



## **City Strategic Plan Progress Report**

Report Created On: Oct 23, 2025

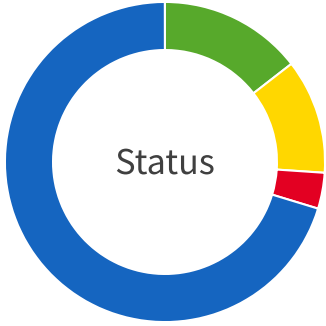
6

Strategic Goal

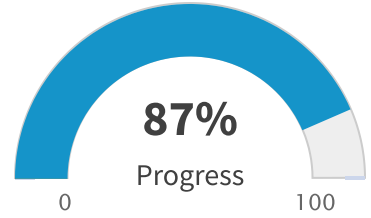
138

Activity

### Overall Summary



	%
On Track	14
Work Underway	12
Not Started	4
Completed	70



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	13	2
Work Underway	6	1
Completed	81	13

Owner: Alex Mercado

Objectives: 2

Activity: 16

**Activity 1.1.1** 

Update provided by Kim Sitton on Sep 30, 2025 07:00:01

Continuous item.

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

**Activity 1.1.2**

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.

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

**Activity 1.1.3**

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.

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

**Activity 1.1.4** 

Update provided by Kim Sitton on Sep 30, 2025 07:00:01

The City's POBs are rated AA+ in September 2021 by S&P. Water Revenue Bonds are rated AA in September 2025 by S&P, and Wastewater Revenue Bonds are rated AA+ in September 2025 by S&P. Bond credit rating to be re-evaluated by rating agencies with the next bond issuance.

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

**Activity 1.1.5**

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.

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

### 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 Sep 30, 2025 07:00:01

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: Julie Kennicutt

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: Julie Kennicutt

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: Julie Kennicutt

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: Julie Kennicutt

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%

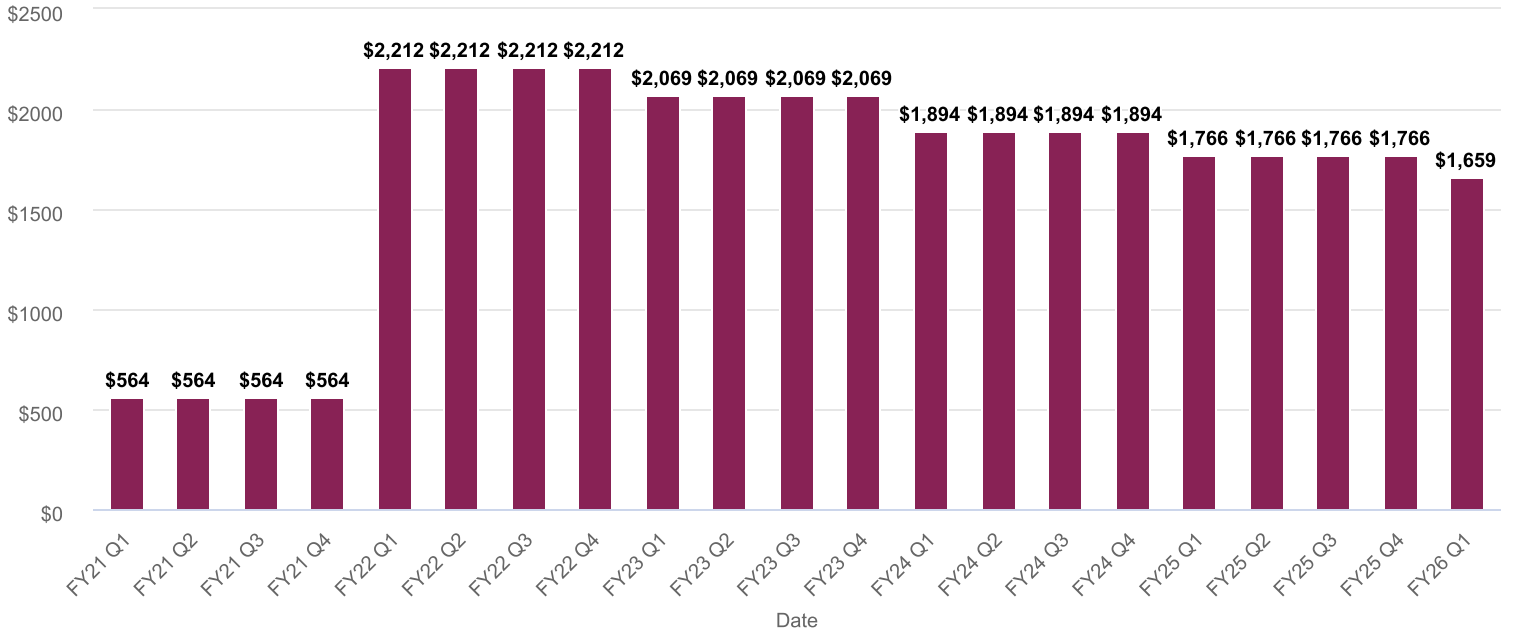
Ensure budget information is available in both English and Spanish.

Owner: Julie Kennicutt

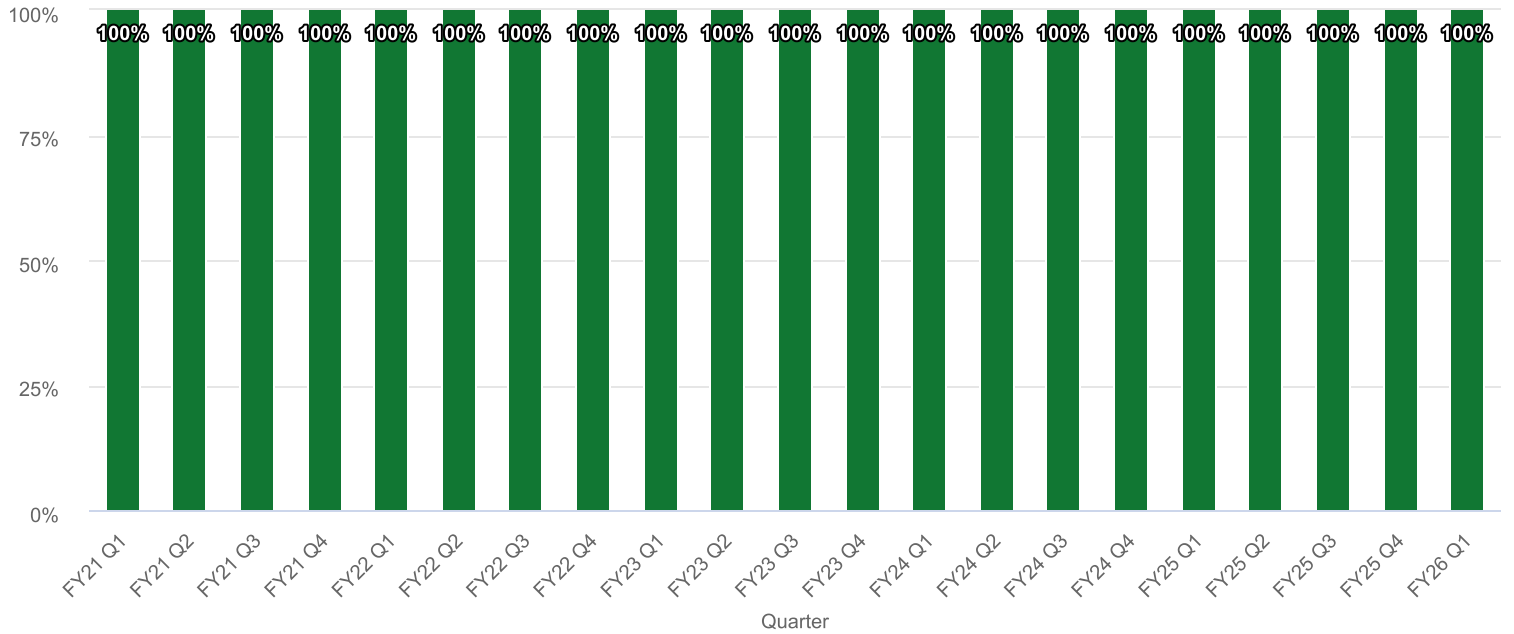
Update provided by Kim Sitton on Jul 11, 2023 19:13:40

Interactive budget document implemented in multiple languages in Q1 FY23.

