



*Mayor:*  
R. Carey Davis

## AN OPEN LETTER TO THE COMMUNITY

Dear Community of San Bernardino:

First and foremost, I would like to thank you for your continued patience and support since the initial filing of bankruptcy in August 2012.

For the past several months, our City's bankruptcy team has thoroughly analyzed our City's organizational structure and costs for delivering municipal services. Also, a series of Strategic Planning sessions were held throughout the City to receive your input. Based on the expert analysis and community feedback, a Recovery Plan has been approved by the Council. This Plan requires the implementation of best practices and innovations in the delivery of services, combined with the modernization of our City's governance and management structure.

The road to this point has not been easy, and the path to recovery will not be without its challenges. The purpose of the Recovery Plan is to improve municipal services as well as to provide long term financial stability for our community. It is unfortunate but some of the changes will be difficult for our most valuable asset – City employees. For over five years, our non-public safety employees have not received merit increases, cost of living adjustments, and have been asked to take furloughs to reduce expenditures. During this same time, our employees have continued to respond to emergencies, all manner of critical needs, and kept the most crucial operations in service.

I could not have asked our employees to perform better over the last few years and for that, I am extremely grateful and proud of our workforce.

Once again, I appreciate your continued patience and support as we work together to become architects of a new beginning for San Bernardino.

Sincerely,

R. Carey Davis  
Mayor