury residential units that can be rented or purchased, recreational facilities, hotels, retail, manufacturing, office, and industrial space.
- Our Real Estate team advised a national company in connection with its expansion into Connecticut. By studying more than 10 years of project development records and approvals, we provided the client with guidance on the impact of complex floating zone regulations and reviewed all existing entitlements for the project.

# ENVIRONMENTAL

Time and again, we hear from clients who are told that a particular project or deal “cannot be done” due to the environmental liabilities. Pullman’s Environmental team believes it’s our job to get our clients from “cannot be done” to “how can we accomplish this task?”

We use a variety of tools to do this, including having good relationships with environmental consultants, technical advisers and regulators, and understanding risk mitigation measures, from risk-based science to environmental insurance and other financial insurance mechanisms.

Our attorneys craft custom-made, site-specific solutions that address potential environmental impacts with an eye towards mitigating the risk of harm to human health and the environment, while allowing a deal to go forward, a project to be constructed, or a company to stay in business.

Over the past 15 months, three of our team members advised the Connecticut Department of Energy and Environmental Protection (DEEP) on its overhaul of its remediation programs. As we do this, we are advising our clients through the uncertainty and the transition from the current Transfer Act program to the new release-based program. One member of our team is also part of the DEEP Concierge Permit Assistance Advisory Committee, and identified solutions for improving user experience on DEEP’s website and assisted clients going through the environmental permitting and review process for complex, multiple-permit projects.

## HONORS & ACCOLADES

### 2021 Chambers and Partners Connecticut Environmental Rankings – Band 1

**Team is known for:** Strong performance across a range of matters including brownfield remediations and enforcement defense. Particular experience advising on large-scale renewable energy projects, such as solar power plants. Offers close relationships with state and federal agencies. Clients include energy companies and developers.

**Strengths:** “They are professional, knowledgeable and effective,” reports a market commentator.

## HIGHLIGHTS:

- Our Environmental team represented an energy project developer that had its project rejected due to stormwater permitting concerns. We worked with the developer and Connecticut’s environmental regulators to renew the permit application and move the project forward. Since beginning construction, the project has received favorable comments from Connecticut’s regulators.
- Our Environmental team is defending a variety of clients that have had enforcement actions brought against them under the Clean Air Act, the Clean Water Act and state and federal waste regulations. The actions could have resulted in millions of dollars of fines being levied against our clients. However, by working with technical professionals and explaining the science behind the alleged violations, our team was able to secure reasonable settlements for our clients.



**“We rely on Pullman & Comley’s expertise to guide us through the complicated regulatory and legal framework in Connecticut, which at times, can be extremely complicated and is ever changing.”**

— James Desantos, VP of Business Development  
& Government Relations, Greenskies Clean Energy LLC



# PROPERTY TAX AND VALUATION

The market value of retail real estate over the past few years has been affected by the meteoric rise of e-commerce and the toll the pandemic has taken on commercial properties.

Many municipalities going through revaluations last year believed the impact from COVID-19 was transitory, and made fewer property tax reductions, resulting in a challenging situation for client assessment. Throughout this ever-evolving environment, our attorneys have been working with clients to achieve fair and equitable tax assessments of their retail properties.

As Connecticut continues to develop new initiatives to attract and retain businesses, companies looking to purchase or develop commercial properties consult with our attorneys to prepare a property tax projection that incorporates the nuances of Connecticut's property tax system.

## Expansion into Massachusetts

In 2019 Pullman & Comley opened our seventh office location in Springfield, Massachusetts. Attorneys in the Springfield office focus on property tax and valuation, labor and employment and litigation matters. In addition, the Springfield location enables our real estate and public finance attorneys, who often collaborate with the firm's environmental, land use and energy practices, to serve the commercial real estate industry in Western Massachusetts.



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Pullman & Comley composed a succinct and effective *Amicus Curiae* brief in an important Connecticut State Supreme Court case argued by one of our nonprofit members. The Court ultimately defended the rights of charitable organizations providing residential services to be exempted from local property taxes in Connecticut. The Pullman & Comley attorneys were easy to work with, thorough in their research and compelling in their arguments.”

— Gian-Carl Casa, President & CEO,  
CT Community Nonprofit Alliance, Inc.