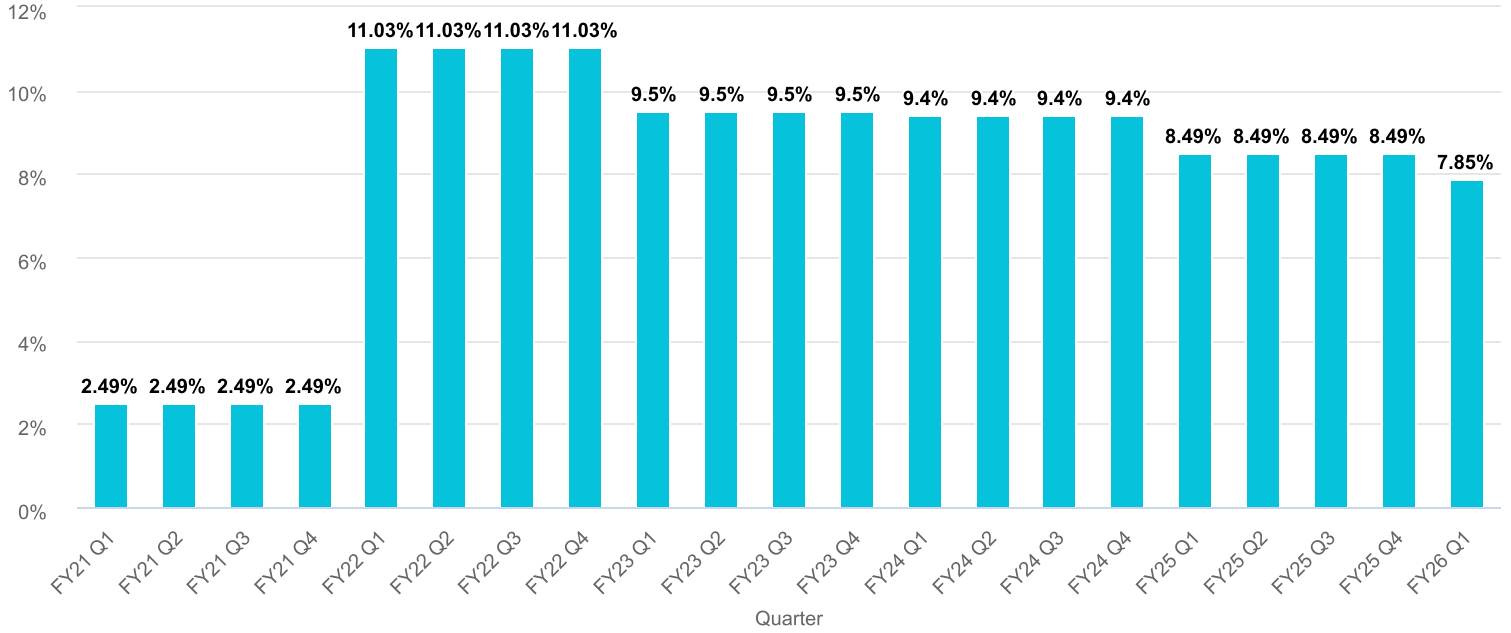
### Outstanding debt per capita



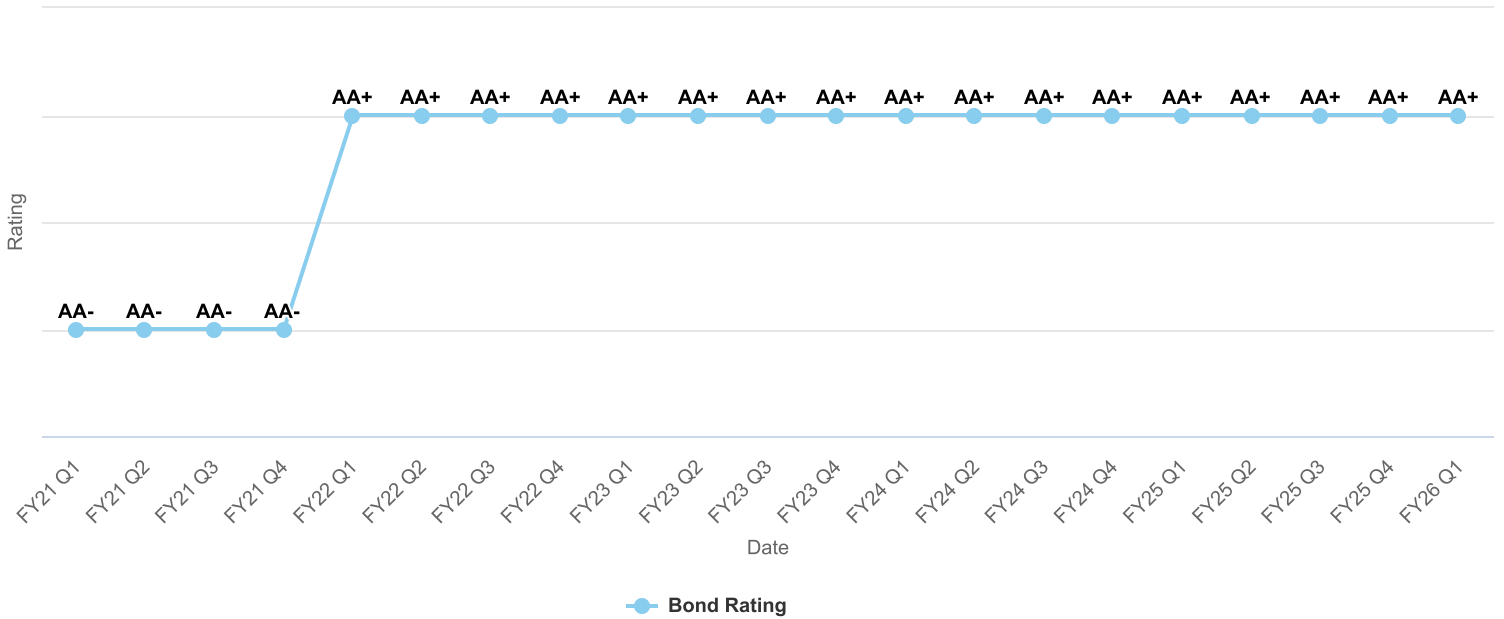
### % Major Operating Funds Maintaining Minimum Fund Balance



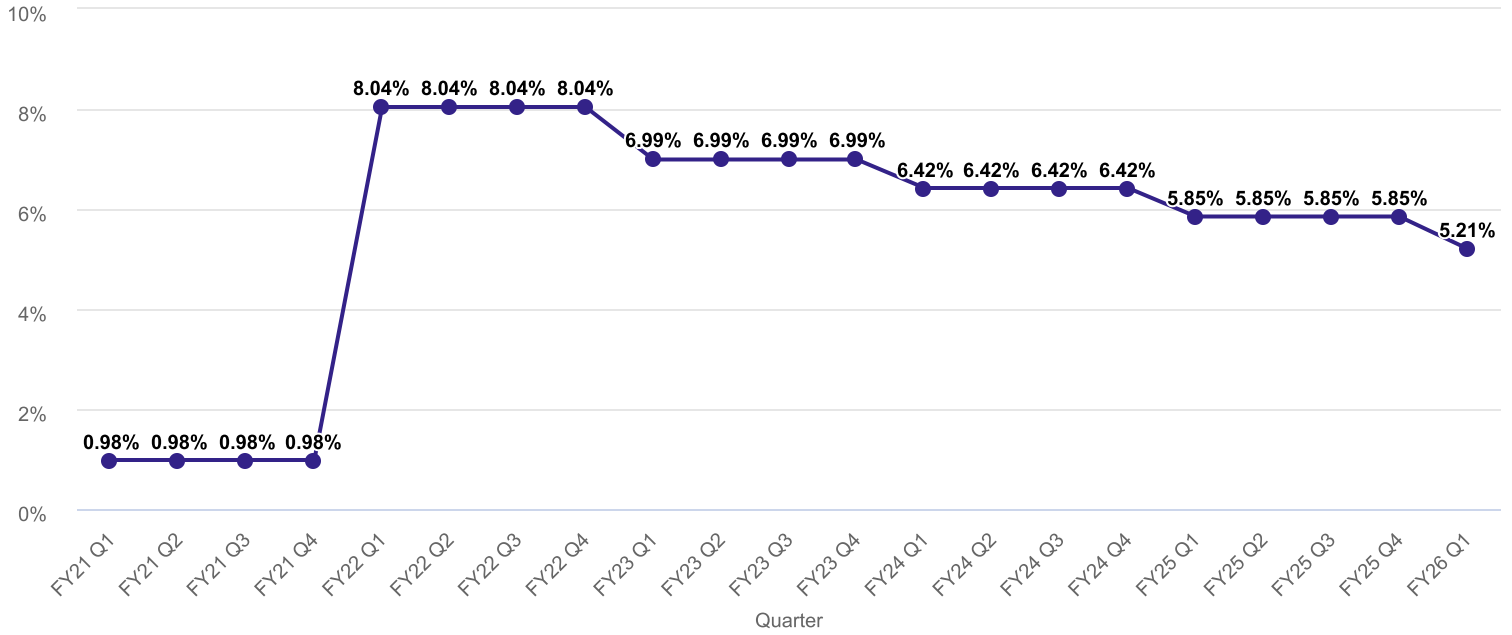
### Debt payments as a % of operating budget



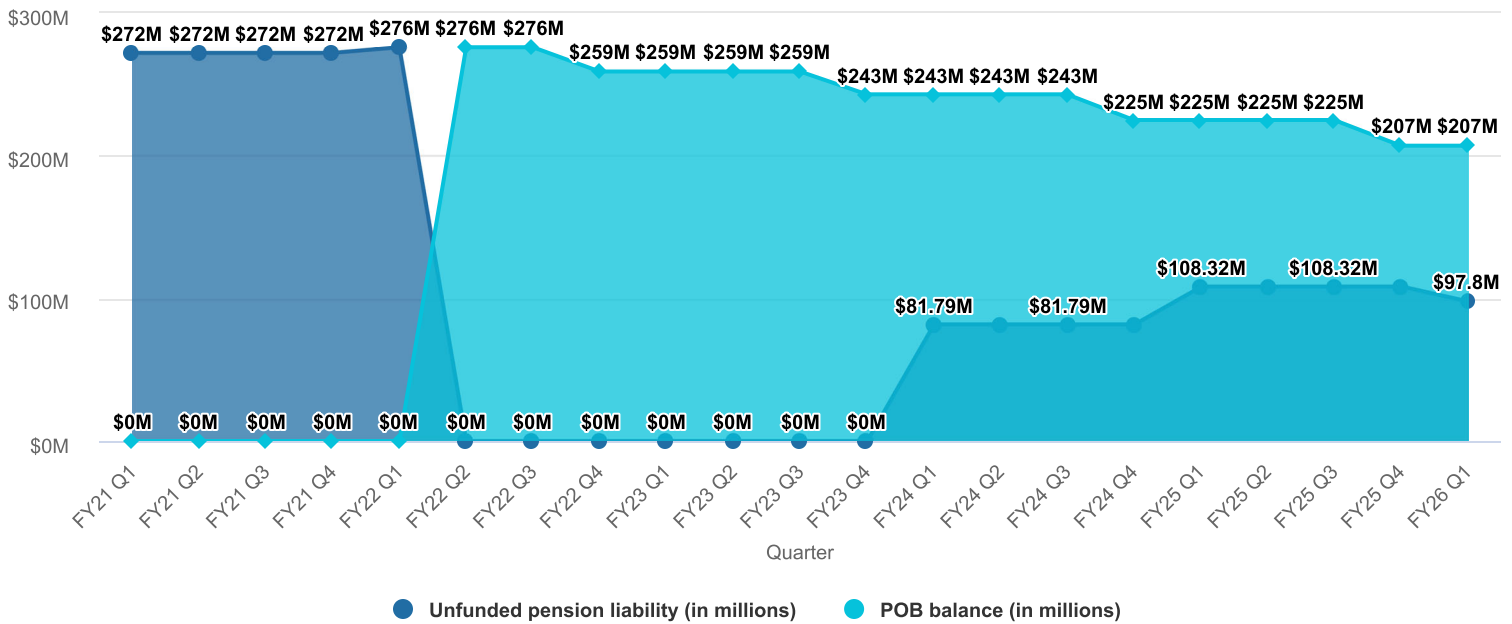
### GO Bond credit rating



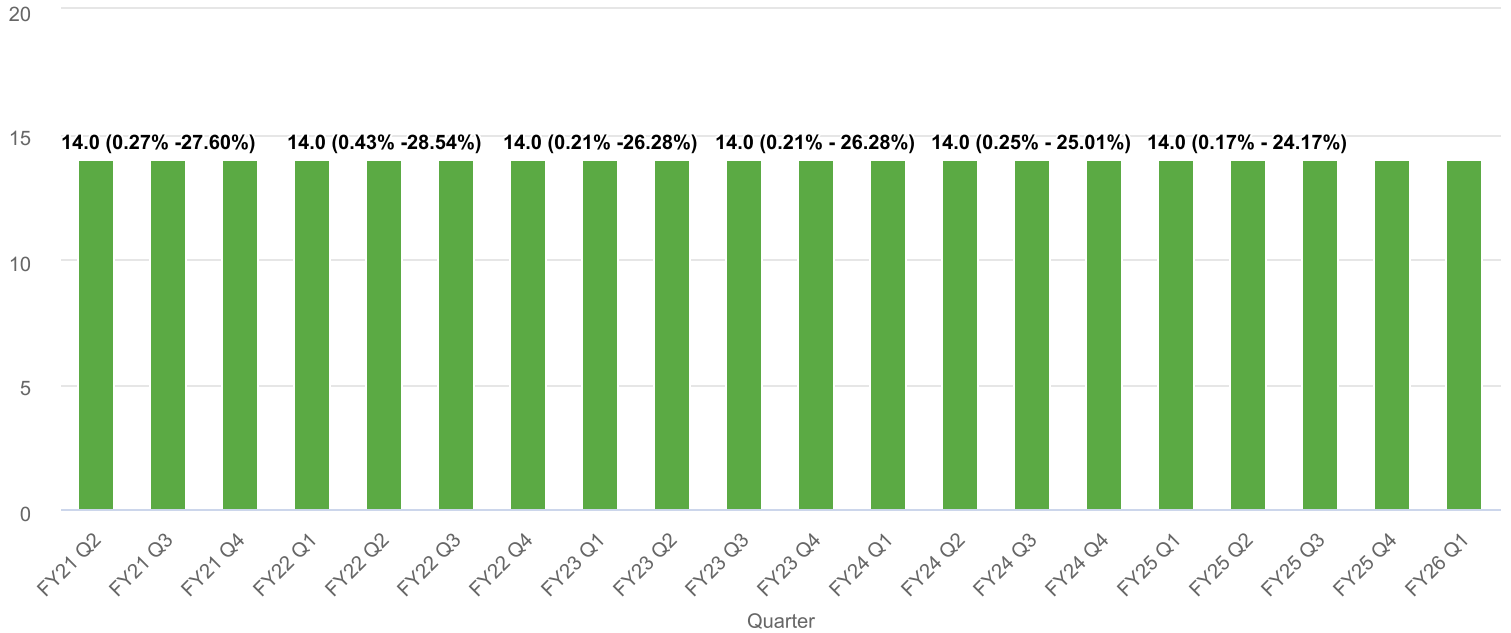
### Percentage of GO Debt Capacity Used



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



## Diversity of revenue sources



### Strategic Goal 2 Progress 92%

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

	%	#
On Track	5	1
Work Underway	16	3
Completed	79	15

Owner: Alex Mercado

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

On Track

Progress 66%

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 Tala Qasqas on Aug 05, 2025 20:47:11

The evaluation process is underway. Staff is working on Municipal Code updates and process changes. These will be presented to City Council on August 20, 2025. - Julie Kennicutt

### 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

### Activity 2.2.1

Jul 01, 2021 - Jun 30, 2023

Completed

Progress 100%

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

Owner: Ashley Zaragoza

Update provided by Karla Raiz-Anaya on Sep 30, 2025 07:00:01

Held a Rapid Response outreach session for DECRA Metal Roofing in partnership with the Chamber. Continue to attend grand openings in partnership with the Chamber to inform on the Live Work Corona campaign.

