



Michael Abel
Chief of Police
February 2017

Corona City Council

2017



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From Chief of Police Michael Abel



Public Safety and Public Service are top priorities for the men and women of the Corona Police Department. The department has a staff of over 220 employees, including officers and civilian personnel. Together, we are responsible for the protection and safety of Corona's approximate 167,257 residents.

I am very proud of the men and women of the Corona Police Department and what we've been able to accomplish, as well as what we'll focus on in the years to come. As such, I am pleased to present the Corona Police Department's updated two year strategic focus plan. This document represents the collaboration and inclusion from not only the department, but also from the community. It is because of our strong partnership and aligned vision of providing quality service that we've been able to complete this plan.

The Corona Police Department utilizes Comp-Stat policing practices in order to remain proactive to the needs of the community. The department believes in partnerships, both with the public as well as with private and government agencies, to further its adopted mission: to ensure the

safety and security of the public through strong community partnerships and excellence in policing.

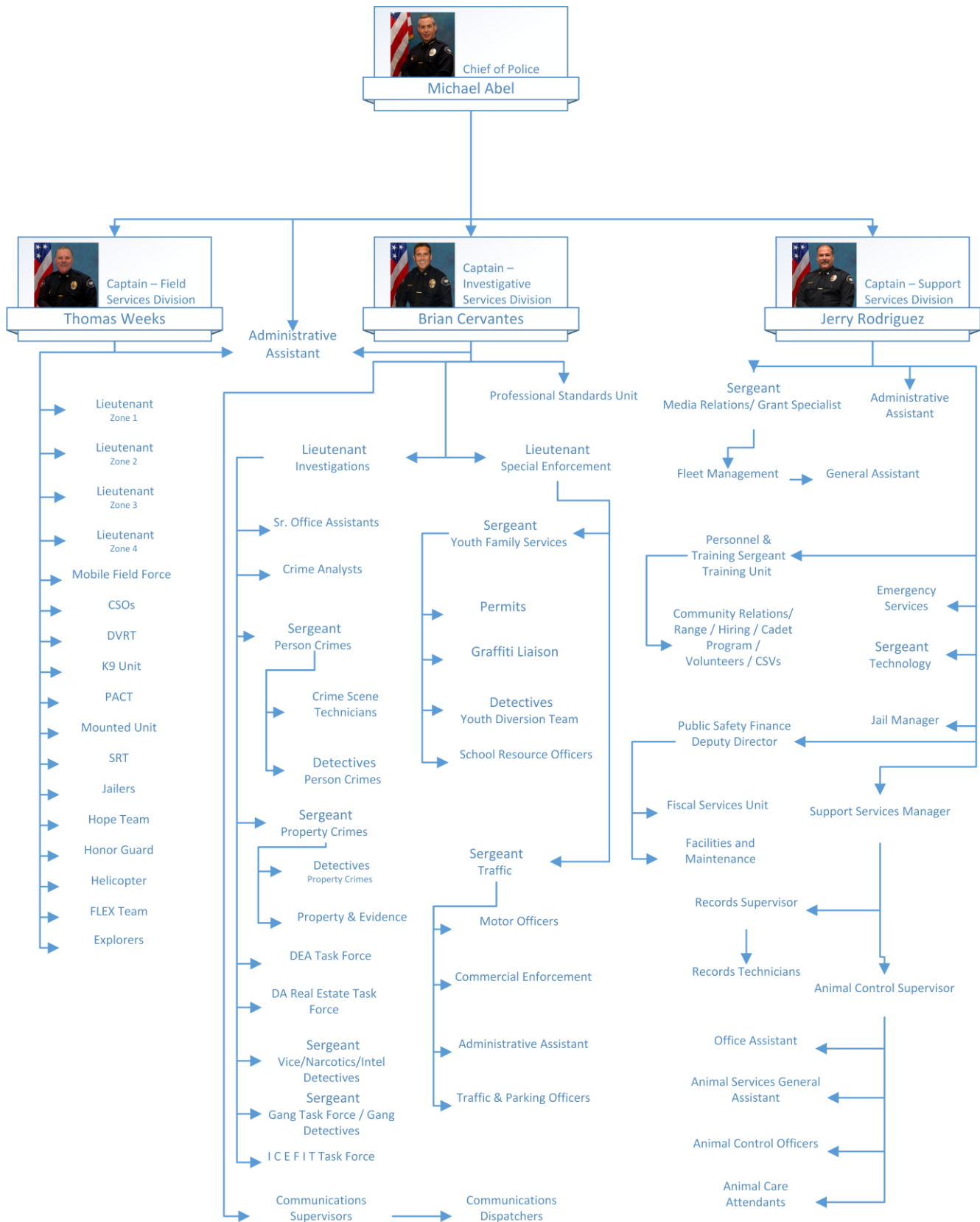
The primary themes of this plan are:

- * Maintain efficient staffing levels and excellent response times in order to effectively address crime.
- * Provide exceptional service to our community. Provide strong private and public relationships for joint partnerships for 'force multiplication' efforts.
- * Utilize technology with a focus on efficiency and community connection.
- * Enhance partnerships and transparency with the community we serve.
- * Continue to evaluate current department procedures and practices through regular audits and examination.

A strategic plan is a flexible document that will serve as a guide to our future efforts. As we move forward with this focus, we will constantly measure progress and evaluate outcomes to ensure we are meeting our goals. This plan is our commitment to provide service with *Integrity, Respect, Character, and Teamwork*.

Since 2012, and for every year thereafter, specific management workshops will be conducted to bring forward ideas from the workforce to continually assess our performance, suggest improvements, and discuss any other issues that arise.

Corona Police Organizational Chart



MISSION STATEMENT

The mission of the Corona Police Department is to ensure the safety and security of the public through strong community partnerships and excellence in policing.

VISION

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

VALUES

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

PILLARS OF SUCCESS

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

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

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

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

Service – We are loyal and committed to our community, to our profession, and to each other.

Introduction

The Corona Police Department (CPD) has been in existence for over 100 years. The City was incorporated in 1896 as Corona, having been known originally as South Riverside. Although Corona had a City Marshal prior to this period, additional help was needed to assist with the changing times. In 1912, Grant C. Alexander was appointed as a “Night Watchman” for the City of Corona and was the first officer killed in the line of duty in 1913. The City grew from a few thousand citizens to 38,000 by 1980, and then grew rapidly to its current population of 167,257. The Police Department also grew in strength to its present authorized staffing of 162 sworn, 69 support staff and over 100 volunteers.

The Police Department is a full-service organization consisting of around-the-clock patrol services, an Investigations Division that investigates all types of crimes, a crime scene forensics unit, a highly trained Special Response Team (SWAT) for high risk incidents, mounted officers for crowd control, K-9 teams, School Resource Officers assigned to our high schools, a Youth Diversion Team, a Traffic Bureau with motor officer enforcement, the Homeless Outreach Psychological & Evaluation Team (H.O.P.E), an Air Unit, and other law enforcement functions. The department is supported by civilian staff, such as a Records Unit that maintains all criminal and civil reports, a Communications Center that takes calls from the public and dispatches police and fire personnel, Animal Control Services and Enforcement, and non-sworn personnel that handle non in-progress calls and jail bookings.

The Police Department is heavily reliant on technology. When a call for service comes into the Communications Center, the information is entered into a Computer Aided Dispatch (CAD) system that assigns a priority (Emergency, Urgent, Routine, etc.). Dispatchers then dispatch that information to police units in both voice and digital format, as police units have mobile data computers (MDCs) installed. Officers can obtain additional information through their mobile computers and perform additional activities, such as mobile maps, checking prior activity at addresses, running vehicle license plates, and checking persons for warrants. The Communications Center receives in excess of 240,000 telephone calls and 110,000 dispatch incidents annually.

