Strategic Plan

ANNUAL REPORT
FISCAL YEAR 2024

CREATING A COMMUNITY WHERE EVERYONE CAN THRIVE.

city of
corona

Dear Corona Residents,

The City of Corona Strategic Plan for 2021–2026 was adopted by the City Council on February 17, 2021, and has guided our city's priorities for the last three years. The five-year framework has allowed us to make advancements in each of our six strategic goals: Investing in Financial Stability, Fostering a Strong Economy, Constructing Sound Infrastructure, Shaping a Safe Community, Creating a Sense of Place, and Delivering High-Performing Government.

The City Council is excited to present the Annual Report of our Citywide Strategic Plan. This report includes highlights of key activities for each goal that occurred during the Fiscal Year 2024 (July 2023 – June 2024). The City had a very productive year, working on over 60 projects. This included developing a Downtown Revitalization Plan, Economic Development Strategic Plan, Parks and Recreation Master Plan, revamping the Capital Improvement Plan, creating a Fire Safe Council, and launching the City's new brand!

We look forward to the next year as the Strategic Plan will continue to serve as a roadmap for guiding the City's decision-making. To ensure we turn this roadmap into a reality and that the community is informed on our progress, we will continue providing updates on a quarterly and yearly basis.

Thank you for your support while we continue in our efforts to create a community where everyone can thrive.

Sincerely,

Corona City Council

Jacque Casillas
District 1

Tom Richins
District 3

Wes Speake
District 5

Tony Daddario
District 2

Jim Steiner
District 4

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 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 the 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.

OUR GOALS

Financial Stability
Ensure the City has adequate and sustainable funding to deliver high-quality services to residents.

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

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

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

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.

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

FINANCIAL STABILITY

Ensure the City has adequate and sustainable funding to deliver high-quality services to residents.

PROJECTS & MILESTONES

Completed or Continous Projects
- Held annual work sessions to identify potential cost saving and cost-containment opportunities.
- Established a process to track total grant funding received on an annual basis.
- Enhanced opportunities for resident participation in the budget process.
- Ensured budget information is available in both English and Spanish.

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

PERFORMANCE REPORT

	FY23	FY 24
GO BOND credit rating	AA+	AA+
Outstanding debt per capita	$2,069	$1,891
% of GO debt capacity used	6.99%	6.42%
Debt payments as a % of operating budget	9.5%	9.4%
Unfunded pension liability (in millions)	$0	$81.79
POB balance (in millions)	$259	$243
Diversity of revenue sources	14	14
% of assets funded for scheduled repair and replacement	N/A	N/A
% Major operating funds maintaining minimum fund balance	100%	100%
Net Investment in capital assets (in Millions)	26.4M	19.7M

SUSTAINABLE FINANCES ARE KEY TO A THRIVING CITY.

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

PROJECTS & MILESTONES

Completed Projects

- Developed an Economic Development Strategic Plan that provides a vision and framework for business attraction, expansion, development, and retention.
- Developed a Downtown Revitalization Plan (including new design guidelines and streetscape enhancements).
- Explored the feasibility of establishing a program to assist long time Corona restaurants to open smaller scale operations in downtown area.
- Explore the feasibility of a façade improvement program.
- Review and update the City's historic building guidelines and explore the establishment of a historic building ordinance with clear preservation guidelines.
- Take steps to increase crime prevention within the downtown business district, including exploring the deployment of additional dedicated police officers.
- Improve transparency and trust by creating a development handbook that explains the development review and approval process to community members and business owners.

Current Projects

- Review and update the City's purchasing process to ensure it follows best practices and provides better opportunities for local vendors.
- Redevelop the Corona Mall Properties.

Upcoming Projects

- Craft an incentive strategy for businesses to locate in Corona.
- Partner with the Chamber in its Corona 2030 Plan for local job creation to reduce local unemployment.

