# City of Corona

# City Strategic Plan Progress Report

Report Created On: Jan 30, 2025

| 6 | 138 |
|---|---|
| Strategic Goal | Activity |

## Overall Summary

Status

| | % |
|---|---|
| On Track | 12.3 |
| Work Underway | 16.7 |
| Not Started | 1.4 |
| Upcoming | 2.9 |
| Completed | 66.7 |

**85%**
Progress

0          100

**Report Legend**    ⚠ **Priority**    No Update    ⏱ Overdue

**Strategic Goal 1**     Progress 92%

**Financial Stability  -** Ensure the City has adequate and sustainable funding to deliver high-quality services to residents.

| | % | # |
|---|---|---|
| On Track | 12.5 | 2 |
| Work Underway | 6.25 | 1 |
| Completed | 81.25 | 13 |

*Owner: Alex Mercado*

Objectives: 2      Activity: 16

**Activity 1.1.1**

Jul 01, 2020 - Jun 30, 2026      On Track      Progress 66%

Utilize the Strategic Plan as a framework to guide future financial decisions.

*Owner: Kim Sitton*

*Update provided by Kim Sitton on Dec 31, 2024 08:00:01*

Continuous item.

**Activity 1.1.2**

Jul 01, 2021 - Jun 30, 2022      Completed      Progress 100%

Develop a long-range financial forecasting model and plan based on needs and community assessments to ensure adequate capital reserves.

*Owner: Kim Sitton*

*Update provided by Kim Sitton on Apr 11, 2023 20:49:43*

Item completed in March 2021.  Information to be updated and maintained on an annual basis through the budget process to ensure adequate reserves.

**Activity 1.1.3**

Jul 01, 2023 - Jun 30, 2024      Completed      Progress 100%

Identify core services and service levels for both mandated and non-mandated services, determining resources needed to adequately support these services, and re-allocate the City budget to fully support these services.

*Owner: Kim Sitton*

*Update provided by Kim Sitton on Jun 30, 2024 19:51:13*

Completed in FY 2024 through the FY 2025 budget process.  The FY 2025 budget was adopted by the City Council on June 5, 2024.

**Activity 1.1.4**

| Jul 01, 2020 - Jun 30, 2026 | Work Underway |

Progress 33%

Pursue an AAA/Aaa/AAA GO Bond credit rating from S&P and Moody's & Fitch.

*Owner: Kim Sitton*

*Update provided by Kim Sitton on Dec 31, 2024 08:00:01*

Bond credit rating to be re-evaluated by rating agencies with the next bond issuance.

**Activity 1.1.5**

| Jul 01, 2022 - Jun 30, 2023 | Completed | Progress 100% |

Hold annual work sessions to identify potential cost savings and cost-containment opportunities.

*Owner: Kim Sitton*

*Update provided by Kim Sitton on Jul 11, 2023 19:03:58*

Department budget review meetings completed Feb/Mar 2023. Spring Financial Workshop held on April 13, 2023. FY 2024 budget process completed with City Council budget adoption on June 21, 2023.

**Activity 1.1.6**

| Jul 01, 2021 - Jun 30, 2022 | Completed | Progress 100% |

Proactively manage the City's pension liability debt.

*Owner: Kim Sitton*

*Update provided by Kim Sitton on Jul 11, 2023 19:06:21*

The issuance of POBs with an aggressive payoff schedule, the establishment of a section 115 pension stabilization trust, prefunding the trust with $30M and adopting a Pension Management Policy has effectively resolved this issue. Each fiscal year, the new CalPERS pension liability will be reviewed and addressed per the Pension Management Policy.

**Activity 1.1.7**

| Jul 01, 2020 - Jun 30, 2026 | Completed | Progress 100% |

Regularly review revenue sources to ensure a balanced, intentional allocation of revenue sources that protect against over-reliance on any single source of revenues.

*Owner: Kim Sitton*

*Update provided by Aminah Mears on Oct 31, 2023 21:42:48*

Annual evaluation through the budget process. FY 2025 revenue sources will be evaluated during the budget process, by June 30, 2024.

**Activity 1.1.8**

| Jul 01, 2021 - Jun 30, 2022 | Completed | Progress 100% |

Review and update City fees and set intentional cost recovery goals for City services.

*Owner: Kim Sitton*

*Update provided by Kim Sitton on Jul 11, 2023 19:07:46*

New fee schedule adopted March 2022. Fees implemented in various systems and completed May 2022.

### Activity 1.1.9

| Jul 01, 2020 - Jun 30, 2026 | On Track | Progress 66% |

Increase the percentage of services funded via external sources by proactively pursuing grants, partnerships, and other funding opportunities.

*Owner: Kim Sitton*

*Update provided by Kim Sitton on Dec 31, 2024 08:00:01*

Continuous item; working with departments to identify funding opportunities.

### Activity 1.1.10

| Jul 01, 2021 - Jun 30, 2023 | Completed | Progress 100% |

Create strategic reserve funds (e.g. redevelopment, land acquisition, business attraction, etc.) to achieve organizational objectives.

*Owner: Kim Sitton*

*Update provided by Alex Mercado on Oct 26, 2022 20:13:51*

Reserve fund created in the FY22 Budget

### Activity 1.2.1

| Jul 01, 2020 - Jun 30, 2026 | Completed | Progress 100% |

Utilize zero-based budgeting on a three-year cycle to identify cost savings, justify expenditures, and ensure well-constructed financial plans.

*Owner: Kim Sitton*

*Update provided by Kim Sitton on Jul 11, 2023 19:09:29*

Review of department budgets completed for FY 2024. Continuous item with annual review through budget process.

### Activity 1.2.2

| Jul 01, 2020 - Jun 30, 2026 | Completed | Progress 100% |

Implement new budgeting software to streamline the annual budget development process, reduce the timeline and resources needed, and enhance budgeting scenario capabilities.

*Owner: Kim Sitton*

*Update provided by Kim Sitton on Jul 11, 2023 19:10:02*

New software (Questica) utilized beginning with the FY 2022 budget.

### Activity 1.2.3

| Jul 01, 2022 - Jun 30, 2023 | Completed | Progress 100% |

Establish a process to track total grant funding received on an annual basis.

*Owner: Kim Sitton*

*Update provided by Kim Sitton on Jul 11, 2023 19:12:26*

Process to track grant funding is complete.

### Activity 1.2.4

| Jul 01, 2022 - Jun 30, 2023 | Completed | Progress 100% |

Enhance opportunities for resident participation in the budget process.

*Owner: Kim Sitton*

*Update provided by Kim Sitton on Jul 11, 2023 19:12:47*

Budget available in multiple languages; full day budget workshops; community survey to guide budget priorities.

### Activity 1.2.5

| Jul 01, 2020 - Jun 30, 2026 | Completed | Progress 100% |

Find ways to simplify budget information.

*Owner: Kim Sitton*

*Update provided by Kim Sitton on Jul 11, 2023 19:13:08*

Interactive budget implemented; continuous item.

### Activity 1.2.6

| Jul 01, 2021 - Jun 30, 2023 | Completed | Progress 100% |

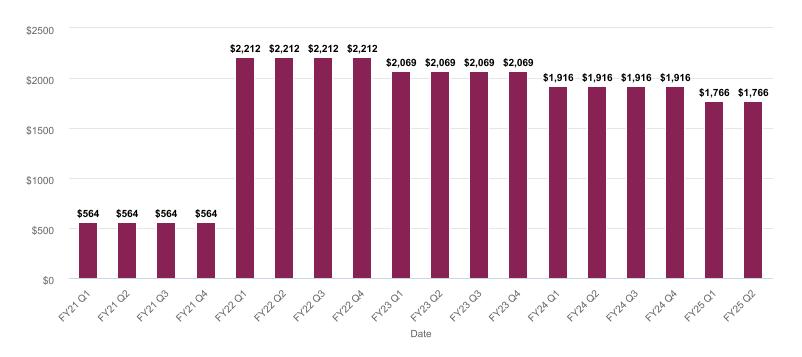Ensure budget information is available in both English and Spanish.

*Owner: Kim Sitton*

*Update provided by Kim Sitton on Jul 11, 2023 19:13:40*

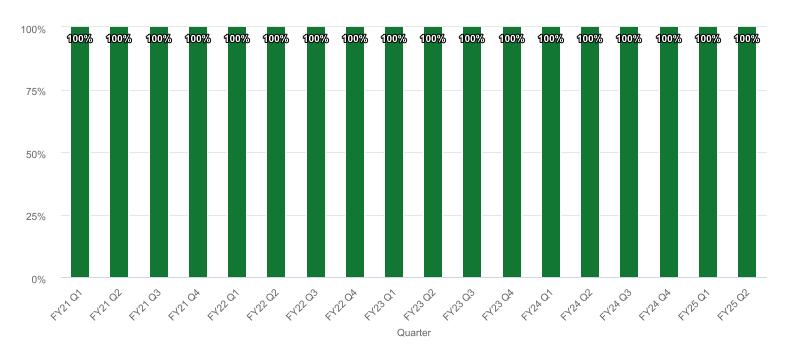Interactive budget document implemented in multiple languages in Q1 FY23.

# Outstanding debt per capita



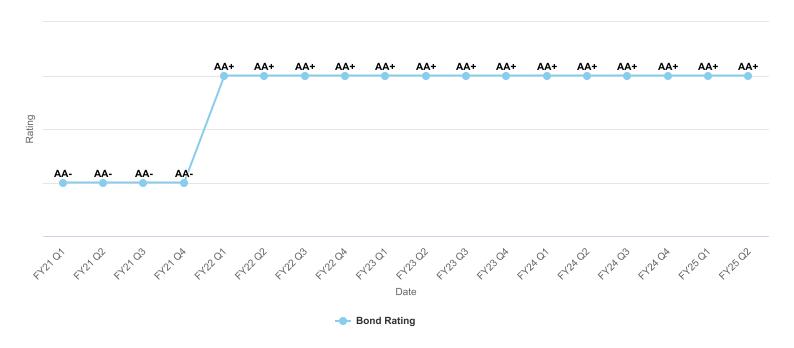| Date | Value |
|------|-------|
| FY21 Q1 | $564 |
| FY21 Q2 | $564 |
| FY21 Q3 | $564 |
| FY21 Q4 | $564 |
| FY22 Q1 | $2,212 |
| FY22 Q2 | $2,212 |
| FY22 Q3 | $2,212 |
| FY22 Q4 | $2,212 |
| FY23 Q1 | $2,069 |
| FY23 Q2 | $2,069 |
| FY23 Q3 | $2,069 |
| FY23 Q4 | $2,069 |
| FY24 Q1 | $1,916 |
| FY24 Q2 | $1,916 |
| FY24 Q3 | $1,916 |
| FY24 Q4 | $1,916 |
| FY25 Q1 | $1,766 |
| FY25 Q2 | $1,766 |