Once a criminal or civil report is completed, it is entered into the Records Management System (RMS) where it is maintained and transmitted for local, County, State, and Federal system requirements, but also enables the performance of crime analysis, calls for service analysis, statistics, and other functions. Citizens also have the capability of filing minor crime reports on-line if they do not desire to have an officer respond. Calls and crime mapping are available on the web to our residents in order to keep them informed as to crime and police activity in the community. The department also utilizes various social media applications such as Facebook and Nixle to communicate with the community.

Five Year Historical Information

Police Department Factors	2012	2013	2014	2015	2016	% Change*
Number of Sworn Officers	153	157	159	162	162	2.69%
Number of Civilian Staff	61.5	62	65	66	69	8.45%
Officers-per-Thousand Residents	0.99	1	1	1.01	0.97	-3.14%
Citizen Calls for Service	66,295	66,393	68,697	73,638	72,693	5.73%
Officer Initiated	33,535	36,053	40,127	36,456	37,983	3.94%
Violent Crime	210	162	170	213	185	-1.99%
Property Crime	4,143	3,440	3,441	3,727	3,705	0.47%
Emergency Response Times	5 minutes 13 seconds	5 minutes 11 seconds	5 minutes 15 seconds	5 minutes 28 seconds	4 minutes 59 seconds	-17 Seconds
Emergency Calls	4,414	4,283	4,315	4,232	4,398	2.02%
Officer Availability	35%	34%	33%	33%	34%	0.74%
General Fund Expenditure	38.9 Million	38.8 Million	41.2 Million	43.2 Million	46.5 Million	11.95%
Department Expenditure	39.5 Million	40.2 Million	42.5 Million	44.2 Million	47.2 Million	12.68%

*Percent change is from 2012-2015 average to present. Expenditure is inflation adjusted.

In 2016: The number of authorized sworn has remained constant at 162, which is slightly lower than the ratio goal of one officer per one thousand resident. Civilian support staff increased to 69.

Police Department Staffing

Over the years, several methods have been used to quantify sufficient police staffing in order to provide adequate law enforcement services and respond in an acceptable time to emergency (Priority 1) and other calls for service. Some of the associated factors could be response times, officer availability, any changes in crime rates, community concerns, patrol and or community configurations changes, and improvements in the economy.

While the use of an officers-per-thousand ratio has been a standard for many years and is a traditional method, it is still a useful method as the Federal Bureau of Investigations (FBI), State and Federal Departments of Justice (DOJ), and State Finance Department all make reference of it. The City of Corona also utilizes this method of ratio of one officer-per-thousand residents.

With the advent of technology, especially Computer Aided Dispatch, records systems and our analysis software (Corona Solutions and Crime View), other methods became available to assess adequate staffing levels. Technology enables us to analyze workload factors, calls for service, dispatch information gathering time (queue time), officer travel time, time spent on calls, report writing time, and many other factors. Another officer staffing method that was historically unavailable to us is officer availability. While there is no general standard, The DOJ and other research has recommended a minimum of 35% (with a desirable 50%) officer availability to perform highly successful and DOJ recommended Community Oriented, Community Based Policing.

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

Goals and Objectives

Note: This is the fourth annual update of the original 2012 Strategic Plan (fifth year of the Strategic Plan). Those goals of the first few years that were fully addressed and fully completed have been removed from this update, where others of an on-going nature remain and will be updated for additional progress or necessary modifications that require continuation into multiple years.

I. **GOAL: Prevent and Suppress Crime**

The basic mission of the Police Department is to prevent and suppress violent crime and property crime, and apprehend criminal suspects. We strive to maintain Corona as one of the safest cities in the nation. Corona has consistently been rated as one of the safest cities by the annual Congressional Quarterly Report, which is based on the FBI Uniform Crime Reports for all cities over 75,000 populations. In 2016, the City of Corona was recognized as the 13th safest city, with population over 100,000, by Niche.com which analyzed FBI crime data across the country.

