



Strategic Plan Implementation Schedule – FY 25

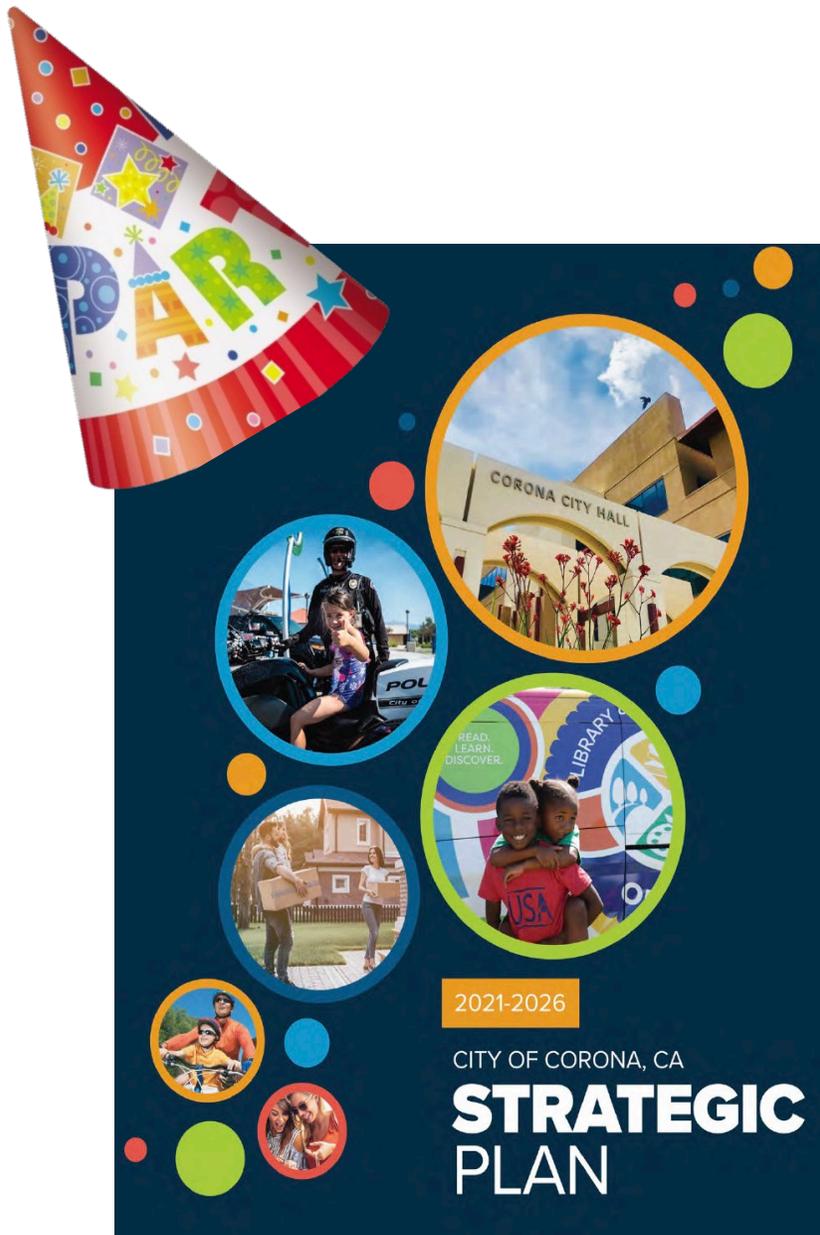
Aminah Mears, DPA
Assistant to the City Manager

March 28, 2024



The Ask...

That the City Council provide feedback on the Strategic Plan Implementation Schedule for FY25



Our Strategic Plan just had its 3rd birthday!

(Adopted February 17, 2021)

What is a Strategic Plan?



Why Do Strategic Planning?

- ▷ **Long Term Direction** – A Strategic Plan helps us figure out where we are, where we want to go, and how to get there.
- ▷ **Organizational Focus** We are busy balancing many competing demands all the time. The strategic plan helps focus our attention on the things that matter most.
- ▷ **Better Budgeting** Funding decisions and projects will be better aligned with the City's goals and objectives.
- ▷ **Improved Decision Making** The Council and staff benefit from seeing the “big picture” when faced with significant long-term decisions.



VISION

Corona will be a safe, vibrant,
family-friendly community



PURPOSE

To create a community
where *everyone* can thrive

VALUES

We are Bold

We **challenge the status quo** in our relentless pursuit to **rethink how we do business**. We are on a mission to **innovate, modernize services, and bring government into the 21st century**.

