



CITY OF CORONA

2014 Strategic

2019 Plan



PREPARED BY:



UPDATED: February 25, 2016

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Our Mission

The City of Corona's Mission is to serve as the caretaker and protector of our community through thoughtful planning and the highest and best use of our fiscal and human resources; providing a solid foundation for a sustainable future.

Our Vision

Corona is an inclusive, diverse City that treasures its past while embracing its future; values an exceptionally high quality of life; attracts diverse economic opportunities; provides ample resources for entertainment and recreational opportunities for people of all ages; and provides transparent governance to engage its residents.

Executive Summary

This document will serve as the City of Corona's 2014-2019 Strategic Plan. It was developed as part of a collaborative community-driven effort engaging a broad cross section of residents, businesses, elected and appointed officials and staff. Its purpose is to help the City prioritize its efforts, allocating both fiscal and human resources to achieve a shared vision and goals. The Plan is based on quantitative and qualitative data that was shared with Council at a Study Session on March 26, 2014. It reflects overwhelming community, Council and staff support for a focused effort for the City's future based on achieving six Goals:

1. Promote Public Safety: Protect our Residents and Businesses
 - a. Ensure adequate funding for police and fire services.
 - b. Ensure adequate funding for facilities and equipment needed to support timely delivery of police and fire services to our community.
 - c. Ensure adequate funding for investments and improvement in infrastructure that support public safety.
2. Focus on the Revitalization of the Downtown Area: Sixth and Main
 - a. Commit to a long-term effort involving all City departments to achieve the revitalization of the City's downtown area.
 - b. Explore potential new uses in the urban core that may result in new entertainment, arts and cultural amenities.
 - c. Support opportunities for private sector businesses to hold events to bring the community together in the downtown area.
3. Enhance Economic Development with a Focus on Hi-Tech Opportunities
 - a. Support Economic Development efforts that bring in higher paying jobs.
 - b. Continue to work with local businesses to ensure their ability to grow and succeed in Corona.
 - c. Coordinate efforts with local colleges and workforce training agencies.



4. Actively Engage in Public and Private Partnerships to Provide Services and Amenities

- a. Seek creative partnership opportunities to allow private agencies to provide programs and services for youth, senior and special needs groups within the City.
- b. Proactively develop partnerships with local and regional business interests and agencies.

“We need to develop better partnerships within our community.”

5. Improve Circulation and Reduce Traffic

- a. Proactively work with local and regional transportation agencies to develop opportunities to reduce traffic, improve local circulation and improve regional roadways.
- b. Explore technological approaches to improve traffic.



6. Improve Communications with Our Community

- a. Commit to transparency in all City actions.
- b. Develop cost effective means to communicate with residents and businesses.
- c. Take a more active role in providing timely, accurate information about City services and programs.

“The one thing to accomplish is to be on good terms with all citizens, be proactive with communications, and spend the City’s money very carefully.”

The plan also includes a Governance section, which reflects the City Council's commitment to complete transparency in conducting the City's business and ensures a timely, thoughtful response to community requests and inquiries.



The role of the City Council was to establish goals based on community input and fiscal viability. The role of the City Manager is to develop Strategies to achieve those goals. City staff, under the direction of the City Manager, will develop specific tactics to implement the plan.

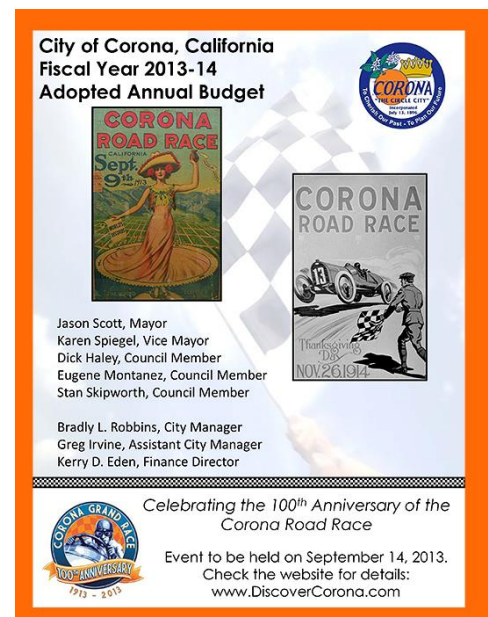
Development of the Plan was facilitated by Kendall Flint of Flint Strategies. Work began in November of 2013 and was completed in April of 2014.