## WELCOME TO THE FIRM

Brian L. McCann, a Member of the firm, possesses extensive experience handling commercial, residential and personal property tax appeals, and eminent domain matters. Brian represents businesses and individuals before municipal boards and commissions and has prosecuted and defended administrative appeals regarding issuance and denial of planning and zoning and inland wetland approvals. Prior to joining Pullman, Brian served as Assistant Corporation Counsel for the City of Norwalk and defended more than 1,000 property tax and other appeals to the Connecticut Superior Court. Brian earned his B.S. from the University of Vermont and his J.D., *cum laude*, from Quinnipiac University School of Law.

# LITIGATION



The firm's Litigation practice takes on clients' problems as their own and finds ways to resolve disputes so clients can move forward, no matter the obstacle. Although 2020-2021 delivered a host of challenges that brought our judicial system to a standstill, our attorneys worked diligently to keep things moving, conducting hearing days and trials even when the courthouses were closed.

## COMMERCIAL LITIGATION

Complex litigation has always been a core strength of the firm. Our litigation attorneys have a decades-long record of litigating prominent, novel and high-value matters. Whether it be partnership disputes, corporate embezzlement, intellectual property theft, antitrust class action, securities fraud suits, ERISA claims, construction matters or commercial real estate disputes, we are called upon when a company's continued existence is at risk. This year, for example, we successfully represented a business accused of a \$50 million fraud conspiracy in a six-week hybrid virtual arbitration that brought to a close a six-year litigation.



**"Pullman & Comley has served as counsel to the Bank for decades as go-to counsel for us on commercial and class action litigation. We receive hands-on, partner level counsel from seasoned lawyers who know their field and the courts in our jurisdiction. The firm is a trusted partner that is keenly focused on execution and outcomes in all of our cases. We greatly value its service and advice."**

-William J. Kelleher III,  
Senior Vice President, Deputy General Counsel  
Legal Department, People's United Bank

Other examples include:

- In December 2021, a New York federal district judge overturned the confirmation of Purdue Pharma's Chapter 11 plan, finding that legal releases that would shield members of the Sackler family from civil opioid lawsuits are not permitted under the Bankruptcy Code. In their appeal to the District Court, our bankruptcy lawyers represented the states of Connecticut, Delaware, Rhode Island, Vermont and Washington, in conjunction with certain of the Solicitors General and Assistant Attorneys General in the respective appealing states and the law firm of Kleinberg Kaplan Wolff & Cohen PC.
- Our strategic representation of SLR Equipment Finance, a nationally recognized commercial equipment finance company, led to the multi-million dollar settlement of its claims against an energy company and its international backers in under 12 months.
- We parachuted in on behalf of a financial institution that was embroiled in four separate suits arising out of a multi-million dollar loan default and resolved all four cases in less than a year with a full recovery for our client.
- During the last two years, our Workouts and Financial Restructuring practice advised clients through the impact of COVID-19 on lender-borrower and landlord-tenant relationships, as well as the pandemic's overall disruption to all businesses and the courts.

“I have worked with Pullman and Comley on multiple matters. They have always provided sound, practical legal advice and services and consistently delivered good results. We are thankful they are on our team.”

— Jonathan Margolis, Vice President & Practice Group Leader, Toll Brothers

## HONORS & ACCOLADES

### 2021 Chambers and Partners Connecticut Commercial Litigation Rankings

**Team is known for:** Particularly active working on behalf of banking clients in matters including creditors' rights, bankruptcy and financial restructurings. Additional areas of expertise include construction litigation, professional malpractice litigation... Offers expertise in alternative dispute resolution including mediation and arbitration. **Strengths:** Clients say: “It's a solid firm that puts clients' best interests first.”

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**“I count on the team at Pullman & Comley to work with me on strategic planning, outside the box thinking and immediate action. They never disappoint.”**

— Eric M. Grant, General Counsel &  
Chief Workout Officer, SLR Equipment Finance

## ALTERNATIVE DISPUTE RESOLUTION

Pullman's ADR practice group has earned a national reputation for resolving highly complex and fiercely contested disputes pending in both state and federal courts and is routinely retained by general counsel of corporations, health care providers, insurance companies and other national and multinational corporations. We are known by local and national counsel for our ability to identify creative solutions in high profile, commercial and complex mass tort cases; complicated coverage disputes and sensitive, emotionally charged matrimonial disputes. We are also skilled in resolving thorny business disputes; mediating lawyer-to-lawyer disputes; and handling arbitrations and settlements in energy, water and utility matters. The team includes three retired judges, Michael E. Riley, Anne C. Dranginis and Robert L. Holzberg (photo below), in addition to AAA-qualified attorneys.

