



December 6, 2019

Dear Board of Supervisors,

It has been an absolute privilege to serve as your appointed CAO heading this organization for the last ten years. It has been my most satisfying career experience so far and it has been a pleasure working for all of you. Unfortunately, all good things come to an end and I believe that 2020 will be the perfect year for me to wrap up loose ends and step down as CAO.

This decision was a difficult one and something I've been contemplating for the last year or so. Quite frankly, I'm not sure that I have the energy or ability to effectively lead this organization any further. I suppose I could just sit in the position and do the minimum to get by for a few more years but that is not fair to your Board or this organization.

I want to reflect a bit on our successes. As you may recall, your Board appointed me shortly after the last recession. My first major task was to fix a massive budget deficit. Thanks to the support of your Board and assistance from our Management Team, we eliminated the deficit through a major 3-year restructuring that reduced annual operating costs by \$12 Million. There were lay-offs and many unpleasant things happening during that time and I unfortunately gained a reputation as a bad guy. I know it is what I signed up for but being under a microscope with this type of lens has been difficult.

Beyond the financial restructure, I am most proud of the customer service culture that we have created. Our success can be attributed to a team effort from the bottom to the top of the organization. We can now confidently say that we are unlike most other governmental agencies. There is no reason for us not to provide great service like you see in the private sector. We have received statewide and nationwide awards for our 311 Customer Service Center and MadCoServices app which are at the core of our success in good service.

There are still several projects that I would like to complete before I step down. I also want to be able to provide a transitional period for whomever your Board appoints to replace me. I'm confident that you will find someone who will continue to build on our successes and lead the organization in a positive direction.

I would officially like to step down as CAO sometime before the end of 2020. I believe I can still bring value and successful results in the area of economic development and would like to continue working in this area on a part-time basis, if your Board supports.

I could not have achieved any of these successes without the support of your Board and the help of our Management Team and employees. I am grateful to have had this opportunity. Thanks again for your ongoing support and confidence in me.

Sincerely,

Eric Fleming

