

Eddie A. Perez, Mayor
City Of Hartford
550 Main Street
Hartford, CT 06103

June 12, 2009

RE: Retirement

Dear Mayor Perez:

After considerable thought and discussion with my wife and with you, I have decided to retire from the city of Hartford with my last day of work being July 31, 2009.

When I returned to Hartford in 2002 as City Manager, I established personal goals with guidance from you and the City Council. Among those goals were to improve the quality of the workforce, the decision making and governing systems and the efficiency, effectiveness and culture of the city organization. Looking back over the past seven years, I believe we are well on the way toward achieving those goals.

Working together we hired a number of highly qualified department heads, implemented the MHIS consolidation, initiated and implemented the Health and Human Services and Development Services consolidations, created Emergency Services and Telecommunications, Young Children, Youth Services, Capital Projects and Energy Management, reorganized Human Relations, rebuilt Human Resources and Management and Budget, developed a Vision, a Mission, a set of Core Values, a set of Organizational Goals, a Three Year Strategic Plan and a framework for decision making and governing called Governing For Results.

We trained department heads in leadership skills, introduced process improvement techniques and projects, and developed and refined Performance Management and Performance Appraisal systems. We also transitioned the organization from the Council-Manager form of government to the Mayor-Council form.


We developed a two year budget, a five year forecast and ten year plans for capital improvements and vehicle replacement. We created the Hartford Collaborative for Community Organizing and transitioned it to the Hartford Community Connections Initiative. We embraced our Core Values of integrity, teamwork, excellence and respect, and we began to change the culture to one of customer centric continuous improvement.

We also began to face our new fiscal realities, address our long term liabilities, focus our limited resources on our highest priorities and we began to take a new look at regional opportunities. We also set records for United Way donations and became the first community in greater Hartford to establish a workplace campaign for the United Arts.

These are some of the highlights of what we have accomplished together as an organization over the past seven years.

As I retire from our city as Chief Operating Officer I want to sincerely thank you and the City Council for the opportunity to serve our great capital city. I wish everyone associated with Hartford the best and look forward to serving Hartford and the capital region in new ways.

Sincerely yours,

A handwritten signature in black ink, appearing to read "Lee C. Erdmann". The signature is stylized and cursive.

Lee C. Erdmann
Chief Operating Officer