Recommendation: Remain as stated. Perform Comp-Stat and Predictive Analysis on a daily, weekly and/or monthly basis as needed. Continue to evaluate use of civilian personnel (Community Service Officers / Cadets / V.I.P.s) to help in suppressive and proactive measures.

Performance Time Frame: By August 1, 2017, the new Crime Analyst position will begin providing up-to-date crime trends and statistics directly to field personnel at patrol briefings. In addition, the new position will be a direct resource for our Zone Lieutenants allowing them to quickly learn of emerging crime patterns so that they can be promptly addressed.

II. **GOAL: Maintain Adequate Staffing Ratios**

An acceptable standard for judging adequate police staffing is the number of officers-per-thousand residents. A minimum of 1.0 officers-per-thousand is recommended and generally used as a common method to evaluate staffing numbers. The department will fill all full-time civilian and sworn staff vacant positions and should remain so in the future. The City of Corona's current population is 167,257 with 162 authorized police officers estimated for July 1, 2017. The population is estimated at 169,702 for July 1, 2018. Filling all current vacancies will remain a top priority over the next two years.

Recommendation: Remain as stated. Monitor population impacts as well as crime and response numbers when evaluating staffing needs. Evaluate overtime use vs. personnel costs and determine best practice for workgroups. Seek continuation of funding for any sworn public safety position where funding is ending either due to contract termination or state allocation changes. Reach out to local universities and college campuses for expanded recruitment and internship opportunities.

Performance Time Frame: Review on an on-going basis and replace positions that are needed as they occur. Be proactive in filling anticipated vacancies due to retirements or long-term injuries. By July 1, 2017, seek continuation of funding for the two Motor Officer positions. Within the next 12 months, evaluate the State AB109 funded Post-Release Accountability and Compliance Team (PACT) Officer. Seek alternate funding sources if warranted.

III. GOAL: Maintain an Emergency Response Time within Five-Minutes

Surveys of the public around the nation have consistently shown that residents expect and evaluate the competence of a police department to respond to emergency (Priority 1) calls within five minutes or less. Research should be conducted to determine the impact of the upcoming 2018 redistricting plan for City Council candidates. This research should include whether the Police Department should change from a call based Zone configuration to a demographically designed district configuration.

Recommendation: Remain as stated. Crime analysis and other designated personnel will track CAD, Corona Solutions, Crime View, and other applicable systems on at least a monthly basis. They will report on emergency response times for emergency calls, statistical information on call increases or decreases, call load by Zones, response times by Zones, emergency response time for 90% of the calls, and other associated activities. We will also evaluate, on a continuing basis, the size and configuration of Zones and patrol deployments in order to adjust to changing conditions to ensure efficiency and effectiveness. Our partnership with Riverside PD's "Air-1" helicopter provides a positive impact by arriving on-scene overhead to emergency calls.

Performance Time Frame: Within the next 12 months, conduct research into the possibility of creating a five (5) district patrol service area. This research will cover the possible need for an additional patrol Lieutenant and staffing will be determined by calls for service within the political districts, which have already been developed. This evaluation will include exploring the need for full-time or part-time Community Service Officers, thus keeping patrol officers available for emergency calls. Other support, such as desk officers and cadets, should also be reviewed for possible handling of past calls. Additionally, ensure Zone integrity is maintained whenever possible, keeping officers in their assigned area throughout their shifts. Utilize MDCs and email capabilities to their full potential.

IV. GOAL: Radio Interoperability / Enhancing Technology

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

With several major projects underway, the Police Department needs to continue to oversee the following: migration of radios into the County of Riverside's Public Safety Enterprise Communications (PSEC) System and offer radio interoperability with Corona

Fire and the Corona-Norco Unified School District (CNUSD); implementation of the Citywide Unified Camera Project - Phase II. Phase II will add cameras to fifteen additional parks, (with five parks funded through Community Development Block Grant (CDBG) funds), plus additional traffic cameras, and cameras at various Department of Water and Power facilities; begin the Request for Proposal (RFP) process to purchase a Computer Aided Dispatch / Records Management System (CAD/RMS); and review the department's subpoena process and enhance the overall effectiveness of our current process through technology.