### Activity 2.2.2

Jul 01, 2020 - Jun 30, 2026

Work Underway

Progress 90%

Partner with regional workforce development boards to increase job opportunities.

Owner: Ashley Zaragoza

Update provided by Karla Raiz-Anaya on Sep 30, 2025 07:00:01

City staff continues to work with Riverside County Workforce Development to connect employers with job seekers. Continuing to promote Live Work Corona campaign and additional marketing efforts.

### 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 80%

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

Owner: Ashley Zaragoza

Update provided by Karla Raiz-Anaya on Sep 30, 2025 07:00:01

Partnered with Microenterprise Collaborative and BeThe Change HR for continued support to Corona entrepreneurs and business owners. Continuing the development of the Innovation Center with the proposed opening date of Summer 2026. Completed the Fall 2025 Emprendedor@s cohort with 13 Corona resident graduates.

#### 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

Completed

Progress 100%

Redevelop the Corona Mall Properties.

Owner: Ashley Zaragoza

Update provided by Karla Raiz-Anaya on Sep 30, 2025 07:00:01

Circle City Tavern opened July 2025, and the Wine Down will open October 2025. Parking lot was completed in September 2025. Continue working with prospective tenants and securing LOIs.

#### 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

Work Underway

Progress 10%

Explore opportunities to bring in additional hotels to support larger conferences, gatherings, and events.

Owner: Ashley Zaragoza

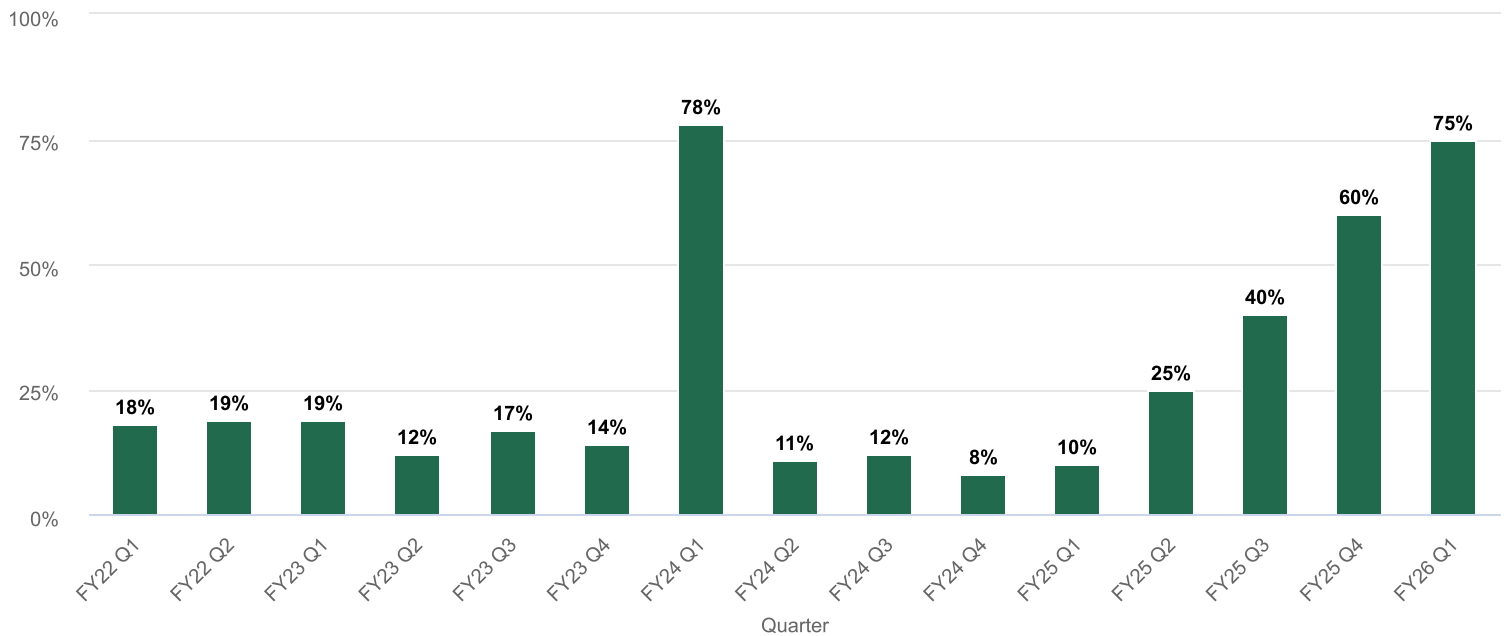
Update provided by Karla Raiz-Anaya on Sep 30, 2025 07:00:01

Currently exploring hotel concepts for targeted opportunity sites in Corona.

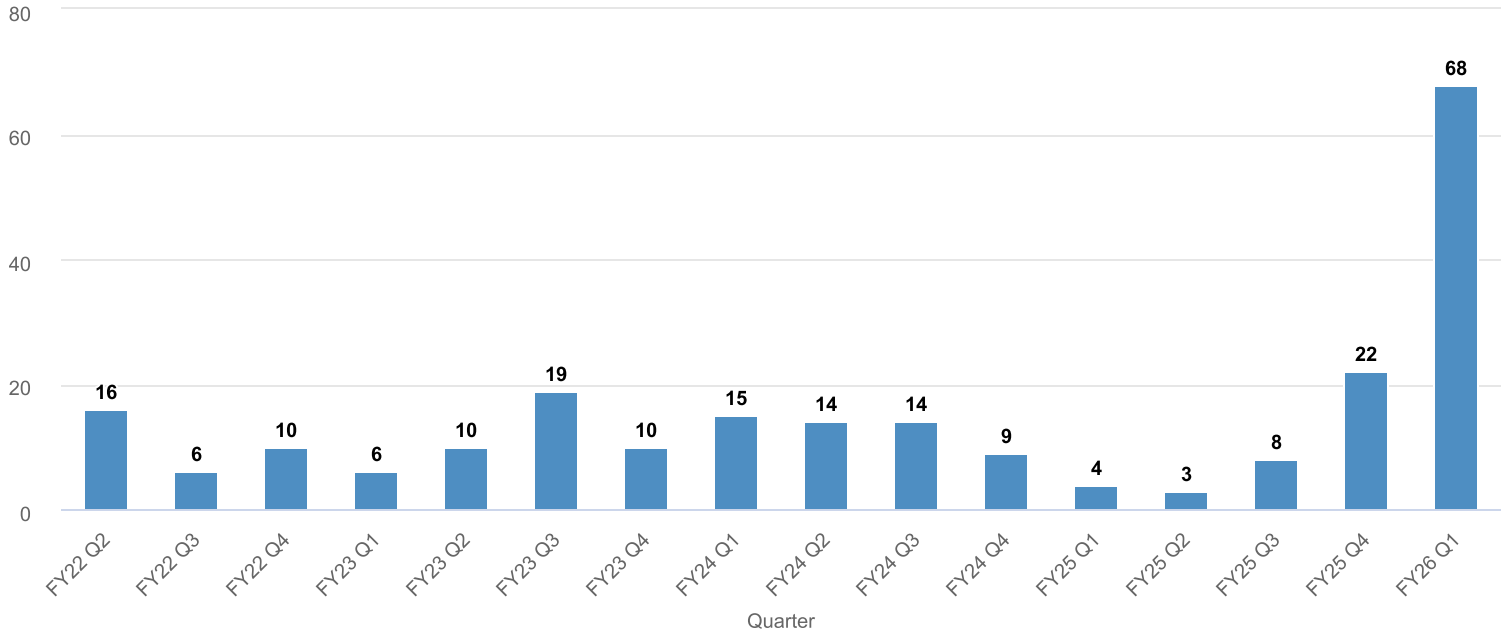
### % of small businesses that remain open one year after participating in various entrepreneurship programs



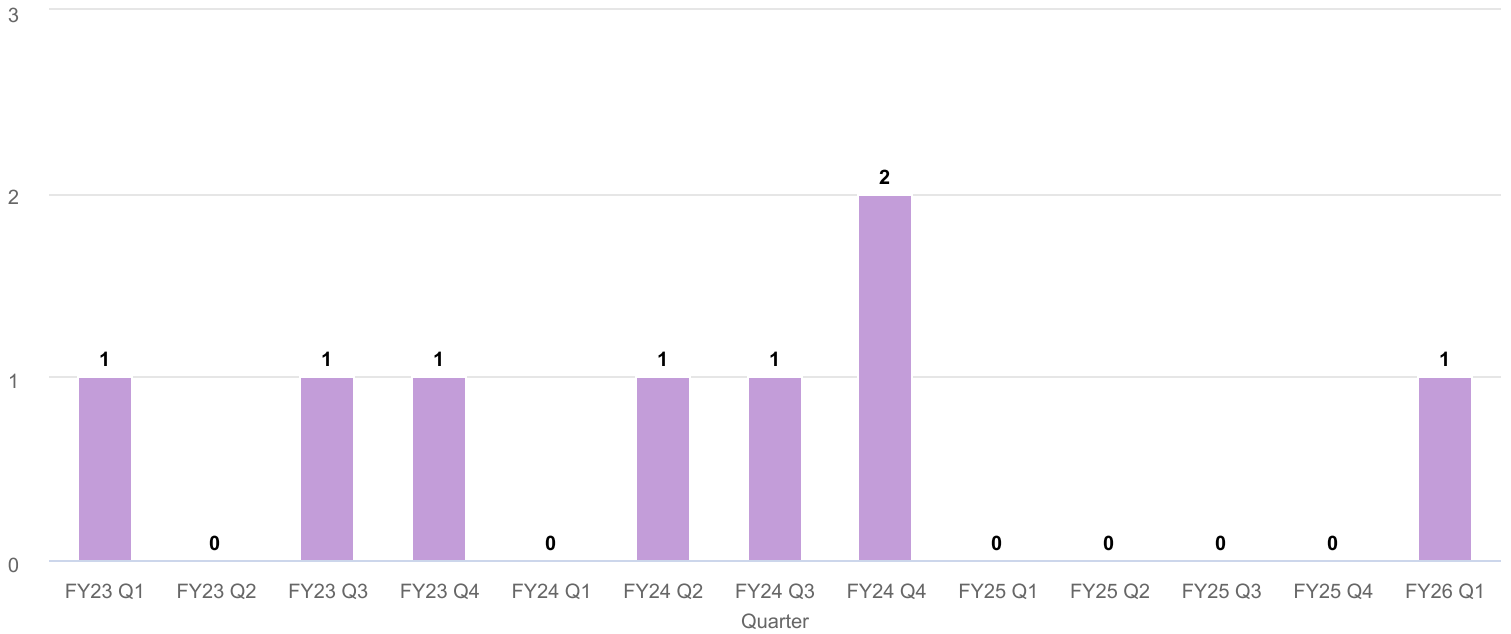
### % of commercial brokers engaged with