We are Humble

Everyone has a role to play, and we find purpose in **doing our part**. We **own mistakes** and learn from them to **become better**. We **value feedback**, embrace our vulnerabilities, and take time to celebrate others.

We are Driven

We have strong **work ethic** and **tackle issues head on**, even the tough stuff. We **anticipate problems**, develop creative solutions, and **push ourselves to be better**.

We are Honest

We strive to **do what is right, not what is easy**. We keep our commitments and **take responsibility for results**, even if things go wrong.

We are Kind

No matter who you are or where you are from, you're welcome here. **We embrace diversity, treat people with dignity, and genuinely care for others**.

We are a Team

We give voice to our community. We trust and honor the process of collaboration. **We achieve more together**.

GOALS



**Financial
Stability**



**Strong
Economy**



**Sound
Infrastructure**



**Safe
Community**

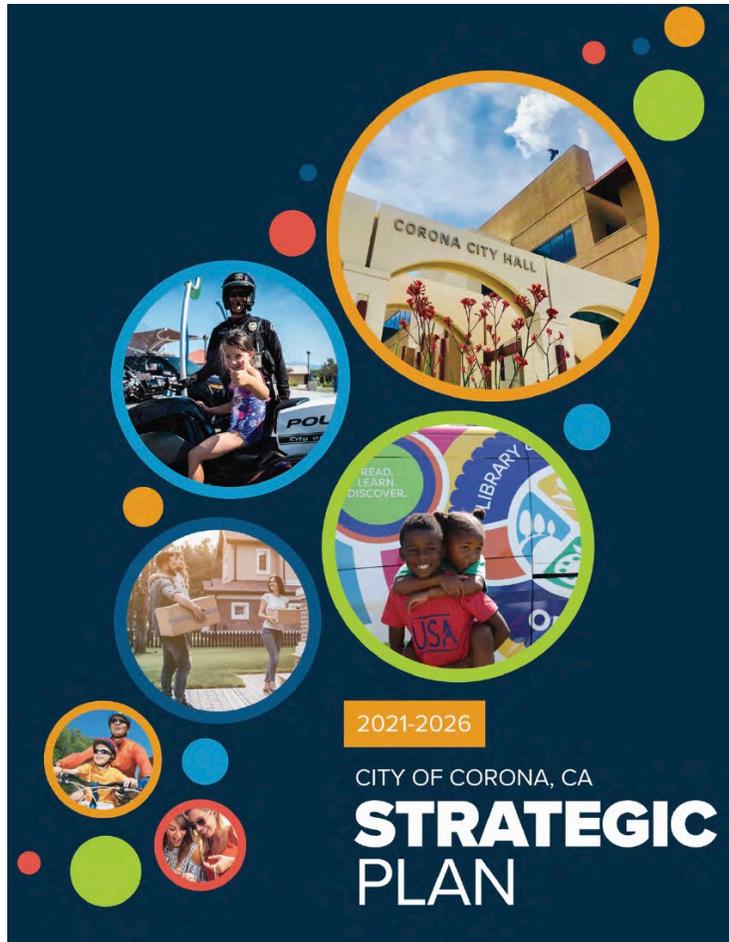


**Sense of
Place**



**High Performing
Government**

