CITY OF ONTARIO

Comparative Analysis
of Selected Key Performance Indicators and Metrics

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Prepared by

ROSE INSTITUTE
OF STATE AND LOCAL GOVERNMENT
CLAREMONT MCKENNA COLLEGE

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Executive Summary

The purpose of this report is to compare the City of Ontario to a number of its peers in Los Angeles County and the Inland Empire. To execute this task, we collected and analyzed data on Key Performance Indicators (KPIs)—metrics related to city government functions, efficiency, and fiscal health. Most KPIs were selected and provided to us by the City of Ontario staff. We added a few variables that we thought would offer useful comparisons. To evaluate Ontario's performance, we gathered data on the same or similar KPIs from the cities of Glendale, Riverside, Fontana, Rancho Cucamonga, and Pomona. Using this data, we analyzed and created data visualizations to illustrate our findings. We note at the outset that our ability to do comparative KPI analysis was somewhat impeded by limitations in the available data, including inconsistencies across cities on how to measure KPIs and lack of multiple years of data for most of the variables. Despite these limitations, the report provides a useful basis for understanding how Ontario and its peer cities perform on measures of fiscal health and important functions of local government.

Based on the analysis of 19 metrics, our study finds that Ontario outperformed its peers in some important areas and was in the middle of the pack in others. For example, of the group of cities in this study, Ontario had the largest General Fund per capita, the highest level of pension funding, the highest percentage of IT spending relative to its total spending, and the second highest number of building permits per 1,000 residents. In addition, Ontario had the highest percentage revenue growth of the peer group from FY 2016-2017 to FY 2018-2019 at 13%. Like most of its peer cities, Ontario's revenue growth dropped in FY 2019-2020 due to the substantial economic disruption caused by the COVID-19 lockdowns. Ontario's revenue growth in FY 2019-2020 dropped to 4% (from 13% the previous year), trailing Pomona (8%), but better than Fontana (3%), Rancho Cucamonga (3%) Riverside (1%), and Glendale (-2%). Pomona, on the other hand, showed an increase of revenue growth, from 6% in 2018-2019 to 8% in 2019-2020. Ontario also invested in utilities that are critically important to the future of work, such as fiber internet service—areas where the peer cities have not yet made investments.

Our study identified two additional KPIs that we believe the city of Ontario should consider tracking and publishing: 1) the percentage of potholes filled within one business day of notification and 2) the average days to respond to public records requests. The percentage of potholes filled within one business day of notification would quantify how quickly Ontario fixes potholes when notified by citizens. We recommend adding this measure while also continuing to measure the total number of potholes filled in a given quarter. Similarly, the average days to respond to a public record request would give Ontario another measure of how quickly it responds to its citizens. The city should consider adding it to the current KPI of the total number of requests. We think both of these performance indicators would help improve how Ontario measures its performance and complement the existing performance indicators.

Methodology and Limitations

Our project originated from the City of Ontario's desire to see how its internal Key Performance Indicator data compared with the performance of similar cities in the Inland Empire region. Lilyan Villarreal, the City of Ontario's Performance and Optimization Manager, provided us with access to the city's Key Performance Indicators data from Fiscal Year 2020-2021, which formed the basis of our variable set. Our team initially looked at the cities of Glendale, Riverside, Eastvale, Moreno Valley, and Rancho Cucamonga for comparable KPI data. In consultation with Ontario staff, we decided to eliminate Eastvale and Moreno Valley from the study because they had little available performance data, and we replaced them with Fontana and Pomona. Pomona does not publish much performance data, but we kept it in the study as a good comparison city using publicly available data for the fiscal health and crime metrics.
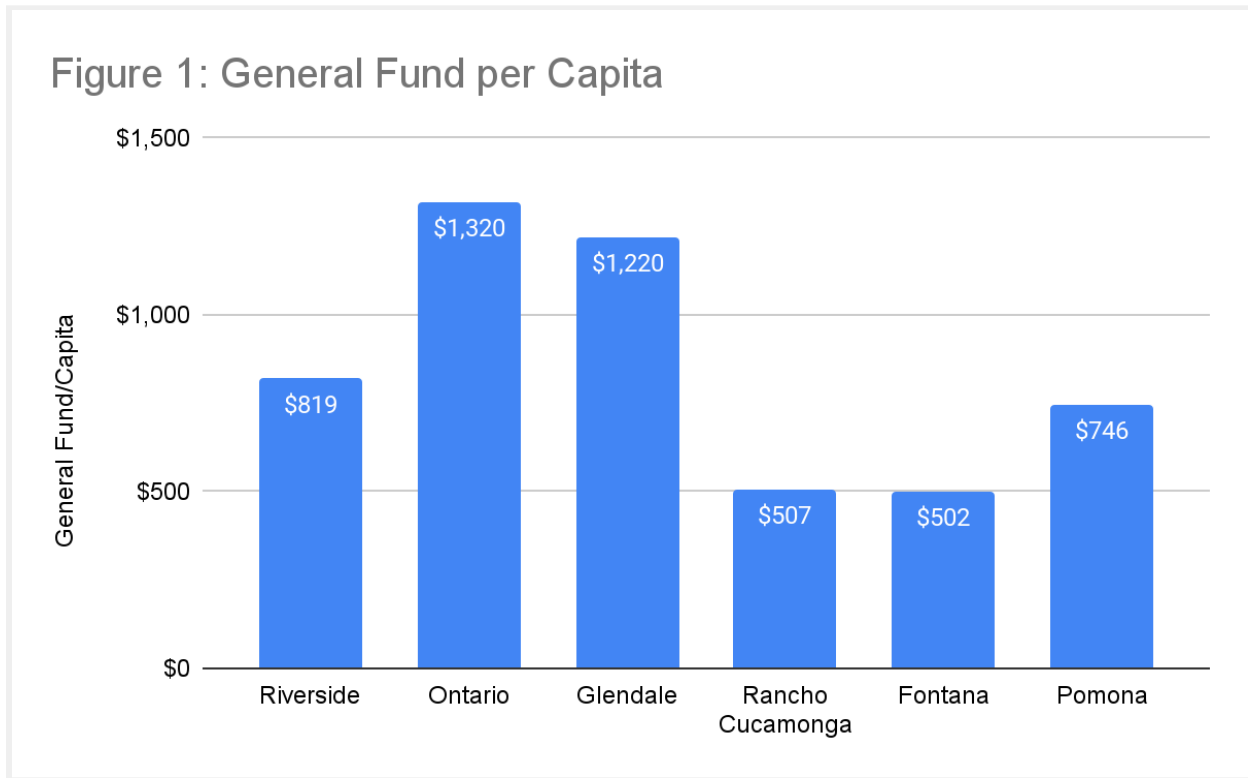
Ontario is ahead of its peers in its system of collecting performance data and tracking KPIs. There were 52 KPIs for which Ontario gave us data. We quickly determined direct comparisons with other cities would be limited since the other cities either did not have nearly as well developed systems for tracking KPIs or, as was the case for Rancho Cucamonga, may track or calculate metrics in a different way. Thus we have direct comparisons for only five KPIs and we present data for another six that the cities track in slightly varying forms. We added ten fiscal health metrics using budget data and data from the California State Auditor, and four crime metrics using data from the Federal Bureau of Investigation. Our findings section provides visualizations and analysis for all the variables for which data were available for at least four of the six cities.

Our team took various approaches to find the KPI data for each city. Some cities, like Rancho Cucamonga, include a "Transparency" or "Performance" tab on their websites that list a number of the KPIs we sought. Other cities, such as Fontana, publish annual reports highlighting data on specific KPIs. In other instances, we consulted the proposed or adopted budget of the city to find data. The fiscal health data are from the California State Auditor's Local Government High-Risk Dashboard. For crime and police statistics we used the Federal Bureau of Investigation Crime Data Explorer.

