



STATE OF CONNECTICUT

DEPARTMENT OF REVENUE SERVICES

December 6, 2019

The Honorable Ned Lamont
State Capitol
210 Capitol Avenue
Hartford, CT 06106

Dear Governor Lamont:

It is with decidedly mixed emotions that I submit to you this letter of resignation, effective January 16, 2020. As a lifelong resident of Connecticut, it has been my great pleasure to serve as Commissioner of the Department of Revenue Services in your administration, and I consider myself fortunate to have had the opportunity to act as one of your advisors as you endeavor to remake the image of this great state.

I have been offered an opportunity to continue my public service in a role that allows me to engage in a more hands-on fashion with communities of need in New Haven, as well as re-initiate conversations around regional efficiencies in which I engaged as a municipal leader earlier in my career. Given the status of my current leadership team, some with decades of experience in the agency and some with significant experience across many agencies, I am confident that the Department of Revenue Services is in good hands.

During my time in state service, including roles at the Office of Policy and Management and the Department of Labor prior to the Department of Revenue Services, I have witnessed not only dedication and professionalism by the members of my teams, but also acts of great compassion toward the residents and businesses we serve. At each of these agencies, it has been clear that we serve not ourselves or some opaque bureaucracy, but rather "we the people."

Toward that end, I applaud you for your vision in mining efficiencies and utilizing technology to fill the gaps in a workforce that is significantly smaller than it once was. Serving on the IT Strategy and Investment Committee, which allowed me insight into many of these technology enhancement projects, was one of my favorite assignments. Likewise, advancing the cause of major modernization efforts at the Department of Labor and the Department of Revenue Services stand as two of my favorite accomplishments.

However, the achievement that brings me the most pride is the reinvigoration of the Department of Revenue Service's business and community outreach efforts. This agency deserves a friendly public face, and the employees who volunteered to travel the state teaching entrepreneurs about the tax system have been well-appreciated by the groups they have visited. Again, I believe that embracing "we the people" sometimes requires all of us to meet those where they live and on their terms.

Best wishes for achieving your goals as our chief executive and our collective prosperity as the State of Connecticut. Should you ever need me, I am at your service.

Sincerely,



Scott D. Jackson

Commissioner, Department of Revenue Services

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