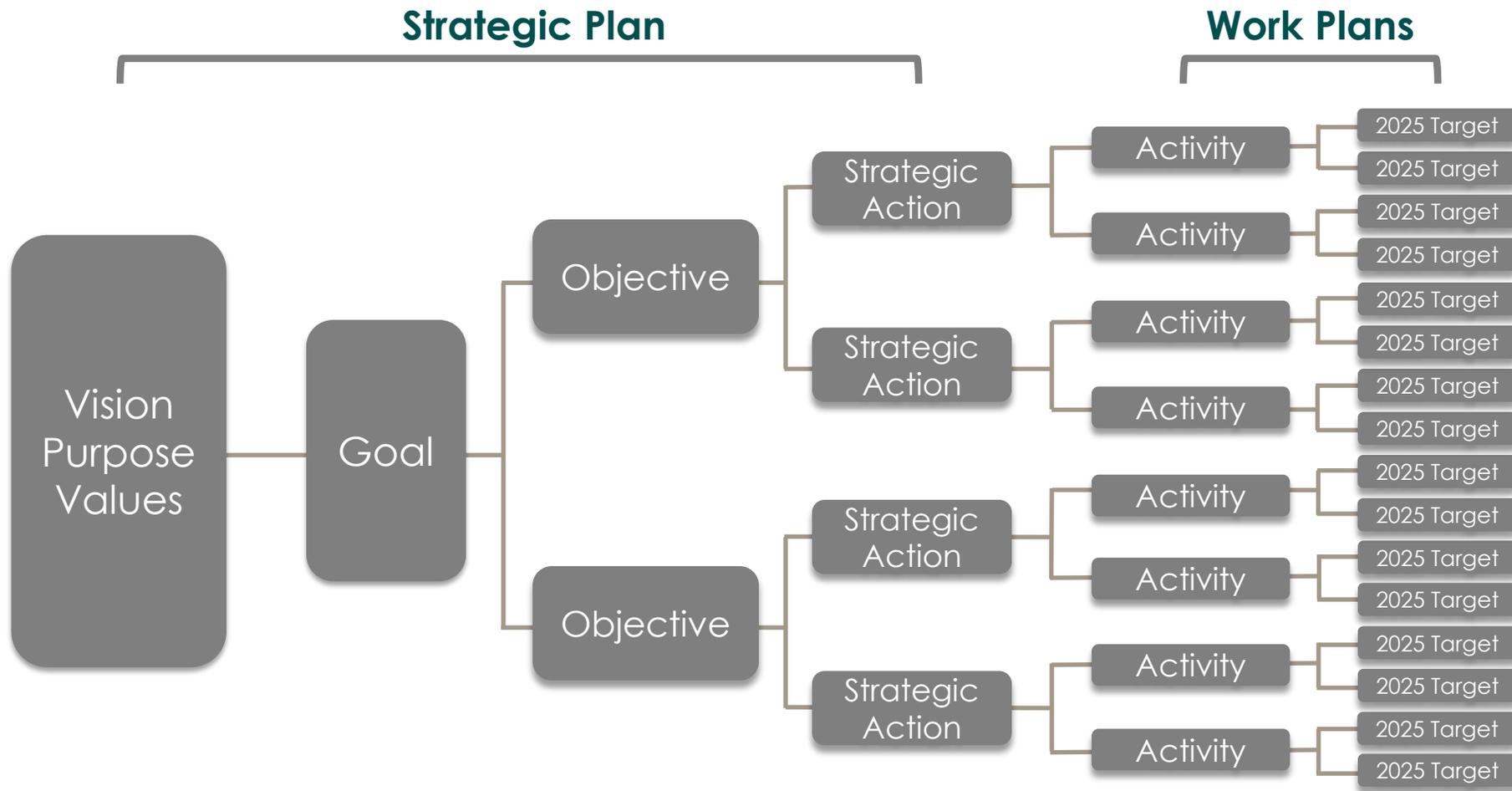
The Plan



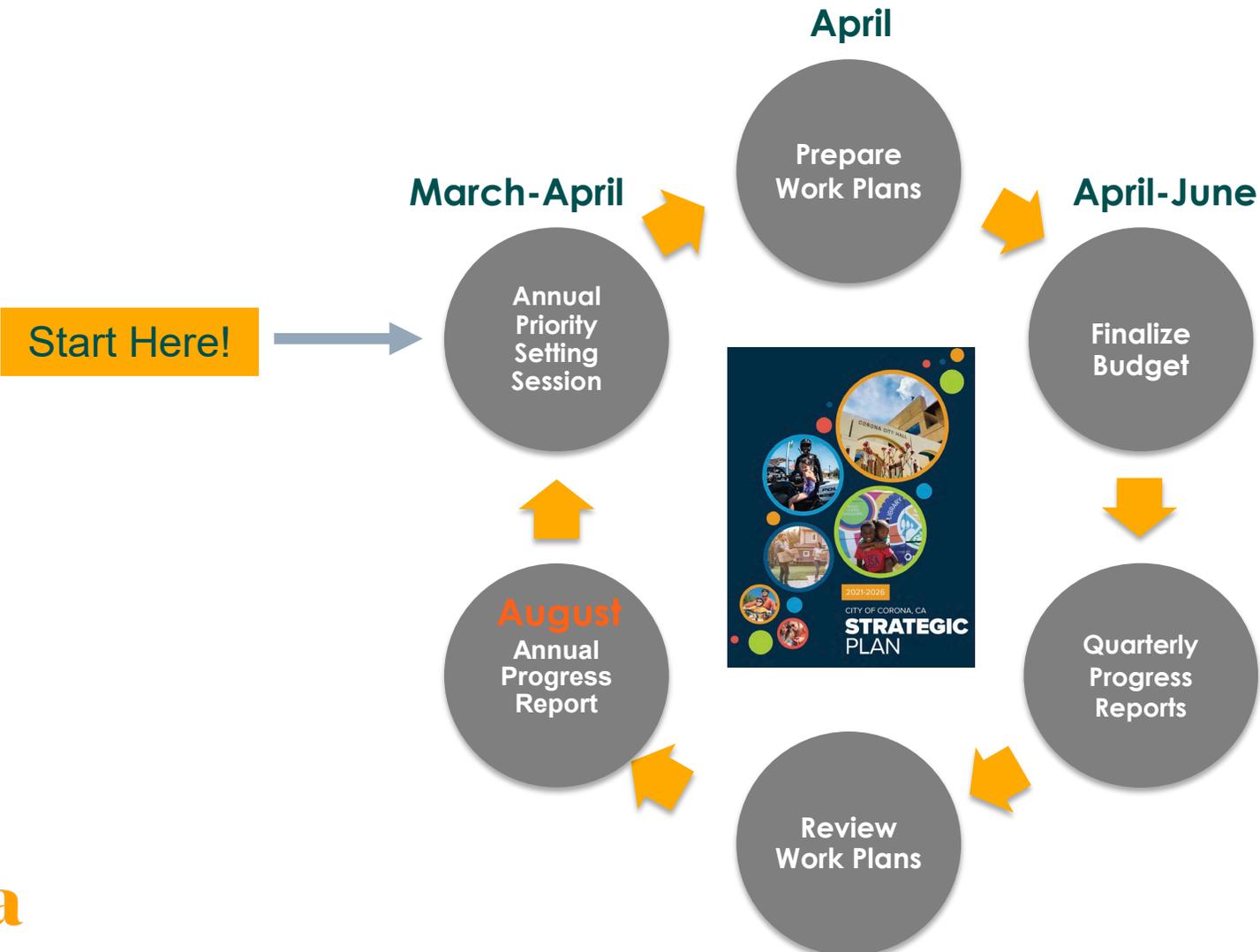
- ▷ **1** Vision
- ▷ **1** Purpose
- ▷ **6** Value statements
- ▷ **6** Goals
- ▷ **21** Objectives
- ▷ **138** Strategic Actions
- ▷ **125** Performance Indicators & Milestone Measures



Implementation



Annual Planning Cycle





Quarterly Reports

CITY OF CORONA
Strategic Plan
Quarterly Report

FISCAL YEAR 2023, 4TH QUARTER
 (APRIL - JUNE 2023)

The City of Corona Strategic Plan for 2021-2026 was adopted by the City Council on February 17, 2021 and sets a course of action by establishing priority goals, outlining actions to achieve those goals, and setting up a framework to report our progress to the public. This Quarterly Report includes highlights of key activities for each goal that occurred during the fourth quarter of Fiscal Year 2023 (April - June 2023) and incorporates operational performance metrics to help quantify the great work the City is doing. Visit www.CoronaCA.gov/StrategicPlan to view the full Strategic Plan Quarterly Report for FY23Q4.

OUR VISION
 "Corona will be a safe, vibrant, family friendly community"

OUR PURPOSE
 "To create a community where everyone can thrive"

OUR VALUES
 + We are Bold + We are Humble
 + We are Driven + We are Honest
 + We are Kind + We are a Team

OUR GOALS

- Financial Stability
- Strong Economy
- Sound Infrastructure
- Safe Community
- Sense of Place
- High-Performing Government

Check out our progress!



CITY OF CORONA
Strategic Plan
Quarterly Report

FISCAL YEAR 2024, 2ND QUARTER
 (OCTOBER - DECEMBER 2023)

The City of Corona Strategic Plan for 2021-2026 was adopted by the City Council on February 17, 2021 and sets a course of action by establishing priority goals, outlining actions to achieve those goals, and setting up a framework to report our progress to the public. This Quarterly Report includes highlights of key activities for each goal that occurred during the second quarter of Fiscal Year 2024 (October - December 2023) and incorporates operational performance metrics to help quantify the great work the City is doing. Visit www.CoronaCA.gov/StrategicPlan to view the full Strategic Plan Quarterly Report for FY24Q2.

