

Dear San Mateo City Organization:

Eighteen years ago I was offered the opportunity to come to San Mateo as City Manager. I could not have written a better script for myself and my family. San Mateo became our home. My wife became involved in community activities; our kids grew up and went to local schools.

Over these past two decades I have had the honor to work for city councils that have a true interest in public service, work hard to make decisions that are in the community's best interest, conduct themselves with the highest of ethical standards, and have a sincere appreciation for the work of the organization.

I have also had the privilege to work with hundreds of employees who take the Organizational Principles to heart and who, with great skill and commitment, consistently meet the community's needs for the public services entrusted to the City.

In 1894 the residents of the area came together and formed their own local government—the City of San Mateo. They did this to improve the quality of life of their community and to further the development of commerce. Over the past 114 years, the City of San Mateo has been a constant to those who lived and worked here. Through wars, recessions, depressions, economic booms, and natural disasters, men and women who worked for the organization were there, every day, maintaining the services required to keep the community functioning.

Over these decades, city councils wrestled with difficult choices about priorities, services, and the development of the community. They made decisions they thought would both serve the needs of the current community and ensure the vitality and livability of the future community.

In the past few weeks a lot have people have asked me two questions: What has given you the most satisfaction in San Mateo, and what will you miss the most?

My greatest satisfaction has been to be part of the long continuum of city services, planning, and decision making that has kept this community a great place to live and to do business. What I will miss most, of course, are the people—in the organization and the community.

The past eighteen years have given me memories and friendships to last a lifetime. Thank you to the city councils that put their trust and confidence in me. Thank you to the workforce that works hard, everyday, on the community's behalf. Thank you to the citizens who care about their community and who take the time to get engaged, whether through a commission, homeowners association, business organization, or other group.

The City will endure, as it always has.

Yours in service,