## WELCOME TO THE FIRM



**Bianca LoGiurato** joins the litigation practice as an Associate. Bianca received her B.A. from Dickinson College and her J.D. from the University of Connecticut School of Law.



**David Santiago**, Paralegal, has more than 20 years of experience in law firm and in-house legal departments and assists counsel in commercial litigation in federal and state courts. David earned his B.A. from Quinnipiac University.



# APPELLATE

Our growing Appellate team has earned a solid reputation for authoritative and effective appellate advocacy across the Northeast. Our attorneys, many of whom have helped shape Connecticut law, handle all types of appeals, from the most complex matters to straightforward cases across a broad range of subject areas.

## APPELLATE

Each of our Appellate attorneys brings a distinctive set of skills and experience and works with clients in all aspects of appellate advocacy to overturn unfavorable rulings, defend prior court victories, and prepare *amicus curiae* briefs when someone else's appeal affects their interests. We also stand ready to assist trial counsel in presenting their case in a manner that preserves issues for purposes of appeal. Businesses, municipal and government agencies, nonprofits and individual clients alike routinely turn to us for appellate counsel.

Examples of appellate court and administrative appeal victories over the past year include:

- *City of Shelton v. Connecticut State Board of Labor Relations et al.*, Appellate Court
- *Water's Edge 939, LLC v. Christine Mazzarella, et al.*, Appellate Court
- *Channer v. PHEAA (In re Channer)*, No. 20-648 (2d Cir.)
- *Rainbow Housing Corp., et al v. Town of Cromwell*, Superior Court
- *Trinity Healthshare, Inc. v. Commissioner of Insurance*, Superior Court, New Britain
- *United States Solar Corporation v. Commissioner of DEEP*, Superior Court, New Britain



### WELCOME TO THE FIRM

**Dana Hrelc**, Counsel, is an accomplished appellate and commercial litigation attorney. She has substantial experience in state, territorial and federal appeals in the areas of constitutional law, complex litigation and business law, family and juvenile law, administrative law, civil procedure, probate law and ethics and risk management. Dana earned her B.A., *with distinction*, from University of North Carolina at Chapel Hill and her J.D. from University of Connecticut School of Law.



## FAMILY LAW APPELLATE

Appellate cases arise in Family Law after a divorce has already been litigated and one party seeks to challenge part or all of the trial court's orders to a higher court.

Our Family Law practice attorneys have a robust and successful track record of prosecuting and defending appeals in the Connecticut Appellate and Supreme Court, effectively arguing precedent-setting cases and playing a critical role in transforming Connecticut family law on issues such as the enforcement of prenuptial and postnuptial agreements, calculation of child support for high income families and the modification of alimony awards.

Since 2015, our matrimonial appellate attorneys have successfully argued 18 appeals before the Connecticut Appellate and Supreme Courts. Our extensive experience handling appeals also provides us with the insight to identify possible appellate issues early in litigation and present the case that preserves the greatest chance of success on appeal.



# INDIVIDUAL CLIENTS

Pullman & Comley attorneys provide personalized legal services to individuals and their families, helping them meet the challenges of today and plan for tomorrow.

## FAMILY LAW

When the courts were all but shut down as a result of the pandemic, our Family Law attorneys helped clients facing changes in employment status and income flow, resolved child support or alimony modification issues and worked through child custody, parenting time challenges and co-parenting strategies. In every instance, our experienced team of Family Law attorneys were always ready to be on a phone call, an email, or Zoom conference to help their clients figure out a strategy for moving forward.

How were we able to do this? Our deep bench of attorneys, including top trial and appellate lawyers, two retired judges and collaboratively trained attorneys, are skilled negotiators and able mediators who were able to quickly pivot and assist clients in efficient and effective resolution of family law disputes. In those instances where it was necessary to continue litigation of high-net worth cases and high-conflict custody matters, our attorneys addressed new issues arising from the current circumstances. And, for those clients who chose to avoid traditional litigation, we provided collaborative divorce and mediation.

**PULLMAN  
& COMLEY** | Family  
Law

### New Video Series

Our Family Law practice has created a new video series to help answer some of the most frequently asked questions about divorce.



## TRUSTS AND ESTATES

Many significant estate planning changes that were part of proposed federal legislation in 2021 and would have affected several popular estate and gift planning strategies did not occur by the end of the year. Although these proposals might resurface in 2022 or beyond, our Trusts and Estates attorneys are now working with clients to take advantage of certain current tax planning opportunities.