## % Major Operating Funds Maintaining Minimum Fund Balance

## Debt payments as a % of operating budget
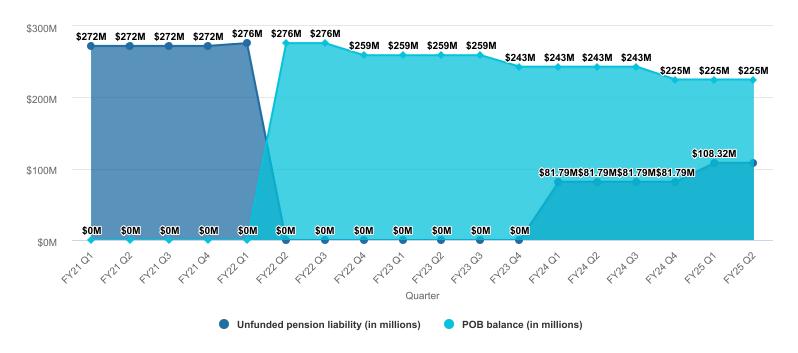
# GO Bond credit rating

## Percentage of GO Debt Capacity Used

## Unfunded Pension Liability/POB balance (in millions)



Legend:
- Unfunded pension liability (in millions)
- POB balance (in millions)

X-axis (Quarter): FY21 Q1, FY21 Q2, FY21 Q3, FY21 Q4, FY22 Q1, FY22 Q2, FY22 Q3, FY22 Q4, FY23 Q1, FY23 Q2, FY23 Q3, FY23 Q4, FY24 Q1, FY24 Q2, FY24 Q3, FY24 Q4, FY25 Q1, FY25 Q2

Unfunded pension liability data labels: $272M, $272M, $272M, $272M, $276M, $0M, $0M, $0M, $0M, $0M, $0M, $0M, $81.79M, $81.79M, $81.79M, $81.79M, $108.32M, —

POB balance data labels: $0M, $0M, $0M, $0M, $0M, $276M, $276M, $259M, $259M, $259M, $259M, $243M, $243M, $243M, $243M, $225M, $225M, $225M

## Diversity of revenue sources



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**Strategic Goal 2**     Progress 83%

**Strong Economy  -** Expand the local economy by supporting local businesses, providing opportunities for new businesses, and ensuring there are ample opportunities for job seekers.

*Owner: Alex Mercado*

| | % | # |
|---|---|---|
| Work Underway | 26.32 | 5 |
| Upcoming | 5.26 | 1 |
| Completed | 68.42 | 13 |

Objectives: 3      Activity: 19

### Activity 2.1.1

| Jul 01, 2021 - Jun 30, 2023 | Completed | Progress 100% |

Develop and implement an Economic Development Strategic Plan that provides a vision and framework for business attraction, expansion, development, and retention.

*Owner: Amanda Wicker*

*Update provided by Alex Mercado on Feb 23, 2023 23:07:35*

Plan adopted in August 2022. Efforts underway include planning for broker communications strategy, broker outreach, and grants program development.

### Activity 2.1.2

| Jul 01, 2022 - Jun 30, 2023 | Completed | Progress 100% |

Improve transparency and trust by creating a development handbook that explains the development review and approval process to community members and business owners.

*Owner: Joanne Coletta*

*Update provided by Joanne Coletta on Dec 21, 2023 23:36:32*

All flow charts have been completed and posted online.

### Activity 2.1.3

| Jul 01, 2022 - Jun 30, 2023 | Work Underway |

Progress 33%

Review and update the City's purchasing process to ensure it follows best practices and provides better opportunities for local vendors.

*Owner: Kim Sitton*

*Update provided by Kim Sitton on Dec 31, 2024 08:00:01*

The evaluation of current processes is underway. Staff is working on Municipal Code updates and process changes which are estimated to be completed in Quarter 1 of 2025.

### Activity 2.1.4

| Jul 01, 2021 - Jun 30, 2022 | Completed | Progress 100% |

Create a Police Officer Business Liaison program to engage local businesses, provide advice on crime prevention, and respond to concerns.

*Owner: Adam Roulston*

*Update provided by Donna Finch on Apr 21, 2023 01:01:32*

The program was rolled out in June 2021. To date, there are over 130 businesses registered in the program.

**Activity 2.1.5**

| Jul 01, 2021 - Jun 30, 2022 | Completed | Progress 100% |

Establish a process to promote local businesses as part of the City's ongoing communication and outreach efforts.

*Owner: Amanda Wicker*

*Update provided by Alex Mercado on Oct 26, 2022 20:17:43*

"Business Spotlight" e-newsletter launched April '21; dedicated marketing campaigns ongoing

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**Activity 2.2.1** 🕐

| Jul 01, 2021 - Jun 30, 2023 | Work Underway

Progress 51%

Partner with the Chamber in its Corona 2030 Plan for local job creation to reduce local unemployment.

*Owner: Ashley Zaragoza*

*Update provided by Tala Qasqas on Jan 31, 2025 00:50:28*

Staff entered into an annual agreement with the Chamber to carry out activities. Most recently, the City and Chamber partnered to host a HealthCare Workshop dedicated to support one of our top industries in the City and offer City resources and networking opportunities amongst their peers.

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**Activity 2.2.2**

| Jul 01, 2020 - Jun 30, 2026 | Work Underway

Progress 72%

Partner with regional workforce development boards to increase job opportunities.

*Owner: Ashley Zaragoza*

*Update provided by Tala Qasqas on Jan 31, 2025 00:50:52*

Staff continues to partner with the Riverside County Workforce Development Board, connecting local employers with opportunities to access subsidized training as well as recruitment support.

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**Activity 2.2.3**

| Jul 01, 2022 - Jun 30, 2024 | Completed | Progress 100% |

Craft an incentive strategy for businesses to locate in Corona.

*Owner: Amanda Wicker*

*Update provided by Arlene Hernandez on Jun 30, 2024 07:00:01*

Staff finalized an incentive strategy containing information on incentive types, performance standards, processes, and recommendations.

### Activity 2.2.4

| Jul 01, 2020 - Jun 30, 2021 | Completed | Progress 100% |

Develop entrepreneurial workshops and trainings that can be offered in English and Spanish.

*Owner: Amanda Wicker*

*Update provided by Alex Mercado on Oct 26, 2022 20:18:39*

Launched Emprendedor@s program in 2021 (90+ graduates to date); partnered with SCORE on English trainings; additional trainings planned for FY23.

### Activity 2.2.5

| Jul 01, 2021 - Jun 30, 2022 | Completed | Progress 100% |

Explore the creation of an economic development corporation in partnership with the Western Riverside Council of Governments (WRCOG).

*Owner: Amanda Wicker*

*Update provided by Alex Mercado on Oct 26, 2022 20:19:07*

WRCOG voted not to proceed in May '21.

### Activity 2.2.6

| Jul 01, 2020 - Jun 30, 2026 | Work Underway |

Progress 57%

Build partnerships and programs that support youth and adult development to ensure a prepared and skilled local workforce.

*Owner: Ashley Zaragoza*

*Update provided by Tala Qasqas on Jan 31, 2025 00:51:42*

City staff continues to foster opportunities for youth and adult workforce development. Staff is working alongside educational partners to develop programming for the upcoming innovation center.

### Activity 2.3.1

| Jul 01, 2021 - Jun 30, 2023 | Completed | Progress 100% |

Develop a Downtown Revitalization Plan (including new design guidelines & streetscape enhancements)

*Owner: Jess Garcia*

*Update provided by Alex Mercado on Feb 23, 2023 23:09:48*

Plan adopted in Sept. 2022. Implementation underway, including codifying Downtown Specific Plan to incorporate DRP vision and working with depts to carry out Action Plan

**Activity 2.3.2**

| Jul 01, 2020 - Jun 30, 2026 | Work Underway |

Progress 62%

Redevelop the Corona Mall Properties.

*Owner: Ashley Zaragoza*

*Update provided by Tala Qasqas on Jan 31, 2025 00:52:05*

The City of Corona acquired LAB owned properties and will work to secure tenants in the coming year. Two tenants are confirmed and will open in Spring 2025. Furthermore, the South Mall parking lot will begin construction in late January.

**Activity 2.3.3**

| Jul 01, 2022 - Jun 30, 2024 | Completed | Progress 100% |

Explore the feasibility of a facade improvement program.

*Owner: Amanda Wicker*

*Update provided by Arlene Hernandez on Jan 12, 2024 00:40:12*

Downtown Commercial Beautification Grant program set to launch in January 2024.

**Activity 2.3.4**

| Jul 01, 2022 - Jun 30, 2023 | Completed | Progress 100% |

Explore the feasibility of establishing a program to assist long-time Corona restaurants to open smaller scale operations in the downtown area.

*Owner: Amanda Wicker*

*Update provided by Amanda Wicker on Jul 13, 2023 22:06:24*

Staff has determined a program would be feasible, but would need to identify a viable funding source.  In FY 24, staff will be launching small business grant programs to support business retention and expansion in Corona and will encourage established Corona restaurants to explore a second location in the Downtown. Additionally, staff continues to research comparable programs offered by other California municipalities.

**Activity 2.3.5**

| Jul 01, 2021 - Jun 30, 2023 | Completed | Progress 100% |

Review and update the City's historic building guidelines and explore the establishment of a Historic Building Ordinance with clear preservation guidelines.

*Owner: Joanne Coletta*

*Update provided by Joanne Coletta on Sep 30, 2024 07:00:01*

Ordinance approved by Council on October 2, 2024.

**Activity 2.3.6**

Jul 01, 2021 - Jun 30, 2023      Completed      Progress 100%

Explore the benefits and feasibility of a discounted development fee structure for "historic home" infill developments in the Circle and historic areas within the redevelopment area.

*Owner: Joanne Coletta*

*Update provided by Alex Mercado on Feb 23, 2023 23:10:46*

Ordinance on discounted feed reduction approved by City Council in Q2.

**Activity 2.3.7**

Jul 01, 2021 - Jun 30, 2024      Completed      Progress 100%

Take steps to increase crime prevention within the downtown business district, including exploring the deployment of additional dedicated police officers.