PERFORMANCE REPORT

	FY23	FY 24
% of small business grant applications	N/A	577
% of small businesses that remain open one year after participating in various entrepreneurship programs	N/A	100%
# of businesses promoted	45	52
% of Emprendedor@s graduates that successfully launch their business	100%	100%
# of site selection inquiries that resulted in a business opening or expanding in Corona	3	4
# of Corona Mall properties redeveloped	N/A	6
# of business resources that can be accessed in Spanish	57%	60%
% of commercial brokers engaged with	16%	27%
Median annual household income	$95,268	$105,204
Median single family home cost	$530,100	$530,100

Protect our quality of life by ensuring the community is safe and clean.

PROJECTS & MILESTONES

Completed Projects
- Identified the obstacles to reducing response times, implemented solutions to meet or beat national benchmarks, track results, and reported out publicly.
- Held annual safety drills for various emergency situations (e.g., fire, earthquake, or active shooter) for both staff and residents.
- Adopted a policy to approve and encourage high-density housing within designated areas of the City.
- Developed affordable housing in areas that are within walking distance of public transportation and commercial services.
- Develop a strategy to meet the mandated Regional Housing Needs Assessment residential unit numbers.
- Determine appropriate staffing levels for effective emergency response capability and address understaffing.
- Develop a process to scale emergency response to call type and need (i.e., low acuity response model in Fire).
- Develop a plan to address chronic staffing issues in the dispatch call center.
- Develop a long-term funding strategy—including capital and operating reserve funds—for emergency service assets.
- Raise public awareness of local hazards and risks via a communication initiative.
- Create a Fire Safe Council to better equip residents to mitigate impacts of natural disasters.

Current Projects
- Explore Opportunities to adopt best practices and computer aided dispatch systems.

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

PERFORMANCE REPORT

	FY23	FY 24
Avg. Police response time to Priority 1 calls	5:42	5:35
Avg. Police response time to 90% of Priority 1 calls	4:47	4:44
Avg. response time to all fire incidents	5:21	5:45
Avg. response time to 90% of fire incidents	7:19	8:12
Avg. response time to all medical calls	4:56	4:49
Avg. response time to 90% of medical calls	7:16	6:53
Violent crimes	369	371
Clearance Rate (Violent crimes)	43%	55%
Property crimes	3,485	2,716
Clearance Rate (Property crimes)	7%	7%
Homicides	4	1
% of residents feeling very safe in their neighborhoods during the day	86%	80%
% Community satisfaction rating of public safety efforts	59%	67%
Suicides	7	5
Traffic fatalities	8	8
Traffic accidents	1,103	1,198
Drug/alcohol related traffic collisions	74	116
% of community members who report they are prepared for an emergency	83%	87%
Annual number of residents taking part in emergency preparedness trainings	3,221	3,384
Number of homeless individuals within the City	110	65
% Community satisfaction rating of the City's efforts to reduce homelessness	25%	38%
First time Homeless	133	315
Emergency Shelter Beds Available	45	83
Average length of homelessness (years)	2.35	4
Annual returns to homelessness	0	1
Number of permanent supportive housing units under development	90	90
Number of code compliance/property maintenance citations or warnings	2,083	3,992

A SAFE COMMUNITY PROMOTES A HIGH QUALITY OF LIFE.

SOUND INFRASTRUCTURE

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

PROJECTS & MILESTONES

Completed Projects
- Revamped the Capital Improvement Plan (CIP) program to include all potential capital improvement projects whether funded or not, utilizing a 10-year time horizon, and developed a prioritized implementation plan.
- Develop a Parks and Recreation Master Plan.
- Develop a Trails Master Plan for the City, including safety planning and planning for access points to Cleveland National Forest.
- Establish consistent quality and maintenance standards for City parks and recreation facilities.

Current Projects
- Develop an asset management program for all city infrastructure, including condition assessments, life cycle determinants, and prevention maintenance program for major capital assets – including City buildings – to extend their life cycle.
- Develop a long-term capital reserve/asset management funding policy for maintaining and replacing infrastructure assets.
- Modernize traffic cameras and explore utilization of Artificial Intelligence with traffic cameras to optimize traffic flows and improve responsiveness of traffic lights.