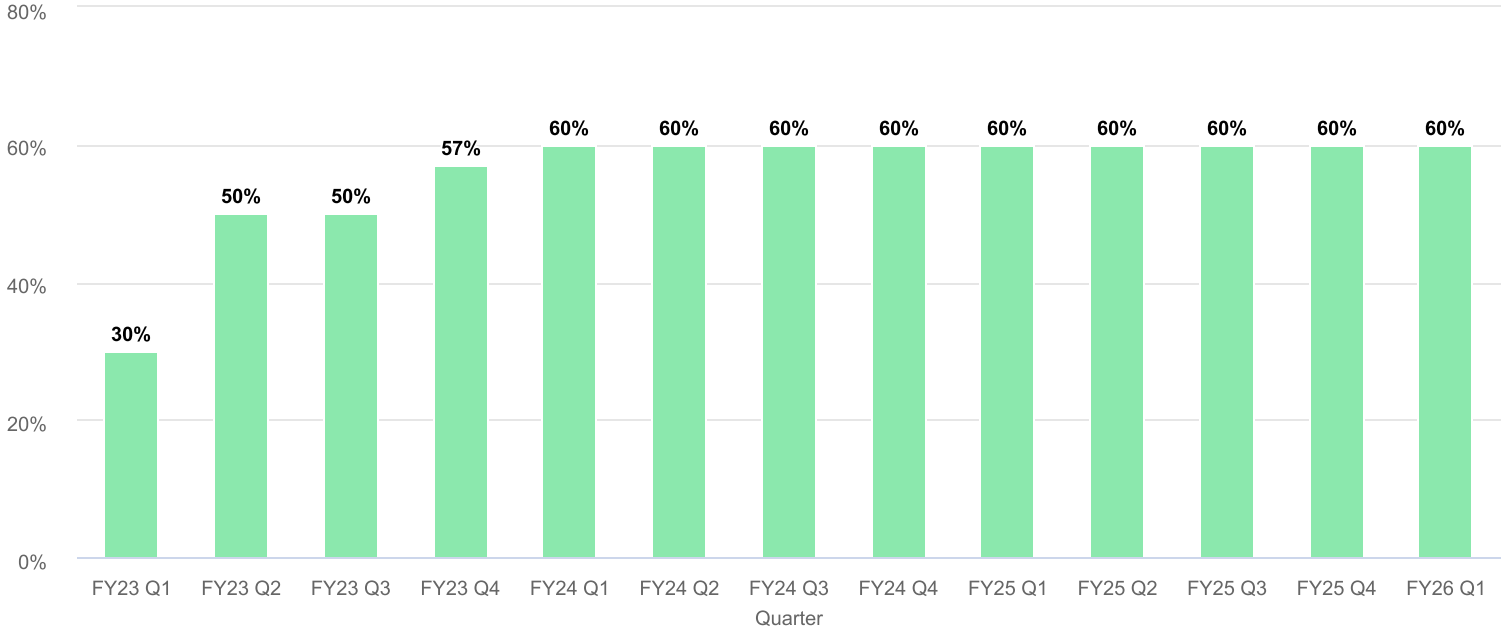
### # of businesses promoted



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



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



### Strategic Goal 3 Progress 75%

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

Owner: Alex Mercado

	%	#
On Track	38	6
Work Underway	13	2
Not Started	13	2
Completed	38	6

Objectives: 3

Activity: 16

#### 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 87%

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 Jun 30, 2025 07:00:01

The AM program is currently correcting software to incorporate requirements to capture conditions in WOs, Inspections, and PMs. This will gain insight and data on the current asset condition rating and allow current software to report corrected valves for the City's AM Program.

### Activity 3.1.3

Jul 01, 2024 - Jun 30, 2027

On Track

Progress 61%

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 Jun 30, 2025 07:00:01

Update Infrastructure Report in Process with corrections in condition reporting, updated asset lifecycles, and cost assumptions. The report is planned to be presented in October 2025

### 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

Not Started

Progress 0%

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

Not Started

Progress 0%

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

Work Underway

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 Tala Qasqas on Aug 05, 2025 19:41:19

The Traffic Signal Optimization project is underway and on schedule to upgrade our traffic signals with AI-ready control. At this time, no signals have been completed.

### 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 Jun 30, 2025 07:00:01

Caltrans has initiated a project to add an Auxiliary lane between the N. McKinley Street off-ramp and Pierce Street on-ramp on the westbound SR-91, EA 08-1P550. The project is currently in the planning phase, and construction is anticipated to begin in 2029.

### 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

On Track

Progress 95%

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

Owner: Moses Cortez

Update provided by Mirna Romero on Sep 30, 2025 07:00:02

Updated Progress

### Activity 3.3.4

Update provided by Moses Cortez on Sep 30, 2025 07:00:01

Community Services staff is continuing to work with Public Works on any data and assets needs to complete the asset management program.

Jul 01, 2022 - Jul 01, 2026

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

### Activity 3.3.5

Update provided by Moses Cortez on Sep 30, 2025 07:00:01

Park inspections are completed and in Nex-Gen, Parks team completed first round of inspections. Park Rangers begin inspections starting 10/01. Moses and Tommy to review inspections and begin putting together project lists for each park.

Jul 01, 2020 - Jun 30, 2026

On Track

Progress 85%

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

### Activity 3.3.6

Update provided by Moses Cortez on Sep 30, 2025 07:00:01

Working with ED and CS team on park sponsorship opportunities at different sponsorship levels. Progress meetings continuing.

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

## Strategic Goal 4 Progress 92%

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

Owner: Alex Mercado

	%	#
On Track	13	3
Work Underway	8	2
Completed	79	19

Objectives: 5

Activity: 24

### Activity 4.1.1

Update provided by Matthew Windish on Aug 11, 2025 18:06:16

CA9-1-1 Branch management informed following process-

Due to the exorbitant cost of the current CPE [On-Prem] vendor price tables and being pre-use of residual funds having occurred, there will not be residual funds included for use in the forthcoming CPE [On-Prem] funding allotment award. Procurement shall be only to procure the CPE system/applications/peripheral add-on line items approved on the contract. An allotment letter is expected in the next two weeks.

Jul 01, 2021 - Jun 30, 2023

Work Underway

Progress 60%

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

Owner: Paul Mercado

### Activity 4.1.2

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.

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

### 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 Priority 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 On Track Progress 80%

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

Owner: Chad Fountain

Update provided by Paul Mercado on Jun 30, 2025 07:00:01

NPSG report completed and reviewed.

The CAD/RMS system is stabilized (switch at the gasboy was bad, causing the CAD system to crash).

On-going meetings with Spillman/Motorola on an updated CAD/RMS contract.

### 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 several 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 Completed Progress 100%

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 Mar 31, 2025 07:00:01

Programs have been updated and activated, on track and continuous evaluation.

### 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    Completed    Progress 100%

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

Owner: Brian Young

Update provided by Brian Young on Mar 31, 2025 07:00:01

This will be an ongoing initiative led by Emergency Services (Lee Shin).

#### 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 Countywide evacuation software.

#### Activity 4.3.5

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

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

Owner: Lee Shin

Update provided by Tala Qasqas on Jun 30, 2025 07:00:01

Teen CERT classes at Centennial and Santiago High School have been complete and Graduation took place in May 2025.

**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 Sep 30, 2025 07:00:01*

In September, the Corona Fire Department successfully completed a Fall CERT Academy for 20 Corona residents, covering a range of disaster preparedness topics designed to build personal and community resilience.

Building on that momentum, we launched a Teen CERT preparedness course at Orange Grove High School beginning in October 2025, helping equip the next generation with essential emergency response skills.

Additionally, a Teen CERT course is currently underway for members of the Latter-day Saint Church, with completion scheduled for October 14, 2025.

These programs reflect our ongoing commitment to preparedness education across all age groups and community sectors.

### Activity 4.3.7

Update provided by Lee Shin on Jan 23, 2025 00:08:52

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

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

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

Bylaws, policies, and strategic plan complete. Website is now live [FireSafecorona.org](https://www 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 Jennifer Munoz on Sep 30, 2025 07:00:01

#### 1. CPD Homeless related calls for service- Decrease

Homeless related calls for services declined by 51% from FY25 to FY26 in Q1.

The significant decrease likely reflects effectiveness of the city's system of services response strategy including CPD HOPE and City Net outreach and engagement, placement in emergency shelter, and connection to permanent housing. It is important to note this is the least number of calls in one quarter since the city started tracking these performance measures in Envisio.

FY 2026-Q1: 622

FY 2025-Q1: 1,274

#### 2. Cubic Yards of Debris- Decrease

Encampment clean-up efforts are on the decline by 6.5% when comparing FY 26 Q1 to FY 25 Q1. These trends are related to the effectiveness of the City's Homeless System of Services. It is worth noting that the clean-up efforts in Q1 included encampment clean up connected to a fire in the Green River Area; however, even when these statistics are included, trends were still on the decrease.

FY 2026-Q1: 360

FY 2025-Q1: 385

#### 3. Emergency Shelter clients Served- Decrease

The 27% decrease in emergency shelter clients served is due to two primary factors: 1) First, the full expenditure and close out of the Santa Ana Riverbed grant reduced the number of emergency shelter motel beds available therefore less clients were served; 2) Clients being served at the Harrison Hope Center had longer shelter stays resulting in lower turnover rates, and fewer available beds for new clients.

FY 2026-Q1: 234

FY 2025-Q1: 321

#### 4. Number of Permanent Housing Placements- Decrease

The decrease can be attributed to several factors: 1) The full expenditure and close out of the Santa Ana Riverbed grant. With decreased funding for rapid rehousing and landlord incentives, fewer clients have been able to move into permanent housing; 2) Clients entering the Harrison Hope Center and Motel Shelter Programs are facing higher barriers, which resulted in longer shelter stays and fewer clients successfully transitioning into permanent housing; 3) With the ramp up of the Tenant-Based Rental Assistance Program, the bulk of program funding is supporting existing clients who are already housed and in need of ongoing rent subsidies. As a result, fewer new permanent housing placements were achieved due to limited funding.

FY 2026-Q1: 10

FY 2025-Q1: 46

#### 5. Emergency shelter beds available- Decrease

The decrease in emergency beds is due to two primary factors: 1) First, the full expenditure and close out of the Santa Ana Riverbed grant resulting in the reduced the number of emergency shelter motel beds; 2) Second, clients

entering the Harrison Hope Center and Motel Shelter Programs are facing higher barriers resulting in longer shelter stays and fewer turnover rates, thus resulting in fewer available beds for new clients.

FY 2026-Q1: 81

FY 2025-Q1: 89

#### 6. City Net Street outreach and engagement contacts- Decrease

City Net experienced an increase in staff turnover, which led to a reduction in outreach and engagement efforts. Additionally, the full expenditure and close out of the Santa Ana Riverbed grant resulted in the reduction in City Net outreach staff and therefore reduced the overall number outreach and engagements by 54%.

FY 2026-Q1: 58

FY 2025-Q1: 126

#### 7. Number of affordable housing units - No change

FY 2025-Q4: 1,384

FY 2024-Q4: 1,384

#### 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 Jennifer Munoz on Jun 30, 2025 07:00:01

#### 1. CPD Homeless related calls for service- Increase

The increase in calls for service likely reflects a combination of enhanced community reporting and an elevated visibility of unhoused folks in the community. Typically, Q4 is in warmer months, allowing for more outdoor activity making unhoused population more noticeable in the community. During Q4, some grants came to an end, resulting in reduced resources increasing visibility of homeless individuals.

FY 2025-Q4: 1,197

FY 2024-Q4: 1,106

#### 2. Cubic Yards of Debris- Decrease

As in previous quarters, 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; (some quarters are higher than others). In addition, successful outreach efforts of City Net and CPD HOPE have reduced the occurrence of encampments.

FY 2025-Q4: 305

FY 2024-Q4: 585

#### 3. Emergency Shelter clients Served- Decrease

The decrease in shelter clients served is due to reduced SAR grant funding for emergency motel shelter and longer stays for clients at the HCC, which have contributed to lower turnover rates.

FY 2025-Q4: 264

FY 2024-Q4: 279

#### 4. Number of Permanent Housing Placements- Decrease

The decrease can be attributed to several factors, including the conclusion of the SAR grant. With funding ending, fewer clients have been able to move into permanent housing. Also, clients entering the HCC and shelter programs are facing higher barriers, which results in longer shelter stays and fewer clients successfully transitioning into permanent housing. Finally, with the ramp up of TBRA program, client management and processing takes longer resulting in fewer housing placements.

FY 2025-Q4: 6

FY 2024-Q4: 26

#### 5. Emergency shelter beds available- Decrease

The decrease in emergency beds is due to two primary factors. First, the completion of the SAR grant reduced the number of emergency shelter motel placements. Second, a higher number of clients being served at the HCC has led to lower turnover rates, resulting in fewer available beds.

FY 2025-Q4: 89

FY 2024-Q4: 104

#### 6. City Net Street outreach and engagement contacts- Decrease

City Net experienced an increase in staff turnover, which led to a reduction in outreach efforts. Additionally, the conclusion of the SAR grant resulted in the reduction in outreach staff and therefore reduced outreach and engagements.

