EXHIBIT 3 MATRIX OF REVENUE ENHANCING STRATEGIES

	POLICY	DESCRIPTION	ESTIMATED ANNUAL REVENUE INCREASE	IMPLEMENTATION	COMPARISON WITH OTHER JURISDICTION PRACTICES	OTHER ISSUES AND CONSIDERATIONS
STRATEGIES REQUIRING 50%+1 VOTER APPROVAL - REVENUE COLLECTION COULD BEGIN IN FY 2010-2011						
1	**Real Property Transfer Tax (Documentary Transfer Tax)**	Current rate is $1.10 per $1,000 with the City getting .55cents and the County getting .55 cents. Charter cities can raise real property transfer tax amount. If the City does establish its own rate then the County would get the entire current $1.10.	$5 per $1,000: FY 10-11: $1,579,600 FY 11-12: $3,159,200	Council would need to adopt resolutions by 8/2/10 to be able to place item on the 11/2/10 ballot. If item is approve on 11/2/10 then it is estimated that the City would receive increased revenue starting in January 2011.	San Bernardino $0.55 per $1000 Riverside $1.10 per $1000 Culver City $4.50 per $1,000 Sacramento $2.75 per $1000 Albany $11.50 per $1000 Berkeley $15 per $1000 Alameda $12 per $1000 Piedmont $13 per $1000 Oakland $15 per $1000	Tax is paid at the time when property is transferred from one owner to another. A positive side of this tax is that it will be paid by investors who purchase properties to rent out.
2	**Reduce UUT % and/or broaden the base and charge UUT on Refuse, Sewer, and Water**	The City's UUT rate is currently 7.75% charged on all electric, gas, cable and telephone utilities.	1) Reduce UUT to 7.5% and broaden base. FY10-11: $2.3 million FY 11-12 $4.6 million. 2) Reduce UUT to 7.25% and broaden base. FY 10-11: $1.8 million FY 11-12 $3.7 million	Council would need to adopt resolutions by 8/2/10 to be able to place item on the 11/2/10 ballot. If item is approve on 11/2/10 then it is estimated that the City would receive increased revenue starting in January 2011.	San Bernardino - 7.75% Glendale - 7% Pasadena - 8% Santa Monica - 10% Culver City - 11% Santa Barbara - 6% Santa Cruz - 7% Palo Alto - 5%	City residents and businesses would be paying higher taxes on utilities. However by lowering the UUT rate and broaden the base may make the UUT more equitable. Having the UUT charged to Water, Refuse and Sewer would not impact the current rates being charged for those utilities.
3	**Charge Refuse and Sewer a % of revenue collected for the GF and consider an increase to the Water amount**	Currently the Charter allows 10% of Water revenues to go to the City. This policy action would expand the transfer to include both Sewer and Refuse.	10% of revenues: FY 10-11: $2.3 million FY 11-12: $4.6 million 15% of revenues: FY 10-11: $3.4 million FY 11-12: $6.8 million	Council would need to adopt resolutions by 8/2/10 to be able to place item on the 11/2/10 ballot. If item is approve on 11/2/10 then it is estimated that the City would receive increased revenue starting in January 2011.	Anaheim, Pasadena, Palo Alto, and Glendale	Due to proposition 218 transfer amounts must be justified. A study would have to be done to be sure the transfer would be justified and allowable. The current admin. overhead charged to Refuse would be eliminated if this policy change is made. A study would also have to be done to determine any impact on the utility rates currently being charged to customers.
4	**Increase Business Registration Fees and Consolidate Some Categories to Improve Collection**	In addition to increasing the fees, voters could be asked to change the methodology by which businesses are charged	No revenue estimated completed yet	Council would need to adopt resolutions by 8/2/10 to be able to place item on the 11/2/10 ballot. If item is approve on 11/2/10 then it is estimated that the City would receive increased revenue starting in January 2011.	Jurisdictions have various Business Registration Fees	A study would have to be done including getting comparisons from other Cities to determine what the best recommendations for change would be. Careful consideration would need to be given to the impact on current businesses in the City.