Upcoming Projects
- Build an up-to-date Geographic Information System (GIS) inventory of all utility infrastructure.
- 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.

PERFORMANCE REPORT

	FY23	FY24
Capital asset and building condition ratings	N/A	N/A
% of city facility assets replaced per schedule in the Asset Management Plan	N/A	N/A
% of street signs replaced within target timeframes (30 days)	96%	98%
Town-wide average street PCI rating	70	72
Miles of trails per 1,000 residents	0.17	0.17
% of residents rating recreation facilities as good or excellent	59%	66%
% of residents rating the availability of paths and walking trails as good or excellent	58%	64%
% of residents rating the bike lanes as good or excellent	50%	60%
% of residents rating the quality of public parks as good or excellent	65%	75%
Total acres of parks and green space owned/managed by the City	873.17	873.17
Average level of service for key intersections during AM and PM peak hours	N/A	N/A
% of housing within walking distance of commercial centers & public transportation	N/A	N/A
% of signalized intersections using AI or advanced detection systems	N/A	N/A
Number of affordable housing units	1,384	1,384
Avg. number of days to replace dead or damaged trees.	28	28

High Performing Government

Improve the efficiency and effectiveness of the City's services to bring government into the 21st century.

PROJECTS & MILESTONES

Completed Projects
- Revamped the employee wellness program.
- Developed a new employee orientation that reinforces organizational values, goals, and helps provide an exciting on-boarding experience.
- Streamlined and simplified the process for recruiting and hiring new employees to reflect best practices.
- Established a staff recognition program and a retiring employee recognition program to recognize the amazing efforts across the organization and thank long-time employees who are retiring from service.
- Developed a concierge program for building permits.
- Enhanced state and federal advocacy efforts using contract lobbyists and dedicated staff support.
- Promoted collaboration by forming more cross-departmental teams to help solve problems, manage large projects, and get people working together.
- Move Voiceover IP Operations to the Cloud.
- Explore the option of instituting an employee mentoring program that pairs new staff with seasoned mentors.
- Develop a program to recognize and reward innovations and efficiency gains created by employees.

Current Projects
- Finalize the development of the Electronic Document Management System (EDMS).
- Increase the number of online options for all major City services that can be offered virtually.

Upcoming Projects
- Replace the Enterprise Resource Planning (ERP) system.
- Improve the quality and consistency of customer service, by training staff on basic standards.

PERFORMANCE REPORT

	FY23	FY24
Social Media Engagements	1.8M	1.04M
Social Media Impressions	29.3M	23.7M
% of major City services that are offered virtually	80%	84%
% of residents expressing confidence in city government	40%	51%
% of residents rating the overall direction the City is taking as good or excellent	51%	55%
% of residents who believe all City residents are treated fairly	51%	65%
% of residents rating overall quality of City services as good or excellent	62%	65%
% of residents rating value of services as good or excellent	43%	48%
% of employees agreeing or strongly agreeing that they would recommend the City as a place to work	79.17%	100%
Employee turnover rate	4.82%	4.56%
Number of City awards/certifications earned	4	5

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.

PROJECTS & MILESTONES

Completed Projects

- Developed an Equal Employment Opportunity plan to ensure the city workforce reflects the racial and gender diversity of the community.
- Pursued opportunities to highlight the contributions of Latinx, Asian, Indigenous, and Black residents to Corona's history, culture, and current community.
- Revamped the City's calendar of signature community events to clarify the City's role, determine potential partners, and identify opportunities to celebrate diverse cultures.
- 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.
- Utilize volunteer-led hikes to help residents become familiar with trail and park opportunities in the community.
- Develop "on demand" registration capabilities to provide onsite registration or reservations at parks, fields, or facilities.
- Explore the feasibility of expanding inclusive playground equipment across the City.

Current Projects

- Increase the City's support, coordination, and partnerships to enhance veteran services and programs.
- Identify opportunities to increase access to City services and spaces for people with disabilities.
- Improve the City website for ease of use.
- Designate the Historic Civic Center as Corona's center for the arts and relocate all non-arts lessees.

