



Corona Police Department Strategic Plan 2016-2019



**Michael Abel
Chief of Police
February 2016**

Corona City Council

2016



Mayor
Jason Scott



Vice Mayor
Dick Haley



Council Member
Karen Spiegel



Council Member
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From Chief 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 160,287 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 newest one year through three 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.

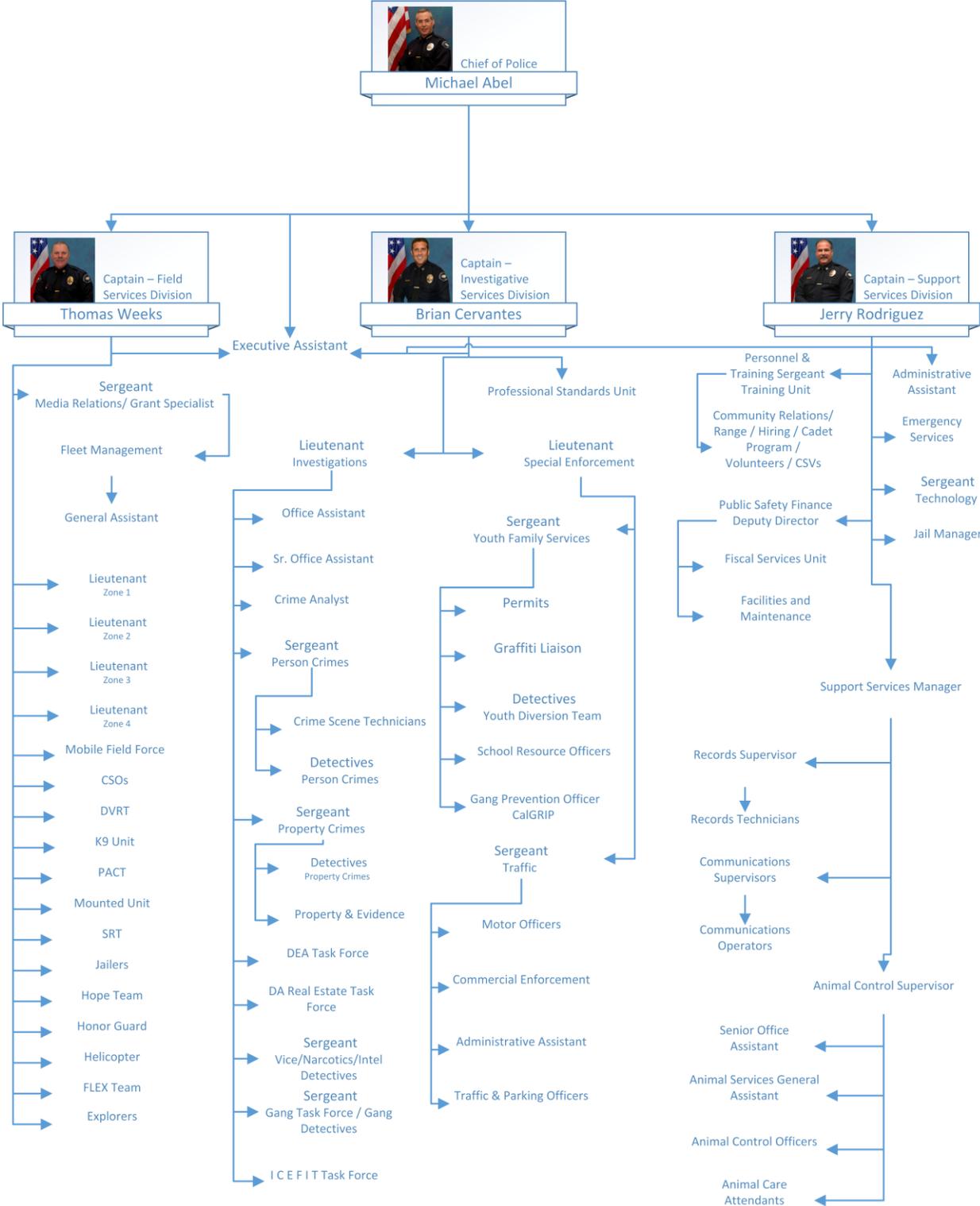
The primary themes of this plan are:

- * 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.
- * Expand radio effectiveness and interoperability.
- * Utilize technology with a focus on efficiency and community connection.
- * Implement department Succession Plan and accompanying mentorship program.
- * Enhance partnerships and transparency with the community we serve.
- * Evaluate current department procedures and practices.

