

January 6, 2026

Dear Town Council and Town Manager,

Doris Kearns Goodwin's book *Leadership in Turbulent Times* explores four great presidents she has written about—Abraham Lincoln, Teddy Roosevelt, FDR, and Lyndon Johnson—and the qualities that made them effective leaders.

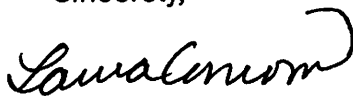
Goodwin writes of Lincoln: "Lincoln pledged that if his opinions on any subject turned out to be erroneous, he stood 'ready to renounce them.' With this commitment, Lincoln revealed early on the quality that would characterize his leadership for the rest of his life—a willingness to acknowledge errors and learn from his mistakes".

In that spirit, I urge the Council members who have been opposed to rehabilitating and keeping the fire station open to reconsider their prior assumptions and positions. The Friends of Ross Firehouse have presented a detailed, well-researched, cost-effective, viable plan to rehabilitate the station and keep a working fire station in Ross. Changing course when presented with new facts is not a sign of weakness; it is a hallmark of strong leadership.

Ross residents and our homes are safer with a fire station in Ross. Please vote to adopt the Friends of Ross Firehouse's plan—a plan that saves the firehouse from demolition, avoids a costly CEQA study and potential litigation, and is significantly less expensive than the Town's proposal (which requires two-thirds voter approval and is unlikely to pass).

Please work with us, not against us.

Sincerely,

A handwritten signature in black ink, appearing to read "Laura Conrow", with a stylized flourish at the end.

Laura Conrow