5	**Increase Transient Lodging Tax Rate**	The TLT, or "bed tax" is collected and remitted by hotels and motels. The TLT is a preferred tax from an administrative standpoint; it provides a stable revenue source, it is paid by non-residents and its remittance can be audited. The City's current TLT is 10%.	FY 2010-2011 $200,000 FY 2011-2012 $400,000 Incr from 10% to 12%	Council would need to adopt resolutions by 8/2/10 to be able to place item on the 11/2/10 ballot. If item is approve on 11/2/10 then it is estimated that the City would receive increased revenue starting in January 2011.	Average of SB County TLT: 10%. San Bernardino - 10% City Riverside - 11% Ontario - 11.75% Fontana - 8% Barstow - 12.5%	The hotel/motel industry is struggling now with economy. An increase could further hurt occupancy rates at this time. As the economy improves City would be in a better position to collect more revenue. This tax is usually paid by non-city residents
6	**Establish Warehouse Tax**	A form of business registration tax. Applies primarily to warehouse distribution centers.	Collecting at $.035 per sq ft: FY 2010-2011 $150,000 FY 2011-2012 $300,000	Council would need to adopt resolutions by 8/2/10 to be able to place item on the 11/2/10 ballot. If item is approve on 11/2/10 then it is estimated that the City would receive increased revenue starting in January 2011.	Redlands adopted tax in 2007 at $.035 per sq ft with annual adjustment by CPI by no more than $.005 per sq ft.	This tax would impact one segment of the City's businesses very hard.

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7	**Establish Quarry Tax**	A form of business registration tax.	Collecting at $.18/ton: FY 2010-2011: $100,000 FY 2011-2012: $200,000	Council would need to adopt resolutions by 8/2/10 to be able to place item on the 11/2/10 ballot. If item is approve on 11/2/10 then it is estimated that the City would receive increased revenue starting in January 2011.	Few cities have quarries so there are not many other jurisdictions with this tax. Currently the cities of Irwindale, Upland, and Highland have this tax in place at various rates ranging from $.12/ton to $.35/ton	One mine identified in SB that is still open that would be subject to the tax. With the downturn in construction, this will pose a hardship on the local industry.
8	**Establish Downtown Parking Tax**	Initiate a downtown parking tax and revenue generated can be used to help improve the downtown	Unknown	Council would need to adopt resolutions by 8/2/10 to be able to place item on the 11/2/10 ballot. If item is approve on 11/2/10 then it is estimated that the City would receive increased revenue starting in January 2011.		The city used to have a downtown parking district that was in place to help improve the downtown area. This district was not renewed. Need to conduct a parking master plan and financing plan before doing a parking tax downtown.
9	**Establish Airport Parking Tax**	Initiate a parking tax for the airport	No immediate revenue Future revenue generated after airport opens estimated at $50,000 with $1 per vehicle/day and a max charge of $5 vehicle/week	Council would need to adopt resolutions by 8/2/10 to be able to place item on the 11/2/10 ballot. If item is approve on 11/2/10 then it is estimated that the City would receive increased revenue starting in January 2011.	Oakland - 18.9% Ontario - 12.5% San Francisco - 25% Anaheim - 10% Los Angeles - 10%.	Need to have discussion w/Airport about impact this could have on airport use. If the City's initial tax is set low like a $1 per vehicle/day the impact could be minimal. This could be a growth revenue as the airport grows.
10	**Establish 911 Tax**	A fee charged to all cellular and land line phones to recover costs associated with the 911 Operation of the City	At $1.63 per month fee: FY 2010-2011: $2 million FY 2011-2012: $4 million	Council would need to adopt resolutions by 8/2/10 to be able to place item on the 11/2/10 ballot. If item is approve on 11/2/10 then it is estimated that the City would receive increased revenue starting in January 2011.	Study conducted in 2005 by PMT estimated that the cost associated with providing 911 services was $4.38M	It is estimated that part of the additional revenue generated would have to be used to improve the 911 Operation in the Police and Fire Depts. This would include expanding the 911 service if the City had to. If this tax were approved the City may want to consider adjusting the current $200 paramedic fee that is charged.
STRATEGIES REQUIRING PROPERTY OWNER APPROVAL - NO REVENUE COLLECTION UNTIL FY 2011-2012						
11	**Establish Citywide Assessment District**	Establish a citywide district that covers such things as street lighting, traffic signal, and tree trimming as possible suggestions. District could be set up to cover not only current costs but for increased expanded work as well.	Estimate $6 - $7 million Actual revenue generated would depend on how the district is set up and amounts levied to each property.	Council approve a Reso of Intention for Preliminary Engineer Report and then Mail Box Ballot vote by property owners required. If all approved levy will go on the FY11-12 property tax bills	The following cities have a citywide assessment district: Sacramento, Pittsburg, San Diego, Palos Verdes, Ojai, Concord, Hermosa Beach, Dublin, Citrus Heights	SB used to have a citywide district that paid for all street lighting, and street sweeping. Various units of assessments were levied for single family homes condos, apartments, mobile homes, vacant lots, and commercial/industrial to spread the costs equitably. In 1994, graffiti removal and tree trimming were added to the assessment district (with street sweeping and street lighting) and it was extended for 3 years. In 1997, the district expired and no action was taken to extend it because of Prop 218. Revenue in FY 96-97 was $4.2 million.