Our attorneys guide clients on the best strategies to accomplish their planning objectives during these challenging times, including how to determine how heirs or charities will inherit assets. We work with clients on how to appropriately structure the ownership of assets and determine which types of estate planning trusts should be considered. We are keenly aware that many clients have strong charitable objectives and we review various beneficial charitable techniques that can be implemented during a lifetime.

No matter what the personal situation, life change or challenges, our attorney team works with each client to navigate the complexities of law changes and creates individualized plans to meet client goals.



**“My team and I can’t thank you enough for facilitating our estate distribution and for showing such skill and perseverance.”**

— Dr. Frogard Ryan, State Director, The Nature Conservancy in Connecticut

# PULLING TOGETHER/ SUCCEEDING TOGETHER

“

In the face of unprecedented times, we have been reminded of the comfort that comes through friendship and community. We have found ways to come together, even when “remote.” We are proud of our continued work in bringing diversity and inclusion issues to the forefront, and efforts to support the leaders of tomorrow both inside and outside of our firm.

## DIVERSITY AND INCLUSION

Diversity and Inclusion have always been a part of Pullman & Comley’s culture, but the events of the last two years have led us to ask ourselves what more we can do in the legal profession and in our personal lives to address the imbalance that plagues our nation on racial and ethnic lines.

We have embarked on a program of educating one another on where our own implicit biases lie and engaging in conversations about where we can do better, both collectively and as individuals. We have increased our commitment to addressing discrimination when we see it in the profession. We have redoubled our efforts in mentoring, pipeline investments, diversity hiring, and retention policies that ensure we are welcoming to all.

“

“Pullman & Comley has been a fantastic partner of Connect-Us since our launch. Over the years, they have led meaningful workshops and provided developmental internships for young people in Bridgeport through the Connect-Us Academy. Our young people have loved being welcomed into their offices on many occasions and joining them virtually in recent times as well. We look forward to deepening our partnership in the years to come and continuing to build bridges across Fairfield County together.”

— Pam Lewis  
Executive Director, Connect-Us



Photo credit: Connect-Us

Pullman & Comley attorneys participate in the second Connect-Us Academy (CUA) Summer Institute, a virtual leadership and professional skills development program where CUA graduates drill down on critical professional workplace skills.



**“Pulling Together, Succeeding Together” not only defines the relationship we have with our clients, but with each other, as colleagues and friends. Our culture of camaraderie, teamwork and giving back to the community is essential to who we are as a firm.**

## ASSOCIATES PAVE THE WAY OF CHANGE

During recent months, young attorneys have adjusted to changes the pandemic has brought to the practice of law while also finding ways to improve their skills and become increasingly valuable members of their practices. Here, three of the firm’s Associates share their perspectives on the challenges and opportunities presented during the past two years and their take on what Pullman offers.

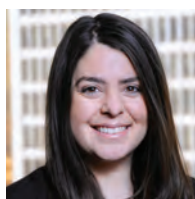


**Tom Lambert**

When the courts began to hold remote hearings nearly two years ago, Litigation

Associate Tom Lambert saw an opportunity for tech-savvy attorneys to add merit to their teams. “The pace of technology has continued at a lightning speed. For younger attorneys, being able to navigate and fully utilize online platforms such as Teams, Zoom and Webex has been a tremendous opportunity to deliver value and advocate for our clients.”

Perhaps the greatest opportunity the firm offers its associates is helping them to understand the business of law. “Pullman does a great job of grooming future leaders. From the moment you walk in the door, you have input on practice-related issues. We’re included in conversations regarding remote work policies, childcare issues and overall quality of life. Here, we’re allowed to dive in, expand our knowledge and develop a real understanding of business and law.”



**Potoula Tournas**

Potoula Tournas, a first-year Associate in the Litigation and Real Estate practices in 2021,

began her career in the height of the pandemic. Despite the unusual time, Potoula credits the firm for making a strong commitment to its associates and providing them with the resources necessary to learn their job and succeed. “I’ve had countless opportunities to work alongside senior partners in drafting various motions, developing case theories, conducting e-discovery and appearing for hearings.”

“Receiving invaluable one-on-one feedback has been extremely rewarding and has contributed a great deal to my growth and development. I am grateful for the mentorship across offices and the camaraderie among Pullman’s associates. I come to work every day knowing that we are a strong team that supports one another, and that makes all the difference.”