*Owner: Adam Roulston*

*Update provided by Adam Roulston on Apr 18, 2024 21:22:32*

Responsibility moved to Capt. Fountain in FSD

**Activity 2.3.8**

Jul 01, 2025 - Jun 30, 2026      Upcoming

Explore opportunities to bring in additional hotels to support larger conferences, gatherings, and events.
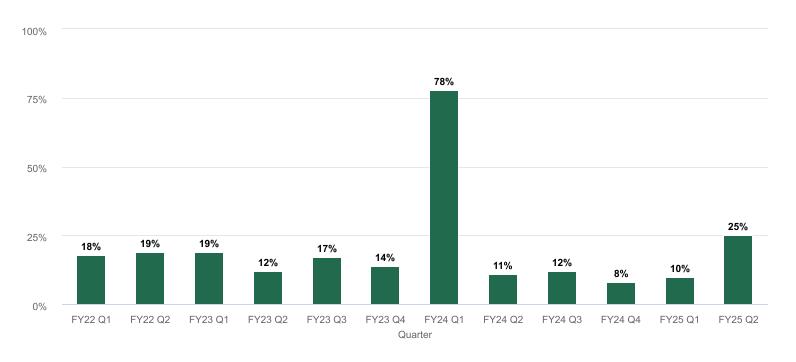
*Owner: Ashley Zaragoza*

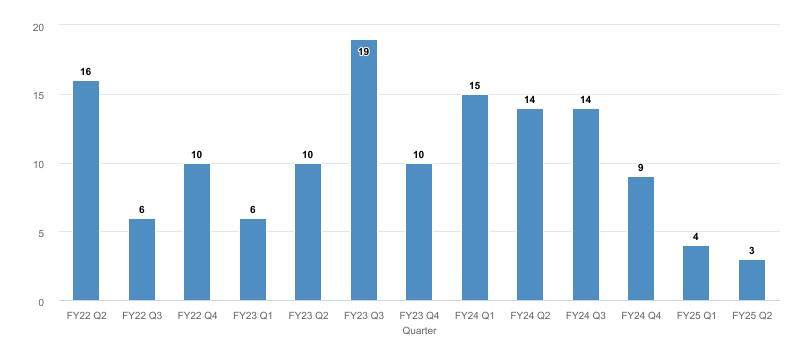*Update provided by Alex Mercado on Nov 08, 2022 17:21:30*

FY26

## % of small businesses that remain open one year after participating in various entrepreneurship programs
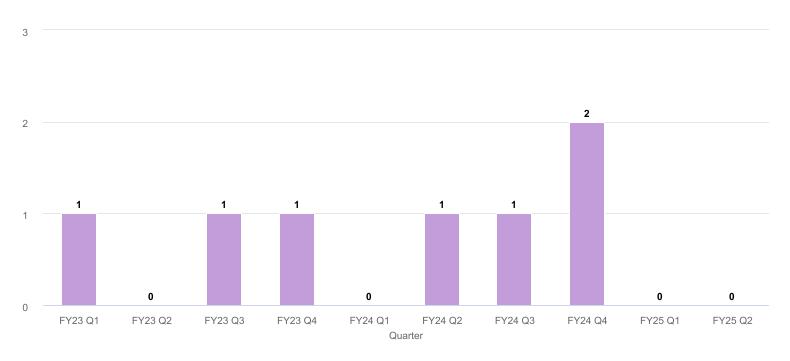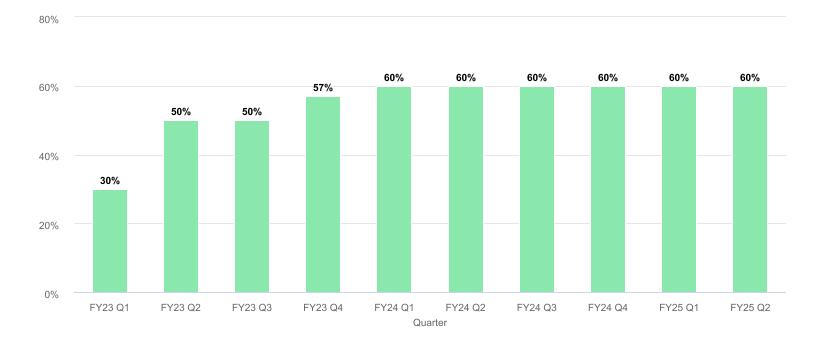
## % of commercial brokers engaged with

# # of businesses promoted



| Quarter | # |
|---|---|
| FY22 Q2 | 16 |
| FY22 Q3 | 6 |
| FY22 Q4 | 10 |
| FY23 Q1 | 6 |
| FY23 Q2 | 10 |
| FY23 Q3 | 19 |
| FY23 Q4 | 10 |
| FY24 Q1 | 15 |
| FY24 Q2 | 14 |
| FY24 Q3 | 14 |
| FY24 Q4 | 9 |
| FY25 Q1 | 4 |
| FY25 Q2 | 3 |

# # of site selection inquiries that resulted in business opening or expanding in Corona

## % of business resources that can be accessed in Spanish

Quarter

| Quarter | Value |
|---------|-------|
| FY23 Q1 | 30% |
| FY23 Q2 | 50% |
| FY23 Q3 | 50% |
| FY23 Q4 | 57% |
| FY24 Q1 | 60% |
| FY24 Q2 | 60% |
| FY24 Q3 | 60% |
| FY24 Q4 | 60% |
| FY25 Q1 | 60% |
| FY25 Q2 | 60% |

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**Strategic Goal 3**     Progress 67%

**Sound Infrastructure** - Sustain high quality service delivery by investing in public infrastructure, including parks, buildings, equipment, roads, and technology.

*Owner: Alex Mercado*

| Objectives: 3 | Activity: 16 |

| | % | # |
|---|---|---|
| On Track | 37.5 | 6 |
| Work Underway | 12.5 | 2 |
| Upcoming | 12.5 | 2 |
| Completed | 37.5 | 6 |

### Activity 3.1.1

| Jul 01, 2021 - Jun 30, 2023 | Completed | Progress 100% |

Review and revamp the Capital Improvement Plan (CIP) program to include all potential capital improvement projects (including street and sidewalk maintenance), whether funded or not, utilizing, a 10-year time horizon, and develop a prioritized implementation plan.

*Owner: Kim Sitton*

*Update provided by Kim Sitton on Jul 11, 2023 19:15:01*

CIP revamp process is complete with revised project criteria, prioritized ranking system, and 10-year timeline; CIP document was revised to remove over 200 programs and projects that do not meet the new criteria.   FY 2024 budget process completed with City Council budget adoption on June 21, 2023.

### Activity 3.1.2

| Jul 01, 2022 - Aug 31, 2026 | On Track | Progress 65% |

Develop an asset management program for all city infrastructure, including condition assessments, lifecycle determinations, and preventative maintenance program for major capital assets— including City buildings—to extend their lifecycle.

*Owner: Shawn Howard*

*Update provided by Shawn Howard on Dec 31, 2024 08:00:01*

AM Development Plan Completed and Budgetary Reporting/ Presentation being completed for Spring Workshop 2025

### Activity 3.1.3

| Jul 01, 2022 - Jun 30, 2025 | On Track | Progress 15% |

Develop a long-term capital reserve/asset management funding policy for maintaining and replacing infrastructure assets.

*Owner: Shawn Howard*

*Update provided by Shawn Howard on Dec 31, 2024 08:00:01*

Once the Budgetary Report is presented at Spring Workshop 2025, an AM long-term reserve with policy will be started

### Activity 3.1.4

| Jul 01, 2021 - Jun 30, 2022 | Completed | Progress 100% |

Develop a Fiber Optic Master Plan to guide the design, implementation, and management of the City's fiber optic assets and related infrastructure.

*Owner: Chris McMasters*

*Update provided by Alex Mercado on Oct 26, 2022 20:26:41*

SIFI Contract approved Dec '21

**Activity 3.1.5**

| Jul 01, 2023 - Jun 30, 2024 |   Completed        Progress 100%

Build an up-to-date Geographic Information System (GIS) inventory of all utility infrastructure.

*Owner: Greg Beringer*

*Update provided by Greg Beringer on Jan 11, 2024 23:34:00*

All utility data is considered up to date. The project has been completed.

**Activity 3.1.6**

| Jul 01, 2025 - Jun 30, 2026 |   Upcoming

Develop a Corporate Energy Management Plan to reduce costs and improve energy efficiency.

*Owner: Aminah Mears*

*Update provided by Alex Mercado on Oct 26, 2022 22:18:51*

FY26 Project

**Activity 3.2.1**

| Jul 01, 2025 - Jun 30, 2026 |   Upcoming

Develop long-term multi-modal transportation plan for traffic improvements, mitigation efforts, and expansion of alternative transportation options (including bicycle and pedestrian) to reduce reliance on fossil fuels.

*Owner: Rosalva Ureno*

*Update provided by Alex Mercado on Oct 26, 2022 22:19:11*

FY26 Project

**Activity 3.2.2**

| Jul 01, 2022 - Jun 30, 2023 |   On Track        Progress 75%

Modernize traffic cameras and explore utilization of Artificial Intelligence with traffic cameras to optimize traffic flows and improve responsiveness of traffic lights.

*Owner: Rosalva Ureno*

*Update provided by Aminah Mears on Jan 29, 2025 22:58:48*

Per Rosalvo Ureno - we have completed this task to "explore the utilization of AI..."  with the Traffic Signal Optimization project. we have completed design and are in the construction phase

**Activity 3.2.3**

| Jul 01, 2020 - Jun 30, 2026 | On Track | Progress 60% |

Advocate with Riverside County Transportation Commission (RCTC) and the State for transportation improvements that impact congestion within Corona.

*Owner: Savat Khamphou*

*Update provided by Savat Khamphou on Dec 31, 2024 08:00:01*

WRCOG approved $11.23 Million in additional TUMF funding at its regular executive committee meeting on October 7, 2024, for the McKinley Grade Separation Project.

**Activity 3.2.4**

| Jul 01, 2020 - Jun 30, 2026 | Completed | Progress 100% |

Continue efforts to embrace mixed-use developments that would place housing within walking distance of commercial centers and public transportation.

*Owner: Joanne Coletta*

*Update provided by Joanne Coletta on Apr 04, 2023 23:07:04*

City Council in Q3 approved objective development standards and design guidelines for High Density Residential and Mixed Use projects located within the city's commercial corridors and within access to public transportation.

**Activity 3.3.1**

| Jul 01, 2021 - Jun 30, 2023 | Completed | Progress 100% |

Develop a Parks and Recreation Master Plan

*Owner: Moses Cortez*

*Update provided by Sarah Arce on Oct 15, 2024 21:09:40*

The Parks and Recreation Master Plan is completed and has been adopted and approved by City Council. Projects have been entered into Questica.

**Activity 3.3.2**

| Jul 01, 2021 - Jun 30, 2023 | Completed | Progress 100% |

Develop Trails Master Plan for the City, including safety planning and planning for access points to Cleveland National Forest.

*Owner: Moses Cortez*

*Update provided by Sarah Arce on Oct 15, 2024 21:09:52*

The Trails Master Plan is completed and has been adopted and approved by City Council. Projects have been entered into Questica.

**Activity 3.3.3**

| Jul 01, 2021 - Jun 30, 2023 | Work Underway |

Progress 66%

Establish consistent quality and maintenance standards for City park and recreation facilities.

*Owner: Moses Cortez*

*Update provided by Sarah Arce on Dec 31, 2024 08:00:01*

Standards are still under revision to ensure that they coincide with the Master Plan standards and objectives.

**Activity 3.3.4**

| Jul 01, 2022 - Jun 30, 2024 | Work Underway |

Progress 66%

Utilize an asset management program to ensure that condition assessments, maintenance activities, and upgrades for park and recreation facilities are prioritized and completed in a timely manner.

*Owner: Moses Cortez*

*Update provided by Sarah Arce on Dec 31, 2024 08:00:01*

Individual meetings have begun and we are collecting estimated costs for asset replacements.

**Activity 3.3.5**

| Jul 01, 2020 - Jun 30, 2026 | On Track | Progress 66% |

Institute regular park inspections to proactively identify needed repairs, improvements, and required maintenance to ensure a consistent high-quality experience and develop an easy-to-read report card.

*Owner: Moses Cortez*

*Update provided by Sarah Arce on Dec 31, 2024 08:00:01*

Inspection reports have been updated in Nexgen and IT is ordering iPad's for the parks staff to begin reporting regular park inspections from the field in real time.

**Activity 3.3.6**

| Jul 01, 2020 - Jun 30, 2026 | On Track | Progress 66% |

Continue efforts to implement "park sponsorships" to increase funding and community support for parks.

