CORONA POLICE DEPARTMENT
2022-2025
STRATEGIC PLAN
Robert Newman, Chief of Police

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CHIEF'S MESSAGE

Your Corona Police Department is comprised of diverse and professional staff who are dedicated to providing excellence to all we serve. With the support of the community and the city, the police department hired 14 new officers, 11 full-time professional staff, and 15 part-time staff in 2021. The fresh outlook and perspective from motivated individuals were essential during a year when we also saw 11 of our department family members retire. While the department strives to reach a full staffing level that would free up resources to provide a constant proactive response to quality-of-life issues, our response to high-priority crime has still been exceptional.

In 2021, we responded to nearly 4,700 Priority 1 calls with an average response time of 5 minutes and 51 seconds. This time remained constant from the prior year, even with a 10% increase in priority calls. While violent crime increased by 57 incidents this year, we also saw a decrease of 255 reported property crimes. Equally important to note was our department's case closure rate for violent crime, which was 57%, compared to a state average of 45%. Our case closure rate for property crimes was 3% lower than the state average (6% vs. 9%, respectively). This deficiency can be attributed to a re-allocation of detective bureau personnel to patrol, which was done to maintain minimum staffing requirements and ensure a rapid emergency response capability.

The department continues to create new opportunities to communicate and interact with the community. In 2021, the **Business Liaison Program** was implemented to open communication between the needs of the business community and the police department. The **Homeless Outreach and Psychological Evaluation (HOPE) Team** was doubled to enhance the outreach and enforcement opportunities involving our unhoused neighbors. Additionally, the Riverside Unified Health Systems dedicated a full-time clinical therapist to work with the HOPE Team. The goal of this program, titled the **Community Behavior Assessment Team**, is to provide mental health services to our community members who are experiencing moments of crisis and help direct them to resources that will assist them in a long-term solution. We also partnered with several local organizations in the newly created **Compete with a Cop** series. These events allowed our staff to interact with our valued community members in a more relaxed environment outside of typical work restrictions.

The department also revamped its vision, mission, and values statements to reflect our direction and commitment to the community. The new statements are detailed on the next page.

Sincerely,

Robert Newman
Chief of Police

OUR VISION

To achieve excellence in policing.

OUR MISSION

To ensure the safety and security of the public through strong community partnerships, safeguarding the Constitutional rights of all, exemplifying the highest professional standards, and investing in our people.

OUR VALUES

We earn the trust of our community every day by carrying out our mission with Integrity, Respect, Inclusion, Teamwork, and Innovation.

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

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

INCLUSION
We are not just diverse; we are welcoming to all.

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

INNOVATION
We provide modern police services and are committed to always improving our organizational practices.

ORGANIZATIONAL CHART

Robert Newman
Chief of Police

- Assistant to the Chief (1)

Adam Roulston
FSD Captain

Dan Bloomfield
ISD Captain

Paul Mercado
SSD Captain

Adam Roulston / FSD

Zone Lieutenants (4)

- Patrol Sergeants (13)
- Patrol Corporals (13)
- Patrol Officers (62)
    - Mobile Field Force Mounted Unit
    - SRT / CNT
    - Honor Guard
    - UAS
- CSO's (8)
- Jailers (6)

SEB Lieutenant (1)

- Administrative Assistant (1)
- Traffic Unit
    - Traffic Sergeant (1)
    - Traffic Corporal (1)
    - Traffic Motors (7)
    - Accident Investigator (1)
    - Commercial Enforcement (1)
    - CSO (1)
- K9 Unit
    - Corporal (1)
    - Officers (3)
- PACT Team
    - Corporal (1)
    - Officer (1)
- HOPE Team
    - Officers (4)
- FLEX
    - Sergeant (1)
    - Corporal (1)
    - Officer (2)
- SRT
- Bike Team
- Air Unit

Dan Bloomfield / ISD

- Administrative Assistant (1)

Bureau Lieutenant (1)