Development of the Plan

Research

A substantial amount of research was conducted by Flint Strategies as part of this process. This included a thorough review of:

- The City's 2013-2014 Annual Budget
- The City's 2013-2014 Capital Improvement Plan
- The City's 2013 Economic Development Report
- Corona-Norco Unified School District Annual Report
- Review of City Council Meetings (Agendas, Minutes and Broadcasts)
- Review of News Articles, Blogs and other Materials
- Strategic Plans from Public Safety
- Demographic Data
- Economic Trends (Local and Regional)
- Jobs/Housing Balance



This information was used to identify and quantify specific areas for discussion as part of our community engagement effort.

Community Engagement

Forty-six Corona residents, business people and community members participated in one-on-one interviews. Each was asked a series of questions about the strengths and weakness of the community and their view of what the City's priorities should be moving forward. Participants were encouraged to be as open and honest as possible.

They included:

- Carol Asper
Corona Host Lions
- Dr. George Béloz
President Greater Corona Hispanic
Chamber of Commerce
- Pastor Chuck Booher
Minister, Crossroads Church
- Bill Braun
Former Employee / AYSO
- Dennis Brandt – Retired School District
Administrator
- Yolanda Carillo
YMCA
- Teri Figueroa
Blue Star Mothers (Military Support)
- Heather Flexman
Resident
- Judy Flynn
Resident
- Glen French
Past President Rotary And Business
Owner
- Jean Ardaiz Gonzalez
Citizens 4 Corona
- Dr. Monica Green
Norco Community College Administrator
- Judy Haraka
Community Leader
- Pastor Harry Kries
First Baptist Church
- Judith Horan
Retired Teacher and School
Administrator
- Tina Hunt
TV Productions
- Andre Hutchins
Youth Football
- Shayon Jalayer
Soccer Coach
- Danny Kimble
Businessman
- Cyndi Monroe
Non-Profit Arts Program Director for
Corona
- Christy Parker
Business Owner
- Heidi Pyle
PTA Council
- Kathleen Ray
Social Marketing
- Mike Ryan
Insurance Broker And Financial Advisor
- Dave Saunders
Lawyer
- Jeff Schuld
Youth Baseball Coach Administrator
- Kathy Sciortino
Community Member
- Ned Sciortino
Developer and Former Planning
Commissioner
- Sol Shapiro
Coach
- Bobby Spiegel
CEO/President Corona Chamber of
Commerce
- Jim Steiner
President of the Corona Firefighters
Association

- YMCA Youth and Government Students (10 Participants)
- John Zickefoose
President Board Of Education
Corona/Norco
- Shirley Zink
Fundraiser

In addition, members of all appointed commissions and boards were asked to participate in small group sessions¹. Participants included:

- Aaron Hake, Planning and Housing Commissioner
- Yolanda Carrillo, Planning and Housing Chairperson
- Nancy Grigas, Planning and Housing Vice Chair
- Steven Ruth, Planning Commissioner
- Chris Miller, Parks and Recreation Vice Chair
- Kevin Button, Parks & Recreation Chair
- Nancy Martin, Parks & Recreation Commissioner
- Brian Tressen, Parks & Recreation Commissioner
- Eileen Colapinto, Library Trustee
- Mary Ann Sherman, Library Trustee
- Don Williamson, Library Trustee
- Sophia Dancer – Centennial HS, Mayor's Youth Council
- Michelle Hoang – Corona HS, Mayor's Youth Council
- Jose Alanis – Corona HS, Mayor's Youth Council
- Cruz Garcia – Orange Grove Continuation HS, Mayor's Youth Council
- Lisa Bangean – Santiago HS, Mayor's Youth Council



Online Community Survey

The City of Corona asked residents and businesses to take part in an online survey, which remained open from December of 2013 through March of 2014. The survey was promoted via the City's Inner Circle Corona eBlasts, local news media and via social media. A total of 494 people took the survey, and provided comments.