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 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 Marshall 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 160,287. The Police Department also grew in strength to its present authorized staffing of 162 sworn and 66 support staff.

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, 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 200,000 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	2011	2012	2013	2014	2015	% Change*
Number of Sworn Officers	152	153	157	159	162	4.35%
Number of Civilian Staff	53	61.5	62	65	66	9.31%
Officers-per-Thousand Residents	1.09	0.99	1	1	1.01	-0.98%
Citizen Calls for Service	65,858	66,295	66,393	68,697	73,638	10.22%
Officer Initiated	38,783	33,535	36,053	40,127	36,456	-1.80%
Violent Crime	200	210	162	170	213	14.82%
Property Crime	3354	4143	3440	3441	3724	3.60%
Emergency Response Times	5 minutes 1 seconds	5 minutes 13 seconds	5 minutes 11 seconds	5 minutes 15 seconds	5 minutes 28 seconds	+ 18 seconds
Emergency Calls	4,505	4,414	4,283	4,315	4,232	-3.36%
Officer Availability	35%	35%	34%	33%	33%	-3.65%
General Fund Expenditure	40.5 Million	38.9 Million	38.8 Million	41.2 Million	43.2 Million	5.69%
Department Expenditure	41.2 Million	39.5 Million	40.2 Million	42.5 Million	44.2 Million	5.51%

*Percent change is from 2011-2014 average to present.

2016: The number of authorized sworn has increased to 162, staying slightly higher than one officer per one thousand resident ratio when fully staffed. Civilian support staff also increased to 66. While there is no national police standard emergency response time, citizen surveys have consistently shown that residents desire a five minute or less police emergency response. Officer availability is a factor of Community Based Policing as an officer must be available for community interaction. Ideally, officers should be available at least 50% of his or her work-day, with a minimum effectiveness often estimated at 35%.

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.

One such method is the ratio of officers-per-thousand residents. The East Coast generally has the highest ratio averaging 2.5 to 3 officers-per-thousand residents. The West Coast generally averages 1.2 to 1.5 officers-per-thousand residents. 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 FBI, State and Federal Departments of Justice, and State Finance Department all make reference of it.

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, 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 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).

It is recommended that a minimum officer-to-resident-population ratio be no less than one officer-per-thousand, with on-going review based on response times, officer availability, any changes in crime rates, community concerns, patrol configurations, improvements in the economy, and other associated factors.

Goals and Objectives

Note: This is the third annual update of the 2013 Strategic Plan (fourth year of the Strategic Plan). Every goal of the first and second year plans were fully addressed and many were fully completed. Those 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.

Recommendation: Remain as stated. Perform Comp-Stat and Predictive Analysis on a weekly and monthly basis. Report monthly on crime statistics as produced by the Records Management System (RMS) Uniform Crime Reporting module. Evaluate better use of civilian personnel (Community Service Officers / Cadets / V.I.P.s) to help in suppressive and proactive measures.

Performance Time Frame: By April 1, 2016, provide Corporals training in Crime View data collection. The Corporals will be responsible to ensure all patrol personnel are trained to access and navigate the Crime View system for improved communication and responsiveness. Evaluate additional personnel assistance at the Crime Analysis position.

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 1.2 officers-per-thousand is recommended and generally used as a common method to 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 160,287 with 162 authorized police officers. Filling all current vacancies will remain a top priority in 2016.