FY 2025-Q4: 79

FY 2024-Q4: 254

#### 7. Number of affordable housing units- no change

FY 2025-Q4: 1,384

**Activity 4.5.4**

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

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

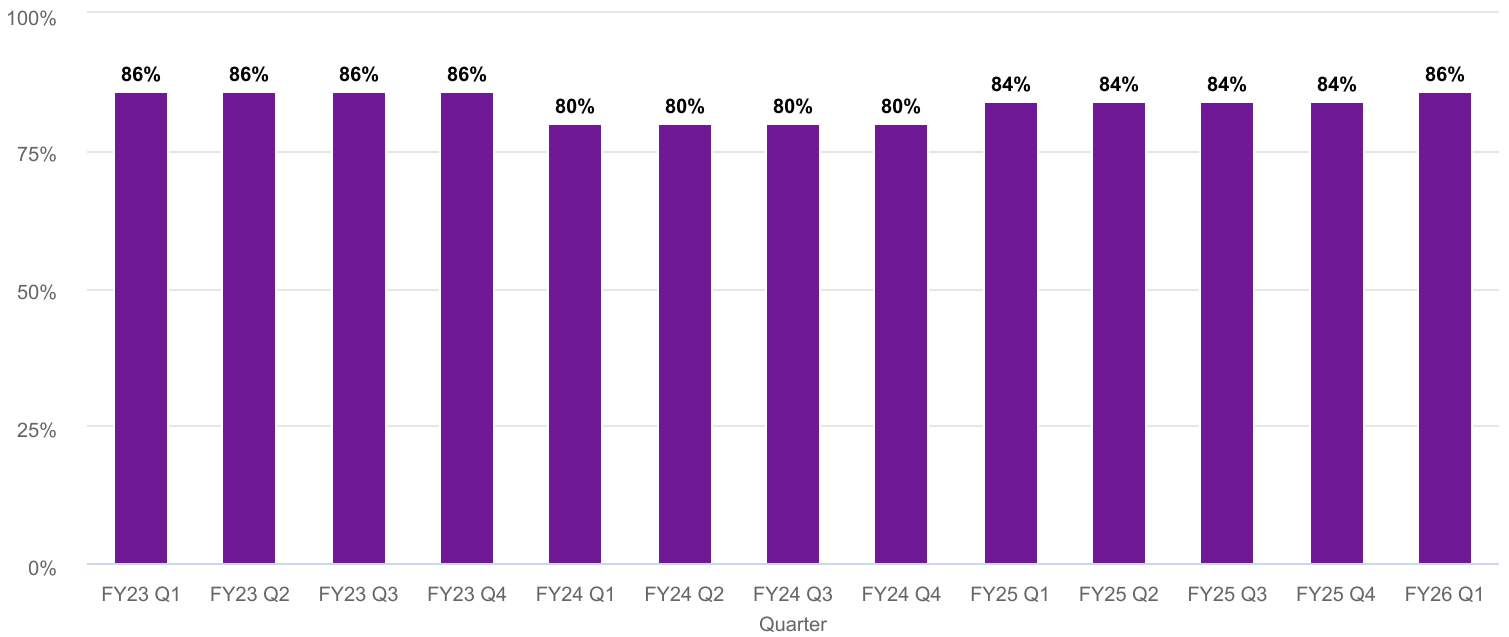
City Council in Q3 approved an Affordable Housing Overlay Zone and rezoned properties to allow high density residential that would set aside units for low income households.

Develop affordable housing in areas that are within walking distance of public transportation and commercial services.

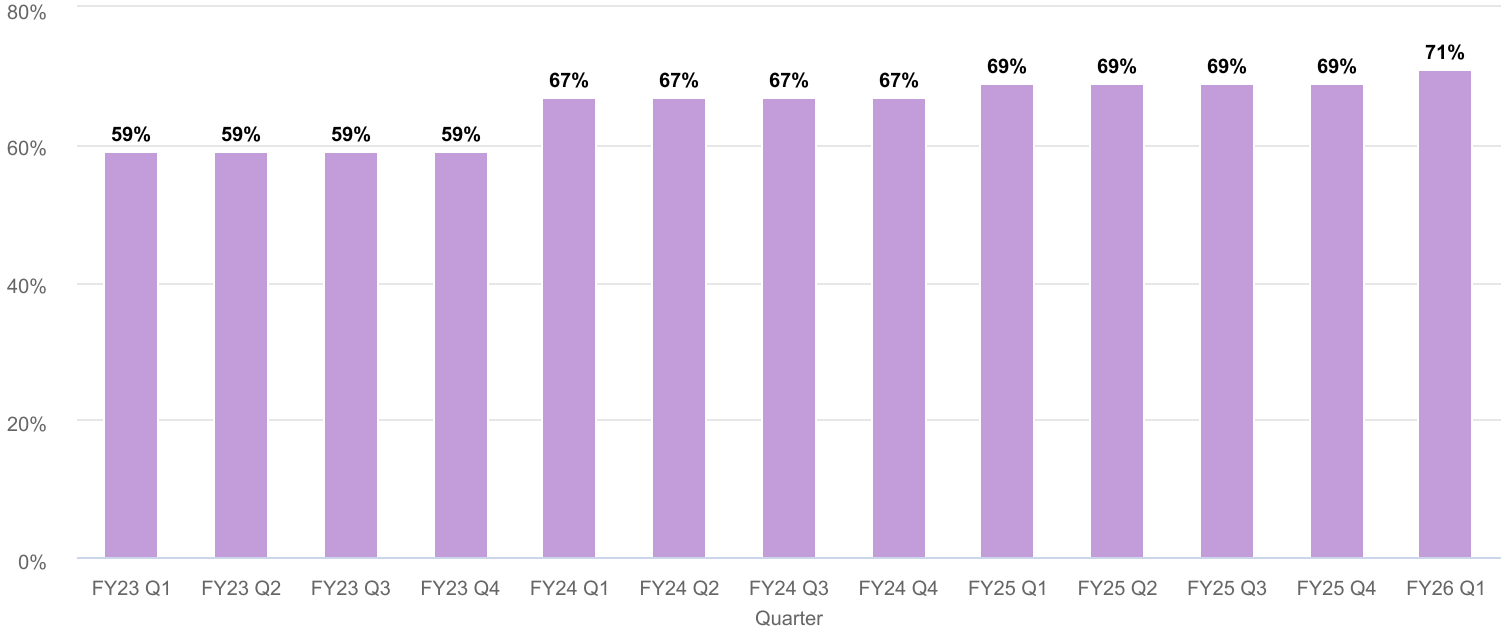
Owner: Joanne Coletta

Last Update: Oct 14, 2025 21:30:52

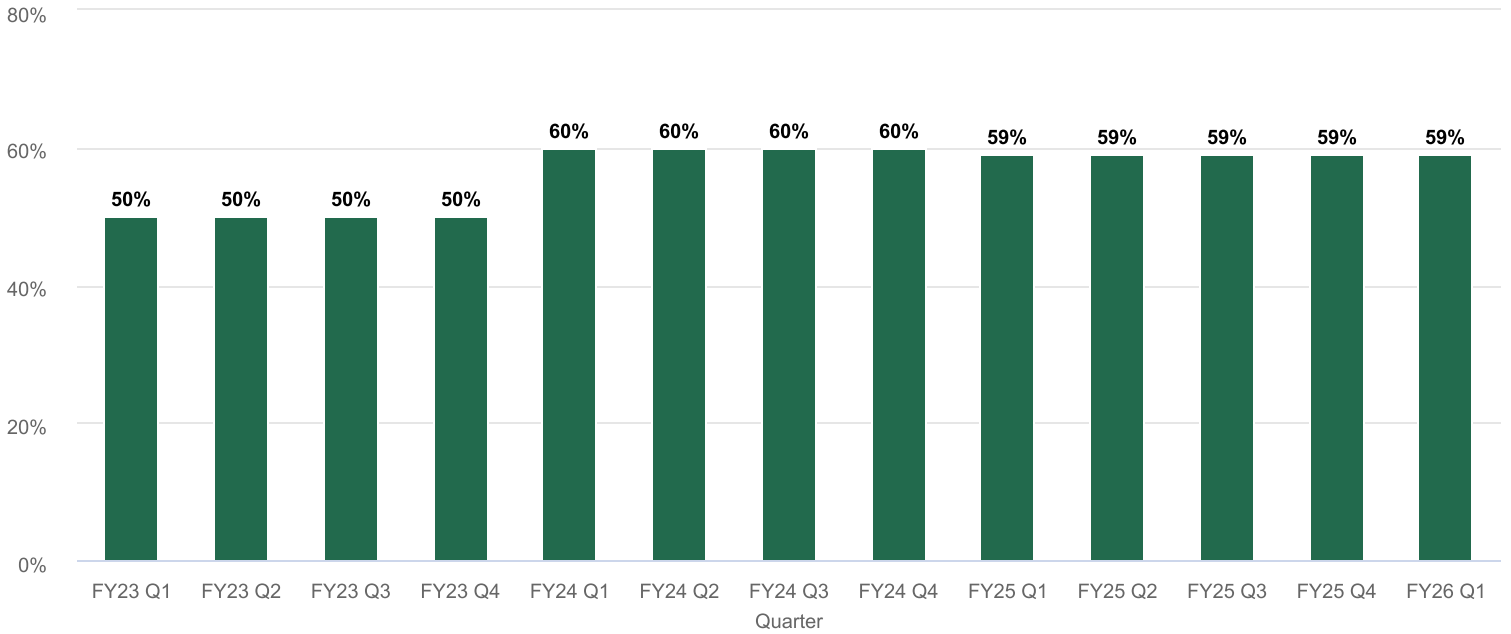
### % of residents feeling very safe in their neighborhoods during the day



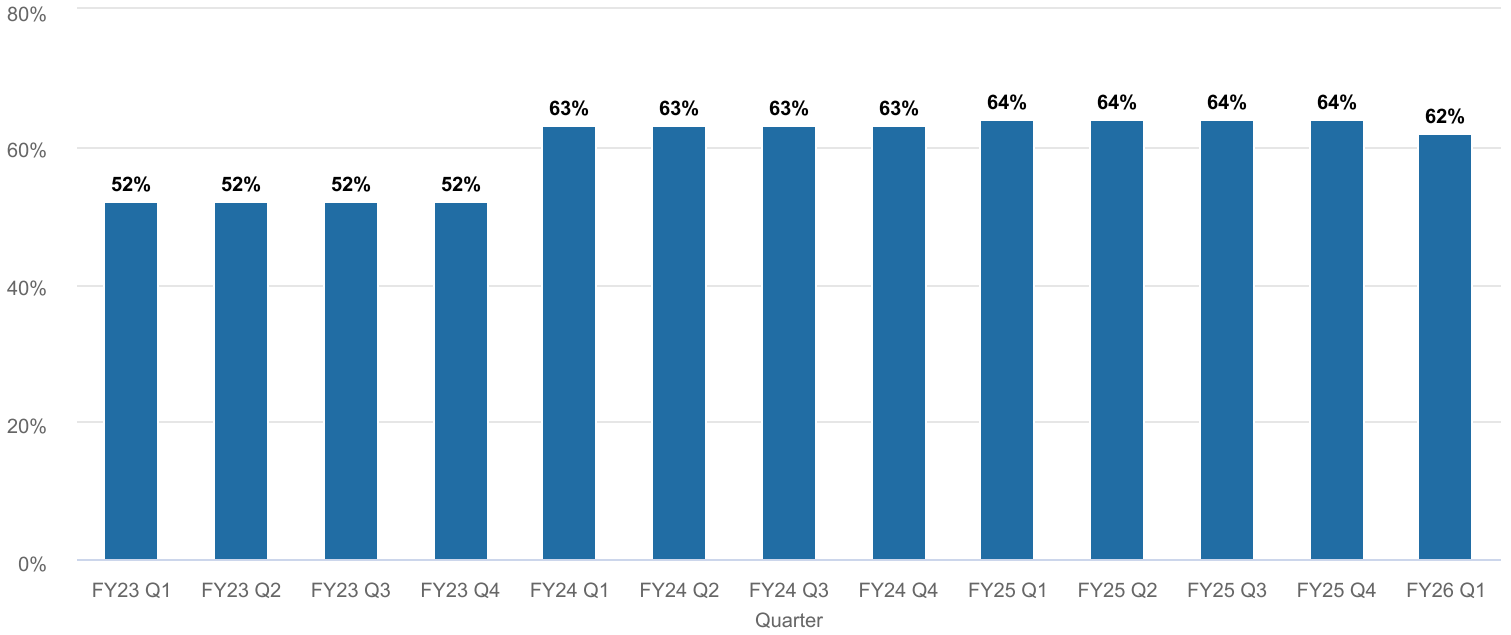
### % Community satisfaction rating of public safety efforts