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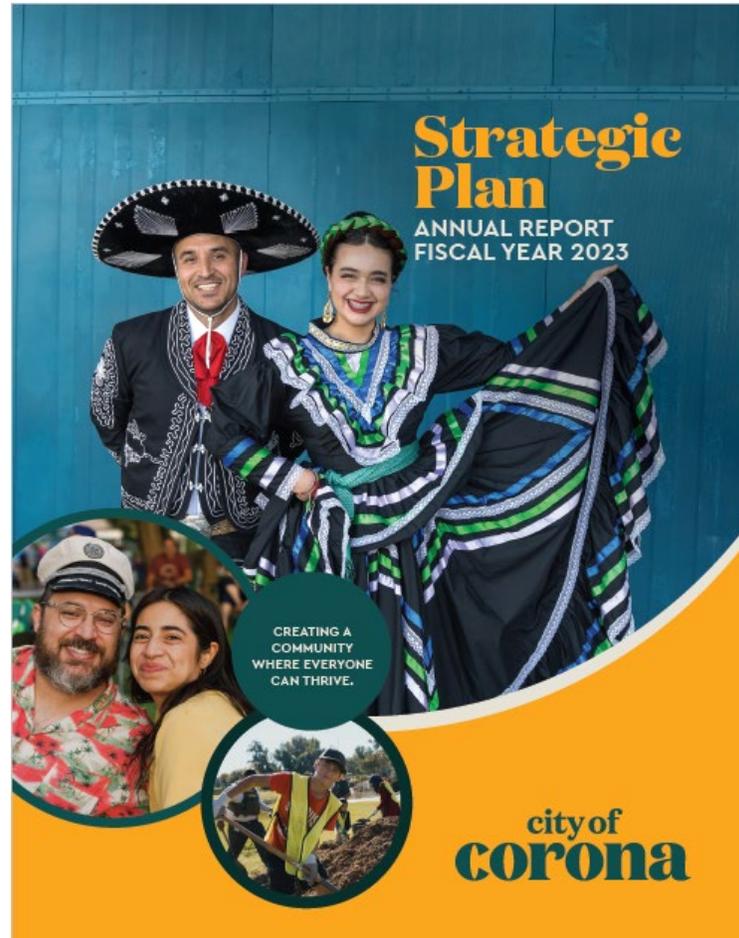
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OUR GOALS

- Financial Stability
- Strong Economy
- Sound Infrastructure
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- High-Performing Government

Check out our progress!

Annual Progress Report



Coming August 2024...



Goal: Financial Stability

FY25 Projects

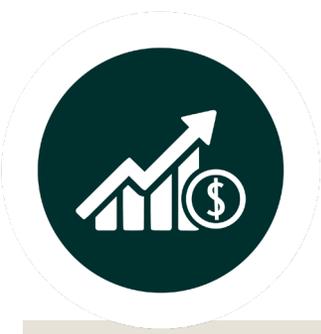
- ✓ **Identify core services and service levels** for both mandated and non-mandated services, determining resources needed to adequately support these services, and **re-allocate the City budget to fully support these services.**

Continuous Efforts

- ✓ **Utilize the Strategic Plan as a framework** to guide future financial decisions.
- ✓ **Pursue a AAA/Aaa/AAA GO Bond credit rating** from S&P, Moody's & Fitch.
- ✓ **Regularly review revenue sources** to ensure a balanced, intentional allocation of revenue sources that protect against over-reliance on any single source of revenues
- ✓ Increase the percentage of services funded via external sources; **proactively pursue grants**, partnerships, and other funding opportunities.
- ✓ Hold annual work sessions to **identify potential cost savings and cost-containment opportunities.**

Performance Indicators

- ✓ Debt payments as a percent of operating budget
- ✓ Diversity of revenue sources
- ✓ GO Bond credit rating
- ✓ Major operating funds maintaining minimum fund balance
- ✓ Outstanding debt per capita
- ✓ Percent of assets funded for scheduled repair and replacement
- ✓ Percent of GO debt capacity used
- ✓ Unfunded pension liability



Goal: Strong Economy

FY25 Projects

- ✓ **Partner with the Chamber** in its Corona 2030 Plan for local job creation to reduce local unemployment.
- ✓ **Craft an incentive strategy** for businesses to locate in Corona.
- ✓ **Review and update the City's historic building guidelines** and explore the establishment of a Historic Building Ordinance with clear preservation guidelines.
- ✓ **Review and update the City's purchasing process** to follow best practices and provide better opportunities for local vendors.