The study's methodology was limited by gaps in available data. First, many cities inconsistently track (or at least, inconsistently publish) their KPI data. In some instances, these gaps forced us to compare KPI data from different years across cities. That being said, all data used in this report are from between FY 2017-2018 and FY 2020-2021, and in our findings we note the year of all data used. Second, again due to inconsistent data, we were unable to analyze and compare KPIs across multiple years which prevented us from identifying trends over time within the cities. Instead, our report presents a snapshot of each city's performance.
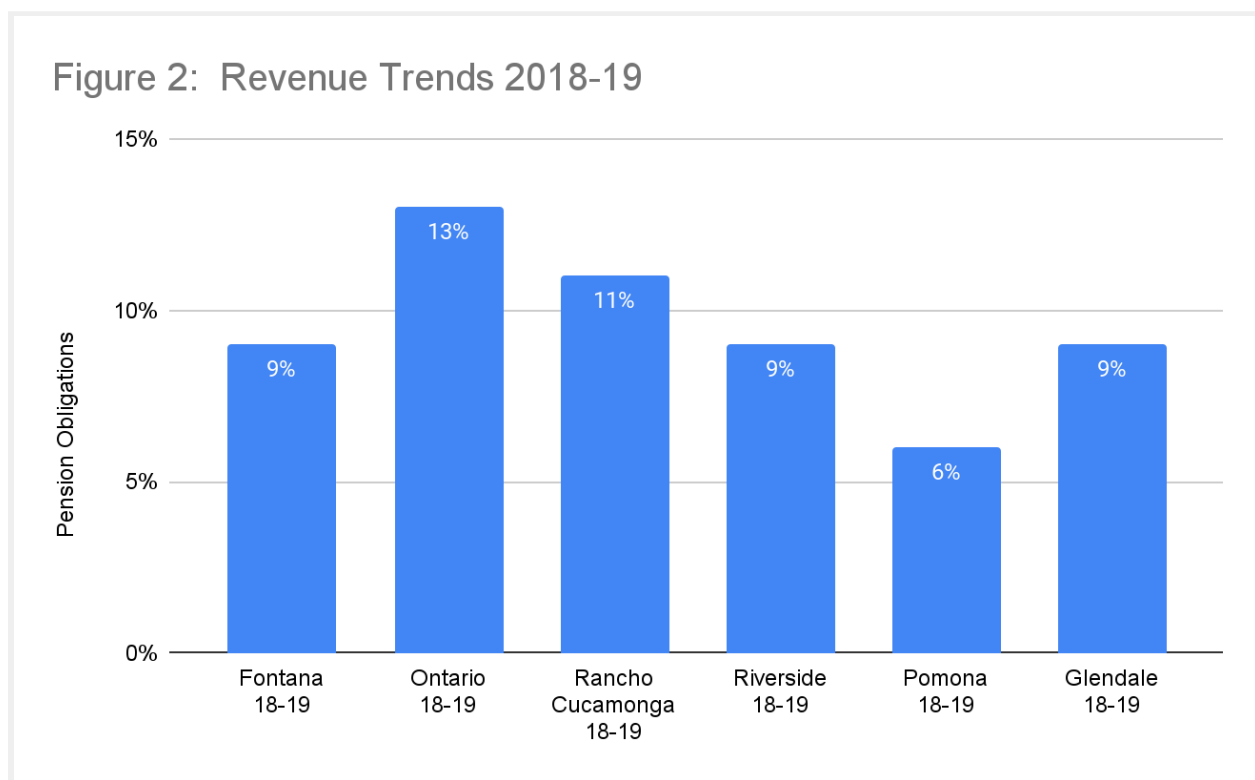
Findings

Part 1: Fiscal Health

Figure 1: General Fund per Capita

Sources: Riverside, California | Finance, Accessed September 2, 2021. https://riversideca.gov/finance/budget.asp
Budget and Financial Reports | City of Ontario, California. Accessed September 2, 2021.
https://www.ontarioca.gov/FiscalServices/BudgetFinancialReports
Budget Documents | City of Glendale, CA, Accessed September 2, 2021.
https://www.glendaleca.gov/government/departments/finance/budget/budget-documents
City of Pomona, CA, FY20-21 Adopted Operating Budget Accessed September 6, 2021.
https://www.pomonaca.gov/government/departments/finance/budget/-folder-60
City of Rancho Cucamonga Open Budget, Accessed September 2, 2021.
http://budget.cityofrc.us/#!/year/2021/operating/0/program/3019-Innovation+%2526+Technology/0/fund?vis=barChart
Budget | Fontana, CA, Accessed September 2, 2021. https://www.fontana.org/263/Budget

Figure 1 shows general funds per capita for all six cities from their 2020-2021 annual operating budgets. We determined the figures by dividing each cities' general fund spending in Fiscal Year 2020-2021 by their 2019 population as reported by the U.S. Census Bureau Quick Facts for each city. General fund per capita figures indicate each cities' level of discretionary spending relative to its population size. As Figure 1 shows, Ontario had the highest levels of discretionary spending per capita at $1,320, with Glendale closely behind at $1,220, and Fontana had the lowest levels of discretionary spending per capita at $502.

Data for Figure 2 through Figure 12 are from the California State Auditor's Local Government High-Risk Dashboard. The Auditor publishes the data each year as part of a program to identify local government agencies that are at high risk for potential of waste, fraud, abuse, or mismanagement, or that have major challenges associated with their economy, efficiency, or effectiveness. The California State Auditor's database ranks 423 cities in California on various fiscal health indicators and also provides an overall ranking.
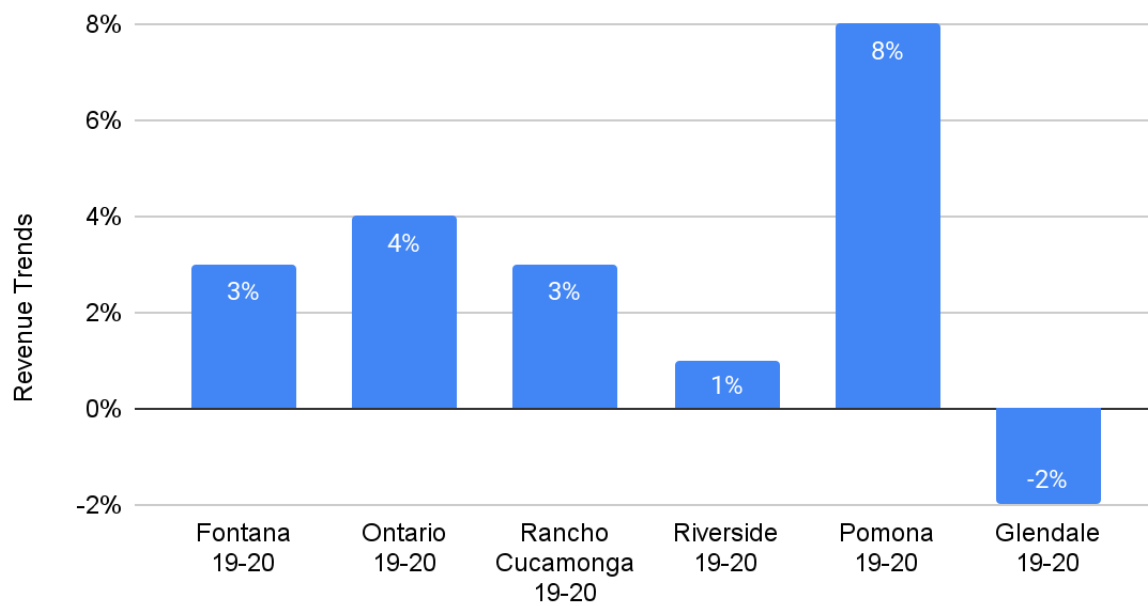
Most of the data in this section of the report are for FY 2019-2020. FY 2019-2020, however, was the year that the economy in much of the country was upended by the COVID-19 lockdowns. We are for that reason also including data for FY 2018-2019 to show the significant drop in revenue trends.

Figure 2: Revenue Trends 2018-19

Source: State Auditor's Local Government High-Risk Dashboard, accessed September 3, 2021, https://www.auditor.ca.gov/local_high_risk/dashboard-csa

Figure 2 shows the overall revenue trends for the six cities. The California State Auditor's office determines these revenue trends figures by taking the percentage change in the revenue of the six cities' General Funds from FY 2016-2017 to FY 2018-2019. During this period, Ontario had the highest revenue growth rate at 13% followed by Rancho Cucamonga at 11%, Riverside, Fontana, and Glendale each at 9%, and Pomona at 6%.
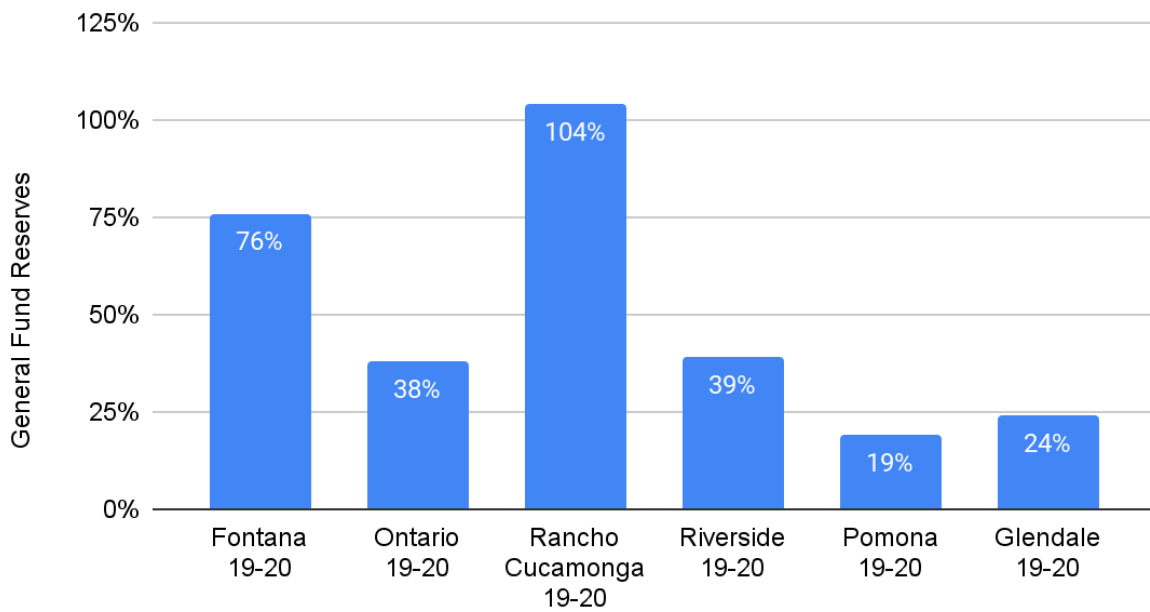
Figure 3: Revenue Trends 2019-20

