Your Corona Police Department is a team made up of good men and women who do much more than provide policing to our community. Statistics show in 2019 our team handled 259,444 incoming and outgoing calls, responded to 83,701 calls for police service of which 22,880 were in-progress felonies and 48,509 emergency 911 calls. Our Police responsibilities provide animal services, emergency communications for police and fire, parking control, traffic enforcement, school safety, investigative services, youth diversion, homelessness outreach, and proactive patrol among a myriad of other community services. However, these statistics and services account for only a portion of what the Police team contributes to our community.

The Corona Police team actively engages our community through programs that increase the safety and well-being of our residents, business owners and those enjoying our many activities. Prior to the COVID-19 pandemic, we brought new community engagements where we opened our “house” to our community in our Police Department Open House, engaged our pet loving community in our Dog Walker Program, engaged our youth in the summertime water play event at Cool Cops, consolidated our National Night Out event to the historical city hall, participated in the inaugural city Holloweekend event, and brought cheer to our seniors with Christmas Cheer with Seniors. Our team did all this while continuing to engage our community in Kids n’ Cops Holiday Magic, Pink Patch Project, Police Explorers, Cops and Clergy, Run with a COP, Night to Shine, Adopt a School and Read Across America.

Your Corona Police team is actively engaged in our community and our community is actively engaged in its Police Department. The Corona Police Community Partnership (CPCP) regularly meets to solicit community input for policing and to share our accomplishments and challenges. CPCP supported the scholarship of high school students and contributed to the purchase of Automated External Defibrillators (AED). Nearly 50 community members volunteer at the Police Department.

Corona PD recognized the national conversation on policing and issued a community letter, communicated our practices in Where We Stand infographic, highlighted our extensive community engagement, published the entire department policy, and published the 2019 Independent Review of Enforcement Operations and Management.

This Strategic Plan was developed prior to onset of the COVID-19 global pandemic. However, the goals of the plan are as important and necessary today as they were before the pandemic. Our goals encompass keeping Corona as one of the safest cities, maintaining a well-trained and engaged team, investing in our people, employing technology, and continually reviewing our practices, procedures, and policies.

Your Corona Police Department team strives for “Excellence in Policing.” This goal is not only on our vehicles but also in every call for service we respond to.
MISSION STATEMENT
To achieve excellence in policing, we will ensure safety and security of the public through strong community partnerships and investment in our people.

VISION
We will accomplish our mission by remaining proactive in our partnerships with the community, enforcement of the law, training, and commitment to excel as an organization.

VALUES
We value all members of our organization and our community. We are committed to providing exceptional public service, and do so with Integrity, Respect, Accountability, and Teamwork.

PILLARS OF SUCCESS

INTEGRITY
Being truthful and ethical is what we do, what we say, and what we say we do in both our personal and our professional lives.

RESPECT
We are committed to our profession and will always respect one another and the community that we serve.

CHARACTER
We never compromise our integrity. We will maintain a strong work ethic and be trustworthy, accountable, and dependable.

TEAMWORK
When we work together to achieve our mission, the department and community will grow stronger. Together, we are better.

SERVICE
We are loyal and committed to our community, to our profession, and to each other.
## Police Department Factors