Recommendation: Remain as stated, continue to expand. Gather final system costs and proceed with implementation. Complete the CAD / RMS system RFP process already initiated with an anticipated implementation of a new system. Continue to move into future phases of the camera system. Expand the program with new cameras in City parks and other City facilities to enhance public safety. Promote partnerships with private companies and organizations and develop a standard for business integration. Conduct research on a web based subpoena management system that automates the process of subpoena issuance and receipt for law enforcement employees.

Performance Time Frame: Continue to move forward with the Memorandum of Understanding (MOU) process with Riverside County PSEC radio system. Migrate to the County's PSEC system by August 2017. Evaluate creating a civilian technical position that would have expert subject matter knowledge and not be subject to shift rotation. Continue to expand the camera program over the next 12-18 months to include additional parks and other City facilities as well as private partnerships. Develop standards for integration for private business cameras. Evaluate legacy cameras for replacement. By July 2017, evaluate an online subpoena program. Complete the CAD / RMS system RFP process initiated with an anticipated implementation of a new system by 2018.

V. GOAL: Maintain and Enhance Partnerships with the Community

Maintain and enhance such programs as "Adopt-a-School", Run with ACOP, Chaplain Program, Clergy Program, Public Safety Day, National Night Out, Police Department Volunteers, Crime Prevention Assistants, and other community based programs such as Corona Police-Community Partnership (CPCP). Community partnerships are a key component of Community Oriented-Community Based Policing functions.

Recommendation: Remain as stated, continue to expand. Partnerships with the community are not a luxury; they're a proven and valued necessity.

Performance Time Frame: In 2017, Lieutenants will encourage, supervise, and report on programs within their Zone responsibilities to identify resident and business concerns, solve short and long term problems, and disseminate police information. The Lieutenants will conduct more active involvement of their Zones through leading groups, supervising community contacts, and other associated Community Oriented Policing actions. Zone Lieutenants will have implemented community contacts, community groups, and business groups, etc., with whom they will engage regarding crime trends and concerns on a regular basis. The Corona Police Department will also

evaluate the need for and budgetary concerns with implementing a Tactical Emergency Medical Specialist (TEMS) program to partner a Corona Fire Medic with our Special Response Team (SRT), and a possible therapy K9 program.

VI. GOAL: Fiscal Efficiency

Fiscal efficiency is critical at all times and the need for accountability and transparency is a must. The Fiscal Services Unit will regularly report year-to-date budget compliance and issues.

Recommendation: Goal to remain as stated. The Police Department will continue to manage its resources efficiently and effectively. Additionally, the Police Department recently completed an Agreed Upon Procedures (AUP) audit in January 2017, by the City's external auditors, LSL. Once the formal report is prepared, the Police Department will review any recommendations for improvement.

Performance Time Frame: Over the next 12 months, continue monthly monitoring and communication of the Police Department's overall budget, revenues, and fiscal impacts. Continue to enhance budget planning to account for future equipment and technology needs. Continue working with City finance to promote system efficiency reviews and develop process improvements. Utilize the capital improvement plan (CIP) process for major facility up-keep. Continue to be proactive in grant opportunities and collaborative efforts with other City departments. Follow through with any AUP audit recommendations for improvement.

VII. GOAL: On-Going Department Review of Practices, Procedures, and Policies

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

Recommendation: Goal to remain as stated.