- Increase large-scale recreation events (sports themed, food, etc.) that provide both social and economic benefits to the community

Upcoming Projects

- 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.

PERFORMANCE REPORT

	FY23	FY24
Recreation Activity Participants	632,111	192,154
% of City facilities that are ADA compliant	N/A	N/A
% of City services that can be accessed in Spanish	N/A	100%
% of persons who view the job posting on diversityjobs.com	7.84%	7.38%
% of residents rating Corona as a place to live as good or excellent	85%	85%
% of residents rating Corona as a place to raise a child as good or excellent	76%	79%
% of residents rating the community's openness and acceptance towards people of diverse backgrounds as good or excellent	57%	74%
% of residents rating the overall image or reputation of Corona as good or excellent	57%	69%
% of residents rating the quality and number of places to recreate, socialize, meet and connect with friends, neighbors, and family as good or excellent	37%	49%
% of residents rating the sense of community in Corona as good or excellent	56%	56%
% of residents rating variety and frequency of community events as good or excellent	39%	62%
% of residents very likely to recommend living in Corona to someone who asks	81%	88%
% of residents who say, given the chance to start over, they would choose to live in Corona again	80%	83%
% of residents who volunteered time to some group/activity in Corona at least once last month	22%	25%
% of residents rating the overall cleanliness of Corona as good or excellent	50%	60%
% of residents rating the overall appearance of Corona as good or excellent	52%	63%
Total number of trees in City owned parks and right of way	59,567	59,596

Together, we're creating a community where everyone can thrive.

CORONA CITY HALL

OPERATIONAL PERFORMANCE HIGHLIGHTS
BY THE NUMBERS

COMMUNITY SERVICES

Registered Library Users	433,914
Library Program Participants	50,350
Trees Trimmed	32,511
Trees Planted	4,764
Trees Removed	1,103
Recreation Activity Participants	192,154
Community Volunteers	3,306
Community Volunteer Hours	20,222
Attendees at Special Events	34,490
Corona Cruiser Ridership	139,073
Dial-a-Ride Ridership	47,186

HOMELESSNESS

CPD Homeless Related Calls for Service	4,550
Cubic Yards of Debris Removed	2,425
Permanent Housing Placements	98
Emergency Shelter Beds Available	83
Emergency Shelter Clients Served	920
City Net Street Outreach/Engagement Contacts	773

COMMUNITY ENGAGEMENT

Social Media Impressions	23,718,349
Websites Visits	1,649,573
Mailchimp Emails Opened	1,196,825
Social Media Engagements	1,040,420
Total Social Media Audience	945,158
Total Video Views	4,134,608

SEE CLICK FIX

Total Tickets Submitted	3,244
Avg. Days to Acknowledge	1
Avg. Days to Close	11.75
Graffiti Tickets	1,136
Graffiti Removed (Square Feet)	244,969
Parkway Maintenance Tickets	1,793
Street Maintenance Tickets	4,291

ECONOMIC DEVELOPMENT

New Businesses	961
Businesses Assisted, Supported & Promoted	208
Businesses Retained	5,692
Business Outreach/Visitations	156
Live Work Corona Pledges	82
Partnership Events with the Corona Chamber	6

PLANNING & DEVELOPMENT

Planning Services

Applications Processed	1,832
Applications Processed on Time	100%
Avg. Days to Process Applications	21

Development Services

Plan Checks/Permits Issued	1,977
Plan Checks/Permit Issued on Time	100%
Avg. Days to Review Plan Checks/Permits	6.75
Satisfaction Rating	65%

Inspection Services

Building Inspections	16,309
Infrastructure Inspections	3,968
Inspections Completed on Time	99.25%
Avg. Days to Complete Inspections	1

Plan Checks

Building Plan Check	5,110
Permits Issued	4,371
Building Plan Checks Processed on Time	98.25%
Avg. Days to Review Building Plan Checks	6.7 / 5
New Residential Permits Issued	1,603
Satisfaction Rating	81%

Code Compliance

Cases Opened	2,101
NOVs Issued	3,095
Cases Closed	2,071
Citations Issued	601

PUBLIC WORKS

Traffic Engineering

Traffic Work Orders Completed	193
Traffic Signals Maintainted	680
Traffic Plan Checks Completed	379

Capital Projects

Active CIP Projects	322
Planning/Design Phase	222
Out to Bid/Under Construction	100
Projects Completed	10

NPDES Inspections

Commercial/Industrial Inspections	215
Construction Site Inspections	257
Illicit Connections & Discharges Identified	134

PUBLIC WORKS CONT.