12	**Property Based Improvement District (PBID)**	Special Assessment on business owners in a given area to pay for shared costs like increased security	None	Council approve a Reso of Intention for Prel Engineer Report and then Mail Box Ballot vote by property owners required. If all approved levy will go on the FY11-12 property tax bills		This concept may be useful in the down town area for such things as security or parking

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STRATEGIES REQUIRING 2/3 VOTER APPROVAL - REVENUE COLLECTION COULD BEGIN IN FY 2011-2012						
13	**Establish a Library/Parks Parcel Tax**	A parcel tax is a special tax on a parcel or unit of real property. A parcel tax is not based on the value of property but rather it is usually a flat per-parcel charge. A parcel tax is charged to fund a specific purpose such as libraries, parks, and public safety.	Revenue generated would depend upon the structure of the parcel tax and the amount charged per unit. Estimated revenue to generate from a $100 unit charge is about $7,000,000	Council would need to adopt resolutions by 8/2/10 to be able to place item on the 11/2/10 ballot. If item is approve on 11/2/10 then it is estimated that the City would receive increased revenue starting in January 2011.	Many jurisdictions have parcel taxes for various purposes. City of Rancho Cucamonga has a Library and Fire parcel tax.	In 2005 the City proposed a library parcel tax (Measure S - Library Relief Act failed with a 55.3% yes vote). In 2003 a similar measure (Measure O), failed with a 52% yed vote. The proposed rates charged were based on land use: Single family and condominium was 1 unit per parcel, all other residential units which includes multi-family; mobile homes, vacant lots was .65 unit, and non-residential (industrial and commercial) was charged 2.5 units.
ESTIMATED ADDITIONAL REVENUES FROM FEES						
14	**Increase Business Fire Inspection Fee**	Current fee is $25, average cost to provide the service is $257	$392,000 if the fee is increased from $25 to $100 (assuming 54% collection rate)	Staff in the process of reviewing all fees for possible updates to the Master Fee Resolution for Council approval to implement for 7/1/10	Colton - $90 Riverside - $136 Ontario is - $120	Higher fee costs could impact development
15	**Technology Fees for Various Departments**	Currently the City collects a technology fee for DS. Collecting a similar fee for other Depts would provide new funds to help pay for some of the technology needs of Depts	Unknown	Staff in the process of reviewing all fees for possible updates to the Master Fee Resolution for Council approval to implement for 7/1/10		Higher fee costs could impact development
16	**Adjust various Dept. Fees as justified**	The City has various fees charged per the current Master Fee Resolution and these should be reviewed and updated as needed.	$50,000	Staff in the process of reviewing all fees for possible updates to the Master Fee Resolution for Council approval to implement for 7/1/10		Impacts from fee increases would depend on what fees are adjusted.
ESTIMATED ADDITIONAL REVENUES FROM MISC OTHER IDEAS						
17	**Sell the Convention Center to EDA**	Currently the City owns the Convention Center that is tied to the hotel down town. EDA has expressed an interest in purchasing the convention center from the City	The property was appraised at $2.4million according to EDA	Mayor and Council Approval		This is one time revenue to the City.
18	**Audits of Sales Tax, Property Tax, UUT, TLT, Business Registration, Franchise Fees**	Ongoing audits are currently performed	Additional revenues from audits varies from year to year depending on audit findings	On going annual audits are being continued on these revenues each year (Continual, on going. No action needed at this time)	Most jurisdictions follow this same on going audit process	No action needed at this time.
19	**Business Inspection Program**	Require an inspection of a building by Code prior to it being occupied so that violations are identified and fixed prior to a business moving in	Unknown	Mayor and Council Approval		Requires additional analysis.

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20	**R.V Permit Program**	Require a city permit to allow R.V. parking within residential neighborhoods.	$100/annual permit	Mayor and Council Approval		Requires additional analysis.
21	**Charge a fine for Unauthorized Signs**	Charge a fine for unauthorized (unpermitted) signs.	$45,000	Drafts program is in the City Attorney's Office pending review	Riverside and Corona	Initial fine for first infraction would be $100.
22	**Charge a fine for Yard Sale Permits**	Charge a fine for unauthorized (unpermitted) yard sale permits.	$14,000 was included in the FY 2009-2010 budget for a Yard Sale Permit program	Drafts program is in the City Attorney's Office pending review	Redlands, Ontario, Fontana, Yucaipa	Yard Sale Permit would be issued at a cost of $15.
23	**Crash Recovery Fee**	Bill out of area drivers for the local costs of cleaning up traffic accidents	$500 - $2000 per incident	Mayor and Council Approval		Need to work with the City Attorney Office to determine if this type of fee is allowed. Staff would have to determine how these costs are captured and then billed. Policy may impact people wanting to come visit our City.