



November 3, 2016

Charles A. Richman, Commissioner  
Dept. of Community Affairs  
101 S. Broad St.  
P.O. Box 800  
Trenton, NJ 08625-0800

Dear Commissioner Richman,

Please accept the enclosed supplemental information regarding Atlantic City's Five-Year Recovery Plan. This in-depth data and analysis was compiled by the City with the support of PFM; NW Financial; and McManimon, Scotland, and Baumann to clarify those areas of our original Recovery Plan where the DCA Review indicated questions or uncertainty. All of the projections contained within are based on the over seventy-five years of financial experience of the above firms working with financially distressed cities.

We have sought to analyze your Review carefully, and to provide answers to your identified concerns in the hope that you may better understand our strong view that the City's Recovery Plan will achieve financial stability.

Notwithstanding the corrections and clarifications that follow, I also want to express that our shared responsibility to the people of Atlantic City and the State of New Jersey is not to find fault with one another's analysis, particularly if the result does not yield a workable plan for moving forward. Rather, now is the time for all of us - both City and State - to come together to find joint solutions that finally begin a meaningful and successful turnaround for Atlantic City.

We look forward to working together with you and implementing a viable plan to move Atlantic City forward.

Thank you,

  
Donald A. Guardian  
Mayor