Street Maintenance

Street Work Order Received/Completed	4,291/4,267
Curb Miles Swept	29,789
Streetlight Repaired	561
Sidewalk, Curb, Gutter Replaced (Square Feet)	25,616

Fleet

Fleet Scheduled/Unscheduled Repairs	805/1,341
Vehicles & Equipment Inspected	805
Fire Apparatus Inspections/Unscheduled Repairs	89,145

PUBLIC SAFETY

Fire

Fire Calls for Service	15,977
Response to Fire Incidents at 6 min or less	71%
Response to medical calls at 6 min or less	80.7%
Fire Avg. Response Time	5:10
Fire Calls	372
Medical Calls	10,757
Fire Inspections	1,725
Acres of Land Cleared	0

Police

Police Calls for Service	91,484
Avg. Response Time to 90% of Priority 1 Calls	4:44
Priority 1 Response Rate at 5 min or less	41%
Arrests	2,799
Vehicle Citations	11,100
Parking Citations	6,981
Vehicles Towed	968

UTILITIES

Billing & Administration

Avg. Speed of Answer	0:59
Bills Mailed	556,563
Customer Services Calls	36,521
Auto Pay Subscriptions	33.1%

Utilities Maintenance

Work Orders Received/Closed	4,382/4,276
CCTV Inspected (LF)	418,218
Sewer Mains Cleaned (LF)	492,242
Meters Replaced	349

Water Utility

Water Treated (Billion Gallons)	10.2
Water Samples/ Compliance Rate	5,140/100%
Wastewater Treated (Billion Gallons)	4.43
Wastewater Samples/Compliance Rate	9,311/100%

Electric Utility

Time Power is On	99.78%
Customer Mins. w/ Power	525,888
Customer Mins. w/o Power	1,152
Electric Outages	7

INTERNAL SUPPORT

Accounting

Invoices Paid within 30 Days	86.25%
Invoices Processed	26,641
Consecutive Years Receiving GFOA Award	33

Human Resources

HR Jobs Posted	196
New Hires	245
Promotions	127
Seperations	173

Purchasing

Bids Issued	69
Contracts Executed	662
Purchase Orders Issued	1,642
P-Tracks Completed	2,436

Clerk's Office

Public Records Requests	1,152
Agendas Published	39
Claims Received	1113
Subpoenas Processed	94

Information Technology

|	
Total Cyber Attacks Deflected	18,044,494
IT Service Requests Completed	11,940
National Ranking for IT Services	#5

# FISCAL YEAR 2023
BUDGET HIGHLIGHTS

Revenues – $439M   Expenditures – $439.8M

WHERE DOES THE MONEY COME FROM?