- Administrative Assistant (1)
- Family Services Unit
    - Sergeant (1)
    - Detective (1)
    - SRO's (4)
    - CSO (1)
- Person's Crimes
    - Sergeant (1)
    - Detectives (8)
- Property Crimes
    - Sergeant (1)
    - Detectives (7)
    - CSO (1)
- VNI / Gang Unit
    - Sergeant (1)
    - Detective (1)
    - Officer (1)
    - Administrative Assistant (1)
- Gang Task Force
    - Sergeant (1)
    - Officer (1)
- GIT
    - Detective (1)
- Cannabis Task Force
    - Detective (1)
- ICEFIT Task Force
    - Detective (1)
- JTTF
    - Detective (1)
- OCRCFL
    - Detective (1)
- Crime Analysis Unit
    - Crime Intelligence Analysts (2)
- Forensics Unit
    - Forensic Specialists (2)

Professional Standards Unit

- PSU Sergeant (1)

Paul Mercado / SSD

Personnel & Training

- P&T Sergeant (1)
- P&T Corporal (1)
- P&T Officers (2)
- Range Master (1)
- Crime Prevention Specialist (1)
- Background Investigator (1)

Management Analyst (1)

- Accounting / Grants Specialist (1)

Dispatch Manager (1)

- Supervisors (4)
- Sr. Dispatchers (6)
- Dispatchers (17)
- Call Takers (2)

SSD Manager (1)

- Records Supervisor (1)
- Records Technicians (9)
- Animal Control Supervisor (1)
- Animal Control Officers (4)
- Animal Care Technicians (3)
- Sr. Office Asst. (1)
- Property & Evidence Technicians (2)

SSD Administrative Officer / PIO (1)

*Reflects full-time employees only

Updated: 6/30/2022

POLICE DEPARTMENT STAFFING

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

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

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

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

Three Year Historical Information

Category	2019	2020	2021
Calls Processed Through Communications Center	258,444	239,305	250,469
911 Calls	48,509	46,442	48,705
EMD Calls	11,027	8,249	11,756
Priority 1	3,940	4,233	4,694
Priority 2	22,880	24,782	27,779
Priority 3	19,319	18,565	19,933
Priority 4	37,562	35,274	33,236
Priority 1 Response Time	5:42	5:52	5:51
Priority 1 - 90% Response Time	5:01	4:51	4:41
Priority 1 calls - Target Response Time	Under 5 minutes	Under 5 minutes	Under 5 minutes
Calls for Service Responded to	83,701	82,854	85,642
Police Reports Filed	12,573	10,619	11,300
Items Processed by Evidence Department	6,957	6,872	9,622
Violent Crime (murder, rape, robbery, & aggravated assault)	292	240	297
Percent Change in Violent Crime Compared to Previous Year	10.60%	-17.81	23.75%
Property crime (burglary, larceny, motor vehicle theft)	3,482	3,611	3,356
Percent Change in Property Crime Compared to Previous Year	6.91%	3.70%	-7.06%
Animal Services - Calls for Service	6,046	4,619	4,781
Animal Services - Licenses Issued	9,432	7,195	7,133
Animal Services - Animals Adopted	1,139	740	680
Animal Service - Animals Returned to Owner	684	441	477
Animal Services - Adoptions (dog /cats / other)	535 / 571 / 33	331 / 386 / 23	331 / 309 / 40

2021
SIX YEAR HISTORICAL INFORMATION

Police Department Factors	2016	2017	2018	2019	2020	2021	% Change* (From Average)	% Change From Previous Year
Number of Sworn Officers	162	162	148	154	154	162	3.85%	5.19%
Number of Professional Staff	69	69	66	66	71	82	20.23%	15.49%
Population	163,341	166,819	168,574	170,041	168,332	169,454		0.66%
Citizen Calls for Service (Priority 1 - 3)	72,693	69,538	53,508	45,624	47,580	52,406	-9.31%	10.14%
Officer Initiated (Priority 4)	37,983	36,795	32,126	37,562	35,274	33,236	-7.98%	-5.78%
Violent Crime	185	223	264	292	240	297	23.34%	23.75%
Property Crime	3,693	3,297	3,264	3,482	3,611	3,356	-2.27%	-7.06%
Arrests	5,418	4,558	4,226	3,139	2,113	2,605	-39.91%	23.28%
Emergency Calls (Priority 1)	4,398	4,393	4,148	3,940	4,233	4,694	11.24%	10.89%
Total Priority 1 Response Time Average	4:59	5:19	5:21	5:42	5:52	5:51		-1 Seconds
90% Priority 1 Response Times Average	4:41	4:55	4:49	5:01	4:51	4:41		- 10 Seconds
Budget	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2020-2021		
General Fund Expenditure	46.5 Million	47.9 Million	44.8 Million	46.1 Million	48.5 Million	51.4 Million		5.98%
Department Expenditure	47.2 Million	48.7 Million	45.5 Million	46.7 Million	49.0 Million	52.1 Million		6.64%