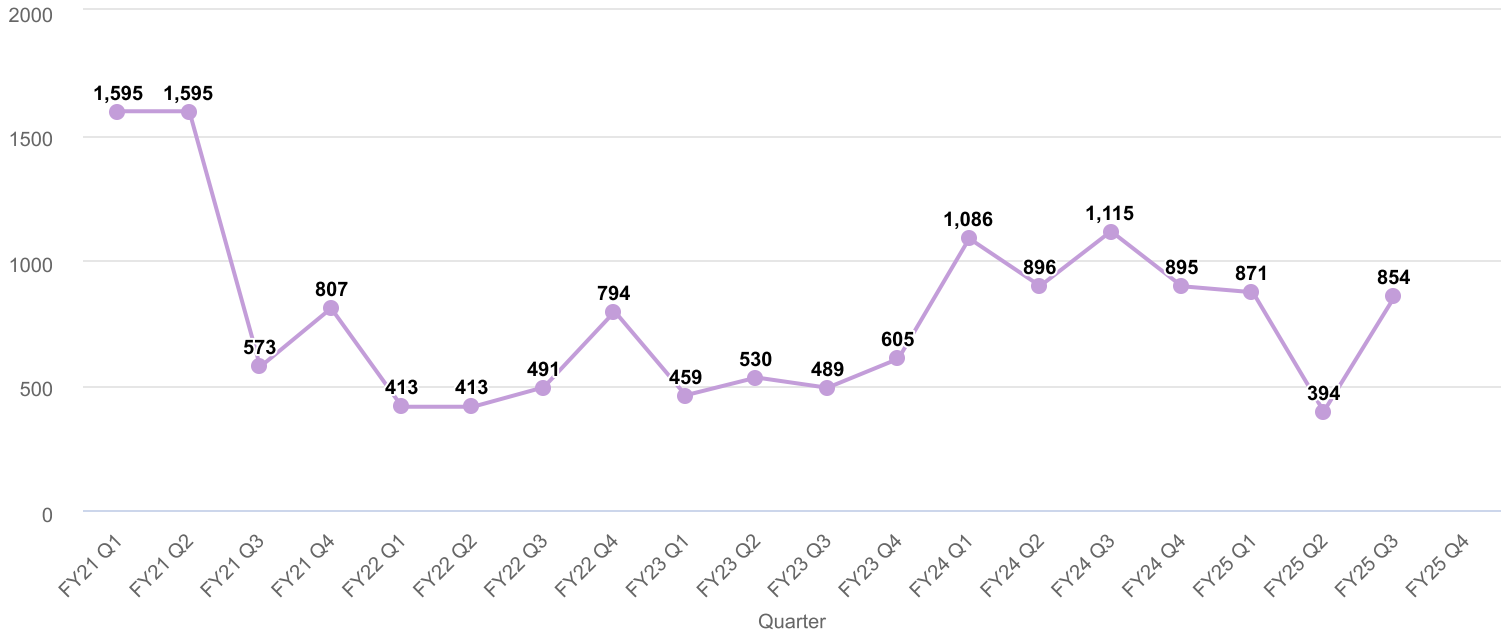
### % of residents rating the overall cleanliness of Corona as good or excellent



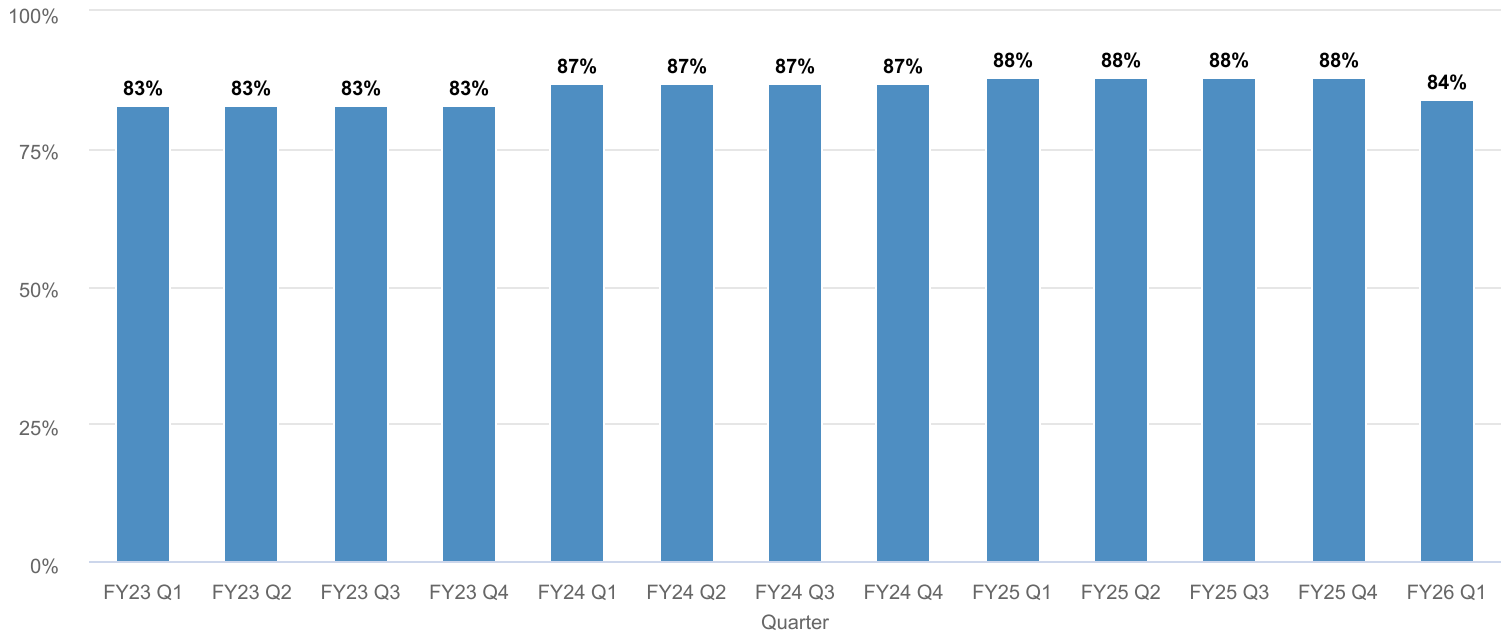
### % of residents rating the overall appearance of Corona as good or excellent



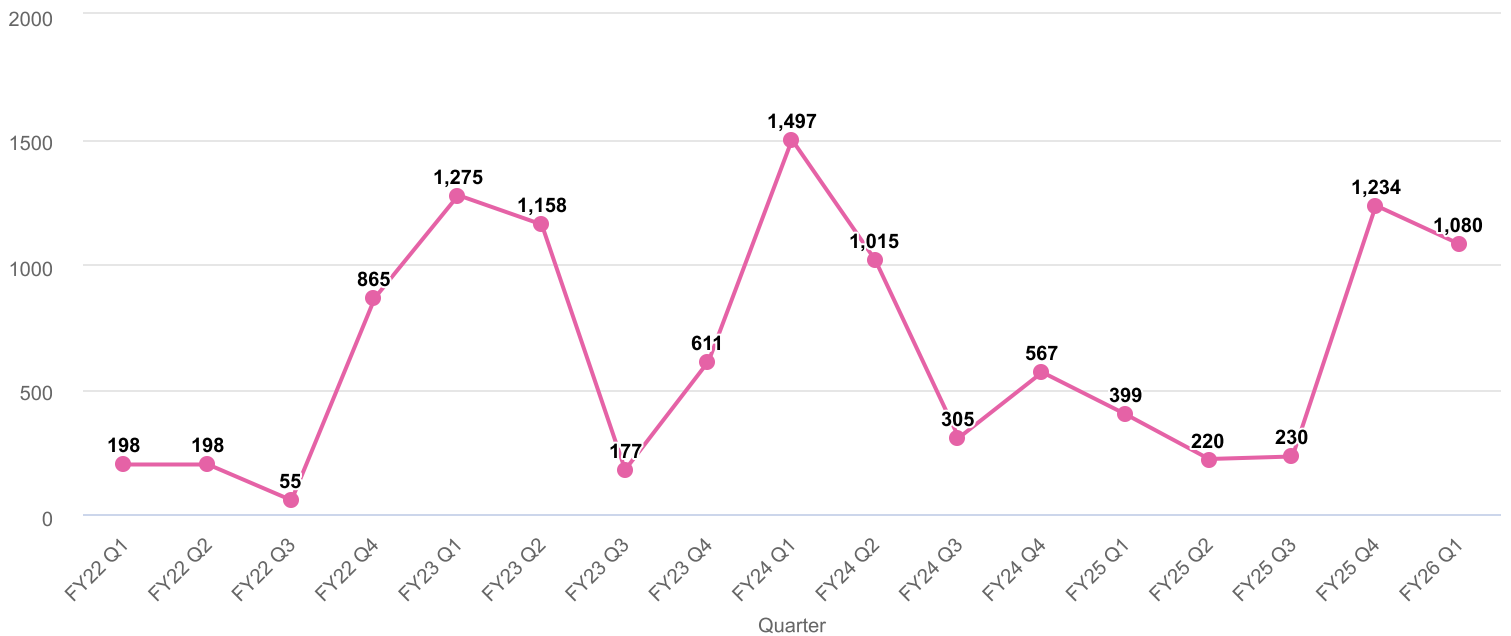
### Number of code compliance/property maintenance citations or warnings



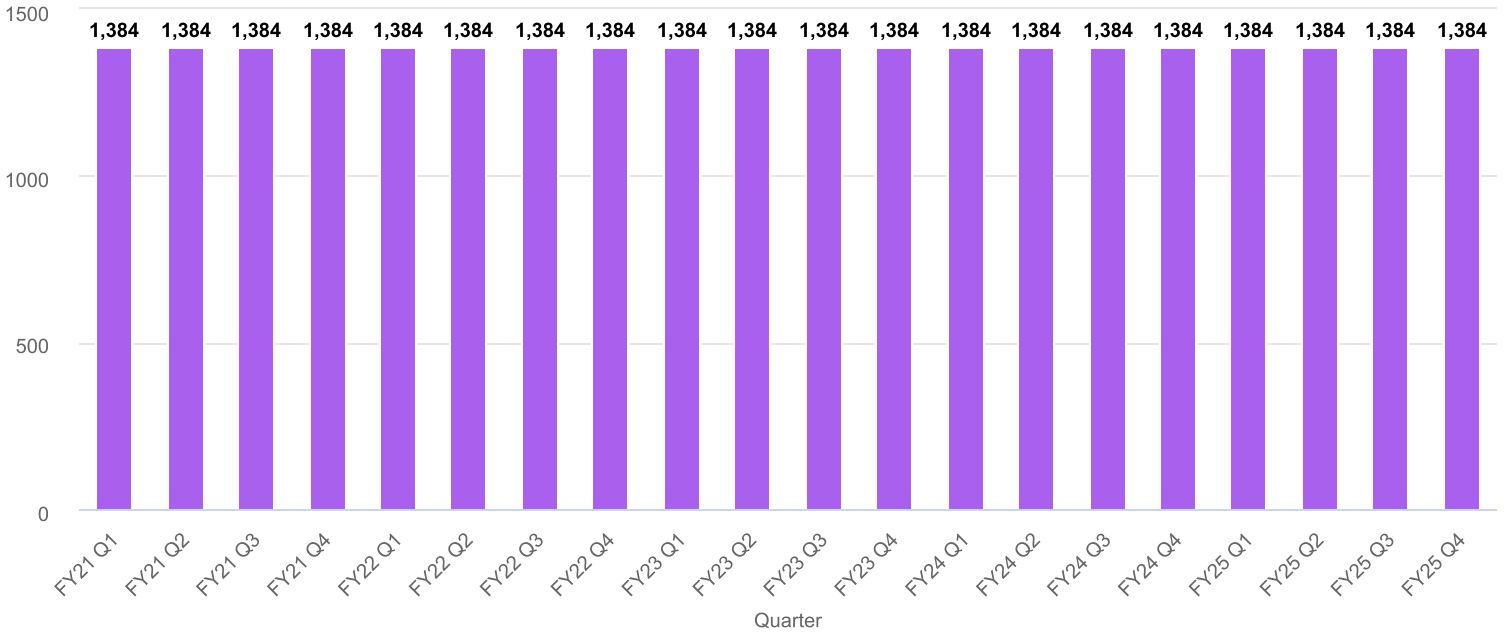
### % of community members who report they are prepared for an emergency