A	Current Services	$23.6M
B	Fees & Permits	$1.4M
C	Fines, Penalties & Forfeitures	$2.1M
	Intergovernmental Revenues	$36.9M
E	Internal Service Charges	$26.6M
F	Investment Earnings	$8.9M
G	Licenses, Fees & Permits	$8.8M
	Other Revenues	$15.0M
I	Other Taxes	$14.7M
J	Payment in Lieu of Services	$6.6M
K	Property Taxes	$68.4M
	Sales Tax	$97.9M
M	Special Assessments	$16.5M
N	Utility Service Charges	$111.3M
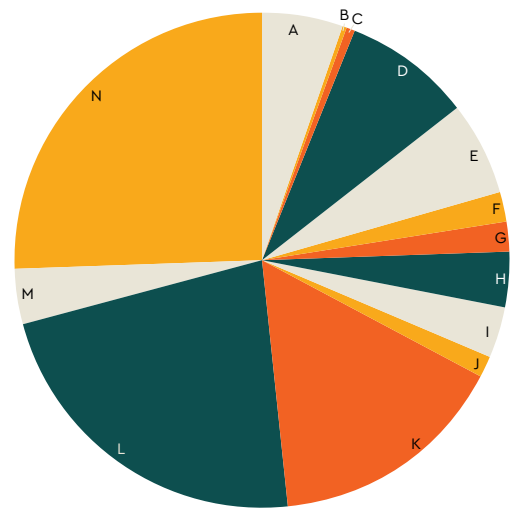
WHERE DO DOLLARS GO?
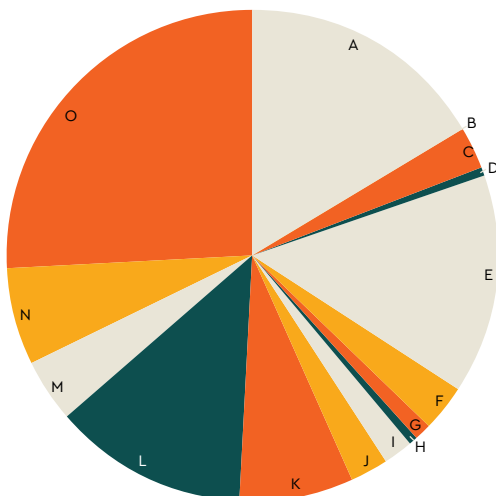
		Percentage	Amount
A	Capital Improvement Projects	16%	71.7M
B	Elected Officials	0%	0.1 M
C	City Manager's Office	3%	11.5 M
D	Human Resources	1%	2.9 M
E	General Government/Debt Service	14%	62.5 M
F	Information Technology	3%	13.7 M
G	Finance	1%	4.8 M
H	Economic Development	0%	1.6 M
I	Legal and Risk Management	2%	9.2 M
J	Planning and Development	2%	9.9 M
K	Fire	8%	33.6 M
L	Police	16%	55.2 M
M	Public Works	4%	18.1 M
N	Community Services	6%	27.7 M
O	Utilities	27%	111.1 M

Where do your Sales Tax dollars go?
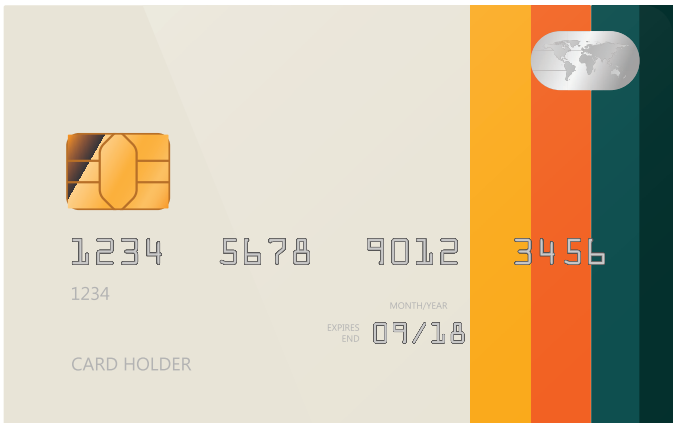
The City's sales tax rate is 8.75%. This means for every $100 you spend, you spend another $8.75 in sales tax. Here's a breakdown of where it goes.

County Transportation	$0.25
Measure A	$0.50
City General Fund	$1.00
Measure X	$1.00
State of California	$6.00

Total Tax Paid (on a $100 purchase) $8.75

Where do your Property Tax dollars go?

Your property taxes support local schools and government services. Every dollar goes to the following.

56¢ Schools

18¢ Districts & Redev Agency

18¢ Riverside County

8¢ City General Fund

Example: Home valued at $775,000
1% secured property tax = $620 to the
City of Corona General Fund

Corona's Median Home Price
(sold) approx. $775,000
(April 2022 – Realtor.com)