EXHIBIT 2 MATRIX OF EFFICIENCY STRATEGIES

	POLICY	DESCRIPTION	ESTIMATED ANNUAL REVENUE INCREASE	IMPLEMENTATION	COMPARISON WITH OTHER JURISDICTION PRACTICES	OTHER ISSUES AND CONSIDERATIONS
				EFFICIENCIES		
1	**Centralize Financial Functions**	Consolidate all City financial functions under a single Chief Financial Officer	$100,000	Approval of the Mayor and Common Council (FY 10-11)		Savings is estimated from the elimination of duplicate efforts. Management Partners Recommendation # 1, 1B, 2.
2	**Centralize Administrative Support Staff**	Combine and share support staff in the Common Council and Mayor's Offices and centralize City ombudsman /reception functions in the City Manager's Office.	$100,000	Approval of the Mayor and Common Council		Savings associated with the elimination of two positions. Management Partners Recommendation # 1, 1B, 6, 13, 14
3	**Centralize Human Resource Functions**	Consolidate human resources duties, responsibilities, and resources (both funding and staff) of the Library, Water, and EDA/RDA Departments into the consolidated HR Department (Civil Service and HR) consolidate the duties, responsibilities, and resources (including funding and staff) of the current Civil Service Administration and Human Resources Department into a single Human Resources Department	$100,000	Approval of the Mayor and Common Council and Approval of the Water Board (FY 11-12)		Eliminates redundancies. This could be implemented without a Charter change, if the Water Board agrees to eliminate duplication. Potential dollar savings if staff positions can be eliminated once duplication is removed. Management Partners Recommendation # 1, 1B, 99, 100
4	**Centralize Fleet Management**	Centralize the fleet management function by merging the Fleet Services, EDA, Water, and Fire fleets.	Unknown			Productivity enhancement and take advantage of economies of scale. Utilization analysis of Fire light duty fleet should yield savings equivalent to found in City-wide analysis. Management Partners Recommendation # 82, 90, 94
5	**Reassign Business Registration to Finance**	Transfer responsibility for business registration and inspection, and the associated staff, to the Finance Department and reallocate some business registration staff to other Finance Department duties.	$25,000	Approval of the Mayor and Common Council (FY 10-11)	Riverside - Finance Pomona - Finance Highland - Finance Upland - Finance Colton - Planning / Finance Grand Terrace - Planning / Finance Huntington Beach - Finance Indio - Finance	Productivity enhancement. See Charter Section 60. Significant savings in staff time; potential dollar savings if staff positions can be eliminated once duplication is removed. Management Partners Recommendation # 1, 40, 41
6	**Debt Collection**	Centralize Debt and Lien collection processes in the Finance Department	$100,000	Award contract to Collection Company and consolidate Liens process (In progress)	Most jurisdictions follow this process	It is estimated that most additional revenue from this process will be in the Refuse Fund. Management Partners Recommendation # 1B, 26
7	**Agenda Management**	Complete a thorough analysis of the City's council agenda processes, and implement the resulting improvement programs.	Productivity Savings (Staff Time)	Implementation of new process is administrative. New software program is subject to the approval of the Mayor and Common Council (6 months)		Minimal savings on supplies (paper, ink, print charges). New process will save staff time. Brought forward at the retreat. New agenda software will be paid for by the Energy Efficiency Block Grant. Management Partners Recommendation # 12C