*Owner: Moses Cortez*

*Update provided by Sarah Arce on Dec 31, 2024 08:00:01*

The Community Services Department continues to have successful responses from the community and local businesses to adopt our parks. Staff continues to promote the program and expand opportunities for park adoptions.

**Strategic Goal 4**   Progress 89%

**Safe Community** - Protect our quality of life by ensuring the community is safe and clean.

*Owner: Alex Mercado*

|  | % | # |
|---|---|---|
| On Track | 16.67 | 4 |
| Work Underway | 16.67 | 4 |
| Completed | 66.67 | 16 |

| Objectives: 5 | Activity: 24 |
|---|---|

### Activity 4.1.1  ⏱

| Jul 01, 2021 - Jun 30, 2023 | Work Underway |
|---|---|

Progress 50%

Upgrade and maintain the City's 911 system to ensure reliable emergency response.

*Owner: Paul Mercado*

*Update provided by Matthew Windish on Jan 21, 2025 21:33:07*

We continue to monitor progress on the state's Next Generation 911 (NG-911) system rollout. Recently, challenges at the state level have significantly delayed the implementation of this system. While these difficulties have slowed deployment, the state remains committed to NG-911 and is currently restructuring and remodeling the system to address identified issues and ensure its long-term success.

In the interim, we may be able to refresh our legacy 911 equipment. This approach would allow us to maintain reliable emergency call-handling capabilities while positioning the city to transition seamlessly to the NG-911 system when it becomes fully operational.

### Activity 4.1.2

| Jul 01, 2020 - Jun 30, 2026 | Completed | Progress 100% |
|---|---|---|

Identify the obstacles to reducing response times, implement solutions to meet or beat national benchmarks, track results, and report out publicly.

*Owner: Brian Young*

*Update provided by Robert Newman on Apr 11, 2023 20:17:52*

PD DIspatch amended protocols to more rapidly deploy units to calls for service. PD benchmarks are being met and regularly reported via Annual Report and through the City's Quarterly Reports.

### Activity 4.1.3

| Jul 01, 2021 - Jun 30, 2023 | Completed | Progress 100% |
|---|---|---|

Determine appropriate staffing levels for effective emergency response capability and address understaffing.

*Owner: Robert Newman*

*Update provided by Aminah Mears on Oct 31, 2023 21:54:10*

Police can now determine the percentage of time patrol officers are available for proactive service. The data shows officers' available time is hovering around 35%, which is consistent with data from 2019, indicating staffing levels are status quo. A goal will be to increase the availability so officers can continue to proactively patrol high crime areas and engage in significant community outreach and policing efforts. Staffing will constantly be evaluated to ensure the patrol response times are at or near five minutes for Priorty 1 calls for service.

### Activity 4.1.4

| Jul 01, 2021 - Jun 30, 2023 | Completed | Progress 100% |

Develop a process to scale emergency response to call type and need (i.e. low acuity response model in Fire).

*Owner: Brian Young*

*Update provided by Andrew Kim on Jan 11, 2024 23:30:40*

Project completed.

### Activity 4.1.5

| Jul 01, 2021 - Jun 30, 2024 | Work Underway |

Progress 75%

Explore opportunities to adopt best practices and computer aided dispatch systems.

*Owner: Paul Mercado*

*Update provided by Paul Mercado on Dec 31, 2024 08:00:01*

The needs assessment was completed. Command Staff will review the report and make a recommendation once we determine whether to stay or move on from our current CAD/RMS vendor.

### Activity 4.1.6

| Jul 01, 2020 - Jun 30, 2023 | Completed | Progress 100% |

Develop a plan to address chronic staffing issues in the dispatch call center.

*Owner: Robert Newman*

*Update provided by Aminah Mears on Oct 31, 2023 21:55:00*

Although staffing and mandatory overtime in dispatch remains challenging,  we are actively recruiting and have several potential new team members in the hiring process.  Additionally, two team members are in the training program; they are scheduled to complete their field training within the next serval months.

### Activity 4.1.7

| Jul 01, 2022 - Jun 30, 2023 | Completed | Progress 100% |

Develop a long-term funding strategy—including capital and operating reserve funds—for emergency service assets.

*Owner: Kim Sitton*

*Update provided by Aminah Mears on Oct 31, 2023 21:55:56*

Fire facilities plan added to scope of work for city facilities assessment and is currently in contracting phase; fire apparatus replacement plan is currently underway and included in both the FY 2023 and upcoming FY 2024 budget.

### Activity 4.1.8

| Jul 01, 2020 - Jun 30, 2026 | On Track | Progress 85% |

Expand resident engagement and involvement in police and fire support efforts (e.g., Citizens on Patrol, Neighborhood Watch)

*Owner: Adam Roulston*

*Update provided by Adam Roulston on Dec 10, 2024 15:54:54*

Community outreach team is now fully staffed and training.

### Activity 4.2.1

| Jul 01, 2021 - Jun 30, 2022 | Completed | Progress 100% |

Continue and enhance the City's Graffiti Removal program.

*Owner: Moses Cortez*

*Update provided by Bailey Ward on Apr 12, 2023 15:40:55*

The Facilities, Parks, and Trails Division is in the process of expanding the City of Corona's contract with graffiti removal vendor. Additional funding requests have been made for fiscal year 2024 to accommodate the growing need for graffiti removal services.

### Activity 4.2.2

| Jul 01, 2021 - Jun 30, 2022 | Completed | Progress 100% |

Improve the use of the SeeClickFix app to report issues.

*Owner: Moses Cortez*

*Update provided by Bailey Ward on Apr 12, 2023 18:22:31*

With the recent integration of QR codes in public outreach for the various master plans, the Maintenance area is seeking to expand QR code use to direct and encourage residents to report issues via SeeClickFix.

### Activity 4.2.3

| Jul 01, 2021 - Jun 30, 2022 | Completed | Progress 100% |

Enforce current anti-camping and trespassing ordinances.

*Owner: Adam Roulston*

*Update provided by Adam Roulston on Apr 18, 2024 21:23:20*

Responsibility moved to Capt. Fountain and FSD

### Activity 4.3.1

| Jul 01, 2021 - Jun 30, 2022 | Completed | Progress 100% |

Implement the Community Wildfire Protection Plan.

*Owner: Brian Young*

*Update provided by Alex Mercado on Oct 26, 2022 20:38:14*

Will be used as foundation for Fire Safe Council

## Activity 4.3.2 ⏱️

| Jul 01, 2022 - Jun 30, 2024 | Work Underway |

Progress 95%

Promote community involvement in identifying hazards and effective measures to reduce impacts.

*Owner: Brian Young*

Corona is actively involved in identifying hazards and implementing measures to reduce their impacts through various planning and community engagement initiatives. The city works closely with local, state, and federal agencies to ensure public safety, sustainability, and resilience. Here's a breakdown of how Corona addresses hazard identification and impact reduction:

1. Hazard Mitigation Planning:

   - The City of Corona participates in the Riverside County Multi-Jurisdictional Hazard Mitigation Plan (MJHMP). This plan helps identify potential hazards such as earthquakes, floods, wildfires, and severe weather, and outlines strategies for mitigating these risks. The next update is 2028.
   - The city uses hazard assessments to prioritize projects that reduce risks, such as improving flood control infrastructure, strengthening buildings against earthquakes, and creating firebreaks.

2. Emergency Response and Preparedness:

   - The Emergency Services Division (ESD)is responsible for coordinating disaster response and recovery efforts. ESD develops and regularly updates emergency plans, conducts training exercises, and educates the public on preparedness strategies.
   - The city holds emergency preparedness workshops and partners with organizations like the American Red Cross and Cal Fire to offer community education on hazard preparedness.

3. Public Safety Programs:

   - For fire risk reduction, the city has a Vegetation Management Program, which clears brush and other fire hazards in high-risk areas. Additionally, Corona is involved in the Ready, Set, Go! program that educates residents about wildfire safety.
   - To address flooding, the city monitors and maintains the stormwater drainage systems, participates in National Flood Insurance Program (NFIP), and promotes floodplain management practices to minimize flood risks.

4. Building Codes and Regulations:

   - Corona enforces building codes that are updated to include provisions for hazard-resistant design, particularly in areas prone to seismic activity or wildfires.
   - The city encourages sustainable development and green building practices that also contribute to resilience, such as permeable surfaces to manage stormwater runoff.

5. Community Involvement:

   - The city engages residents through outreach programs, including the Community Rating System (CRS) under FEMA's National Flood Insurance Program, which rewards communities

that actively promote flood hazard awareness and mitigation measures.
  - Public workshops, informational campaigns, and social media updates help keep the community informed about risks and safety measures.

6. Climate Change and Resilience Planning:

  - As part of broader resilience efforts, ESD is increasingly focused on the impacts of climate change, including higher temperatures, extreme weather events, and shifting patterns of natural hazards.
  - The city is working toward improving sustainability initiatives, such as increasing urban green spaces, encouraging energy-efficient building practices, and enhancing transportation systems to reduce greenhouse gas emissions and mitigate climate-related hazards

### Activity 4.3.3

| Jul 01, 2020 - Jun 30, 2026 |   Completed   Progress 100%

Hold annual safety drills for various emergency situations (e.g., fire, earthquake, or active shooter) for both staff and residents.

*Owner: Lee Shin*

*Update provided by Lee Shin on Mar 31, 2024 07:00:01*

These annual safety drills will continue to take place in the Fall of 2024.

### Activity 4.3.4

| Jul 01, 2021 - Jun 30, 2023 |   Completed   Progress 100%

Raise public awareness of local hazards and risks via a communication initiative.

*Owner: Lee Shin*

*Update provided by Brian Young on Apr 15, 2024 15:13:49*

New Alert and Warning system in place.

New Countytwide evacuation softwware.

### Activity 4.3.5

| Jul 01, 2020 - Jun 30, 2026 |   On Track   Progress 66%

Expand Community Emergency Response Team (CERT) trainings and build neighborhood-based CERT Teams.

*Owner: Lee Shin*

*Update provided by Lee Shin on Jan 22, 2025 23:46:26*

Teen CERT training will be conducted at Centennial High School in April/May of 2025.  This module will be for Freshman, Sophomores, Juniors, and Seniors.

### Activity 4.3.6

Jul 01, 2020 - Jun 30, 2026        On Track        Progress 66%

Provide preparedness training courses and certifications.

*Owner: Lee Shin*

*Update provided by Lee Shin on Jan 23, 2025 00:07:44*

Corona will offer a Spanish CERT class in April of 2025, and an English class in September of 2025.

## Activity 4.3.7

Jul 01, 2020 - Jun 30, 2026    Completed    Progress 100%

Host events that put preparedness skills to use.

*Owner: Lee Shin*

- Emergency Preparedness Expos and Workshops:

  - The city regularly hosts Emergency Preparedness Fairs or Expos where local emergency responders, including police, fire, and medical professionals, demonstrate preparedness techniques. These events may feature live demonstrations of first aid, fire safety, search and rescue, and evacuation procedures.
  - Workshops may also be organized to teach residents how to create emergency plans, assemble disaster supply kits, and maintain communication during an emergency.