Source: State Auditor's Local Government High-Risk Dashboard, accessed September 3, 2021, https://www.auditor.ca.gov/local_high_risk/dashboard-csa

Figure 3 shows that revenue trends for most cities dropped in FY 2019-2020 due to the substantial economic disruption caused by the COVID-19 lockdowns. Ontario revenue growth in FY 2019-2020 dropped to 4% (from 13% the previous year), but Ontario still fared better on that measure than Fontana (3%), Rancho Cucamonga (3%) Riverside (1%), and Glendale (-2%). Pomona was an outlier, with the State Auditor's data showing revenue trends increasing to 8% from 6% the previous year.
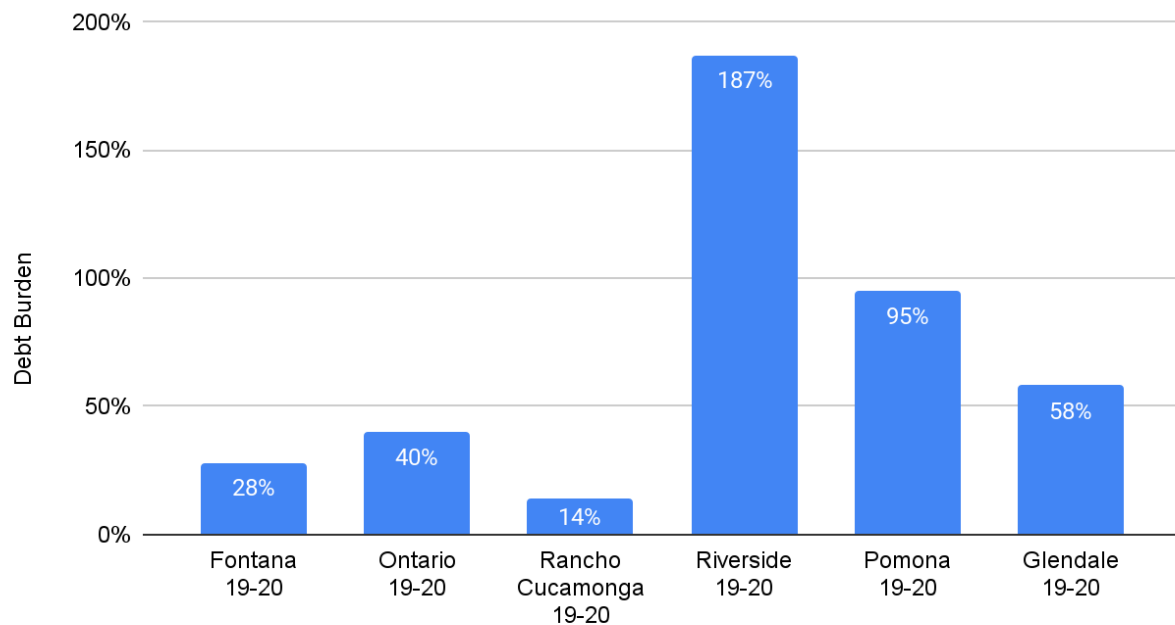
Figure 4: General Fund Reserves

Figure 4 illustrates all six cities' general fund reserves as a portion of general fund expenditures and transfers out in FY 2019-2020. These percentages provide a general metric of how much money each city has saved in the event of a recession that may significantly reduce revenue. Rancho Cucamonga had the highest general fund reserves at 104% of general fund transfers and spending, followed by Fontana with 76%, Riverside with 38%, Ontario with 38%, Glendale with 24%, and Pomona with 19%.
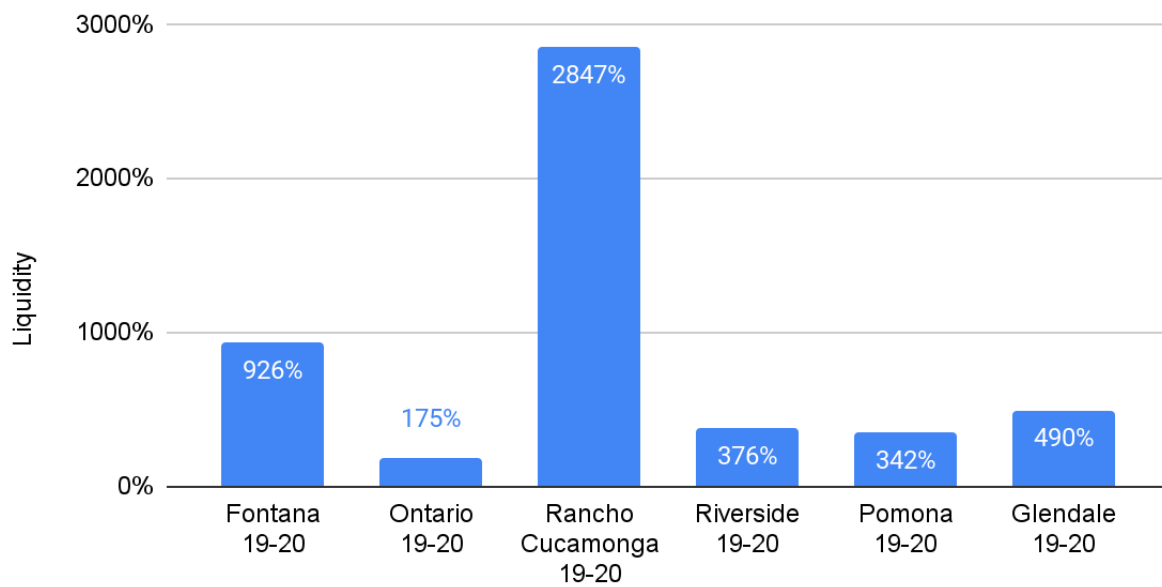
Figure 5: Debt Burden

Source: State Auditor's Local Government High-Risk Dashboard, accessed September 3, 2021, https://www.auditor.ca.gov/local_high_risk/dashboard-csa