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018*</th>
<th>2019*</th>
<th>% From Previous Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Sworn Officers</td>
<td>177</td>
<td>153</td>
<td>157</td>
<td>159</td>
<td>162</td>
<td>162</td>
<td>162</td>
<td>148</td>
<td>154</td>
<td>4.05%</td>
</tr>
<tr>
<td>Number of Civilian Staff</td>
<td>60</td>
<td>61.5</td>
<td>62</td>
<td>65</td>
<td>66</td>
<td>69</td>
<td>69</td>
<td>66</td>
<td>66</td>
<td>0.00%</td>
</tr>
<tr>
<td>Officers-per-Thousand Residents</td>
<td>1.15</td>
<td>0.99</td>
<td>1</td>
<td>1</td>
<td>1.01</td>
<td>0.97</td>
<td>0.96</td>
<td>0.88</td>
<td>0.91</td>
<td>3.41%</td>
</tr>
<tr>
<td>Population</td>
<td>158,489</td>
<td>160,955</td>
<td>162,396</td>
<td>163,341</td>
<td>166,819</td>
<td>168,574</td>
<td>170,041</td>
<td>168,574</td>
<td>170,041</td>
<td>0.87%</td>
</tr>
<tr>
<td>Citizen Calls for Service (Priority 1-3)</td>
<td>69,500</td>
<td>66,295</td>
<td>66,393</td>
<td>68,697</td>
<td>73,638</td>
<td>72,693</td>
<td>69,538</td>
<td>53,508</td>
<td>45,624</td>
<td>-14.73%</td>
</tr>
<tr>
<td>Officer Initiated (Priority 4)</td>
<td>45,698</td>
<td>33,535</td>
<td>36,053</td>
<td>40,127</td>
<td>36,456</td>
<td>37,983</td>
<td>36,795</td>
<td>32,126</td>
<td>37,562</td>
<td>16.92%</td>
</tr>
<tr>
<td>Violent Crime Arrests</td>
<td>200</td>
<td>210</td>
<td>162</td>
<td>170</td>
<td>213</td>
<td>185</td>
<td>223</td>
<td>264</td>
<td>292</td>
<td>10.61%</td>
</tr>
<tr>
<td>Property Crime Arrests</td>
<td>3536</td>
<td>4,143</td>
<td>3,440</td>
<td>3,441</td>
<td>3,727</td>
<td>3,693</td>
<td>3,297</td>
<td>3,264</td>
<td>3,482</td>
<td>6.68%</td>
</tr>
<tr>
<td>Emergency Response Times (Priority 1)</td>
<td>48 seconds</td>
<td>13 seconds</td>
<td>11 seconds</td>
<td>15 seconds</td>
<td>28 seconds</td>
<td>59 seconds</td>
<td>55 seconds</td>
<td>49 seconds</td>
<td>58 seconds</td>
<td>9 seconds</td>
</tr>
<tr>
<td>Emergency Calls (Priority 1)</td>
<td>4,738</td>
<td>4,414</td>
<td>4,283</td>
<td>4,315</td>
<td>4,232</td>
<td>4,398</td>
<td>4,393</td>
<td>4,148</td>
<td>3,940</td>
<td>-5.01%</td>
</tr>
<tr>
<td>Officer Availability</td>
<td>35%</td>
<td>35%</td>
<td>34%</td>
<td>33%</td>
<td>33%</td>
<td>34%</td>
<td>33%</td>
<td>34%</td>
<td>33%</td>
<td>34%</td>
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</table>

## Budget

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</tr>
</thead>
<tbody>
<tr>
<td>General Fund Expenditure</td>
<td>38.9 Million</td>
<td>41.2 Million</td>
<td>43.2 Million</td>
<td>46.5 Million</td>
<td>47.9 Million</td>
<td>44.8 Million</td>
<td>46.1 Million</td>
<td>2.90%</td>
</tr>
<tr>
<td>Department Expenditure</td>
<td>39.5 Million</td>
<td>40.2 Million</td>
<td>42.5 Million</td>
<td>44.2 Million</td>
<td>47.2 Million</td>
<td>48.7 Million</td>
<td>45.5 Million</td>
<td>46.7 Million</td>
</tr>
</tbody>
</table>

*Calls For Service Calculation Changed In 2018.
Over the years, several methods have been used to quantify sufficient police staffing in order to provide adequate law enforcement services and respond in an acceptable time to emergency (Priority 1) and other calls for service. Some of the associated factors could be response times, officer availability, any changes in crime rates, community concerns, patrol and or community configurations changes, and improvements in the economy. The Corona Police Department utilizes several methods to determine a sufficient staffing level. These methods are briefly described below.

The **Per Capita Approach** compares the number of officers per population – that is, an optimum officer rate – an agency may compare its rate to that of other regional jurisdictions or to peer agencies of a similar size. Advantages of the per capita approach include its methodological simplicity and ease of interpretation. The disadvantage of this method is that it addresses only the relative quantity of police officers per population, not how officers spend their time; the quality of their efforts; or community conditions, needs and expectations.

The **Minimum Staffing Approach** requires police managers to estimate a sufficient number of patrol officers that must be deployed at any one time to maintain officer safety and provide an adequate level of protection to the public.

The **Workload-Based Approach** is a more comprehensive attempt to determining appropriate workforce levels considering actual police workload. This approach systematically analyzes and determines staffing needs based upon actual workload demand, while accounting for service-style preferences and other agency features and characteristics. The workload approach also estimates future staffing needs by modeling the level of current activity.

Another important method to assess staffing levels is the tracking and reporting of **Response Times** to residents' calls for service. There have been numerous surveys for public expectations of what they consider an acceptable police response time. The majority of these have indicated that the public wants an emergency police response within five minutes or less. They are willing to wait longer for routine (non-life threatening) responses and response for report purposes only. The Police Department prioritizes its calls for service as Priority 1 (life-threatening), Priority 2 (urgent but non-life-threatening), Priority 3 (routine reports), and Priority 4 (generally officer-initiated activity, such as routine backups, traffic violations, and other miscellaneous activities).
GOALS & OBJECTIVES

1. GOAL: Prevent and Suppress Crime
   The basic mission of the Police Department is to prevent and suppress violent crime and property crime and apprehend criminal suspects. We strive to maintain Corona as one of the safest cities in the nation. Corona has consistently been rated as one of the safest cities by the annual Congressional Quarterly Report, which is based on the FBI Uniform Crime Reports for all cities over 75,000 populations.