**Tobe Umeugo**

Unlike many young attorneys who view the lack of face-to-face client meetings

resulting from the pandemic as detrimental to their professional growth, Tobe Umeugo views the remote environment as a positive opportunity for greater exposure to clients. “Zoom meetings offer a new era of reaching clients. The challenges of the past year reveal how we’ve adapted and make us realize how efficient we can be.”

Tobe has been amazed by the opportunities offered to him this early in his career. “Pullman is unique in what it offers in regulatory guidance and I feel fortunate to have had such early exposure to key clients with my practice chair.” Tobe praised the firm’s mentoring program, which pairs new attorneys with young partners. “It’s nice to learn from someone who is good at what they do and who can guide me on the track from associate to partner.”

# PULLING TOGETHER/ SUCCEEDING TOGETHER

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For the past 102 years, Pullman & Comley has been committed to working with nonprofit organizations to better the lives of those in the communities in which our employees live and work.

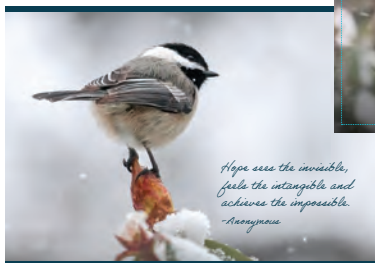
## PRO BONO MATTERS



As co-director of Public Service for the Connecticut Bar Association's Young Lawyers Section, Kelly Scott understands the importance of pro bono work and is proud to be a member of a firm that invests time and energy into service.

“Pro bono cases are a really valuable part of our duty as attorneys,” said Kelly. As a Family Law attorney, a large portion of Kelly's pro bono activities focus on processing applications for restraining orders; an area where the standard is high and the ramifications of someone falling through the cracks can prove dangerous.

“The firm gives us the opportunity to take on the work, which benefits us as individuals, grounds us, and provides us with the ability to help our clients. Working on these matters gives us perspective to see that there are bigger issues in the world than what's in front of us at any given moment. At Pullman the message is clear – get involved and we will support you.”



*Hope sees the invisible,  
feels the intangible and  
achieves the impossible.*  
-Anonymous



A special thank you to Julia Carlson, a member of the legal administrative staff in our Hartford office and avid nature photographer, for providing the inspirational photos for the firm's past two holiday cards.

## COMMUNITY SERVICE

Although the pandemic changed the scope of many of the activities organized by our Community Outreach Committee, firm employees came together in numerous ways throughout the year to promote awareness of important social issues and assist exemplary organizations, including:

- A group reading of Dr. King's prolific “Letter from Birmingham Jail” to honor Martin Luther King, Jr.
- Collecting books for Fostering Love, CT and 50 States 50 Books, to commemorate Black History Month
- Donations to The Urban League and the Anti-Defamation League to foster equality and combat racism and discrimination
- Donating more than \$5,000, plus boxes of nonperishables, diapers, and wipes, to benefit the nOURish “Thanksgiving in a Box Food Drive”
- Participating in a “Go Pink for Breast Cancer Awareness” fundraiser to benefit the Valley Goes Pink Breast Cancer Program and the CT Breast Health Initiative
- Providing a “wish list” of holiday gifts for The Center for Children's Advocacy's Adopt-a-Family and the Cesar Batalla School Holiday Angel programs
- To commemorate Martin Luther King, Jr. Day, 2022, attorneys and staff participated in nOURish Bridgeport, Inc.'s “DAY ON” service event.



Pullman & Comley is an active member of the Law Firm Alliance, an international affiliation of law firms.  
[www.lawfirmalliance.org](http://www.lawfirmalliance.org)

“We’re proud of the commitment of so many colleagues who give their time and passion to helping neighbors and improving the communities where we work and live .”

— James T. Shearin



“I take pride in being on this committee, but I take more pride in all of the ways Pullman & Comley has contributed and is always thinking about others. Participating in the activities is extremely rewarding, and the Read to a Child program is what I enjoy most. Being able to share my love of reading with a child is extremely special and I continue with this program in my own time.”

*-Renata Brink, Legal Administrative Assistant and Co-chair, Community Outreach Committee*



“I’ve understood things about my colleagues that can only be told through their selfless acts and silent generosity. Their passion, and the sense of purpose that they demonstrate for their individual causes is a window on who they are and where they’ve come from. And seeing an entire firm come together to support their causes is both humbling and inspiring. It has shown me the best of the people who are this firm. It makes me proud to be a member of this firm.”