Performance Time Frame: Over the next 12 months, complete the department-wide audit and review of our CPD policy manual. All facets of the organization must be involved with staying well informed of community needs and expectations of the Police Department. This can be achieved through regular meetings with various community groups, such as Neighborhood Watch, Corona Police-Community Partnership (CPCP), the Chamber of Commerce, clergy meetings, and business and manufacturing contacts, etc. Zone Lieutenants will ensure that Zone officers report on concerns that arise during their contacts with schools, businesses, victims of crimes, and other contacts that arise during police activities. Transparency and public partnership will be ensured and enhanced through the use of various means, such as social media expansion and on-going evaluation of technological means to communicate with the community.

Continue to support and ensure that all training needs are being met for all members of the organization. Continue to focus on current training needs such as successfully interacting with those suffering from mental illness, as well as training needs for active shooter situations. Continue with two annual employee recognition events.

SP 2016-2019

Accomplishments and Notes

I. **GOAL: Prevent and Suppress Crime**

- Authorized a new Crime Analyst position in FY 2016-17 budget

II. **GOAL: Maintain Adequate Staffing Ratios**

- Authorized a new Public Safety Dispatcher I /II position in FY 2016-17 budget
- Internally funded a new Rangemaster position in FY 2016-17 budget
- Personnel and Training hired 26 employees in FY 2015-16
- The Police Department promoted 22 employees in FY 2015-16

III. **GOAL: Maintain an Emergency Response Time within Five-Minutes**

- Officers responded in 4.59 minutes for 90% of the time
- Continued partnership with the City of Riverside for helicopter services

IV. **GOAL: Radio Interoperability – More Robust System**

- Harris Unity Radios ordered and programed for all sworn staff
- The County of Riverside’s Public Safety Enterprise Communication’s Memorandum of Understanding (PSEC MOU) anticipated approval, March 2017

V. **GOAL: Maintain and Enhance Partnerships with the Community**

- Continued Neighborhood Watch, Business Watch, Public Safety Day, National Night Out, and other events
- Continued Adopt-a-School Program
- Established Run with ACOP Program
- Extended four (4) School Resource Officer (SRO) positions via shared funding with the Corona Norco Unified School District (CNUSD) until June 30, 2021
- Extended one (1) Motor Officer position with funding from the Riverside County Transportation Commission (RCTC) as related to the 91 Freeway Expansion project until June 30, 2017
- Unable to implement 9-1-1 for Kids Program as a result of Public Safety Dispatchers call volume and staffing/scheduling needs

VI. **GOAL: Implement Department Wide “Succession and Success” Plan and Mentor Program**

- Plan created and shared department-wide in the summer of 2016

VII. GOAL: Enhance In-House Technology and Equipment

- Finished the 9-1-1 upgrade and training for all dispatch personnel and IT staff
- Emergency Medical Dispatching (EMD) System transiting and training, complete
- Computer Aided Dispatch / Record Management System (CAD/RMS) - Ad-HOC committee established
- CAD / RMS – RFP release anticipated in February 2017
- Body Worn Cameras (BWC) and charging bases received and installed, complete
- BWC policy under review
- BWC training to begin Spring 2017
- Policy and deployment of BWC anticipated in July 2017

VIII. GOAL: Enhance and Expand City-Wide Camera Systems

- Phase I – Cameras installed at various City facilities

IX. GOAL: Animal Services & Enforcement

- Phase II – Project building modifications finished
- Animal Control Supervisor position filled
- Increased volunteer support
- Increased fundraising events with partnerships
- Microchipping Program was approved in July 2016
- Employee Foster Pet Program was established in FY 2015-16
- Euthanasia rates decreased 40% for FY 2015-16

X. GOAL: Fiscal Efficiency

- New budget-by-line item detail for FY 2016-17
- New permit system “Trak -It “anticipated to begin, July 2017
- Grant management software eCivis was discontinued
- Department under went various AUP (Agreed Upon Procedures) with outside audit firm in December 2016 – January 2017

XI. GOAL: On-Going Department Review of Practices, Procedures, and Policies

- Provided employee wellness and required counseling services
- Purchased critical incident safety equipment