Recommendation: Remain as stated, with an addition. 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. Evaluate the need to continue the two temporary Motor Officer positions that were approved in December 2015. As a part of this evaluation, it should be considered, if the positions are continued, whether or not they should be continued as temporary positions, or if there is justification to make the positions permanent.

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. Proceed with finalizing HR study regarding overtime use and personnel staffing levels in Dispatch. Hire additional new dispatchers if warranted. Evaluate new civilian position in traffic to assist with handling calls. Evaluate the two new temporary Motor Officers positions by September 30, 2016.

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 has also shown that for each minute of response time, there is less of a chance of apprehending the suspect or stopping a crime in progress. Due to statistical variances, it is desirable that 90% of emergency calls should arrive in five-minutes or less, preferably four-minutes or less.

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 to arriving on-scene overhead to emergency calls. Additional considerations are increased crime and traffic responses as a result of the Corridor Improvement Project at Highway 91 and Interstate 15 freeways.

Performance Time Frame: Within the next 12 months, evaluate the need for additional Community Service Officers in patrol. This evaluation will include exploring the need for full-time or part-time Community Services 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. In the current year and future years, explore the need for an additional designated Zone in the South/East section of the City due to population growth and call load in order to better address response times and community needs.

IV. GOAL: Radio Interoperability – More Robust System

Communication interoperability is the ability for field units and agencies to talk and share data in real time, as authorized by policies and agreements.

During the 2015-2016 budget year, to enhance radio interoperability, Harris Unity Radios were ordered to complete the order for all sworn officers and vehicles (less Detective and Administration vehicles) with radios. For Detective and Administration staff, a charger will be installed in the vehicles to keep the portable radio charged while driving. These radios will operate on the Public Safety Enterprise Communications

(PSEC) system and offer radio interoperability with Corona Fire and the Corona-Norco Unified School District (CNUSD). After programming of the Harris Unity Radios, migration to the PSEC can occur. Staff will continue to oversee the project so that the Harris Unity Radio engineers are working with PSEC engineers and other area law enforcement agencies, to ensure the Harris Unity Radios are fully compliant with the PSEC system. This will ensure that the transition to the PSEC system will be seamless.

Recommendation: Remain as stated, continue to expand. Gather final system costs and proceed with implementation. Continue the integration of CNUSD radio channels into Harris Unity Radios for interoperability.

Performance Time Frame: By July 2016, outfit all sworn personnel and marked police vehicles with a Harris Unity Radios. 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 December 2016.

V. GOAL: Maintain and Enhance Partnerships with the Community

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

Recommendation: Remain as stated, continue to expand. Explore expanding our "Adopt-a-School" Program to include more interaction with officers and students, as well as Public Safety Dispatcher involvement in providing a 9-1-1 for Kids Program. Partnerships with the community are not a luxury; they're a proven and valued necessity.

Performance Time Frame: In 2016, 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 with regarding crime trends and concerns on a regular basis. Seek an additional year of Community Development Block Grant (CDBG) funding for the continuation of two part-time crime prevention positions.

VI. GOAL: Implement Department Wide "Succession and Success" Plan.

Recommendation: The Police Department has identified the fact that numerous police employees will be retirement eligible in the next few years. As such, the Police Department is committed to a lasting and successful culture and is committed to our employees ensuring all are prepared to meet their own personal career goals, as well as the continued excellence in service our community has grown to expect.

Performance Time Frame: By April 1, 2016, a comprehensive Succession Plan will be provided to all Corona Police Department personnel. In addition, the department will have selected specific individuals at each rank to act as mentors and guides for those employees recently promoted and to partner with them for a full year.

VII. GOAL: Enhance In-House Technology and Equipment.

The Police Department is highly dependent on technology that improves employee productivity and ensures a high degree of service to the community. This includes Computer Aided Dispatch (CAD), Records Management System (RMS), property and evidence systems, employee scheduling, 9-1-1 management, a Police Department Web page, on-line crime reporting, and other related software and hardware.