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	POLICY	DESCRIPTION	ESTIMATED ANNUAL REVENUE INCREASE	IMPLEMENTATION	COMPARISON WITH OTHER JURISDICTION PRACTICES	OTHER ISSUES AND CONSIDERATIONS
8	**Purchasing Policy**	Complete a thorough analysis of the City's purchasing processes, and implement the resulting improvement programs, including establishing a policy for purchasing approvals that is consistent with best practices and prudent management; raise the threshold for the requirement of Council approval	$30,000	Approval of the Mayor and Common Council - Amendment to Municipal Code Chapter 3.04 (3 months)	Current Approval Authority San Bernardino - $25,000 Pomona - $30,000 Upland - $50,000 Riverside - $50,000 Huntington Beach - $50,000 Indio - $75,000 Moreno Valley - $100,000	Savings attributed to materials and supplies needed for publication of bid packages, and supplies needed to create agenda items. This is an efficiency measure. The current limit of $25,000 is low as compared to other similarly-sized cities. Other analysis will include types and responsible Dept for allowable purchases, exemptions, dollar limits, local vendor preferences, surplus property, etc. Management Partners Recommendation # 1B, 12B, 34, 112
9	**CalCards**	Implement the use of Cal Cards or credit cards for authorized purchasers	Productivity Savings (Staff Time)	Approval of the Mayor and Common Council (6 Months)	Cities of Fontana, Loma Linda, Colton, and Murrieta	Minimal savings associated accounts payable paying less bills and will allow departments more flexibility with purchases. Will take at least 6 months to set up and complete training. Savings in staff time associated with reducing the number of accounts payable. Management Partners Recommendation # 12B, 35
10	**Two-Year Budget**	Implement a two-year budget.	Productivity Savings. Most savings associate with soft costs and savings in materials and supplies.	Approval of the Mayor and Common Council (Adoption of the FY 11-12 Budget)	Cities of Claremont, San Jose, Oakland, Santa Maria, and Fullerton	Most local jurisdictions have a one year budget cycle. The City of Glendale went from a 2-year to a 1-year budget cycle for FY 09-10. Management Partners Recommendation # 12A, 25
11	**Utility Billing**	Establish procedures to link refuse billing to water department service.	$200,000	Approval of the Mayor and Common Council (FY 10-11)	Cities of Anaheim, Pasadena, Riverside, Sunnyvale	All of the Cities with utilities surveyed by City staff have joint billing. The cities included on this worksheet have both water and refuse services. Management Partners Recommendation # 179, 181, 187
12	**Credit Card Fees**	Recent regulation changes for public entities accepting payments by credit cards allows the entity to charge a convenience fee to customers. Convenience fees help compensate for the cost associated with allowing payments by credit card.	$70,000	Update Credit Card Policy - Policy can be updated and implemented by 7/1/10	Most jurisdictions allow payments by credit cards and each have policies best suited for their community.	SB accepts different credit card brands (Visa, MC, Discover, etc) so the City must follow the convenience fee regulations for the card that is the most restrictive which is VISA. VISA only allows a flat fee to be charged and it can not be charged on transactions that are done face to face. The City needs to consider either not accepting payments to VISA or limiting the dollar transaction charged to a credit card in order to off set the current $70,000 cost.
13	**Elections**	Amend the Charter to allow the municipal election cycle to consolidate with state and other elections and consolidate municipal primary and run-off elections into one election for all City officers	$150,0000 (every other year)	Charter Change (FY 11-12)	Even through San Bernardino is on a consolidated election schedule, it is the only city left on the odd number year schedule. All other agencies have changed to even year schedules. There is no cost savings until the change is made to even number years.	Last runoff election cost $243,000, but results are not altered by having the runoff. Consolidation could save from $26,000 - $171,000 per election, depending on the number of races. Management Partners Recommendation # 43, 45

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14	**Information Technology Upgrades**	Explore shared financial systems for the City, Water Department, and EDA. Obtaining a state-of-the-art management information system for the human resource application (module of an upgraded financial system).	Productivity Savings via personnel costs and elimination of paper time sheets will allow employees greater flexibility	Approval of the Mayor and Common Council (1 to 3 years, depending on the funding available)		Management Partners Recommendation # 37, 95, 97, 114, 116, 166
15	**Outsource Maintenance and Management of LMD / Special Districts**	Establish procedures to ensure that each of the Special Districts has an adequate financial reserve for future capital replacement, by reorganizing the Special District program and outsource assessment district maintenance and possibly Special District management.				Management Partners Recommendation # 154