Continuous Efforts

- ✓ **Partner with regional workforce development boards** to increase job opportunities.
- ✓ **Build partnerships and programs that support youth and adult development** to ensure a prepared and skilled local workforce.
- ✓ **Redevelop the Corona Mall Properties.**
- ✓ **Continue efforts to implement "park sponsorships"** to increase funding and community support for parks.

Performance Indicators

- ✓ # of small business grant applicants
- ✓ % of small businesses that remain open one year after participating in various entrepreneurship programs
- ✓ # of businesses promoted
- ✓ % of Emprededoras graduates that successfully launch their business
- ✓ # of site selection inquiries that resulted in business opening or expanding in Corona
- ✓ # of Corona Mall properties redeveloped
- ✓ % of business resources that can be accessed in Spanish
- ✓ % of commercial brokers engaged with



Goal: Sound Infrastructure

FY25 Projects

- ✓ **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.
- ✓ **Develop a long-term capital reserve/asset management funding policy** for maintaining and replacing infrastructure assets.
- ✓ **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.
- ✓ **Modernize traffic cameras** and explore utilization of Artificial Intelligence with traffic cameras to **optimize traffic flows and improve responsiveness of traffic lights**.

Continuous Efforts

- ✓ **Advocate with Riverside County Transportation Commission (RCTC) and the State** for transportation improvements that impact congestion within Corona.
- ✓ **Continue efforts to embrace mixed-use developments** that would place housing within walking distance of commercial centers and public transportation.
- ✓ **Continue efforts to implement "park sponsorships"** to increase funding and community support for parks.



Goal: Sound Infrastructure

Performance Indicators

- ✓ Capital asset and building condition ratings
- ✓ Net investment in capital assets
- ✓ % of city facility assets replaced per schedule in the asset Management Plan
- ✓ % of street signs replaced within target timeframes (30 days)
- ✓ Town-wide average street PCI rating
- ✓ Miles of trails per 1,000 residents
- ✓ % of residents rating recreation facilities as good or excellent
- ✓ % of residents rating the availability of paths and walking trails as good or excellent
- ✓ % of residents rating the bike lanes as good or excellent
- ✓ % of residents rating the quality of City parks as good or excellent
- ✓ Total acres of parks and green space owned/managed by the City
- ✓ Average level of service for key intersections during AM and PM peak hours*
- ✓ % of housing within walking distance of commercial centers and public transportation
- ✓ % of signalized intersections using AI or advanced detection systems



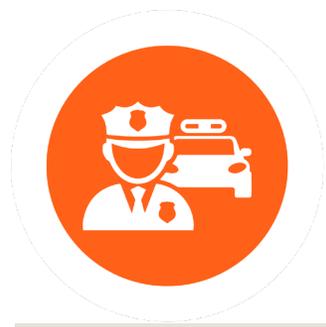
Goal: Safe Community

FY25 Projects

- ✓ **Upgrade and maintain the City's 911 system** to ensure reliable emergency response.
- ✓ Explore opportunities to **adopt best practices with computer aided dispatch systems.**
- ✓ **Promote community involvement** in identifying hazards and effective measures to reduce impacts.
- ✓ **Raise public awareness of local hazards and risks** via a communication initiative.
- ✓ Develop a strategy to **meet the mandated Regional Housing Needs Assessment** residential unit numbers. *Phase I completed, Phase II Underway.*

Continuous Efforts

- ✓ **Implement the Homelessness Strategic Plan.**
- ✓ **Expand Community Emergency Response Team (CERT) trainings** and build neighborhood-based CERT Teams.
- ✓ **Provide preparedness training courses** and certifications.
- ✓ **Host events** that put preparedness skills to use.
- ✓ Look for opportunities to facilitate the acquisition of sites to **develop affordable housing** for lower income households.
- ✓ **Develop affordable housing** in areas that are within walking distance of public transportation and commercial services.