Recommendation: Remain as stated. Researching, evaluating, and providing recommendations will be completed by the Technology Committee. Priorities in this year and in the next three years will be to replace/upgrade our current CAD and RMS system which has been in place for over 30 years and lacks the ability to be updated to today's current technology and capability.

Performance Time Frame: Research, evaluate, and provide recommendations for any new public safety technology and equipment. This will include finishing our evaluation of body-worn cameras and implementing a program. By December 2016, preliminary evaluations with CAD and RMS system vendors will be completed and the RFP process initiated with an anticipated implementation of a new system by March 2018. Partner with the Fire Department to provide training and certification required for the implementation of the new Emergency Medical Dispatch (EMD) program by April 2017, as well as the accreditation process to be completed by April 2018. Continue to work with the Fire Department and other City Departments to ensure combined interests are met when applicable. Complete our current E 911 system upgrades and be on-line with the new PSEC radio interoperability project by the end of 2016. Continue to collaborate with the Administrative Service Department (Finance/Information Technology) to automate all timekeeping reporting.

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

In the 2013 Strategic Plan, the Police Department proposed that the City move to a unified video management system for all video camera assets. The first phase of this project was extended to include camera incorporation for the new "Circle City Center" community center (old Fender Building).

Phase I of the project integrated over 400 cameras, which includes Traffic Management cameras. A large storage expansion was ordered to increase storage to one year for every camera, which is still in progress. Phase II will add cameras to fourteen additional parks, with five parks funded through CDBG grant funds and additional traffic cameras. An assessment of legacy cameras will be done as funding permits to replace older cameras with new IP cameras.

Recommendation: 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. Continue efforts with integration of the CNUSD camera system.

Performance Time Frame: The Expanded Phase I project should be complete by July, 2016. Continue to expand the 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. Phase II completion July, 2017.

IX. GOAL: Animal Services & Enforcement

Maintain and improve an Animal Control program that enforces City ordinances regarding the possession and control of the residents' domestic animals. Animal Control Officers provide services to investigate and impound dangerous animals, animals that have bitten humans or other animals, and stray or unsecured animals. They also maintain adherence to vaccination laws, licensing, animal shelter services, veterinarian services, and related issues. Maintain and develop new partnerships with non-profit organizations such as the Mary S. Roberts Pet Adoption Center to increase the chances for responsible pet adoption and the reduction of euthanasia rates.

Recommendation: Goal to remain as stated.

Performance Time Frame: Animal Services & Enforcement relocated to a new facility in late August 2015. While the new facility is a vast improvement from the old location, additional facility enhancements are needed as part of Phase II of the Animal Shelter Relocation Project. Constructing a drop ceiling and conditioning the warehouse area is necessary to effectively impound, assess and provide a temporary holding location for animals brought into the animal shelter. An ongoing needs assessment and staffing evaluation will be conducted over the three year process, focusing on any changes in animal or city population and animal control issues. Continue to assess needs for the possibility of adding volunteer community canvassers to ensure licensing and compliance with city animal licensing requirements. In year two, expand public awareness and education for spay/neuter and responsible adoptions to include an annual fundraising event.

X. GOAL: Fiscal Efficiency

Fiscal efficiency is critical at all times and the need for accountability and transparency is great. The Fiscal Services Unit will regularly report year-to-date budget compliance and issues. Ongoing for the three year period will be continual staffing analysis that addresses maintaining a safe community and ongoing efficiency.

Recommendation: Goal to remain as stated. The Police Department will manage its resources efficiently and effectively. For the Fiscal Year 2016-17, a complete detailed departmental budget review is underway.

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 CIP process for major facility up-keep. Continue to be proactive in grant opportunities and collaborative efforts with other city departments. Participate in the citywide efforts for grant assistance under eCivis and the new permit system, Client First. Conduct a review of parking violations and penalties to current legislation by September 2016.

XI. 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 with current modifications.

Performance Time Frame: 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. Evaluate wellness incentive programs for employees. Within the next 12 months, implement recommended changes involving approved use of exterior body armor for overall back health and a new procedure for mandatory employee counseling de-briefs for overall mental health.