Population	Margin of Error			Confidence Interval		
	10%	5%	1%	90%	95%	99%
100	50	80	99	74	80	88
500	81	218	476	176	218	286
1,000	88	278	906	215	278	400
10,000	96	370	4,900	264	370	623
100,000	96	383	8,763	270	383	660
1,000,000+	97	384	9,513	271	384	664

¹ The small sessions consisted of one commissioner and/or trustee from each appointed board. The Mayor's Youth Council session was held during one of its regular meetings.

Online polls are "self-selecting", meaning people choose to take the survey yielding results that reflect more "active citizens" who are likely voters and likely more engaged in their City. For purposes of the survey, the City's population is approximately 110,000 people; this number is representative of the adjusted number of people in Corona who are over 18 years old based on the most current US Census data. With 494 completed surveys the City was successful in achieving a reasonable sample size with a relatively low margin of error. Demographic questions such as age, race and length of time living in Corona were asked so that the City could be sure the results were representative of a cross section of the population and not just one segment.

The results indicated that respondents were pleased with the overall quality of life in Corona; 15% describing it as excellent, 56% good, and 24% as average. Just 4% described it as fair and 1% poor. There was overwhelming support for making public safety, reducing traffic and economic development the City's top priorities with a substantial number of respondents citing the need to improve and enhance the downtown area. Improving traffic in and around the City was the third highest priority.

*"We have a rich history,
an excellent library and
a central geographic
location for
transportation and
recreation opportunities."*

Community Vision Workshop

Ninety-two people attended a Community Vision Workshop on Saturday, February 8, 2014. The purpose of the workshop was to give the public an opportunity to share ideas via interactive click polling exercises² and small group discussions at a series of stations.

Focus areas included:

- What is your VISION for Corona?
- What is your BIG IDEA for Corona?
- Parks and Recreation
- Facilities and Community Events
- City Priorities
- Downtown Revitalization
- Economic Development
- Connecting with the Community



² Two interactive polling sessions were held. Not all attendees participated.

Members of the consultant team and Corona staff members staffed each station. The City promoted the event via a series of emails from Inner Circle Corona, social media and news coverage.

Workshop attendees expressed similar views as participants in the online survey; identifying public safety, downtown revitalization and economic development as top priorities. It should be noted that attendees were able to add comments on any topic related the City's Strategic Plan and make suggestions not already under consideration.

Staff Interviews

Staff is a critical component of the implementation of a successful Strategic Plan. Individuals representing all departments and all levels of staff were engaged in a series of small group interviews and asked to identify the City's strengths and weaknesses:

- Brad Robbins, City Manager
- Greg Irvine, Assistant City Manager
- Mike Abel, Police Chief
- Joanne Coletta, Community Development Director
- Jonathan Daly, Department of Water and Power General Manager
- Kerry Eden, Finance Director
- Julie Fredericksen, Library and Recreation Director
- Randy Fox, City Treasurer
- Steve Larson, IT Director
- John Medina, Fire Chief
- Nelson Nelson, Acting Public Works Director
- Darrell Talbert, Administrative Services Director
- Dean Derleth, City Attorney



Twenty additional employees participated in two focus groups that were made up of a cross section of staff members at all levels and departments.