- Community Emergency Response Team (CERT) Training:

  - CERT programs are commonly offered, providing residents with the skills to assist in their neighborhoods in the event of a disaster. Participants are trained in basic first aid, fire safety, light search and rescue, and disaster response. Some events may be interactive simulations where people get to practice these skills in mock disaster scenarios.

- Disaster Simulations and Drills:

  - The city may conduct mock disaster drills that simulate real-life emergency situations, like a large-scale earthquake or wildfire. These drills involve the participation of local emergency responders, community volunteers, and residents. Residents can practice skills such as sheltering in place, evacuating, or providing basic medical assistance in a simulated environment.
  - These drills help participants experience the stress and challenges of an emergency while practicing their skills in a safe environment.

- Fire Safety Events:

  - Events that focus specifically on wildfire preparedness or general fire safety are common in Southern California. The city might hold fire drills, demonstrations on how to create defensible space around homes, or information sessions on fire evacuation plans.
  - Community members may be encouraged to visit fire stations and learn about fire prevention tools or get a hands-on experience with fire extinguishers.

- Neighborhood Preparedness Challenges:

  - Sometimes the city organizes neighborhood preparedness challenges, where different neighborhoods compete to see who can develop the best emergency plan, assemble the most effective emergency supply kit, or demonstrate the fastest evacuation process. These events foster community collaboration and engagement, making preparedness feel more accessible and fun.

- First Aid and CPR Certification Classes:

- The city might partner with organizations like the American Red Cross or local healthcare providers to offer CPR and First Aid certification classes. These courses teach life-saving skills that are critical during an emergency when professional medical help may be delayed.

## Activity 4.3.8

| Jul 01, 2022 - Jun 30, 2023 | Completed | Progress 100% |

Create a Fire Safe Council to better equip residents to mitigate impacts of natural disasters.

*Owner: Brian Young*

*Update provided by Carmen Zambrano on Oct 12, 2023 23:25:36*

Bylaws, policies, and strategic plan complete. Website is now live FireSafecorona.org. Grant-funded marketing and education plan in development.

## Activity 4.4.1

| Jul 01, 2020 - Jun 30, 2026 | On Track | Progress 68% |

Implement the City's Homelessness Strategic Plan

*Owner: Karen Roper*

*Update provided by Tala Qasqas on Jan 29, 2025 00:20:36*

- CDP calls for service went up from 974 to 1582: The increase is due to a combination of community education to call dispatch when homeless issues surface in the city and as well as an increase in the number of street homeless in our city.

- Removal of debris went down from 580 to 325: Removal of debris is seasonal because the City is restricted by the Corps as to when we can remove debris from the riverbed due to the nesting season of the Least Bell's Vireo sparrow; therefore, some quarters are higher than others.

- Emergency shelter clients served went up from 160 to 293: Due to increased street homeless in our City, there is more regular use of the16 overflow beds at Harrison Hope Center (in addition to the regular 40 beds) as well as increased motel shelter placements through grant funding.

- Housing placements went from up 5 to 12: Increased successful housing placements are due to provision of landlord incentives and other flexible housing assistance from grant and city funds.

- Emergency shelter beds provided went up from 71 to 107: Due to increased street homeless in our City, there is more regular use of the16 overflow beds at Harrison Hope Center (in addition to the regular 40 beds) as well as increased motel shelter placements through grant funding.

- City Net Outreach and Engagements contacts went up from 57 to 130: This metric measures only those who finally said yes to engagement in some type of service. It takes many outreach touches before someone finally says yes to engagement in a service. The increase in engagements is also due to increased street homeless in the City and regular outreach from CPD HOPE and City Net.

**Activity 4.5.1**

| Jul 01, 2022 - Jun 30, 2023 | Completed | Progress 100% |

Develop a strategy to meet the mandated Regional Housing Needs Assessment residential unit numbers.

*Owner: Joanne Coletta*

*Update provided by Joanne Coletta on Jun 30, 2024 07:00:01*

Housing Element rezoning program completed in April 2024.

**Activity 4.5.2**

| Jul 01, 2022 - Jun 30, 2023 | Completed | Progress 100% |

Adopt a policy to approve and encourage high-density housing within designated areas of the City.

*Owner: Joanne Coletta*

*Update provided by Joanne Coletta on Apr 04, 2023 23:10:13*

City Council in Q3 approved an Affordable Housing Overlay zone and rezoned properties to allow high density residential and mixed use developments.

**Activity 4.5.3**

| Jul 01, 2020 - Jun 30, 2026 | Work Underway |

Progress 33%

Look for opportunities to facilitate the acquisition of sites to develop affordable housing for lower income households.

*Owner: Karen Roper*

*Update provided by Tala Qasqas on Jan 30, 2025 17:30:16*

No new update.

**Activity 4.5.4**

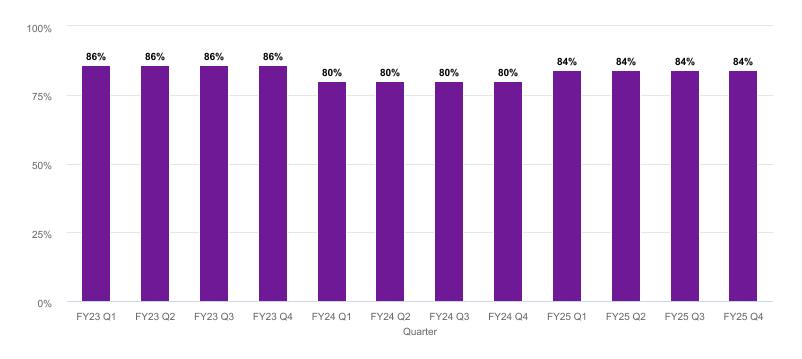| Jul 01, 2020 - Jun 30, 2026 | Completed | Progress 100% |

Develop affordable housing in areas that are within walking distance of public transportation and commercial services.
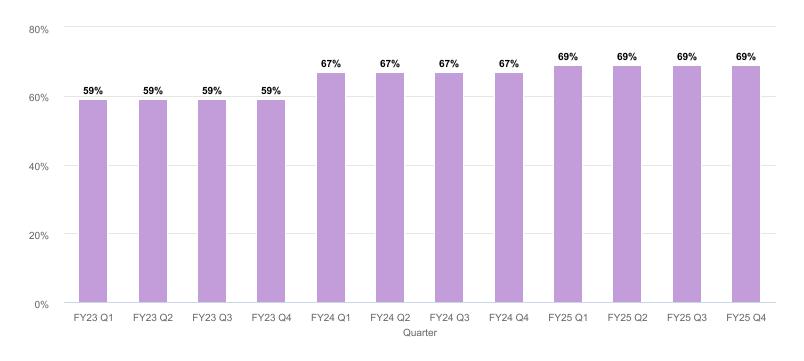
*Owner: Joanne Coletta*

*Update provided by Joanne Coletta on Apr 04, 2023 23:11:58*

City Council in Q3 approved an Affordable Housing Overlay Zone and rezoned properties to allow high density residential that would set aside units for low income households.
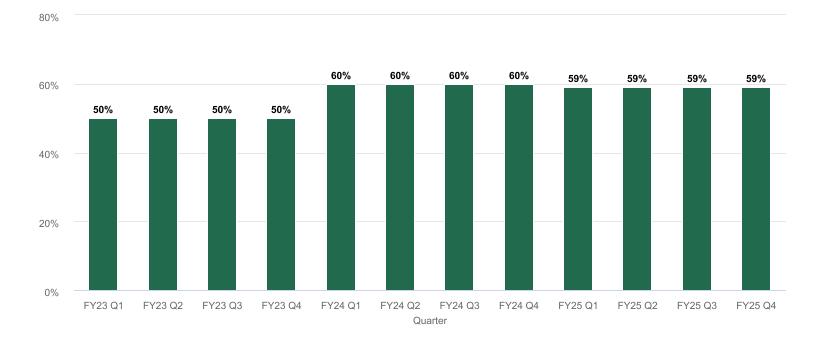
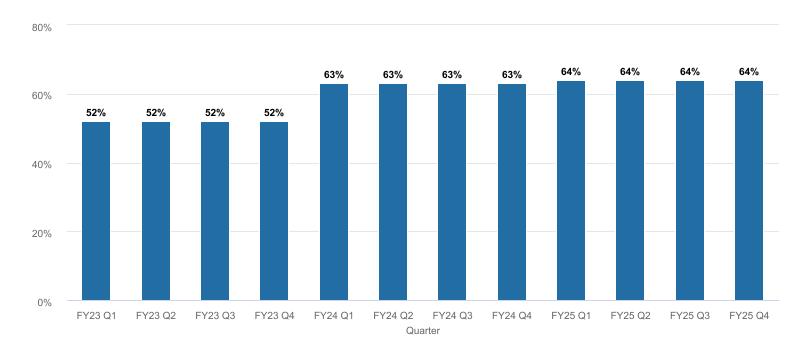## % of residents feeling very safe in their neighborhoods during the day

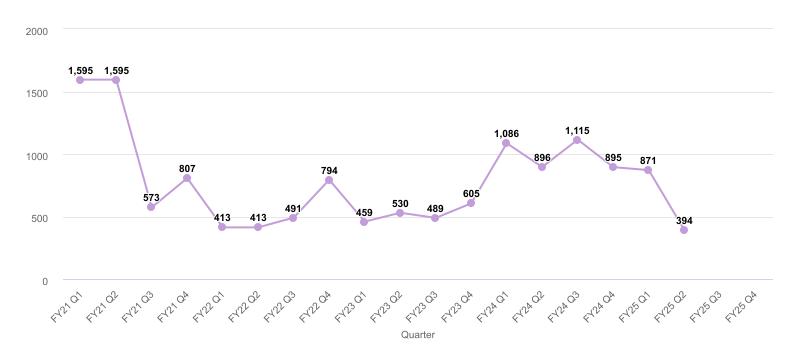## % Community satisfaction rating of public safety efforts

## % of residents rating the overall cleanliness of Corona as good or excellent
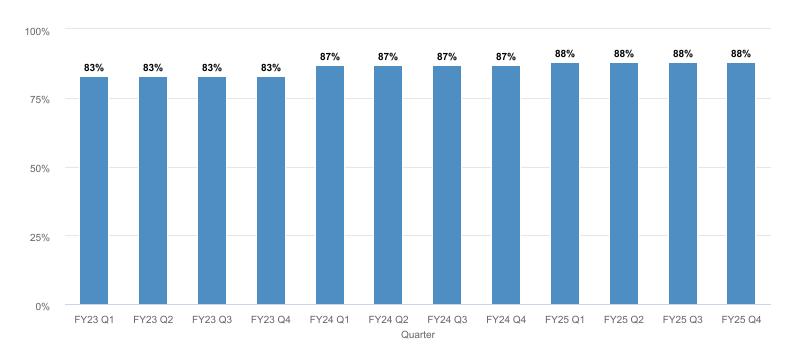
## % of residents rating the overall appearance of Corona as good or excellent



| Quarter | Value |
|---------|-------|
| FY23 Q1 | 52% |
| FY23 Q2 | 52% |
| FY23 Q3 | 52% |
| FY23 Q4 | 52% |
| FY24 Q1 | 63% |
| FY24 Q2 | 63% |
| FY24 Q3 | 63% |
| FY24 Q4 | 63% |
| FY25 Q1 | 64% |
| FY25 Q2 | 64% |
| FY25 Q3 | 64% |
| FY25 Q4 | 64% |