Figure 5 shows all six cities' debt burden, which is defined as long-term obligations as a portion of government-wide revenue. The long-term obligations figure, however, does not include retirement obligations, which means that it does not take into account future burdens from pensions. Rancho Cucamonga had the lowest debt burden at 14% of government-wide revenue, followed by Fontana at 28%, Ontario at 40%, and Glendale at 58%. Pomona and Riverside had noticeably larger debt burdens at 95% and 187%, respectively.
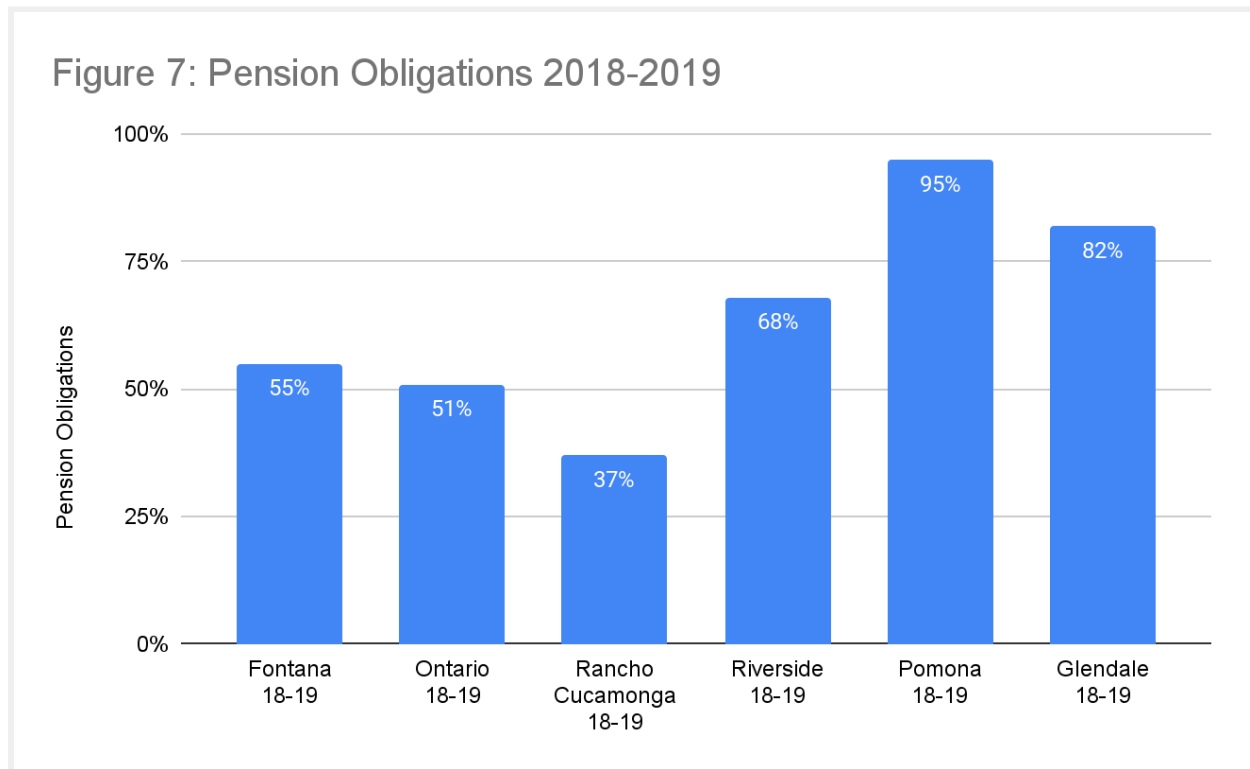
Figure 6: Liquidity

Liquidity

City	Value
Fontana 19-20	926%
Ontario 19-20	175%
Rancho Cucamonga 19-20	2847%
Riverside 19-20	376%
Pomona 19-20	342%
Glendale 19-20	490%

Figure 6 highlights all six cities' levels of liquidity, which is defined as the percentage of general fund cash and investment relative to general fund liabilities. This means that the levels of liquidity do not factor any other sources of revenue or spending outside of the general fund. Larger percentages are associated with greater liquidity, and smaller percentages are associated with less liquidity. Rancho Cucamonga had the highest levels of liquidity at 2,847% followed by Fontana at 926%, Glendale at 490%, Pomona at 342%, Riverside at 376%, and Ontario at 175%. Despite having the lowest liquidity measure among the cities studied, Ontario, along with the other five cities, is classified as having a low liquidity risk by the State Auditor.
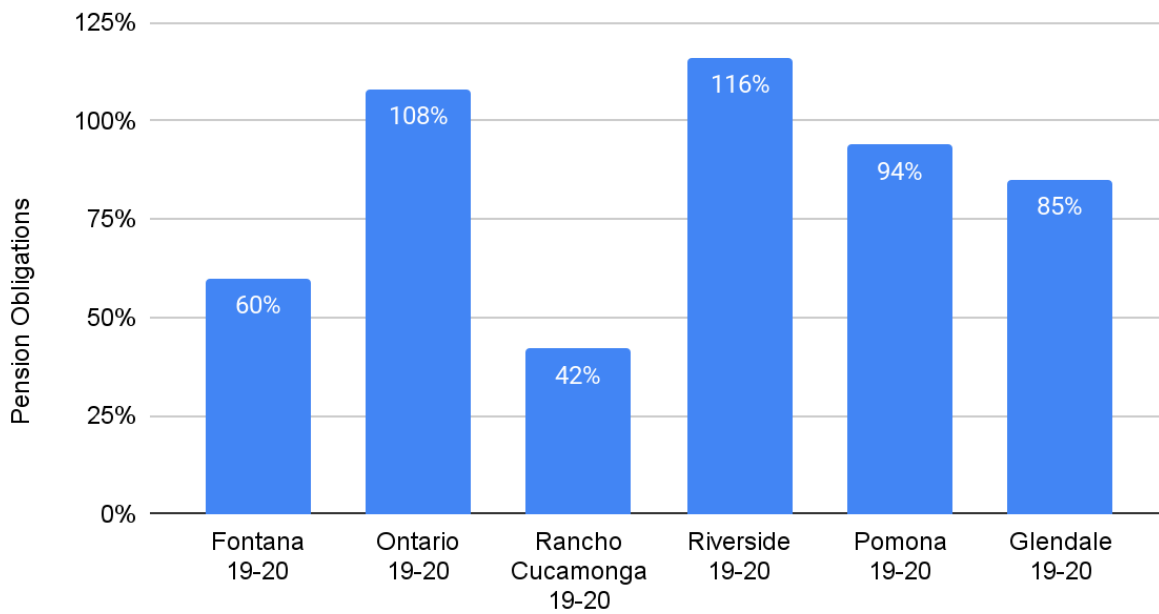
Figure 7 and Figure 8 display pension obligations, a fiscal obligation not included in the Debt Burden analysis above. These figures are calculated as a percentage of net pension liabilities and pension-related debt relative to government-wide revenue. The drop in government-wide revenue in FY 2019-2020 means that most cities show a dramatic increase in the Pension Obligation metric that year. For this reason, we are showing data for both FY 2018-2019 and FY 2019-2020.

Figure 7: Pension Obligations 2018-2019

Figure 7 highlights all six cities' pension obligations for FY 2018-2019. Rancho Cucamonga had the lowest pension obligations at 37%, followed by Ontario at 51%, Fontana at 55%, Riverside at 68%, Glendale at 82%, and Pomona at 95%. The State Auditor classified Rancho Cucamonga as low risk on this metric and the other five cities as moderate risk.

Figure 8: Pension Obligations 2019-2020

Source: State Auditor's Local Government High-Risk Dashboard, accessed September 3, 2021,
https://www.auditor.ca.gov/local_high_risk/dashboard-csa

Figure 8 shows Pension Obligations for FY 2019-2020. The change in risk with respect to pension obligations compared to the previous fiscal year was significant for both Ontario (from 51% to 108%) and Riverside (from 68% to 116%). This is likely due to the drop in government-wide revenue (the denominator in calculating this metric). The State Auditor classified both Ontario and Riverside as high risk for pension obligations.