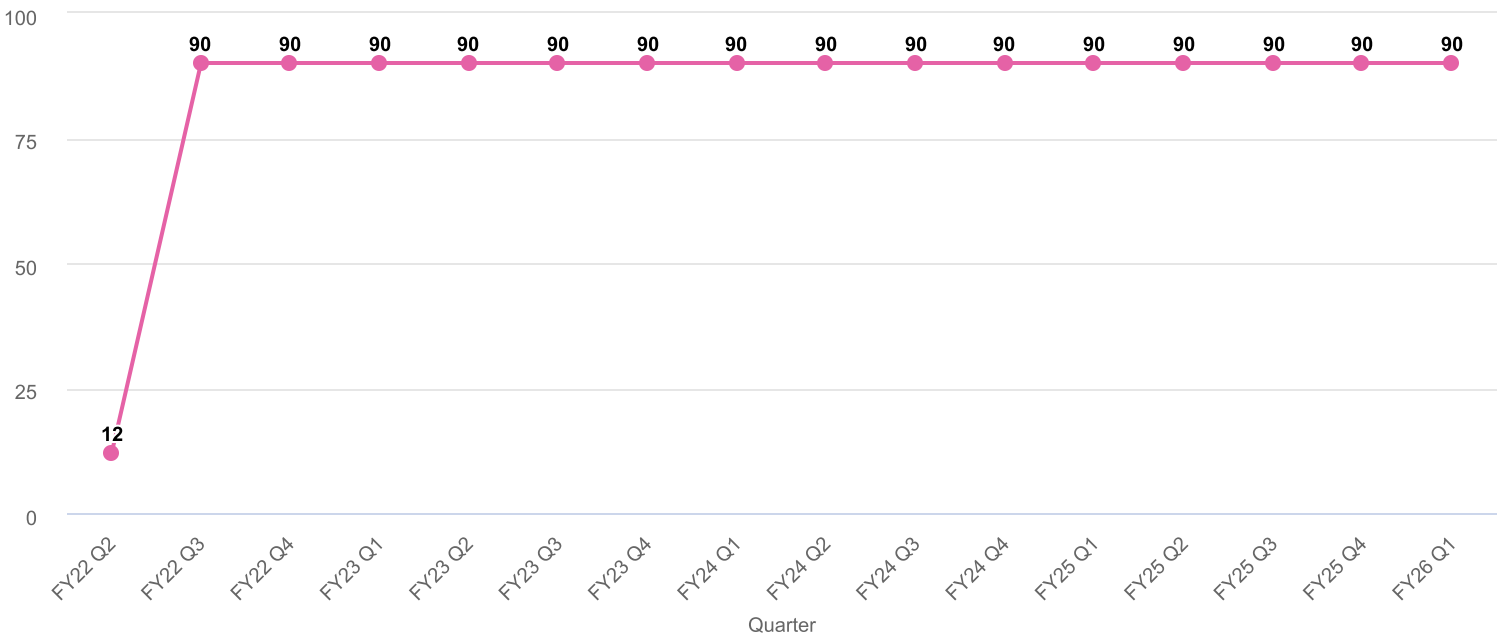
### Annual number of residents taking part in emergency preparedness trainings. Events include CERT training and CPR classes



### Number of affordable housing units



### Number of permanent supportive housing units under development



**Strategic Goal 5** Progress 92%

**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.

	%	#
On Track	21	4
Work Underway	16	3
Completed	63	12

Owner: Alex Mercado

Objectives: 3    Activity: 19

**Activity 5.1.1**

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

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.

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.

Owner: Monique Leon

**Activity 5.1.2**

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

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

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

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

Owner: Monique Leon

**Activity 5.1.3**  

Update provided by Moses Cortez on Sep 30, 2025 07:00:01

Jul 01, 2022 - Jun 30, 2023    Work Underway

Progress 85%

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

Park Rangers continue building the volunteer lead hikes program. Continue looking for volunteers who want to lead hikes. Park Rangers also exploring additional locations to host hikes.

Owner: Moses Cortez

**Activity 5.1.4**

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

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.

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

Owner: Monique Leon

**Activity 5.1.5**

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

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.

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

Owner: Monique Leon

### Activity 5.1.6

Jul 01, 2022 - Jun 30, 2023

On Track

Progress 80%

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

Owner: Monique Leon

Update provided by Mirna Romero on Sep 30, 2025 07:00:01

Meetings were held with all arts tenants to identify current and future program needs and location preferences. An updated HCC operations plan will be brought back to the City Council on October 15 for further discussion and direction.

### 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: Monique Leon

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: Monique Leon

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: Cindy Solis

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: Monique Leon

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

Completed

Progress 100%

Improve the City website for ease of use.

Owner: Cindy Solis

Update provided by Cindy Solis on Mar 30, 2025 07:00:01

New website launched Tuesday, April 8, 2025.

### 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 Savat Khamphou on Jun 30, 2025 07:00:01

Year 3: Punchlist complete, building inspections being performed

Year 4: In Purchasing

Year: Still in design.

### Activity 5.3.4



Jul 01, 2021 - Jun 30, 2022

Work Underway

Progress 73%

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 Savat Khamphou on Jun 30, 2025 07:00:01

Study continues into the summer.

### Activity 5.3.5



Jul 01, 2021 - Jun 30, 2022

On Track

Progress 80%

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

Owner: Moses Cortez

Update provided by Mirna Romero on Sep 30, 2025 07:00:02

Updated Progress

### 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 Moses Cortez on Sep 30, 2025 07:00:01

The Community Services team will continue to engage with the community on parks and improvements. Recently we brought themed playgrounds to parks commission for their review.

**Activity 5.3.7**  

Update provided by Tala Qasqas on Jun 30, 2025 07:00:01

Project is on track at 85% complete (target complete date is October). -Aminah M.

Jul 01, 2021 - Jan 01, 2025

On Track

Progress 85%

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

Owner: Aminah Mears

**Activity 5.3.8**

Update provided by Angela Rivera on Mar 09, 2023 19:34:32

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

Jul 01, 2021 - Jun 30, 2022

Completed

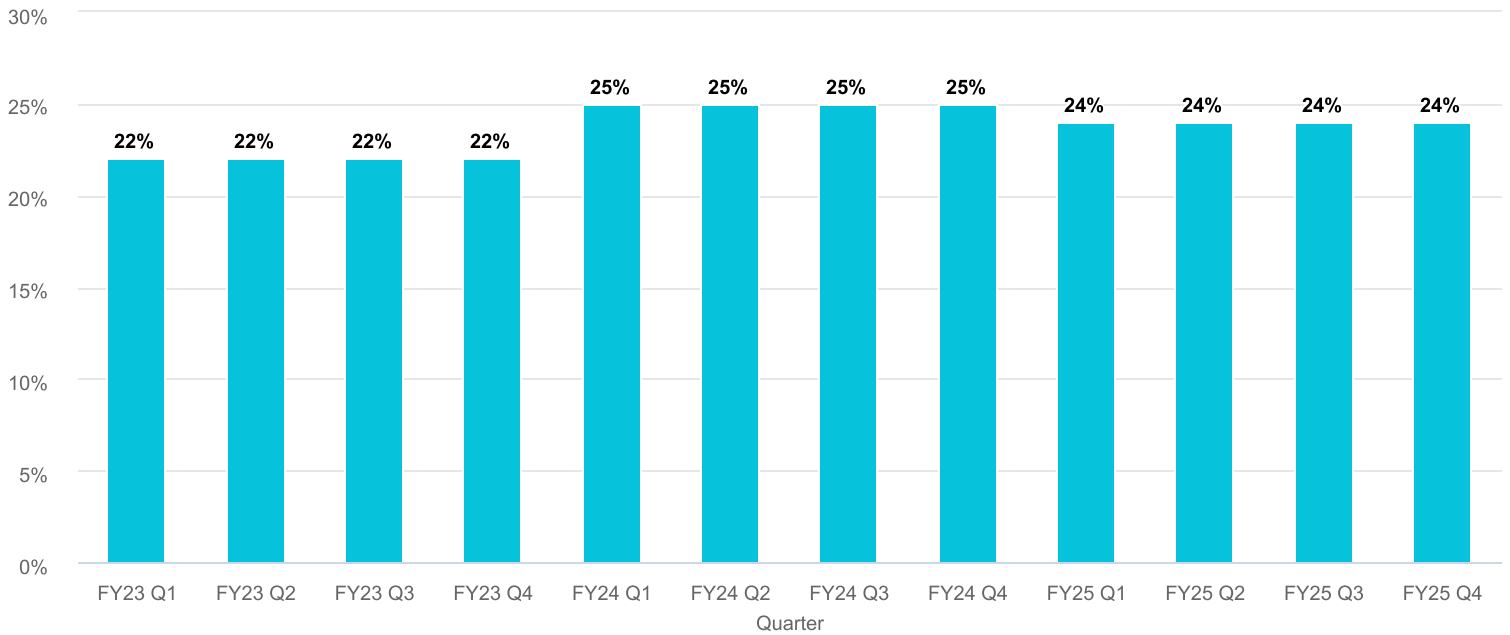
Progress 100%

Develop an Equal Employment Opportunity plan to ensure the City workforce reflects the racial and gender diversity of the community.

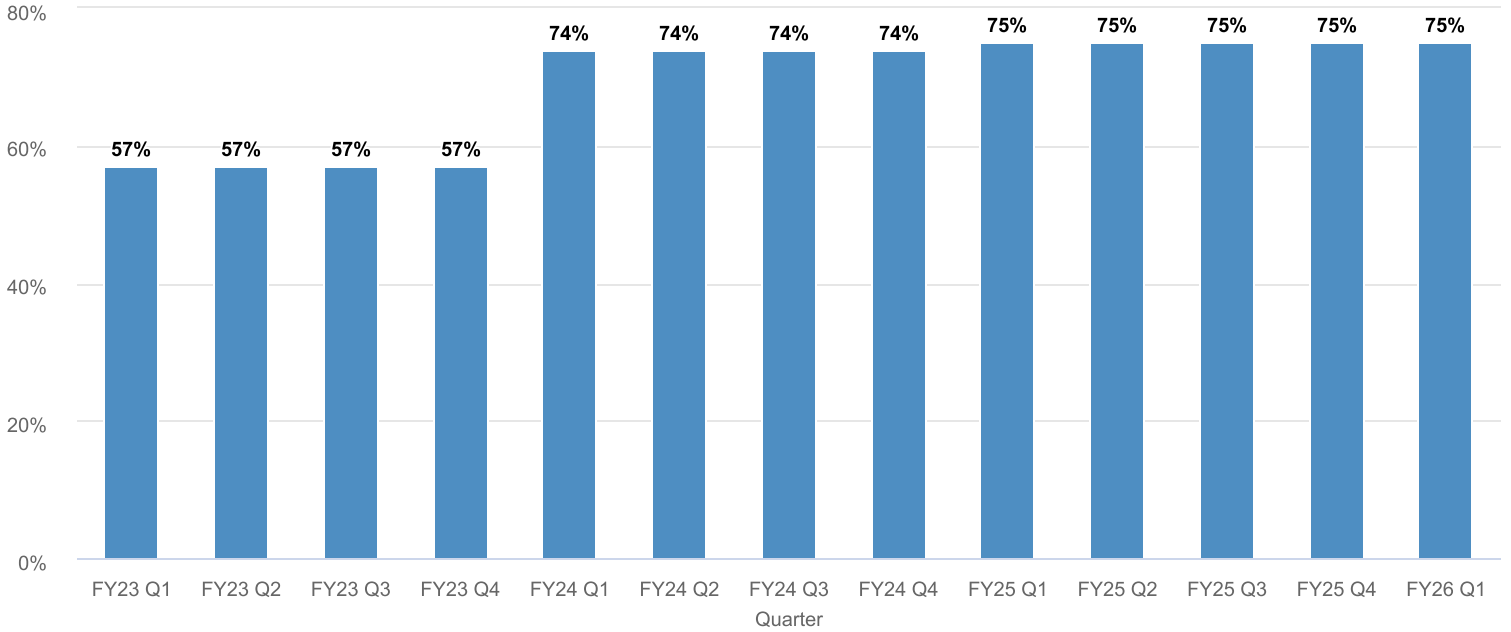
Owner: Lori Sassoon

Last Update: Oct 15, 2024 18:31:17

**% 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 84%

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

Owner: Alex Mercado

	%	#
On Track	9	4
Work Underway	11	5
Not Started	7	3
Completed	73	32

Objectives: 5    Activity: 44

**Activity 6.1.1**

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

Quarterly and Annual Reporting process now in place.