# Number of code compliance/property maintenance citations or warnings



Data points by Quarter:
- FY21 Q1: 1,595
- FY21 Q2: 1,595
- FY21 Q3: 573
- FY21 Q4: 807
- FY22 Q1: 413
- FY22 Q2: 413
- FY22 Q3: 491
- FY22 Q4: 794
- FY23 Q1: 459
- FY23 Q2: 530
- FY23 Q3: 489
- FY23 Q4: 605
- FY24 Q1: 1,086
- FY24 Q2: 896
- FY24 Q3: 1,115
- FY24 Q4: 895
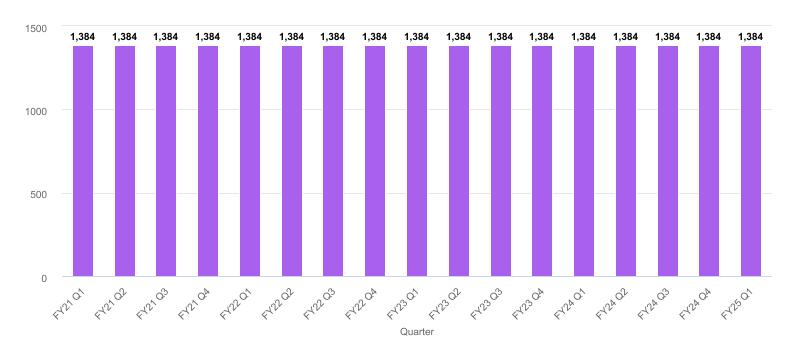- FY25 Q1: 871
- FY25 Q2: 394

Quarter

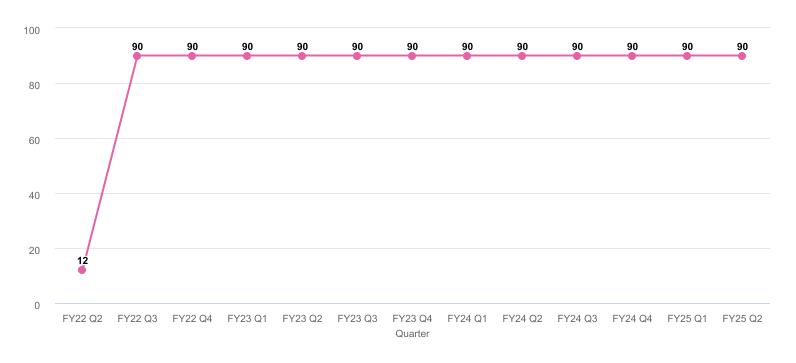## % of community members who report they are prepared for an emergency

## Annual number of residents taking part in emergency preparedness trainings. Events include CERT training and CPR classes

## Number of affordable housing units

# Number of permanent supportive housing units under development



**Strategic Goal 5**     Progress 85%

**Sense of Place** - Building community through celebrating our rich heritage, increasing access to recreational and cultural activities, and improving the relationship between the city and residents.

*Owner: Alex Mercado*

| | % | # |
|---|---|---|
| On Track | 5.26 | 1 |
| Work Underway | 36.84 | 7 |
| Completed | 57.89 | 11 |

Objectives: 3      Activity: 19

## Activity 5.1.1

| Jul 01, 2021 - Jun 30, 2023 | Completed | Progress 100% |

Increase large-scale recreation events (sports themed, food, etc.) that provide both social and economic benefits to the community.

*Owner: Jason Lass*

*Update provided by Mirna Romero on Jun 30, 2024 07:00:01*

Budget proposal for expanding our special events portfolio has been successfully adopted in Q4. Additional funds will support the planning and execution of special events to diversify our event formats to cater to a broader audience, ensuring wider visibility and participation.

## Activity 5.1.2

| Jul 01, 2021 - Jun 30, 2022 | Completed | Progress 100% |

Explore the option of forming a special event unit within the Community Services Department.

*Owner: Jason Lass*

*Update provided by Jason Lass on Jul 13, 2023 18:18:40*

Proposed year two Special Events division growth with additional staff, larger events, enhanced entertainment, and community engagement capacity.

## Activity 5.1.3

| Jul 01, 2022 - Jun 30, 2023 | Work Underway |

Progress 66%

Utilize volunteer-led hikes to help residents become familiar with trail and park opportunities in the community.

*Owner: Moses Cortez*

*Update provided by Sarah Arce on Dec 31, 2024 08:00:01*

The Community Services Department continues to implement and grow the Guided Hike program within the community and our Park Rangers. The next hike is scheduled 1/18/25 9am Winter Bird Walk on the Skyline and Hagador Trailhead.

## Activity 5.1.4

| Jul 01, 2022 - Jun 30, 2023 | Completed | Progress 100% |

Develop "on demand" registration capabilities to provide onsite registration or reservations at parks, fields, or facilities.

*Owner: Jason Lass*

*Update provided by Mirna Romero on Jun 30, 2024 07:00:02*

The Supplemental Insurance option is now functional. Staff is currently training on the use of this new feature.

**Activity 5.1.5**

| Jul 01, 2022 - Jun 30, 2024 | Completed | Progress 100% |

Develop an additional performing arts venue within the City and/or renovating the Historic Civic Center to become the City's premier performing and visual arts center.

*Owner: Jason Lass*

*Update provided by Mirna Romero on Jul 30, 2024 14:56:33*

New goal will be established based on direction of City Council to renovate HCC.

**Activity 5.1.6** ⏱

| Jul 01, 2022 - Jun 30, 2023 | Work Underway |

Progress 63%

Designate the Historic Civic Center as Corona's center for the arts and relocate all non-arts lessees.

*Owner: Joel Belding*

*Update provided by Aminah Mears on Jan 29, 2025 22:52:13*

Per Jason Lass, Researching similar arts facilities and working toward an HCC Operations Plan to present before Commission and Council in FY 25 Q3.

**Activity 5.1.7**

| Jul 01, 2020 - Jun 30, 2026 | Completed | Progress 100% |

Promote the use of public spaces for certain festivals or shows to showcase arts and culture.

*Owner: Jason Lass*

*Update provided by Mirna Romero on Jul 30, 2024 14:58:30*

Phase II application period closes July. Recommendations will be taken to Council in June. Program is ongoing.

**Activity 5.2.1**

| Jul 01, 2020 - Jun 30, 2022 | Completed | Progress 100% |

Review and revamp the City's calendar of signature community events to clarify the City's role, determine potential partners, and identify opportunities to celebrate diverse cultures.

*Owner: Jason Lass*

*Update provided by Jason Lass on Apr 11, 2023 20:22:52*

A revised and revamped City event calendar was presented to the Committee of the Whole on November 9, 2023. Staff have made recommendations for enhancement to the City's event schedule as part of the Fiscal Year 2024 budget.

**Activity 5.2.2**

| Jul 01, 2020 - Jun 30, 2026 | Completed | Progress 100% |

Update the Mills Act Landmark list.

*Owner: Joanne Coletta*

*Update provided by Joanne Coletta on Jun 30, 2024 07:00:01*

The city's landmark list is updated.  City is working on other amendments to the Historic Resources Ordinance to encourage more nominations for landmarks. Anticipated in September 2024.

### Activity 5.2.3

| Jul 01, 2020 - Jun 30, 2022 | Completed | Progress 100% |

Reimagine the City of Corona's brand, identity, and story, and identify opportunities to brand City facilities to instill a sense of pride and make them more welcoming.

*Owner: Shaughn Hull*

*Update provided by Cindy Solis on Oct 12, 2023 15:11:53*

On September 20th, Corona City Council provided final desired art direction of the City Seal. On October 4th, the Corona City Council reviewed the proposed Ordinance to amend the municipal code and adopt a new Corporate City Seal. The second reading will take place on October 19th, and the new City Seal will take effect 30 days later on November 17. Implementation will follow.

### Activity 5.2.4

| Jul 01, 2020 - Jun 30, 2022 | Completed | Progress 100% |

Pursue opportunities to highlight the contributions of Latinx, Asian, Indigenous, and Black residents to Corona's history, culture, and current community.

*Owner: Jason Lass*

*Update provided by Bailey Ward on Apr 12, 2023 15:24:33*

The Community Services Department have held Community Conversations for Hispanic Heritage and Black History Months. The City held its Community Conversations event for Black History Month on February 16, 2023. The next Community Conversations event will celebrate Asian American Pacific Islander (AAPI) Heritage Month and will be held on May 11, 2023

### Activity 5.3.1

| Jul 01, 2021 - Jun 30, 2022 | Completed | Progress 100% |

Ensure that City services can be accessed in both English and Spanish.

*Owner: Cindy Solis*

*Update provided by Alex Mercado on Oct 26, 2022 20:44:46*

Website translation, budget, Spanish and English PSAs, expanded bilingual pay.

### Activity 5.3.2 ⏱

| Jul 01, 2020 - Jun 30, 2022 | Work Underway |

Progress 60%

Improve the City website for ease of use.

*Owner: Shaughn Hull*

*Update provided by Tala Qasqas on Jan 29, 2025 00:35:38*

Work on the new website continues and is on track to launch before the end of the fiscal year.

**Activity 5.3.3**

| Jul 01, 2021 - Jun 30, 2022 | Work Underway |

Progress 70%

Identify opportunities to increase access to City services and spaces for people with disabilities.

*Owner: Savat Khamphou*

*Update provided by Nicole McDaniel on Jan 23, 2025 00:41:38*

Phase 3 is under construction and will be complete in February 2025.  Phase 4 will go out to bid in the next 2 months. Phase 5 design should start in the next quarter.

**Activity 5.3.4**

| Jul 01, 2021 - Jun 30, 2022 | Work Underway |

Progress 69%

Develop an implementation plan for ADA improvements to City facilities and ensure ADA-required improvements are included as part of the City's Capital Improvement Program planning.

*Owner: Savat Khamphou*

*Update provided by Nicole McDaniel on Jan 23, 2025 00:44:23*

The study will be complete by spring 2025. Projects prioritized summer of 2025.

**Activity 5.3.5**

| Jul 01, 2021 - Jun 30, 2022 | Work Underway |

Progress 66%

Explore the feasibility of expanding inclusive playground equipment across the City.

*Owner: Moses Cortez*

*Update provided by Sarah Arce on Dec 31, 2024 08:00:01*

The community services department is exploring additional opportunities to install inclusive playground equipment at additional park locations.

**Activity 5.3.6**

| Jul 01, 2020 - Jun 30, 2026 | On Track | Progress 66% |

Ensure robust engagement with a broad cross section of all segments of the community when developing plans for new or renovated parks and facilities.

*Owner: Moses Cortez*

*Update provided by Sarah Arce on Dec 31, 2024 08:00:01*

The Community Services Department is continuing community outreach and engagement efforts.

**Activity 5.3.7**  ⏱️

| Jul 01, 2021 - Jan 01, 2025 |  Work Underway

Progress 50%

Increase the City's support, coordination, and partnerships to enhance veteran services and programs.