Staff expressed high praise for the City and the community as a whole, many who are residents themselves. There was wide support for a more focused approach to providing services and more consistent policy-driven direction. With limited staff and fiscal resources, prioritizing programs and initiatives over a longer period of time is critical. A high percentage of staff were concerned that previously, shifting priorities from year to year made it increasingly difficult to accomplish specific goals. With a Strategic Plan in place, most believe they will be far more effective in their efforts supporting the Council's Goals and Community Vision.

Benchmarks

Over the next five years staff will include progress reports on the implementation of the Plan citing specific examples of fulfillment. This may include:

- Decrease in crime/response time for emergency services;
- New businesses, progress in the downtown area;
- Attracting new high-tech businesses and/or employers to the City;
- Development of new programs and/or amenities managed by private agencies via partnerships with the City; and
- Demonstrated improvement in communications with the public.

It is recommended that the City Council review the 2014-2019 Strategic Plan at a minimum bi-annually to gauge progress towards achieving its goals.

Governance

Open, effective governance is required to implement this Plan. The City Council has agreed to a policy of governance that includes the following:

- This Plan is based on a long-term commitment by the City Council and Staff to focus on implementation. In the past, each new Mayor established a “focus” for his or her term. This will no longer be the case. The role of the Mayor will be ceremonial, presiding over City Council meetings, representing the City at community events and serving as the spokesperson for the City during his or her term.
- The Council values the opinions and input from the community and welcomes public discourse. To ensure accurate information and/or resolution to all inquiries, Council will not respond to public comments and/or requests on non-agendized items. Each matter will be addressed individually either via staff to the individual or group or via Council at a future Council meeting as an agendized item. This is to allow both Council and staff to gather all relevant information and provide a thoughtful response to requests and comments.



Conclusion

The 2014-2019 Strategic Plan does not include **all** of the goals, and suggested programs, projects and initiatives suggested by the public, staff or Council over the course of its development. The goals included represent the highest priorities for the community and Council. Should other sources of revenue be identified, the City may revisit this Plan and adapt it as needed. For now, by limiting the City's efforts to these key areas, Corona will be better positioned to achieving its long-term vision and maintaining its fiscal viability.



City of Corona

2014-2019 Strategic Plan Update

February 25, 2016

ECD = Estimated Completion Date

1. PROMOTE PUBLIC SAFETY: PROTECT OUR RESIDENTS AND BUSINESSES		
a.	Ensure adequate funding for police and fire services.	
b.	Ensure adequate funding for facilities and equipment needed to support timely delivery of police and fire services in our community	
c.	Ensure adequate funding for investment and improvement in the infrastructure that support public safety.	
Measurable Objective	Status / Date	Outcome
– Utilize mobile computer notepads for fire inspectors and firefighters to report on field inspections and patient care reports (Fire)	– Pending, ECD Q2 2016	– Purchase hardware and software; complete employee training; implement
– Modernize the fire station alert system by equipping all stations and dispatch with a modern fire station alert system that meets national standards (Fire)	– Pending, ECD Q2 2016	– Purchase and install alert equipment; implement
– Update the E911 telephone switch, voice recording system, dispatch consoles and implement County mandated Medical Priority (Police/Fire)	– In process, ECD Q4 2016	– Purchase and install E911 equipment; implement Medical Priority; complete employee training
– Migrate to the County of Riverside’s Public Safety Enterprise Communications (PSEC) system to address radio interoperability (Police)	– In process, ECD Q4 2016	– Purchase and deployment of 255 Harris radios; complete agreement with County of Riverside; migration of radio system to PSEC
– Implement new cameras, or convert existing cameras to unify monitoring of various City facilities and locations from the Police Department (Police)	– Phase I - In process, ECD Q4 2016 – Phase II – Scope of work, underway, ECD Q2 2017	– Install or modify 444 cameras citywide – Cameras to be added or modified, amount TBD
Future / Notes	Deployment of body cameras (Police), update Record Management System (RMS) / Computer Aided Dispatch (CAD) system (Police/Fire), review staffing as related to response times and workload needs (Police/Fire), review dispatch service for tiered priority (Police/ Fire), and utilization of a command radio channel (Fire).	