Goal: Safe Community

Performance Indicators

- ✓ Avg. Police response time to Priority 1 calls / 90% of Priority 1 call response time falls under
- ✓ Police arrival time within 5:00 min. of all Priority 1 calls
- ✓ Avg. response time to all fire incidents / 90% of fire incident response time falls under
- ✓ Fire arrival time within 6:00 min. to fire incidents
- ✓ Avg. response time to all medical calls / 90% of medical incident response time falls under
- ✓ Fire arrival time within 6:00 min. to medical calls
- ✓ Violent crimes / clearance rate
- ✓ Property crimes / clearance rate
- ✓ Homicides
- ✓ % of residents feeling very safe in their neighborhoods during the day

- ✓ Community satisfaction rating of public safety efforts
- ✓ Suicides
- ✓ Traffic fatalities
- ✓ Traffic accidents
- ✓ Drug / alcohol related traffic collisions
- ✓ % of community members who report they are prepared for an emergency
- ✓ Annual number of residents taking part in emergency preparedness trainings (CERT/CPR)
- ✓ Community satisfaction rating of the City's efforts to reduce homelessness
- ✓ Number of homeless individuals within the City/ First time homeless
- ✓ Number of emergency shelter / motel voucher beds
- ✓ Average length of homelessness
- ✓ Annual returns to homelessness

- ✓ Number of affordable housing units
- ✓ Number of permanent supportive housing units under development
- ✓ Number of code compliance / property maintenance citations or warnings
- ✓ Median annual household income
- ✓ Median single family home cost
- ✓ % of residents rating the overall cleanliness of Corona as good or excellent
- ✓ % of residents rating the overall appearance of Corona as good or excellent
- ✓ Total number of trees in the City owned parks and rights of way
- ✓ Avg. number of days to replace dead or damaged trees



Goal: Sense of Place

FY25 Projects

- ✓ **Develop an additional performing arts venue** within the City and/or **renovate the Historic Civic Center** to become the City's premier performing and visual arts center.
- ✓ **Increase large-scale recreation events** (sports themed, food, etc.) that provide both social and economic benefits to the community.
- ✓ **Designate the Historic Civic Center as Corona's center for the arts** and relocate all non-arts lessees.
- ✓ **Improve the City website** for ease of use.
- ✓ Identify opportunities to **increase access to City services and spaces for people with disabilities.**
- ✓ **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.
- ✓ Increase support, coordination, and partnerships to **enhance veteran services and programs.**

Continuous Efforts

- ✓ **Promote the use of public spaces for festivals or shows** that showcase arts and culture.
- ✓ **Update the Mills Act Landmark list.**
- ✓ **Ensure robust engagement with a broad cross section of all segments of the community when developing plans** for new or renovated parks and facilities.



Goal: Sense of Place

Performance Indicators

- ✓ % of targeted recruitments guided by EEO data
- ✓ Total annual number of participants in City recreation programs.
- ✓ % of city facilities that are ADA compliant
- ✓ % of city services that can be accessed in Spanish
- ✓ % of residents rating Corona as a place to live as good or excellent
- ✓ % of residents rating Corona as a place to raise a child as good or excellent
- ✓ % of residents rating the community's openness and acceptance towards people of diverse backgrounds as good or excellent
- ✓ % of residents rating the overall image or reputation of Corona as good or excellent
- ✓ % of residents rating the quality and number of places to recreate, socialize, meet and connect with friends, neighbors, and family as good or excellent
- ✓ % of residents rating the sense of community in Corona as good or excellent
- ✓ % of residents rating variety and frequency of community events as good or excellent
- ✓ % of residents very likely to recommend living in Corona to someone who asks
- ✓ % of residents who say, given the chance to start over, they would choose to live in Corona again
- ✓ % of residents who volunteered time to some group / activity in Corona at least once last month



Goal: High Performing Gov't

FY25 Projects

- ✓ **Review, revise and simplify personnel policies.**
- ✓ **Replace the Enterprise Resource Planning (ERP) System.**
- ✓ **Finalize the development of the Electronic Document Management System (EDMS).**
- ✓ **Move Voice over IP Operations to the Cloud.**
- ✓ **Increase the number of online options for all major City services** that can be offered virtually.

Continuous

- ✓ **Ensure annual reporting on Strategic Plan** and departmental work plan milestones and performance measures.
- ✓ **Conduct periodic third-party audits** in key service areas. (as-needed)
- ✓ **Implement quality improvements, service modifications, or program closures** as needed.
- ✓ **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.
- ✓ **Pursue meaningful award and certification opportunities** to evaluate municipal services and better demonstrate the talent, commitment, outcomes achieved by the City for its residents.