*Owner: Aminah Mears*

**Activity 5.3.8**

| Jul 01, 2021 - Jun 30, 2022 |  Completed     Progress 100%

Develop an Equal Employment Opportunity plan to ensure the City workforce reflects the racial and gender diversity of the community.
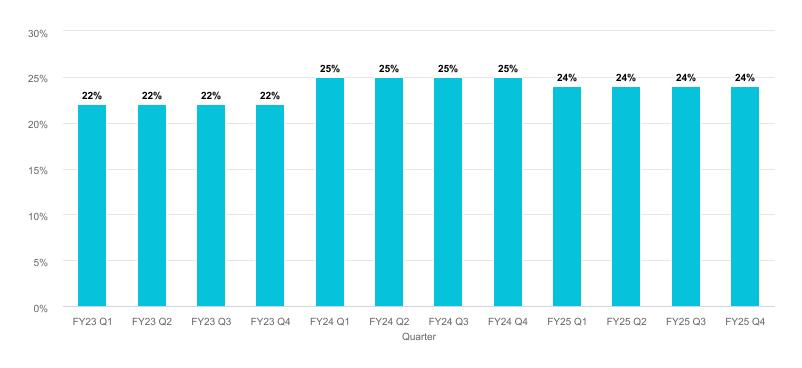
*Owner: Lori Sassoon*

*Update provided by Tala Qasqas on Jan 31, 2025 00:55:22*

 project is going to be re-bid and we anticipate award in April 2025
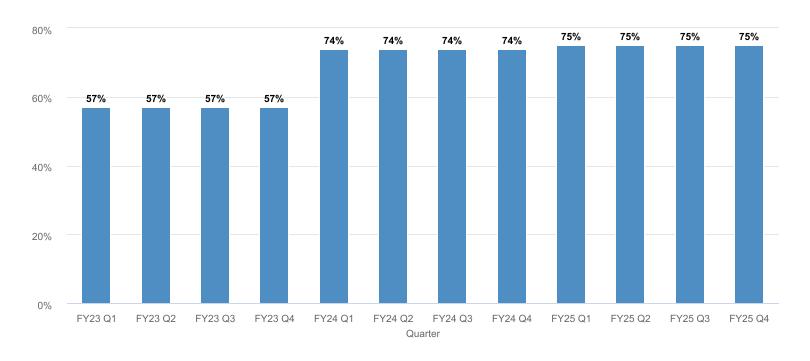
*Update provided by Angela Rivera on Mar 09, 2023 19:34:32*

The EEOP is complete and has been communicated to all employees.

# % of residents who volunteered time to some group/activity in Corona at least once last month

## % of residents rating the community's openness and acceptance towards people of diverse



- - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - -

**Strategic Goal 6**    Progress 86%

**High-Performing Government -** Improve the efficiency and effectiveness of the City's services to bring government into the 21st century.

*Owner: Alex Mercado*

| Objectives: 5 | Activity: 44 |

| | % | # |
|---|---|---|
| On Track | 9.09 | 4 |
| Work Underway | 9.09 | 4 |
| Not Started | 4.55 | 2 |
| Upcoming | 2.27 | 1 |
| Completed | 75.0 | 33 |

**Activity 6.1.1**

| Jul 01, 2020 - Jun 30, 2026 | Completed | Progress 100% |

Review the Strategic Plan annually and track goals through established performance indicators to provide a framework for budget decisions.

*Owner: Aminah Mears*

*Update provided by Jacob Ellis on Dec 20, 2022 15:28:05*

Quarterly and Annual Reporting process now in place.

**Activity 6.1.2**

| Jul 01, 2024 - Jun 30, 2025 | On Track | Progress 90% |

Fully revise the Strategic Plan every four years and include multiple stakeholders in the planning process.

*Owner: Aminah Mears*

*Update provided by Aminah Mears on Jan 29, 2025 22:22:56*

stll on track

**Activity 6.1.3**

| Jul 01, 2021 - Jun 30, 2026 | On Track | Progress 90% |

Develop annual department work plans based on the Strategic Plan and the City's budget.

*Owner: Aminah Mears*

*Update provided by Aminah Mears on Jan 29, 2025 22:25:43*

NM has worked with departments to fully update their work plans and to update quarterly.

**Activity 6.1.4**

| Jul 01, 2020 - Jun 30, 2026 | Completed | Progress 100% |

Ensure annual reporting on Strategic Plan and departmental work plan milestones and performance measures.

*Owner: Aminah Mears*

*Update provided by Aminah Mears on Oct 31, 2023 22:06:30*

Quarterly reports ongoing; the first Annual Report was published on October 10, 2023. FY24 qtr 1 report completed.

**Activity 6.1.5**

| Jul 01, 2020 - Jun 30, 2026 | Completed | Progress 100% |

Use the open data portal to increase transparency and help residents engage with City government.

*Owner: Chris McMasters*

*Update provided by Alex Mercado on Feb 23, 2023 23:23:15*

Ongoing updates are made to the open data portal; recent changes have been made to community development and homeless dashboard pages.

### Activity 6.1.6

| Jul 01, 2020 - Jun 30, 2026 | Completed | Progress 100% |

Quantify results from programs to drive process improvements and evaluation efforts.

*Owner: Aminah Mears*

*Update provided by Alex Mercado on Oct 26, 2022 21:16:14*

Performance indicators established for major services.

### Activity 6.2.1

| Jul 01, 2020 - Jun 30, 2022 | Completed | Progress 100% |

Develop an external communication plan to tell our story, build trust between the City and residents, help people get to know their City on a personal level, remember our history, and build a sense of pride by leveraging social media, internet, print, and other forms of two-way communication and engagement with residents.

*Owner: Shaughn Hull*

*Update provided by Alex Mercado on Oct 26, 2022 21:10:41*

Plan presented at the May '21 Council Study Session.

### Activity 6.2.2

| Jul 01, 2020 - Jun 30, 2022 | Completed | Progress 100% |

Establish regular community satisfaction surveys to gather statistically significant data, track residential concerns over time, and ensure that services and service levels are consistent with community needs and wants.

*Owner: Aminah Mears*

*Update provided by Justin Tucker on Jan 02, 2024 15:45:49*

2023 Community Survey completed in Fall 2023 with 972 responses. Survey results were presented to City Council in October 2023.

### Activity 6.2.3

| Jul 01, 2020 - Jun 30, 2026 | Completed | Progress 100% |

Proactively pursue, and incorporate, resident input into all major planning efforts.

*Owner: Anne Turner*

*Update provided by Anne Turner on Apr 11, 2023 20:25:48*

All planning efforts by the Community Services Department have incorporated significant input from the Corona Community. Multiple surveys were launched for each initiative, including but not limited to electronic surveys, paper surveys, social media engagement, leaves in the parks, pop-up events, and door-knocking.  Regular discussions are also held with the Parks and Recreation Commission, the Library Board of Trustees, and the Trails Work Group.

### Activity 6.2.4

| Jul 01, 2020 - Jun 30, 2022 | Completed | Progress 100% |

Increase the frequency, quality, and quantity of resident feedback and engagement that better reaches the "silent majority," as well as diverse and historically underrepresented communities.

*Owner: Shaughn Hull*

*Update provided by Andrew Kim on Jan 16, 2024 20:40:31*

Per Shaughn Hull, this activity is complete as it is ongoing and his department continues to improve the output of his department.

### Activity 6.2.5

| Jul 01, 2021 - Jun 30, 2022 | Completed | Progress 100% |

Promote volunteerism through the creation of a volunteer strategy and recognition program to encourage, recognize, support, and enhance volunteer efforts.

*Owner: Jason Lass*

*Update provided by Bailey Ward on Apr 12, 2023 15:28:14*

New Volunteer Program Coordinator position established in Community Services Department; monthly volunteer orientations hosted in person; website updated with all city volunteer opportunities; volunteer recognition event held in September 2022; continuing to grow volunteerism in Corona.

### Activity 6.3.1

| Jul 01, 2020 - Jun 30, 2026 | Completed | Progress 100% |

Conduct annual employee engagement surveys and establish standard internal metrics to track engagement.

*Owner: Lori Sassoon*

*Update provided by Alex Mercado on Feb 23, 2023 23:24:08*

Employee Engagement Survey completed June '22; results shared with Directors; Department Action Plans developed to address challenges.

### Activity 6.3.2

| Jul 01, 2020 - Jun 30, 2022 | Completed | Progress 100% |

Ensure competitive salaries and benefits by reviewing classification and compensation every three to five years and make appropriate adjustments based on data.

*Update provided by Alex Mercado on Oct 26, 2022 21:15:11*

Class and Comp. Study completed.

### Activity 6.3.3

| Jul 01, 2021 - Jun 30, 2022 | Completed | Progress 100% |

Develop stronger performance management processes, including consistent annual performance evaluations for all staff to ensure accountability, professional conduct, and adaptation to change.

*Update provided by Alex Mercado on Feb 23, 2023 23:24:18*

Electronic Performance Evaluation launched, and training completed by Managers and Supervisors.

**Activity 6.3.4**

| Jul 01, 2021 - Jun 30, 2022 | Completed | Progress 100% |

Establish career development plans for all staff members.

*Update provided by Alex Mercado on Feb 23, 2023 23:24:27*

Career development plans developed and included in annual performance evaluation process.

**Activity 6.3.5**

| Jul 01, 2021 - Jun 30, 2022 | Completed | Progress 100% |

Create a formalized staff training and development program on a wide range of topics, with a focus on increasing management skills for supervisors.

*Owner: Alejandro Martinez*

*Update provided by Alejandro Martinez on Jul 12, 2023 23:08:33*

Program content was reviewed by Assistant City Manager Brett Channing and updates were made to the program. On 7/6/23 he said that the program is ready to go.

**Activity 6.3.6**

| Jul 01, 2023 - Jun 30, 2024 | Completed | Progress 100% |

Explore the option of instituting an employee mentoring program that pairs new staff with seasoned mentors.

*Owner: Alejandro Martinez*

*Update provided by Andrew Kim on Mar 31, 2024 07:00:01*

Program implemented and currently hosting the first round of this program.

**Activity 6.3.7**

| Jul 01, 2022 - Jun 30, 2023 | Completed | Progress 100% |

Review and revamp the employee wellness program.

*Owner: Lori Sassoon*

*Update provided by Angela Rivera on Jul 20, 2023 16:17:14*

The wellness program is established, and a committee has been created for every category.

**Activity 6.3.8**

| Jul 01, 2022 - Jun 30, 2023 | Completed | Progress 100% |

Develop a new Employee Orientation that reinforces organizational values, goals, and helps provide an exciting onboarding experience.

*Owner: Alejandro Martinez*

*Update provided by Kelsey Kenz on Jun 26, 2023 15:47:35*

New Hire Orientation complete. Launched 6/27/23.

**Activity 6.3.9**

| Jul 01, 2022 - Jun 30, 2023 | Work Underway |

Progress 70%

Review, revise, and simplify personnel policies to improve readability, reduce the number of policies, and embrace forward-thinking employment policies and practices that will enhance the City's ability to attract, reward, and retain top talent.

*Owner: Lori Sassoon*

*Update provided by Aminah Mears on Jan 29, 2025 23:32:44*

Per Nicole M. - Draft 1 of the personnel manual is complete and undergoing revisions.