2. FOCUS ON THE REVITALIZATION OF THE DOWNTOWN AREA: SIXTH AND MAIN

a.	Commit to a long-term effort involving all City departments to achieve the revitalization of the City's downtown area.		
b.	Explore potential new users in the urban core that may result in new entertainment, arts and cultural amenities.		
c.	Support opportunities for private sector business to hold events to bring the community together in the downtown area.		
Measurable Objective		Status / Date	Outcome
– Form City staff committee to focus on downtown development		– In-process, ongoing	– Next-Gen presentation, Q4 2015.
– Prepare land use study and amend downtown specific plan (SP 98-01)		– In-process, ongoing	– Complete land study and downtown specific plans
– Discussion with developers for Corona Mall revitalization		– In-process, ongoing	– Complete discussions
– Plan outreach for the downtown street scape		– Pending, ECD Q1 2016	– Complete outreach
– Implement the Circle City Gateway, downtown and bollard improvements		– Pending, construction would begin Q1 2017	– Complete improvements

3. ENHANCE ECONOMIC DEVELOPMENT WITH A FOCUS ON HI-TECH OPPORTUNITIES

a.	Support economic development efforts that bring in higher paying jobs.		
b.	Continue to work with local businesses to ensure their ability to grow and succeed in Corona.		
c.	Coordinate efforts with local colleges and workforce training agencies.		
Measurable Objective		Status / Date	Outcome
– Use promotional materials to attract four target industries: aeronautics; research and development, medical and technology; food processing; and aftermarket auto		– In-process, ongoing	– Distribute materials at approximately ten events
– Report monthly attraction and business expansion to Finance, Legislation and Economic Development Committee		– In-process, ongoing	– Complete 12 reports
– Participate in 250+ business retention visits per year		– In process, ongoing	– Complete 250 business visits
– Expand partnerships with institutions of higher learning		– In process, ongoing	– Contact five local community, state colleges, and Corona-Norco Unified School District (CNUSD)
– Convert vacant City owned facility into "Corona Innovation Center". A center designed to bring together		– Grant application in process. Construction in	– Grant application underway

strategic economic development partners for collaboration and common goals	Q1 2016 if awarded	
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4. ACTIVELY ENGAGE IN PUBLIC AND PRIVATE PARTNERSHIPS TO PROVIDE SERVICES AND AMENITIES

a.	Seek creative partnership opportunities to allow private agencies to provide programs and services for youth, senior and special needs groups within the City.		
b.	Proactively develop partnerships with local and regional business interest and agencies.		
Measurable Objective		Status / Date	Outcome
<ul style="list-style-type: none"> Establish stronger partnership with Corona-Norco Unified School District (CNUSD) personnel, students and family members 		<ul style="list-style-type: none"> Pending start date in 2016, ongoing 	<ul style="list-style-type: none"> Attend a minimum of 12 meetings to include the quarterly administrative meetings, the athletic directors, IB Boosters, AVID and others Issue 400 new library cards to high school freshman Facilitate opportunities and expand student intern program Recruit 20 – 25 students for summer employment in recreation/aquatics programs Expand use of recreational sport/aquatics facilities
<ul style="list-style-type: none"> Participate at community agency events/activities; form community partnerships; share department information 		<ul style="list-style-type: none"> Pending start date in 2016, ongoing 	<ul style="list-style-type: none"> Participate in seven community events Provide eight programs and workshops with community performing arts groups Explore partnership opportunities with three special needs organizations Establish partnerships with private aquatics programs
<ul style="list-style-type: none"> Prepare Naming Rights Policy for increased investment in facilities 		<ul style="list-style-type: none"> Pending, ECD Q1 2016 	<ul style="list-style-type: none"> Complete policy
<ul style="list-style-type: none"> Track library patron service levels and usage 		<ul style="list-style-type: none"> Pending start date in Q2 2016 	<ul style="list-style-type: none"> Purchase and install Orange Boy data analytics software
<ul style="list-style-type: none"> Create a Library and Recreation Services marketing/outreach team to improve community partnerships and expand departmental reach to underserved populations 		<ul style="list-style-type: none"> In-process, ECD Q2 2016 	<ul style="list-style-type: none"> Form team (Q1) and initiate six community partnerships

