

## NATHAN F. BALLARD

November 16, 2009

Gavin C. Newsom  
Mayor, City and County of San Francisco  
One Dr. Carlton B. Goodlett Pl.  
San Francisco, CA 94102

Dear Mayor Newsom,

It has been a privilege to serve as your director of communications since February, 2007. You are a gifted leader who fearlessly tackles significant issues such as health care, the environment, education, and equal rights.

You have made my tenure at city hall a pleasure because of your unbridled enthusiasm for innovative ideas. And you have never hesitated to embrace creative new ways of communicating with your constituents.

This job has rarely been dull. The unpredictable situations we faced — the Olympic torch relay, bridge closures, oil spills, a rockslide, a hacker attack, and a tiger mauling, to name a few — will be forever etched in my memory.

Soon it will be time for me to move on to new adventures. In February, 2010, I will be leaving your administration. After working at an exhilarating pace for three years, I am eager to spend more time with my family, and I am excited to relaunch the business I founded in 2004, Earned Media, LLC.

I am grateful to you for granting me this extraordinary professional opportunity. On a personal level, I am also grateful that you and Jennifer have welcomed me as your friend. Although this chapter of our working relationship is drawing to a close, you will always be able to count on my friendship.

Sincerely yours,

A handwritten signature in black ink that reads "Nathan F. Ballard". The signature is written in a cursive, flowing style.

Nathan F. Ballard