   Recommendation: Perform Comp-Stat and Predictive Analysis on a daily, weekly and/or monthly basis as needed. Formulation of a FLEX Team for directed enforcement and problem-oriented policing.

   Performance Time Frame: Crime Analyst will continue to provide up-to-date crime trends and statistics directly to field personnel. By January 2021, a FLEX Team will be fully assembled and deployed.

2. GOAL: Attain Adequate Staffing Ratios
   The department will fill all full-time civilian and sworn staff vacant positions and should remain fully staffed in the future. The City of Corona’s current population is 170,041 with 154 authorized police officers estimated for July 1, 2020. An additional five officer positions will be added throughout the fiscal year, totaling 158 police officer positions in January 2021. Filling all current vacancies will remain a top priority over the next two years. Evaluate feasibility of increased professional staff in all department divisions. Evaluate and retain police/fire dispatcher staffing levels.

   Recommendation: Monitor population impacts as well as crime and response numbers when evaluating staffing needs. Evaluate overtime use vs. personnel costs and determine best practice for workgroups. Seek continuation of funding for any sworn public safety position where funding is ending either due to contract termination or state allocation changes, as demonstrated in the 2020 US Department of Justice COPS Grant. Reach out to local universities and college campuses for expanded recruitment demographic and internship opportunities. Strive to recruit qualified diverse candidates to match our community demographics. Need assessment and cost evaluation of an additional full-time Forensic Technician for ISD/FSD.

   Performance Time Frame: Review on an on-going basis and replace positions that are needed as they occur. Be proactive in filling anticipated vacancies due to retirements or long-term injuries. Field Service Division (Patrol) minimum staffing levels to be evaluated by January 1, 2021 in preparation for 2021-2022 Fiscal Budget preparation.

3. GOAL: Maintain an Emergency Response Time within Five-Minutes
   Surveys of the public around the nation have consistently shown that residents expect and evaluate the competence of a police department to respond to emergency (Priority 1) calls within five minutes or less.

   Recommendation: Crime analysts and other designated personnel will track and monitor crime analytics via available electronic systems monthly. They will report on emergency response times for emergency calls, statistical information on call increases or decreases, call load by Zones, response times by Zones, emergency response time for 90% of the calls,
and other associated activities. We will also evaluate, on a continuing basis, the size and configuration of Zones and patrol deployments to adjust to changing conditions to ensure efficiency and effectiveness. Explore redeployment opportunities; the hiring of additional Community Service Officers (CSO) for the Field Services Division will provide the community with a way to personally meet with a department representative in the field while allowing sworn officers to focus on crime prevention and suppression. This additional resource will increase our officers’ ability to reach priority calls within the five-minute recommendation.

**Performance Time Frame:** By January 2021, the department should hire two additional CSO’s in the Field Services Division, for a total of seven CSO’s. Continually evaluate the need for CSO’s and seek to hire an additional three by July 2022. Need assessment and cost evaluation of CSO’s in the Investigative Services Division (Traffic) to be completed by January 1, 2021.

4. **GOAL: Maintain and Enhance Partnerships**

Maintain and enhance programs and partnerships with the community, City departments and internal and external stakeholders. Seek partnerships with homeless outreach programs and mental health community-based organizations to enhance current policing strategies. Continued fostering and investment with such programs as Adopt-A-School, Run with ACOP, Chaplain Program, Public Safety Day, National Night Out, Police Volunteers, Crime Prevention, Corona Police-Community Partnership (CPCP), and K9 Raider-Facility Dog. Partnerships are instrumental and vital in accomplishing our mission.

**Recommendation:** Continue to explore partnership opportunities with the community, City departments and internal and external stakeholders. Enhance recruitment efforts within the community to better reflect the diversity of our citizens. Creation of a full-time professional staff Press Information Officer (PIO)/Social Media position to assist in community outreach and communications.

**Performance Time Frame:** Continue to explore partnership opportunities that support the mission of the Corona Police Department in providing excellence in policing. Need assessment and cost evaluation of a full-time professional staff Press Information Officer (PIO)/Social Media position to be completed by January 1, 2021.

5. **GOAL: Invest in our People**

We value each member of the Corona Police Department and believe that continued investment in our people is instrumental in the personal and professional development of the members of our organization and successful accomplishment of our stated mission of excellence in policing. We are committed to providing opportunity for continued education, training, mentorship and development. By doing so, our members will be well equipped to provide excellent service with Integrity, Respect, Accountability and Teamwork.