– Merge the Friends of the Corona Library and the Library Foundation	– In-process, ECD Q3 2016	– Expanded grant opportunities and to consolidate fundraising
– Expand health screenings and wellness and safety lectures to senior center patrons	– ECD Q4 2016	– Establish partnerships with five agencies
Measurable Objective	Status / Date	Outcome
– Initiate mobile “Pop-up” Library and Recreation Services program to take activities into underserved neighborhoods	– Pending, ECD Q4 2016	– Secure a bus as mobile LaRS unit; gather supplies; schedule visit dates – Procure business sponsorships to offset operational costs
– Monitor and move towards meeting needs at the Corona City Center for increased rental opportunities	– In-process, ECD Q1 2017	– Evaluate costs, availability, volume of applications, varieties of uses/users

5. IMPROVE CIRCULATION AND REDUCE TRAFFIC

a.	Proactively work with local and regional transportation agencies to develop opportunities to reduce traffic, improve local circulation and improve regional roadways.	
b.	Explore technological approaches to improve traffic.	
	Measurable Objective	Status / Date
	– Green River Widening Project	– In-process, ECD Q2 2016
	– Foothill Parkway Easterly Widening Project	– ECD Q4 2016
	– Foothill Parkway Westerly Extension Project	– ECD Q1 2017
	– Cajalco Interchange Widening Project	– The anticipated project start date is July 2017, ECD Q3 2019
	– Fixed route bus replacements	– ECD Q1 2016
	– Additional two motor officers	– Complete, Q4 2015
	– Meet regularly with various groups to communicate traffic safety issues	– In-process, ECD Q2 2017
		– Widen Green River from four to six lanes between Dominguez Ranch and SR-91
		– Widen Foothill Parkway between I-15 and Tamarisk Lane – Extend Foothill Parkway from Trudy Way to Green River
		– Demolish the current two-lane Cajalco overpass at I-15, and construct a six-lane overpass
		– Replace seven buses; larger/ additional seating
		– Complete, objective will be removed in 2015-2020 SP
		– Complete three weekly and two monthly meetings for SR-91 Project; complete

		three meetings with CNUSD
Future / Notes	Traffic Signal at Green River Road / Palisades Drive ECD Q1 2016, various signals at Serfas Club Drive ECD Q2 2016, signal at Rimpau Avenue / Old Temescal Canyon Road ECD Q3 2016, and a signal at Auto Center Drive / Metrolink Station ECD Q4 2016. Evaluate high visibility speed reducing cameras along Foothill Parkway for overall public safety.	

6. IMPROVE COMMUNICATIONS WITH OUR COMMUNITY

a.	Commit to transparency in all City actions.		
b.	Develop cost effective means to communicate with residents and businesses.		
c.	Take a more active role in providing timely, accurate information about City services and programs.		
	Measurable Objective	Status / Date	Outcome
	– Increase press releases to local and regional press	– In-process, ongoing	– Complete 100 press releases
	– Increase social media engagement each year	– In-process, ongoing	– Complete 730 social media postings
	– Consolidate City's website(s) into one	– In process, ECD Q3 2016	– Community ease, streamline
	– Expand communication outlet through mobile application	– Complete, Q4 2014	– Complete, objective will be removed in 2015-2020 SP
	– Expand and improve communications and interaction with all of our employee groups	– In-process, ongoing	– Schedule and host monthly meetings for Admin team, NextGen team, CEC and Directors/Chiefs. Continue employee support and engagement.
Future / Notes	Expand City's financial information on City's website (Socrata) while monitoring public usage.		