Figure 9: Pension Funding

Figure 9 displays the level of pension funding for each of the cities. The California State Auditor's office measures pension funding by taking the percentage of pension assets relative to the accrued pension liabilities. A higher percentage of pension funding is associated with lower pension risk, and a lower percentage of pension funding is associated with higher pension risk. Ontario had the highest level of pension funding at 99%, followed by Riverside at 91%, Rancho Cucamonga at 81%, Glendale at 70%, Pomona at 69%, and Fontana at 67%.
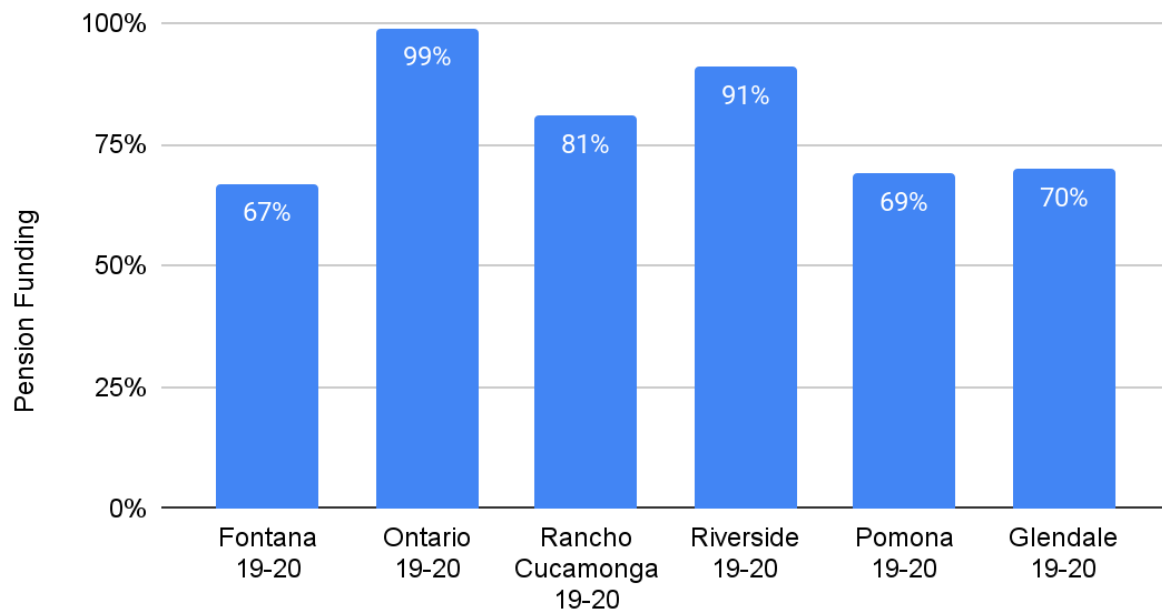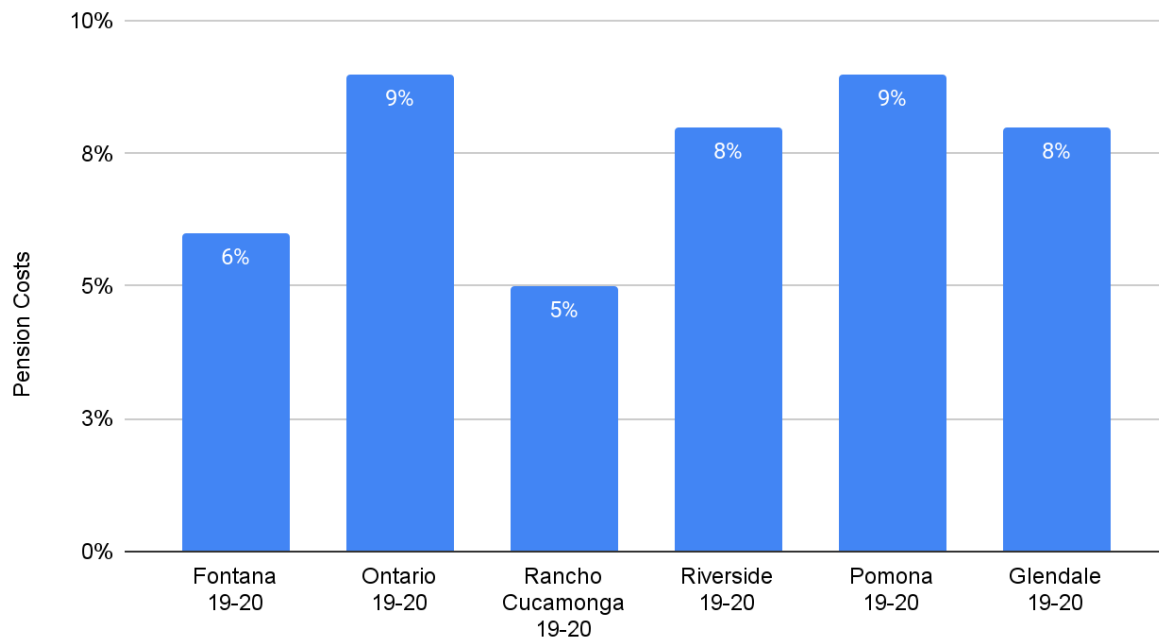
Figure 10: Pension Costs

Source: State Auditor's Local Government High-Risk Dashboard, accessed September 3, 2021,
https://www.auditor.ca.gov/local_high_risk/dashboard-csa

Figure 10 shows current pension costs for all six cities. The California State Auditor's office measures Californian cities' pension costs as a percentage of pension contributions relative to government-wide revenue. Lower percentages are associated with lower pension costs, and higher percentages are associated with higher pension costs. Rancho Cucamonga had the lowest pension costs at 5% followed by Fontana at 6%, Riverside and Glendale at 8%, and Pomona and Ontario at 9%.

Figure 11: Future Pension Costs
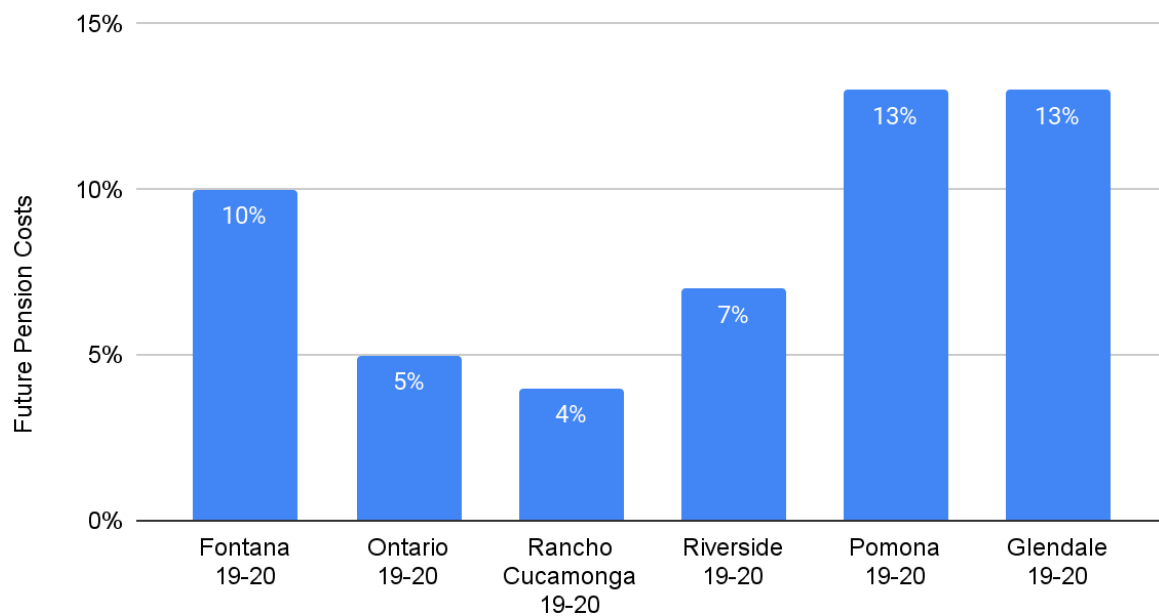

Source: State Auditor's Local Government High-Risk Dashboard, accessed September 3, 2021, https://www.auditor.ca.gov/local_high_risk/dashboard-csa

Figure 11 shows future pension costs for each city, which are determined by the projected pension costs in FY 2027-2028 relative to government-wide revenue. Similar to the current pension costs, a lower percentage is associated with lower future pension costs, and a higher percentage is associated with higher pension costs. Ontario (5%) and Rancho Cucamonga (4%) had the lowest projected future pension costs followed by Riverside at 7%, Fontana at 10%, Glendale at 13%, and Pomona at 13%.

Figure 12: Overall Risk

Figure 12: Overall Risk

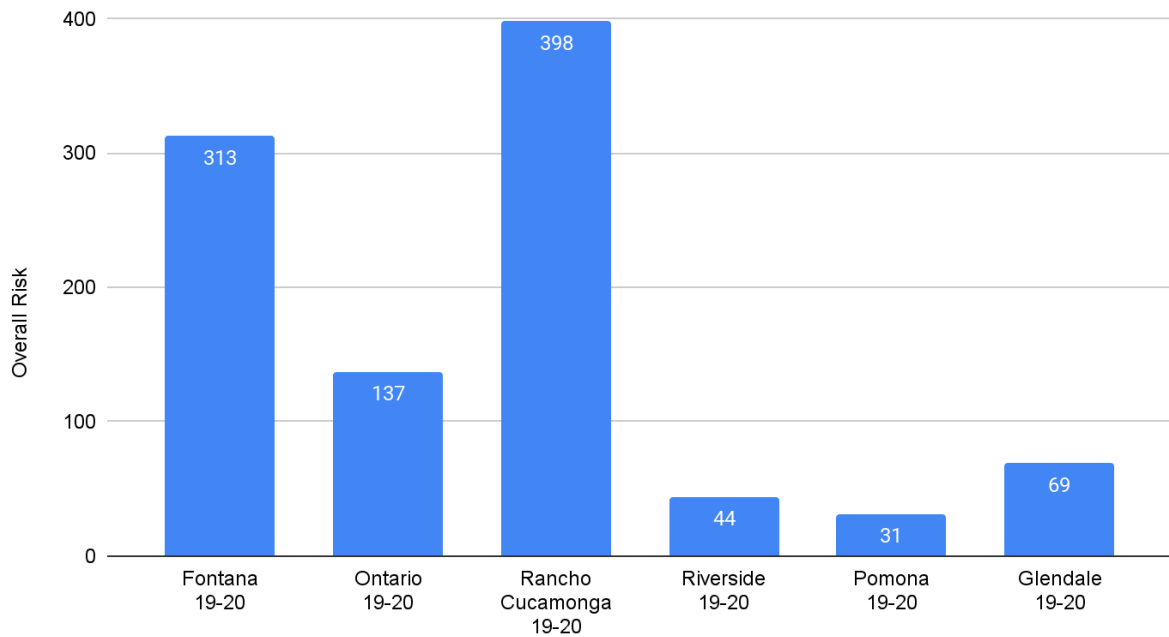|	Overall Risk
Fontana 19-20	313
Ontario 19-20	137
Rancho Cucamonga 19-20	398
Riverside 19-20	44
Pomona 19-20	31
Glendale 19-20	69

Source: State Auditor's Local Government High-Risk Dashboard, accessed September 3, 2021, https://www.auditor.ca.gov/local_high_risk/dashboard-csa

Figure 12 shows the overall fiscal risk ranking from the California State Auditor's database from FY 2019-2020. A low ranking on the overall risk indicator is associated with greater fiscal risk and a high ranking is associated with lower fiscal risk. Thus the city ranked 1 is deemed to have the highest overall fiscal risk and the city in rank 423 the lowest of the cities in this study. Rancho Cucamonga has the lowest overall risk ranking in this study, at 398. Fontana is ranked 313. Both are categorized by the State Auditor having a low overall fiscal risk. The remaining four cities are all in the moderate risk category, Ontario (137), Glendale (69), Riverside (44), and Pomona (31).