Corona Police Department Strategic Plan

STRATEGIC GOALS

1   Prevent and Suppress Crime

Our primary goal is to ensure the safety and security of our community, which we can accomplish through the prevention and suppression of crime. We can achieve this goal through partnerships with other law enforcement agencies, utilizing technology, and evaluating our protocols to ensure we follow best practices to keep our community safe.

2   Build Strong Teams

We believe our people are the primary way we provide excellent police services. We remain committed to hiring men and women of character who are dedicated to serving their community with honor. We will accomplish this by continuously evaluating our recruiting processes to meet emerging challenges, and we will see to the professional development of our entire team by providing comprehensive training that is both timely and relevant.

3   Improve Community Collaboration

The community plays an integral role in keeping Corona safe, and collaboration between citizens and the police department is vital. Therefore, we will continue to build upon established community programs; and look for additional opportunities to foster positive and meaningful interactions between the public and members of the Corona Police Department.

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Objective 1.1 Improve emergency response times
- Evaluate Dispatch protocols and policies related to dispatching calls.
- Review call types that constitute a priority one call for service compared to national standards.
- Research alternate patrol deployments based on data.

Objective 1.2 Decrease crime within the business districts
- Evaluate personnel allocations to suppress crime.
- Increase proactive policing and outreach.
- Discussion and implementation of Business District Enhancement Team.

Objective 1.3 Improve case closure rates
- Explore opportunities to leverage technology to increase the efficiency of workflow between patrol & the detective bureau.
- Evaluate a countywide system to improve inter-department communication.
- Assessment of detective deployment strategies.

Objective 1.4 Utilize technology to enhance community safety
- Explore providing cellular technology for emergency personnel.
- Evaluate expansion of fixed license plate reader system program.
- Assess the need for artificial intelligence sources to aid in crime-solving.

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Objective 2.1 Implementation of "best practices" for the recruitment and hiring of personnel
- Develop and track recruiting metrics.
- Expand recruitment networks.
- Research return on investment of third-party background companies.
- Evaluate and refine hiring protocols from a policy perspective.

Objective 2.2 Implementation of comprehensive training programs for all employees
- Develop internal leadership program available to all employees.
- Provide growth opportunities for professional staff.
- Develop a robust training center (Clearwater Training Facility).
- Re-evaluate succession planning process.
- Develop continuity of operations plans for key positions.
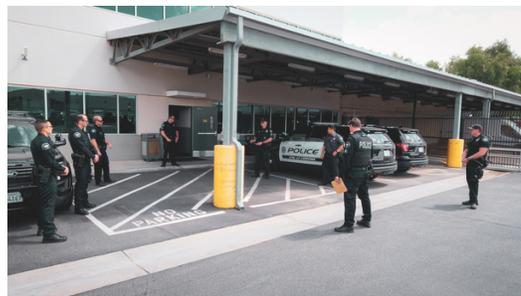
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Objective 3.1 Expand resident and business engagement
- Continue to expand Business Liaison Program.
- Increase neighborhood watch engagements.
- Conduct at least one citizen academy each year.

Objective 3.2 Increase Two-way Information Sharing
- Develop a comprehensive two-way public information and communication strategy.
- Provide updates on the police department strategic plan and other current events at least twice per year.

ACKNOWLEDGEMENTS

The development of the Corona Police Department Strategic Plan involved a collaboration with members of the Corona Police Department's Management Group. Team members carefully considered the City's recently adopted Strategic Plan, which incorporated public input and direction, into developing our plan. The Corona Police Department is constantly searching for ways to improve our service to the community. The 2022 – 2025 Corona Police Department Strategic Plan will be a guide to further enhance our incredible department and our commitment to serving.

The strategic plan was created by the Corona Police Department's Management Team led by:

Lieutenant Jason Morris
Lieutenant Chad Fountain
Acting Lieutenant Gary Griffitts