*-Michael Ceccorulli, Member, Co-chair, Community Outreach Committee*



“There is significant need all around us. Helping others through community outreach has made a difference in my life and heightened my sense of empathy. It’s easy to say ‘I don’t have time,’ but the reality is, we really should make the time to give back, and we should teach our children the rewards of community service.”

*-Kathleen Zancewicz, Paralegal and Co-chair, Community Outreach Committee*

## ANIMOSITY BOWL



Pullman & Comley continued the Thanksgiving tradition by celebrating the firm’s 48th anniversary of the Animosity Bowl, a not-so-friendly football game between Partners and Associates. Although the Associates did not allow the Partners to score in the second half, the Partners dominated the Associates early in the game and won with a final score of 26-0.

## LOCATIONS

### BRIDGEPORT

850 Main Street  
P.O. Box 7006  
Bridgeport, CT  
06601-7006  
T 203.330.2000  
F 203.576.8888

### HARTFORD

90 State House Square  
Hartford, CT  
06103-3702  
T 860.424.4300  
F 860.424.4370

### SPRINGFIELD

1500 Main Street  
Tower Square  
Suite 1600  
Springfield, MA 01115  
T 413.314.6160

### STAMFORD

Two Stamford Plaza  
281 Tresser Boulevard  
Suite 1000  
Stamford, CT  
06901-3262  
T 203.324.5000  
F 203.363.8659

### WAKEFIELD

336 Main Street  
2nd Floor, Suite #5B  
Wakefield, RI 02879

### WATERBURY

255 Bank Street  
Suite 2B  
Waterbury, CT  
06702-2219  
T 203.573.9700  
F 203.573.9707

### WESTPORT

253 Post Road West  
P.O. Box 3179  
Westport, CT  
06880-8180  
T 203.254.5000  
F 203.254.5070

### WHITE PLAINS

777 Westchester Avenue  
White Plains, NY  
10604-3520  
T 914.705.5355  
F 914.682.6894

## PRACTICES

### Alternative Dispute Resolution

### Bankruptcy, Creditors' Rights and Financial Restructuring

### Business and Finance

Automotive Dealers  
Banking  
Cannabis Industry, CBD and Hemp  
Commercial Finance  
Emerging Business and Venture Capital  
Market Research  
Marketing, Advertising and Entertainment  
Mergers and Acquisitions  
Private Equity  
Securities and Antitrust  
Tax

### Condominiums, Residential Associations and Community Organizations

### Education Law

Colleges, Universities and Independent Schools  
School Law

### Environmental Law

Brownfield Redevelopment  
Dam and Water  
Impoundment Assistance  
Environmental Litigation

### Family Law

Collaborative Divorce  
Custody, Parenting and Relocation Litigation  
Family Law Appellate  
Family Law Litigation  
Family Law Trial Strategy  
Postnuptial Agreements  
Prenuptial Agreements

### Health Care

Biotechnology,  
Pharmaceutical and Life Science  
Compliance and Risk Management Services  
Hospitals and Health Care Institutions  
Physicians and Other Health Care Practitioners

### Intellectual Property and Technology

### Labor, Employment Law and Employee Benefits

Employee Benefits  
Labor and Employment Counseling, Training and Litigation  
Public and Private Union-Management Relations

### Litigation

Antitrust Litigation  
Appellate  
Business Disputes  
Class Action  
Construction  
Insurance  
Investigations  
Privacy and Data Security  
Probate Litigation  
Professional Liability  
Real Estate Litigation  
Securities Litigation

### Municipal Law

Town Governments, Departments and Authorities

### Nonprofit Organizations

### Opportunity Zones

### Property Tax and Valuation

Eminent Domain

### Public Finance

Governmental Financing  
Public/Private Development Financing  
Tax Credit Financing  
Underwriter, Credit Enhancer and Trustee Representation

### Real Estate

Land Use  
Real Estate Acquisitions and Sales  
Real Estate Finance  
Real Estate Leasing  
Residential, Commercial and Community Development Projects

### Regulatory, Energy and Telecommunications

Alternative Energy  
Energy Procurement and Use  
Power Development  
Telecommunications  
Water

### Trusts and Estates

Estate Planning  
Probate and Estate Administration  
Probate Disputes



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