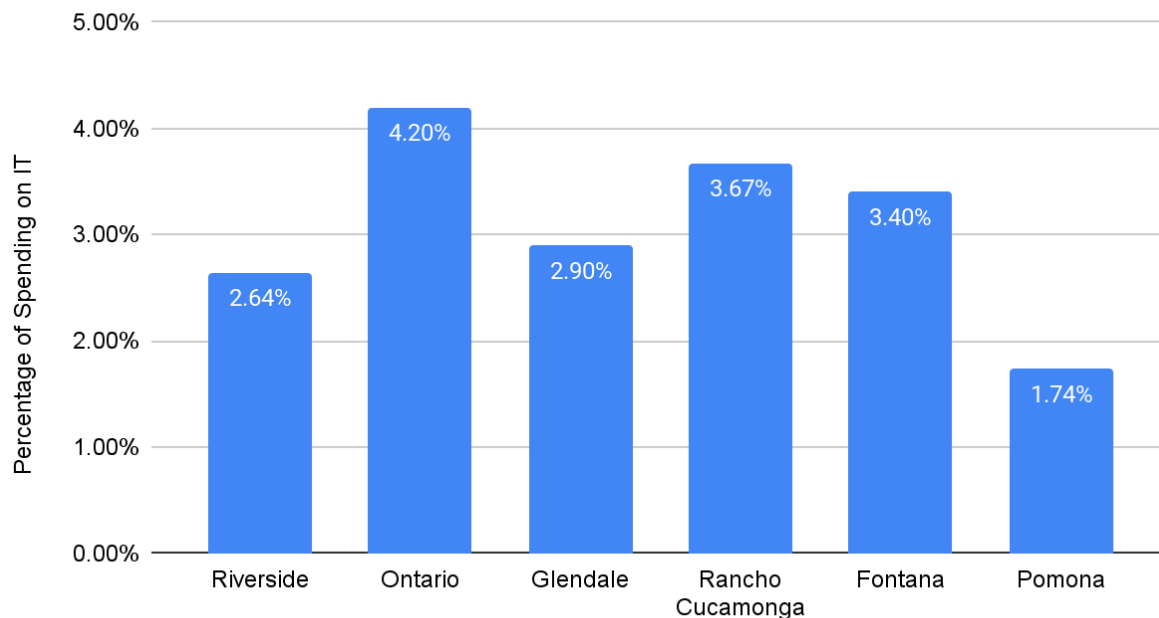## Part 2: Internal Audit, Internet Service, Utilities

Table 1: Categorical Variables Regarding Utilities and Internal Audit Groups

	Riverside	Ontario	Glendale	Rancho Cucamonga	Fontana	Pomona
Whether they have an internal audit team	Yes	Yes	Yes	No	Yes	--
Whether they have an Internet Service	No	Yes	No	No	No	No
Who controls and operates municipal utilities	City of Riverside	City of Ontario	City of Glendale	Independent companies	Independent companies	City of Pomona

Sources: Riverside, California | Finance, Accessed September 2, 2021. https://riversideca.gov/finance/budget.asp
Budget and Financial Reports | City of Ontario, California. Accessed September 2, 2021. https://www.ontarioca.gov/FiscalServices/BudgetFinancialReports
Budget Documents | City of Glendale, CA, Accessed September 2, 2021. https://www.glendaleca.gov/government/departments/finance/budget/budget-documents
City of Pomona, CA, FY20-21 Adopted Operating Budget." Accessed September 6, 2021. https://www.pomonaca.gov/government/departments/finance/budget/-folder-60
City of Rancho Cucamonga Open Budget, Accessed September 2, 2021. http://budget.cityofrc.us/#!/year/2021/operating/0/program/3019-Innovation+%2526+Technology/0/fund?vis=barChart
Budget | Fontana, CA, Accessed September 2, 2021. https://www.fontana.org/263/Budget

Table 1 displays information on which cities provide utilities or internet service and whether they have an internal audit team. Four cities had an internal audit team, and four provided utilities internally. Ontario was the only city to offer internet services to residents.
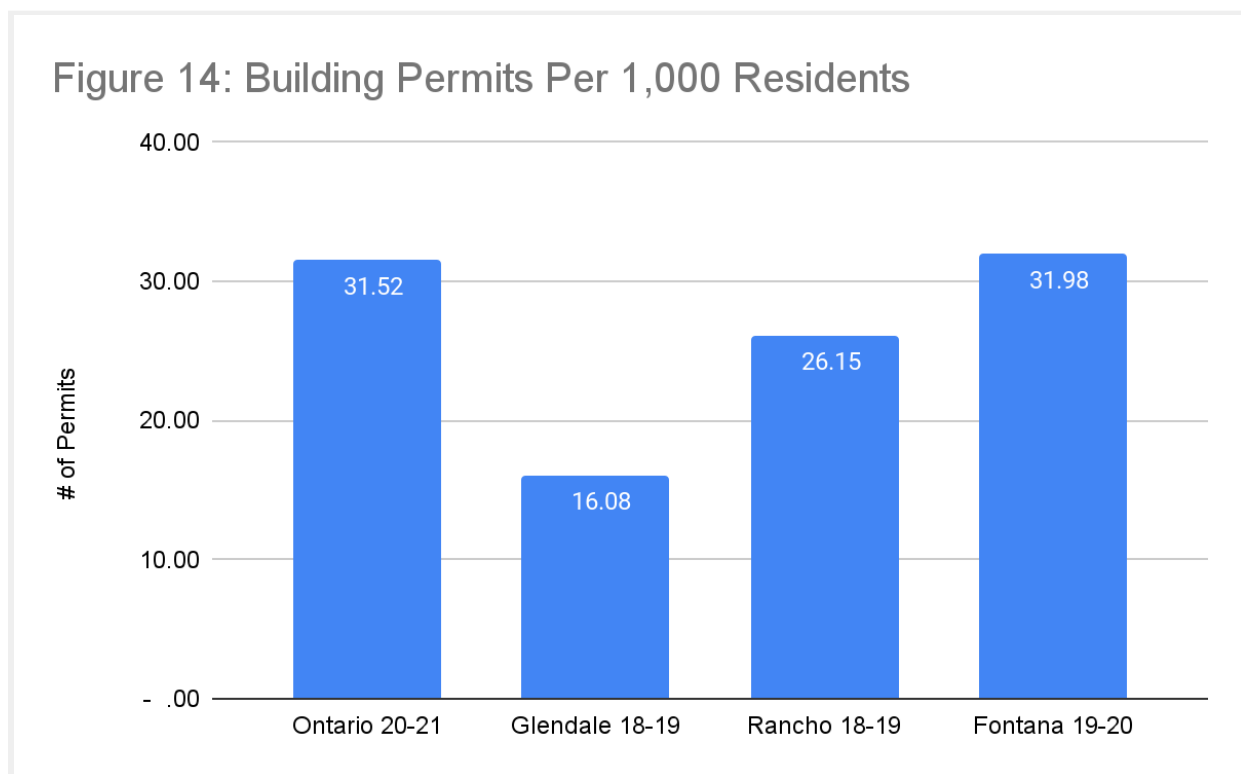
Figure 13: Percentage of Spending on IT in FY 2020-2021

City	Percentage of Spending on IT
Riverside	2.64%
Ontario	4.20%
Glendale	2.90%
Rancho Cucamonga	3.67%
Fontana	3.40%
Pomona	1.74%

