

Col Francis X. De Luca USMCR(Ret)

Cary, NC

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Ten years ago, I joined the Civitas Institute. In the spring of 2008 I was even more fortunate and got my dream job as head of Civitas! As I repeatedly tell people, this job has been one of the best I have had, and I have had some great ones, but like all good things it will come to an end. That end will be in the spring of 2018 when I will finish up 10 years as President and retire from Civitas. This job gave me the opportunity to extoll the conservative principles I believe in, serve my state and meet wonderful people from all over North Carolina.

The Civitas Board of Directors will conduct a search for a new CEO and I will assist that person as they assume the job and I step aside. I owe all the Board members who have served over the years my thanks for their service to Civitas and our state. I also appreciate the many generous donors who make all we do possible.

I want to recap some of the ways Civitas has helped make North Carolina a better place. High on any list is that North Carolina has led the nation in tax reform and economic growth over the last several years supported by Civitas research and encouragement by showing how moving our state towards becoming a zero-income tax state would unleash economic activity and spur growth and jobs – and it has. In addition to tax reform:

- School Choice – Including the latest innovation Personal Education Savings Accounts
  - We are no longer debating whether we will have school choice but how much!
  - The human mind is our greatest natural resource for the future and every parent should have an educational choice that fits their child
- Election reform, advocacy and watchdog to make sure all elections are conducted fairly and the votes reflects the wishes of legal voters
- Civitas Transparency Projects including Vote Tracker and Voter Registration database
- First in the nation website Mappingtheleft.com documenting the size and funding of the progressive movement in North Carolina
- Creation of alternative media streams online and in print including a statewide newspaper
- Creation of CivitasAction, a C-4, which has been extremely effective in its education efforts and in tracking how legislators are voting
- Always being an unapologetic voice for conservative principals

While I look forward to what the future holds for me, I do know I will miss all my fellow Civitas employees. It is a talented group of people who over the years have made me look very good. I will be excitedly watching them do even greater things in the future.

As I move on, I will remain proud of all Civitas has accomplished and will accomplish.

Semper Fidelis,



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