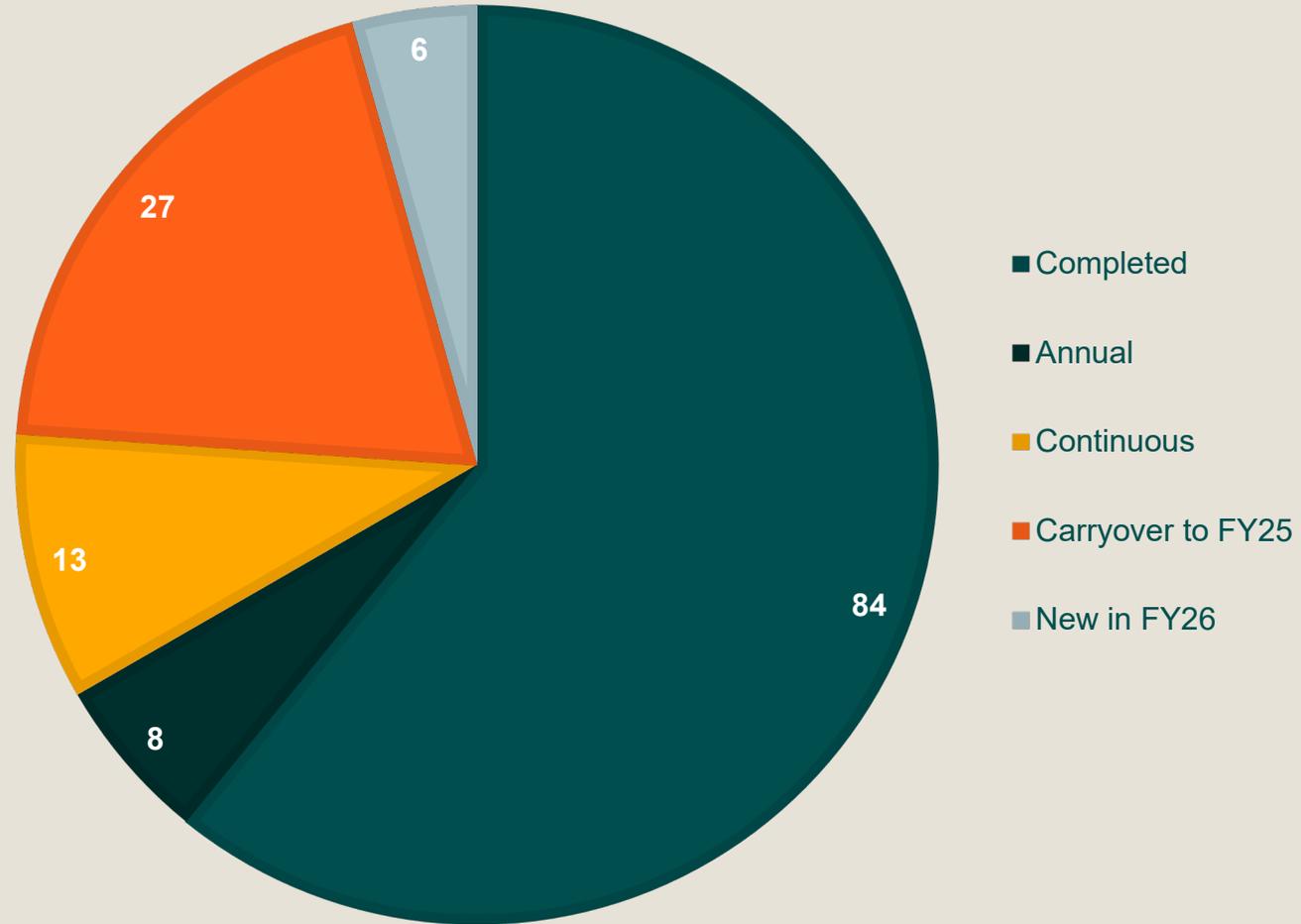
Goal: High Performing Gov't

Performance Indicators

- ✓ Number of social media engagements
- ✓ Number of social media impressions
- ✓ % of major City services that are offered virtually
- ✓ % of residents expressing confidence in city government
- ✓ % of residents rating the overall direction the City is taking as good or excellent
- ✓ % of residents who believe all city residents are treated fairly
- ✓ % of residents rating overall quality of city services as good or excellent
- ✓ % of resident rating value of services as good or excellent
- ✓ Employee turnover rate
- ✓ % of employees agreeing or strongly agreeing that they would recommend the City as a place to work
- ✓ Number of City awards/certifications earned

Implementation Summary

YEAR 3 (FY 24)



86 Performance Indicators

6 1% Completed



The Ask...

That the City Council provide
feedback on the Strategic Plan
Implementation Schedule for FY 25

Thank You!

Questions?

Email: aminah.mears@coronaca.gov

Call: 951-279-3508

