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October 4, 2019

Criminal Justice Commission  
c/o Division of Criminal Justice  
300 Corporate Place  
Rocky Hill, Connecticut 06067

Dear Chief Justice McDonald and Honorable Members of the Commission:

I am writing as a twenty-five year employee of the Division of Criminal Justice, and in response to the Commission's invitation for input regarding the selection of the next Chief State's Attorney.

In my view, appointment of the next Chief State's Attorney is perhaps the most critical action that the Commission will have taken in the Division's forty-year history. Over the past five to ten years, the Chief State's Attorney's Office has experienced troubling declines in both employee morale and its ability to serve the public effectively. The corrosion has been sad to watch; what was a proud and dignified public service organization over a decade ago had eroded to one that, in my opinion, fell short in meeting its mission. It appeared that a lack of resources and financial constraints contributed to this decline, but also that other forces were at work affecting the organization. Among other things, this resulted in a loss of collegiality, which was replaced with suspicion and negativity.

Over the past year or so, I have been encouraged by improvements that I have seen directed toward enabling Division personnel to carry out their duties in the interests of serving the public, unburdened by a distrustful and unconfident leadership. I can say based upon my conversations with other employees that they, too, see a return on the horizon to an environment where people work together cooperatively and, as a result, deliver to Connecticut's residents the professional service that they deserve. The new Chief State's Attorney will play a vital role in continuing these efforts.

The person selected to fill the Chief State's Attorney's position should therefore have an understanding of how to continue the progress that has been made in recent months. It will require someone with the integrity to make an honest assessment of the organization - free from both political influence and self-interest, and governed, instead, by a desire to make a civic contribution. Toward that end, I believe that it would help if

the selected individual has a proven record of contributing to the community, with strong ties to community leaders, law enforcement, the legislature and among the State's Attorneys with whom he or she must have effective relationships in order to serve the entire State. Finally, the next Chief State's Attorney should have a demonstrated ability to weather the inherent pressures of the position, earn the respect of the Judiciary, engender the cooperation and support of a lean staff, and be an effective administrator able to manage financial and human resources.

In my opinion, the many facets of this position give rise to demands at this time that are too crucial for on-the-job training in any of these and other critical areas. In selecting the next Chief State's Attorney, I hope that the Commission will take account of the multitude of responsibilities that he or she will face, and choose someone with a record of accomplishment in each.

Very truly yours,



Angela R. Macchiarulo  
Senior Assistant State's Attorney