Sources: Riverside, California | Finance, Accessed September 2, 2021. https://riversideca.gov/finance/budget.asp
Budget and Financial Reports | City of Ontario, California. Accessed September 2, 2021.
https://www.ontarioca.gov/FiscalServices/BudgetFinancialReports
Budget Documents | City of Glendale, CA, Accessed September 2, 2021.
https://www.glendaleca.gov/government/departments/finance/budget/budget-documents
City of Rancho Cucamonga Open Budget, Accessed September 2, 2021.
http://budget.cityofrc.us/#!/year/2021/operating/0/program/3019-Innovation+%2526+Technology/0/fund?vis=barChart
Budget | Fontana, CA, Accessed September 2, 2021. https://www.fontana.org/263/Budget
City of Pomona, CA, FY20-21 Adopted Operating Budget. Accessed September 6, 2021.
https://www.pomonaca.gov/government/departments/finance/budget/-folder-60

Figure 13 shows the percentage of general fund spending on information technology. These figures indicate how much each city spends on information technology relative to the total size of its spending, so they normalize for the differences in each cities total spending. We based these figures off the six cities' annual operating budgets in FY 2020-2021. As Figure 13 shows, Ontario spent the most on information technology, at 4.2% of its total spending in FY 2020-2021, and Pomona the least (1.74%) Riverside (2.64%), Glendale (2.9%), Rancho Cucamonga (3.67%), and Fontana (3.4%) were all in between Pomona and Ontario.
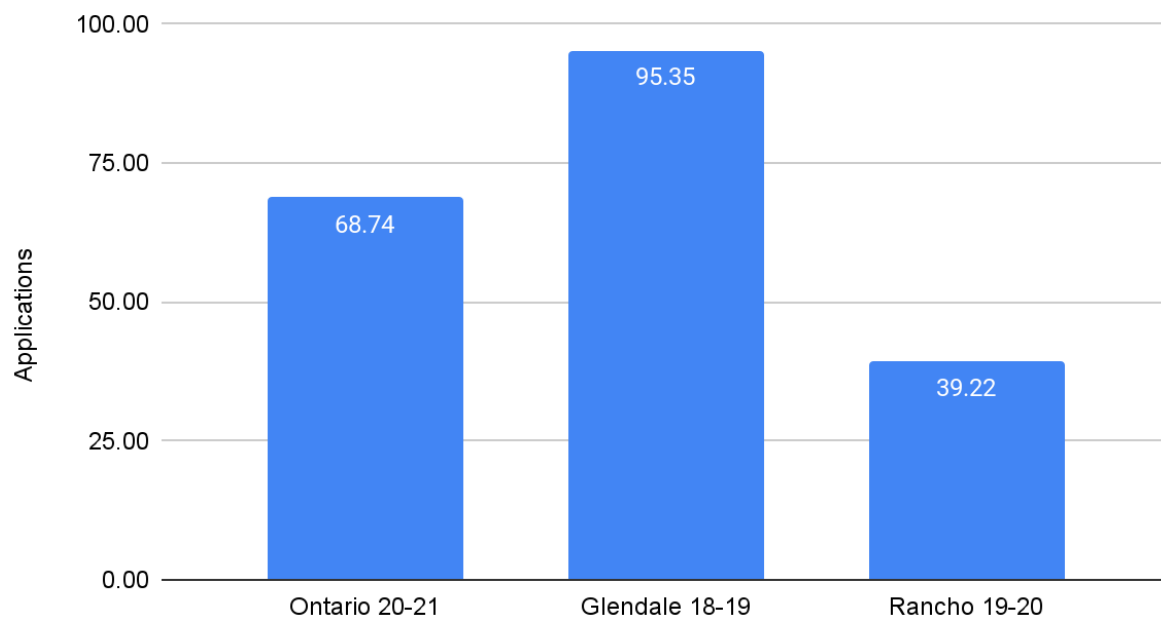
Part 3: Community Development

Figure 14: Building Permits Per 1,000 Residents

Sources: "Annual Report | Fontana, CA." Accessed September 2, 2021. https://www.fontana.org/2369/Annual-Reportc
"Budget 2020-21 - Rancho Cucamonga." Accessed September 5, 2021.
https://rcdocs.cityofrc.us/WebLink/DocView.aspx?id=591190&dbid=0&repo=RanchoCucamonga&cr=1
"Key Performance Indicators | City of Glendale, CA." Accessed September 2, 2021.
https://www.glendaleca.gov/government/departments/finance/budget/key-performance-indicators
"Key Performance Indicators, City of Ontario." provided by City of Ontario Staff, June 22, 2021.

Figure 14 shows the number of building permits issued per one-thousand residents. The number of building permits is an indicator of new construction projects started in the city. Fontana had the highest rate at 31.98 permits per 1,000 residents. Ontario came second with 31.52, followed by Rancho Cucamonga (26.15) and then Glendale (16.08). Riverside did not report any building permits data.

It is important to note that we were not able to obtain data from the same year for this metric. Glendale and Rancho Cucamonga data are both for FY 2018-19 when Glendale issued 3,205 permits and Rancho 4,613. Fontana issued 6,740 building permits in FY 2019-20 and Ontario issued 5,831 in FY 2020-21.

Figure 15: Job Applications per 1,000 Residents

Sources: "Budget 2020-21 - Rancho Cucamonga." Accessed September 5, 2021.
https://rcdocs.cityofrc.us/WebLink/DocView.aspx?id=591190&dbid=0&repo=RanchoCucamonga&cr=1
"Key Performance Indicators | City of Glendale, CA." Accessed September 2, 2021.
https://www.glendaleca.gov/government/departments/finance/budget/key-performance-indicators
"Key Performance Indicators, City of Ontario." provided by City of Ontario Staff, June 22, 2021.

Figure 15 shows the number of job applications received by the city government per 1,000 residents. Glendale had the highest rate at 95.35, followed by Ontario with 68.74, then Rancho Cucamonga with 39.22. Riverside and Fontana did not report any data for this KPI.

Table 2: Pothole KPIs

City	Pothole KPIs	Year
Riverside	76.25% of potholes filled within one business day of notification	2018-2019
Ontario	562 potholes filled	2020-2021
Glendale	15,379 total square feet of potholes filled	2018-2019
Rancho Cucamonga	5,741 potholes filled	2019
Fontana	7,445 potholes filled	2020

Sources: "Annual Report | Fontana, CA." Accessed September 2, 2021. https://www.fontana.org/2369/Annual-Reportc
"Budget 2020-21 - Rancho Cucamonga." Accessed September 5, 2021.
https://rcdocs.cityofrc.us/WebLink/DocView.aspx?id=591190&dbid=0&repo=RanchoCucamonga&cr=1
"Key Performance Indicators | City of Glendale, CA." Accessed September 2, 2021.
https://www.glendaleca.gov/government/departments/finance/budget/key-performance-indicators
"Key Performance Indicators, City of Ontario." provided by City of Ontario Staff, June 22, 2021.

Table 2 shows performance metrics for filling potholes. Before discussing the KPIs, it is important to note that the cities had different ways of measuring their response to potholes, and their KPIs came from different years between FY 2018-2019 and FY 2020-2021. Ontario, Rancho Cucamonga, and Fontana measured their performance filling potholes in the same way by simply measuring how many potholes they filled in one year. In FY 2020-2021, Ontario filled in 562 potholes. Rancho Cucamonga filled in 5,741 potholes in 2019, and Fontana filled in 7,445 potholes in 2020.

Riverside and Glendale measured their pothole performance differently. Riverside tracked the percentage of potholes filled within one business day of notification and Glendale tracked the total square footage of potholes filled. In FY 2018-2019, the City of Riverside filled in 76.25% of potholes within one business day of notification, and Glendale filled in 15,379 square feet of potholes.

Table 3: Tree KPIs

City	Tree KPIs	Year
Riverside	13,205 trees trimmed	2018-2019
Ontario	1,274 trees replaced	2020-2021
Glendale	21,381 trees trimmed	2018-2019
Rancho Cucamonga	13,346 trees pruned	2019
Fontana	8,618 trees trimmed	2020

Sources: "Annual Report | Fontana, CA." Accessed September 2, 2021. https://www.fontana.org/2369/Annual-Reportc
"Budget 2020-21 - Rancho Cucamonga." Accessed September 5, 2021.
https://rcdocs.cityofrc.us/WebLink/DocView.aspx?id=591190&dbid=0&repo=RanchoCucamonga&cr=1
"Key Performance Indicators | City of Glendale, CA." Accessed September 2, 2021.
https://www.glendaleca.gov/government/departments/finance/budget/key-performance-indicators
"Key Performance Indicators, City of Ontario." provided by City of Ontario Staff, June 22, 2021.

While all cities track KPIs related to trees, Ontario is the only city to focus on the number of trees replaced. All other cities measure the number of trees trimmed or pruned, but not the number of trees replaced. The tree-related KPIs for each city are shown above in Table 3.