**Activity 6.3.10**

| Jul 01, 2021 - Jun 30, 2023 | Completed | Progress 100% |

Streamline and simplify the process for recruiting and hiring new employees to reflect best practices.

*Owner: Alejandro Martinez*

*Update provided by Kelsey Kenz on Jul 03, 2023 16:31:42*

Hiring Guide submitted for approval.

**Activity 6.3.11**

| Jul 01, 2021 - Jun 30, 2023 | Completed | Progress 100% |

Establish a staff recognition program/policy and a retiring employee recognition program/policy to recognize the amazing efforts across the organization and thank long-time employees who are retiring from service.

*Update provided by Angela Rivera on Jul 20, 2023 16:15:35*

Employee recognition is complete.

**Activity 6.4.1**

| Jul 01, 2020 - Jun 30, 2026 | Not Started | Progress 0% |

Conduct periodic third-party audits in key service areas.

*Owner: Kim Sitton*

*Update provided by Kim Sitton on Dec 31, 2024 08:00:02*

Item to be completed on an as-needed basis

**Activity 6.4.2**

| Jul 01, 2025 - Jun 30, 2026 | Upcoming

Clearly define levels of service and develop metrics to gauge the City's success or failure at meeting or improving upon service levels.

*Owner: Aminah Mears*

*Update provided by Alex Mercado on Nov 08, 2022 17:23:06*

FY26

**Activity 6.4.3**

| Jul 01, 2020 - Jun 30, 2026 | On Track   Progress 60%

Implement quality improvements, service modifications, or program closures as needed.

*Owner: Aminah Mears*

*Update provided by Aminah Mears on Jan 29, 2025 22:26:48*

Ongoing: services and programs continue to be reviewed annually; modifications are implemented as needed.

**Activity 6.4.4**

| Jul 01, 2022 - Jun 30, 2025 | Work Underway

Progress 50%

Move Voiceover IP Operations to the Cloud.

*Owner: Jim Aukerman*

*Update provided by Jim Aukerman on Jan 29, 2025 22:38:49*

We've now rolled out Teams phone/calling with IT & Communications Dept with more departments to come.  We are also in the process of doing a POC with Five9 which is a Contact Center solution.

**Activity 6.4.5**

| Jul 01, 2022 - Jun 30, 2023 | Completed   Progress 100%

Develop a concierge program for building permits.

*Owner: Joanne Coletta*

*Update provided by Joanne Coletta on Apr 04, 2023 23:16:42*

The Department successfully recruited full time positions at the permit counter to assist customers with permits and to monitor review times on plan reviews based on the city's established review times.

**Activity 6.4.6**

| Jul 01, 2020 - Jun 30, 2021 | Completed   Progress 100%

Utilize customer survey reviews where possible, including for plan check and building inspections.

*Owner: Joanne Coletta*

*Update provided by Alex Mercado on Oct 26, 2022 21:11:38*

Survey auto generated for every customer.

**Activity 6.4.7**

| Jul 01, 2021 - Jun 30, 2026 | Completed | Progress 100% |

Meet periodically with representatives of the local building and development industry to discuss issues of mutual concern.

*Owner: Joanne Coletta*

*Update provided by Joanne Coletta on Apr 04, 2023 23:18:06*

First meeting in 2022.  Additional meetings to be scheduled.

**Activity 6.4.8**

| Jul 01, 2020 - Jun 30, 2026 | Completed | Progress 100% |

Build a high-performing team between Council and City management.

*Owner: Jacob Ellis*

*Update provided by Alex Mercado on Oct 26, 2022 21:16:53*

Orientations, workshops, and more implemented and ongoing.

**Activity 6.4.9**

| Jul 01, 2020 - Jun 30, 2025 | Completed | Progress 100% |

Review and clarify roles and responsibilities of the Council, staff, Commissions, and Committees.

*Owner: Aminah Mears*

*Update provided by Alex Mercado on Feb 23, 2023 23:26:43*

Orientation materials updated for new elected and appointed officials; orientation to take place after the addition of new Council members following an election.

**Activity 6.4.10**

| Jul 01, 2021 - Jun 30, 2022 | Completed | Progress 100% |

Increase accountability by establishing standard annual performance reporting to Council

*Owner: Aminah Mears*

*Update provided by Alex Mercado on Oct 26, 2022 21:14:13*

Regular quarterly reports implemented in Q1 '22.

**Activity 6.4.11**

| Jul 01, 2020 - Jun 30, 2026 | Completed | Progress 100% |

Hold bi-annual Council workshops for policy making and financial planning.

*Owner: Aminah Mears*

*Update provided by Alex Mercado on Feb 23, 2023 23:27:17*

Workshops held Fall '20, Spring '21, Fall '21, Spring '22, Fall '22, Spring '23.

## Activity 6.4.12

| Jul 01, 2020 - Jun 30, 2023 | Completed | Progress 100% |

Enhance state and federal advocacy efforts using contract lobbyists and dedicated staff support.

*Owner: Aminah Mears*

*Update provided by Carmen Zambrano on Aug 14, 2023 20:40:37*

New federal lobbyist now under contract and beginning onboarding with Council and Staff. Additionally, supporting departments with grants.

## Activity 6.4.13

| Jul 01, 2021 - Jun 30, 2026 | Completed | Progress 100% |

Pursue meaningful award and certification opportunities to evaluate municipal services and better demonstrate the talent, commitment, outcomes achieved by the City for its residents.

*Owner: Justin Tucker*

*Update provided by Nicole McDaniel on Jan 22, 2025 16:37:48*

IT plans to submit an application for the Smart 20 awards, time permitting. Applications are due January 24, 2025.

## Activity 6.4.14

| Jul 01, 2021 - Jun 30, 2022 | Completed | Progress 100% |

Develop a management cycle calendar to ensure effective, efficient sequencing of key annual organizational processes.

*Owner: Jacob Ellis*

*Update provided by Alex Mercado on Oct 26, 2022 21:14:33*

Mgmt. cycle calendar completed and reviewed regularly

## Activity 6.4.15

| Jul 01, 2022 - Jun 30, 2025 | Work Underway |

Progress 40%

Replace the Enterprise Resource Planning (ERP) system.

*Owner: Mike Enriquez*

*Update provided by Kyle Edgeworth on Jan 30, 2025 18:55:27*

Planning, strategic analysis, resource planning and knowledge transfer have been completed. Implementation to begin next month.

## Activity 6.4.16

| Jul 01, 2022 - Mar 31, 2025 | Work Underway |

Progress 40%

Finalize the development of the Electronic Document Management System (EDMS).

*Owner: Mike Enriquez*

*Update provided by Kyle Edgeworth on Jan 29, 2025 22:40:51*

Finishing implementation.

### Activity 6.4.17

| Jul 01, 2021 - Jun 30, 2025 |   On Track   Progress 65%

Increase the number of online options for all major City services that can be offered virtually

*Owner: Mike Enriquez*

*Update provided by Aminah Mears on Jan 29, 2025 22:16:27*

The City's Utility billing portal, which will provide a richer user experience when citizens are paying their utilities project was completed in Fy 25 Quarter 2.

Currently, working on We are also working with the Utilities Department to implement processes allowing customers to make online payments for utility permits.

### Activity 6.5.1

| Jul 01, 2023 - Jun 30, 2024 |   Completed   Progress 100%

Develop a program to recognize and reward innovations and efficiency gains created by employees.

*Owner: Alejandro Martinez*

*Update provided by Aminah Mears on Jan 29, 2025 22:04:01*

This program has been developed and implemented. In September 2024, the CMO launched the "What's your big idea" contest to employees citywide. Employees were given the opportunity to submit an idea that could save money and/or improve a process in a city department. Winners were chosen and announced January 9, 2025.

### Activity 6.5.2

| Jul 01, 2020 - Jun 30, 2026 |   Completed   Progress 100%

Review and restructure City departments as needed to improve efficiency and achieve organizational objectives.

*Owner: Jacob Ellis*

*Update provided by Alex Mercado on Oct 26, 2022 21:18:04*

Major restructure completed Q1 FY22.

### Activity 6.5.3

| Jul 01, 2023 - Jun 30, 2024 |   Completed   Progress 100%

Improve the quality and consistency of customer service, by training staff on basic standards.

*Owner: Alejandro Martinez*

*Update provided by Kelsey Kenz on Oct 02, 2023 16:10:21*

Customer Service training was held 9/12-9/14.

### Activity 6.5.4

| Jul 01, 2022 - Jun 30, 2023 |   Completed   Progress 100%

Promote collaboration by forming more cross-departmental teams to help solve problems, manage large projects, and get people working together.

*Owner: Aminah Mears*

*Update provided by Donna Finch on Apr 25, 2023 23:53:22*

Cross-departmental teams formed for several projects and programs, including CIP Revamp, Business Process Mapping project, and Wellness Committee.

**Activity 6.5.5**

Jul 01, 2024 - Jun 30, 2025 | Not Started | Progress 0%

Evaluate workspace layouts in the building to identify ways to improve teamwork, collaboration, and information sharing through better physical layout.
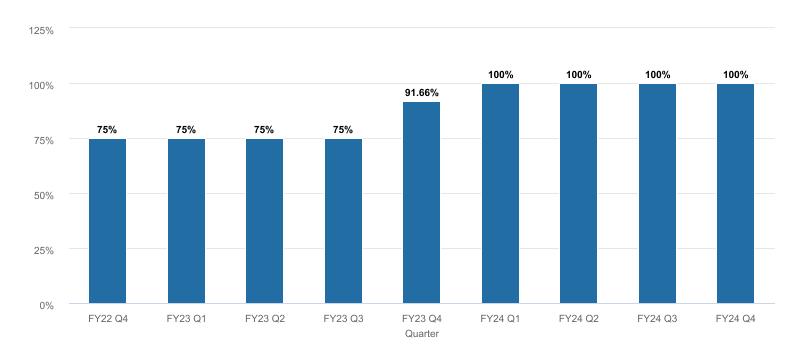
*Owner: Aminah Mears*

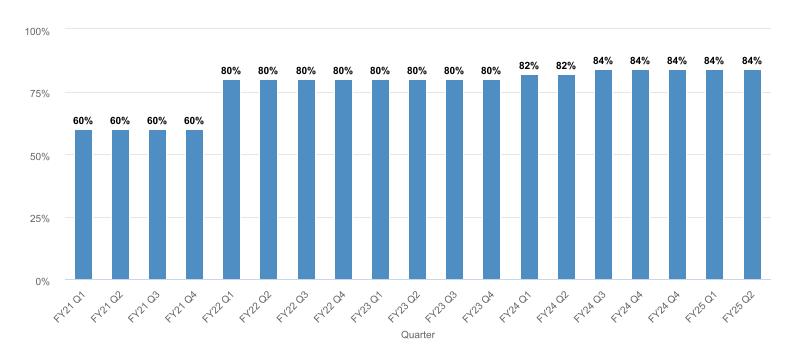*Update provided by Aminah Mears on Jan 29, 2025 22:06:01*

Not started yet.

*Last Update: Jul 01, 2024 16:33:13*

## % of employees agreeing or strongly agreeing that they would recommend the City as a place to work

## % of major City services that are offered virtually

# Employee turnover rate