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

### Activity 6.1.2

Jul 01, 2024 - Jun 30, 2025

Work Underway

Progress 90%

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

Owner: Aminah Mears

Update provided by Tala Qasqas on Jun 30, 2025 07:00:01

Still in progress. The planning process should start in Q3 of FY 26. -Aminah M.

### 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 Tala Qasqas on Aug 05, 2025 20:29:54

All FY26 work plans have been submitted and are under review by CMO.

### 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: Cindy Solis

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: Cindy Solis

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: Monique Leon

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 Lori Sassoon on Sep 30, 2025 07:00:01

Employee Engagement Survey completed July 2025; 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

On Track

Progress 0%

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

*Update provided by Lori Sassoon on Sep 30, 2025 07:00:01*

Work began this quarter on Corona University, our new and updated employee development initiative to provide training for employees at all levels of the organization. The draft curriculum was developed for each track of the program, and the first two courses are planned to launch in Q3 2026.

*Owner: Lori Sassoon*

### Activity 6.3.6



Jul 01, 2023 - Jun 30, 2024

On Track

Progress 0%

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

*Update provided by Lori Sassoon on Sep 30, 2025 07:00:01*

The previous Mentoring Program will be combined into the new Corona University program launching in 2026.

*Owner: Lori Sassoon*

### Activity 6.3.7

Jul 01, 2022 - Jun 30, 2023

Completed

Progress 100%

Review and revamp the employee wellness program.

*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.

*Owner: Lori Sassoon*

### 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.

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

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

*Owner: Lori Sassoon*

### Activity 6.3.9

Jul 01, 2022 - Jun 30, 2026

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 Lori Sassoon on Sep 30, 2025 07:00:01

A new Safety Footwear policy and updated Discipline Policy were circulated to employee groups and will soon be completed. Further progress on this activity is on hold pending completion of the WorkDay project in Q2 2026, as staff resources are devoted to that high-priority initiative.

### 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: Lori Sassoon

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 Sep 30, 2025 07:00:01

Item to be completed on an as-needed basis

### Activity 6.4.2

Jul 01, 2025 - Jun 30, 2026

Not Started

Progress 0%

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, 2026

Work Underway

Progress 75%

Move Voiceover IP Operations to the Cloud.

Owner: Jim Aukerman

Update provided by Jim Aukerman on Sep 30, 2025 07:00:01

Public Works (City Hall 2nd Floor) was migrated to Teams calling on 9/10/25. Next department/divisions scheduled for migration is Community Services to include City Hall 2nd Floor, Building Maintenance, Circle City Center, Senior Center, Vicentia Activity Center, Civic Gym on Wed, 10/15.

#### 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, 2026

Work Underway

Progress 40%

Replace the Enterprise Resource Planning (ERP) system.

Owner: Mike Enriquez

Update provided by Mike Enriquez on Aug 11, 2025 17:02:37

Status Update Accomplishments:

- Initial data migration loads and the initial round for functional testing were completed.

Roadblocks:

- No significant roadblocks reported at this stage.

Next Steps:

- Proceed with validation of migrated data and continue rounds of functional testing and configuration.

### Activity 6.4.16

Jul 01, 2022 - Mar 31, 2025

Completed

Progress 100%

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

Owner: Mike Enriquez

Update provided by Mike Enriquez on Jun 30, 2025 07:00:01

#### Accomplishments:

- The LaserFiche EDMS system has been launched and is accessible to all departments.
- The legacy archive document system (Questys) has been successfully replaced.
- Public search functionality for City Clerk and Building documents is now available via the website.

#### Next Steps:

- Collaborate with individual departments to enhance utilization of the system for additional document types.

✓Training

✓Deployment

### Activity 6.4.17



Jul 01, 2021 - Jun 30, 2026

Work Underway

Progress 75%

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

Owner: Mike Enriquez

Update provided by Mike Enriquez on Jun 30, 2025 07:00:01

#### Accomplishments:

- Launched GovQA in collaboration with the IT Department to digitize the tracking of police-related records and document requests.
- Implemented a digital portal, replacing the previous system of online forms and manual tracking.
- Enabled residents to request police documents online, reducing the need for in-person visits to the Police Department counter.

#### Next Steps:

- Continue monitoring system performance and user feedback to ensure optimal functionality.
- Provide additional training and support to staff and residents as needed.
- Explore opportunities to digitize additional processes within the department.

### 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: Lori Sassoon

Update provided by Lori Sassoon on Sep 30, 2025 07:00:01

This program has been on hold due to staff turnover, but will be reinstated for its next cycle in 2026.

### 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

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

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

Jul 01, 2023 - Jun 30, 2024

Completed

Progress 100%

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

Owner: Lori Sassoon

### Activity 6.5.4

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.

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

### Activity 6.5.5



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

Not started yet.

Jul 01, 2024 - Jun 30, 2025

Not Started

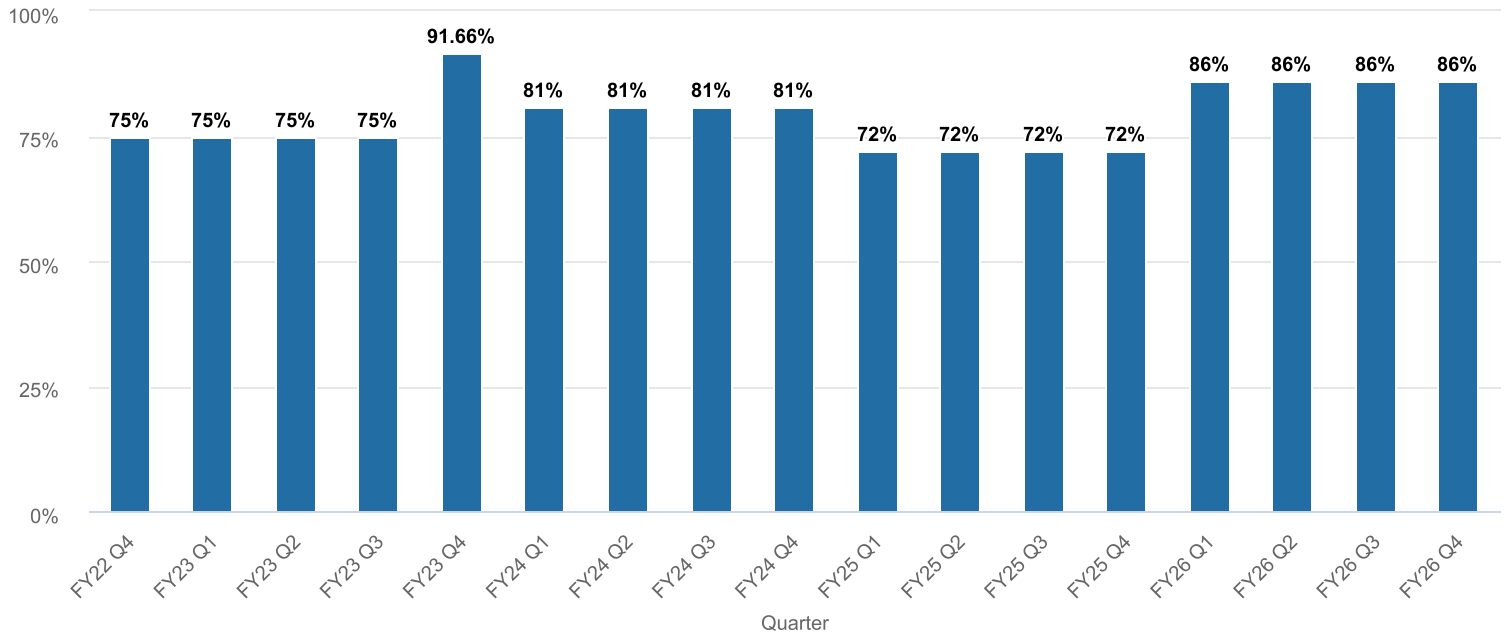
Progress 0%

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

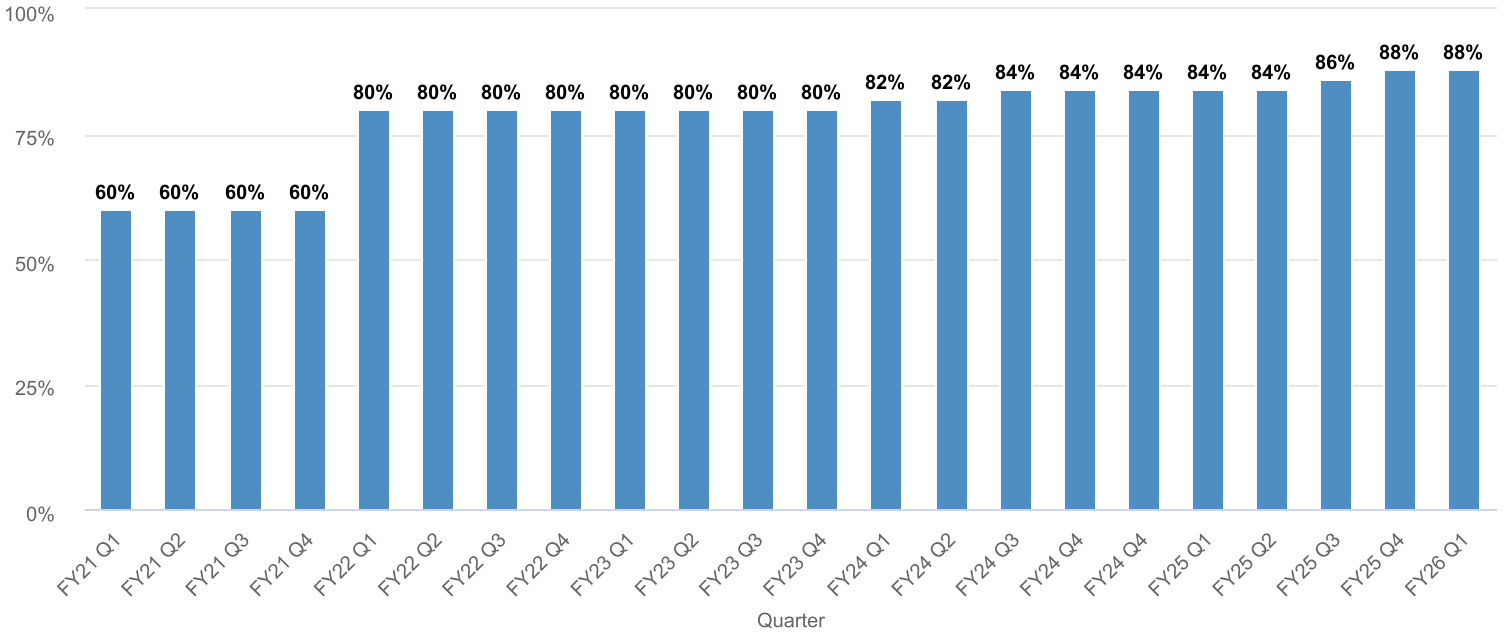
Owner: Aminah Mears

Last Update: Oct 15, 2025 00:30:30

## % 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