**Recommendation:** Assemble a committee to drive the development and delivery of the Succession Plan. Create an employee wellness program(s). Continued development of employee recognition programs. Be dedicated to effective and efficient communication at all levels throughout the organization. Continue Crisis Intervention/De-Escalation training
and implement an Implicit Bias/Principled Policing training program.

**Performance Time Frame:** Assemble a Succession Plan Committee by December 2020. Create an employee wellness program by January 2021. Evaluate and assess employee recognition programs on a continual basis. Complete an organizational survey on an annual basis to evaluate organizational communication efficiency and effectiveness, first survey to be completed December 2020. Communication survey shall be conducted each year during this strategic plan.

**GOAL: Animal Services & Enforcement**

Maintain and improve an Animal Control program that enforces City ordinances regarding the possession and control of the residents’ domestic animals. Animal Control Officers provide services to investigate and impound dangerous animals, animals that have bitten humans or other animals, and stray or unsecured animals. They also maintain adherence to vaccination laws, licensing, animal shelter services, veterinarian services, and related issues. Maintain and develop new partnerships with non-profit organizations to increase the chances for responsible pet adoption and the reduction of euthanasia rates.

**Recommendation:** Goal to remain as stated.

**Performance Time Frame:** An ongoing needs assessment and staffing evaluation will be conducted over the three-year process, focusing on any changes in animal or city population and animal control issues. Assess the need for a full-time licensing clerk employee. Continue to assess needs for the possibility of adding general assistants and/or volunteer community canvassers to ensure licensing and compliance with city animal licensing requirements. In year two, expand public awareness and education for spay/neuter and responsible adoptions to include an annual fundraising event.

**GOAL: Enhance In-House Technology and Equipment**

The Police Department is highly dependent on technology that improves employee productivity and ensures a high degree of service to the community. Such items as a new Computer Aided Dispatch (CAD) and Records Management System (RMS), property and evidence systems, employee scheduling, 9-1-1 system management, a unified Citywide camera system, Police Department web page, on-line crime reporting, our radio system, fixed Automatic License Plate Readers (ALPR), Text 911 system, pole cameras, reporting kiosks, and other related hardware and software are vital tools.

**Recommendation:** Complete implementation and installation of new CAD/RMS systems and evaluate the feasibility and opportunities to obtain fixed ALPR’s, pole cameras, portable tablets, a text 911 system, self-reporting kiosk and upgrade of jail computer system upgrade. Continue to support the Emerging Technology Committee to ensure the best and smart practices are sought for enhanced technology.

**Performance Time Frame:** Complete evaluations for the feasibility and opportunities to obtain fixed ALPR’s, pole cameras, portable tablets, a text 911 system, self-reporting kiosks and upgrade of jail computer systems by July 1, 2021.
GOAL: Budgetary Planning
Budgetary planning is critical at all times and the need for accountability and transparency is a must. City Finance will regularly report year-to-date budget status and associated data. The Department will continuously seek and identify potential revenue opportunities.

**Recommendation:** The Police Department will continue to manage its resources efficiently and effectively within the parameters of the annual adopted budget(s).

**Performance Time Frame:** Continue monthly monitoring and communication of the Police Department's overall budget, revenues, and fiscal impacts. Continue to enhance budget planning to account for future equipment and technology needs. Continue working with City Finance to promote system efficiency reviews and develop process improvements. Utilize the capital improvement plan (CIP) process for major facility up-keep. Continue to be proactive in grant opportunities and collaborative efforts with other City departments.

GOAL: On-Going Department Review of Practices, Procedures, and Policies
The Police Department must remain flexible and adaptive to change, such as criminal activity, changes in the cultural environment, citizen and business needs, and other situations that may arise. In addition, internal personnel support issues are of high importance to the organization. Employee superior performance, celebration of personal milestones, promotions, job satisfaction, and other related issues and accomplishments need to be continually recognized, implemented, and practiced in each year of this Strategic Plan.

**Recommendation:** Continue to review the 2019 Hillard Heintze Department Assessment and strive to achieve goals stated within. Meet standards of the Racial and Identity Profiling Act (RIPA) by January 2022. Enhance community engagement and trust through inclusion of select community members in department policy and program review.

**Performance Time Frame:** All facets of the organization must be involved with staying well informed of community needs and expectations of the Police Department. This can be achieved through regular meetings with various community groups, such as Neighborhood Watch, Corona Police-Community Partnership (CPCP), the Chamber of Commerce, clergy meetings, and business and manufacturing contacts, etc. Zone Lieutenants will ensure that Zone officers report on concerns that arise during their contacts with schools, businesses, victims of crimes, and other contacts that arise during police activities. Transparency and public partnership will be ensured and enhanced through the use of various means, such as social media expansion and on-going evaluation of technological means to communicate with the community. Create a Police Chief’s Advisory Panel by January 2021.