Table 4: Public Records Requests

City	Public Records KPI	Year
Riverside	Average response time - 3.5 days	2019
Rancho Cucamonga	Average response time - 5.4 days	2019
Ontario	Number of requests - 1,278	2020-2021
Glendale	Number of requests - 1,448	2018-2019
Fontana	Number of requests - 713	2020

Sources: "Annual Report | Fontana, CA." Accessed September 2, 2021. https://www.fontana.org/2369/Annual-Reportc
"Budget 2020-21 - Rancho Cucamonga." Accessed September 5, 2021.
https://rcdocs.cityofrc.us/WebLink/DocView.aspx?id=591190&dbid=0&repo=RanchoCucamonga&cr=1
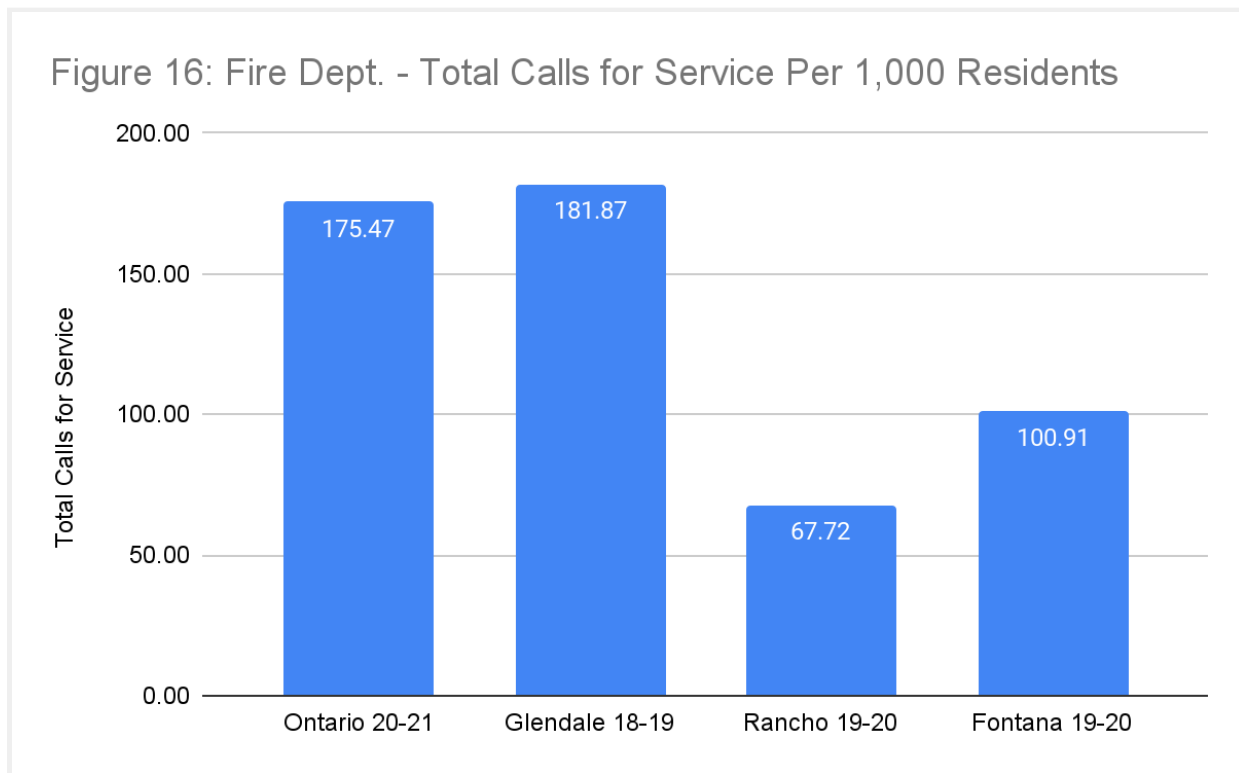"Key Performance Indicators | City of Glendale, CA." Accessed September 2, 2021.
https://www.glendaleca.gov/government/departments/finance/budget/key-performance-indicators
"Key Performance Indicators, City of Ontario." provided by City of Ontario Staff, June 22, 2021.

All cities publish data related to public records requests, but they differ in the exact metrics they choose to publish. Riverside and Rancho Cucamonga publish the average response times for public record requests (3.5 days for Riverside in 2019 and 5.4 for RC in 2019), while Ontario, Glendale, and Fontana publish the number of public records requests (Ontario: 1,278, Glendale: 1,448, Fontana: 713).

Ontario, Glendale, and Rancho Cucamonga are the only cities to have complete data on the number of agendas processed per year. Fontana records the number of city council agendas (a small fraction of total government agendas) and Riverside does not record any data. Rancho Cucomonga stopped tracking this KPI in 2018.

Part 4: Fire, Police, and Crime

Figure 16: Fire Dept. - Total Calls for Service Per 1,000 Residents

Sources: "Annual Report | Fontana, CA." Accessed September 2, 2021. https://www.fontana.org/2369/Annual-Reportc
"Key Performance Indicators | City of Glendale, CA." Accessed September 2, 2021.
https://www.glendaleca.gov/government/departments/finance/budget/key-performance-indicators
"Key Performance Indicators, City of Ontario." provided by City of Ontario Staff, June 22, 2021.
"Performance | City of Rancho Cucamonga." Accessed September 5, 2021.
https://www.cityofrc.us/your-government/performance

Ontario, Glendale, and Riverside have their own fire departments. Fire protection for Rancho Cucamonga is through the Rancho Cucamonga Fire District, which is a subsidiary of the City of Rancho Cucamonga.[1] Fire protection for the Fontana is through the Fontana Fire Protection District.[2] The city council is its governing body and encompasses the Fontana corporate limits as well as some areas of San Bernardino county that are within the city's sphere of influence. The actual fire protection service is contracted out to the San Bernardino County Fire Department. Pomona contracts with the Los Angeles County Fire Department.[3]
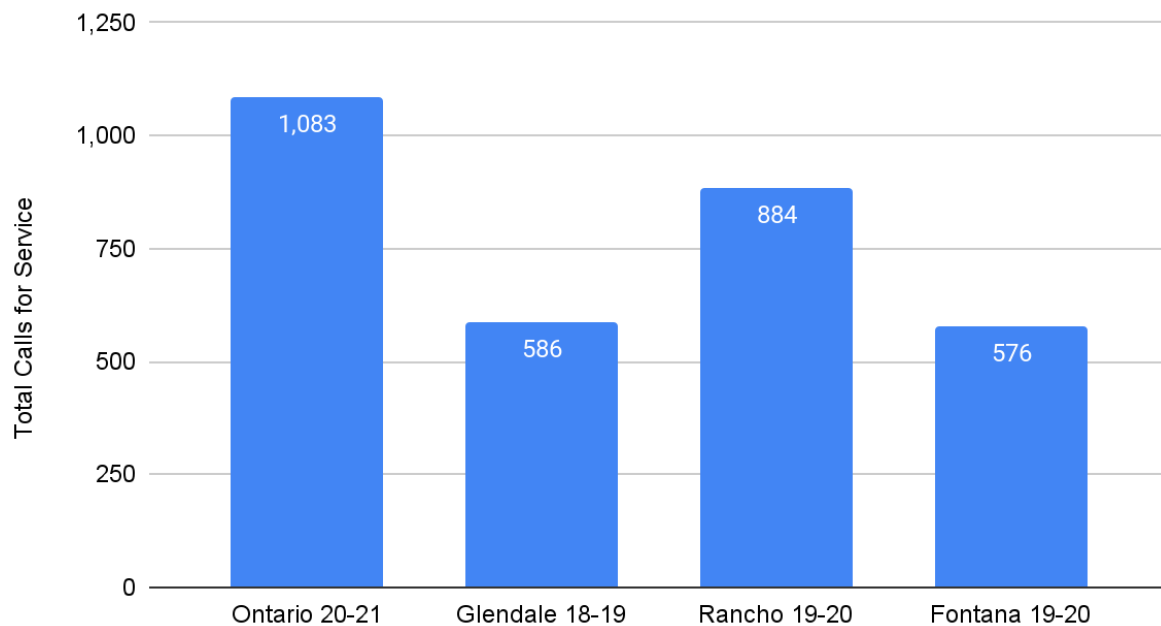
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[1] Rancho Cucamonga, Rancho Cucamonga Fire Protection District, https://www.cityofrc.us/public-safety/fire, accessed September 12, 2021.

[2] Fontana, CA, Fontana Fire Protection District, https://www.fontana.org/634/Fire-Protection-District, accessed September 12, 2021.

[3] City of Pomona, https://www.pomonaca.gov/government/departments/fire-department?locale=en, accessed September 12, 2021.

Figure 16 shows the total number of calls received by the Fire Department per one-thousand residents of each city. Glendale received the most calls to their fire department with a rate of 181.87; Ontario was second with 175.47, followed by Fontana (100.91) and Rancho (67.72). No data was found for Riverside.
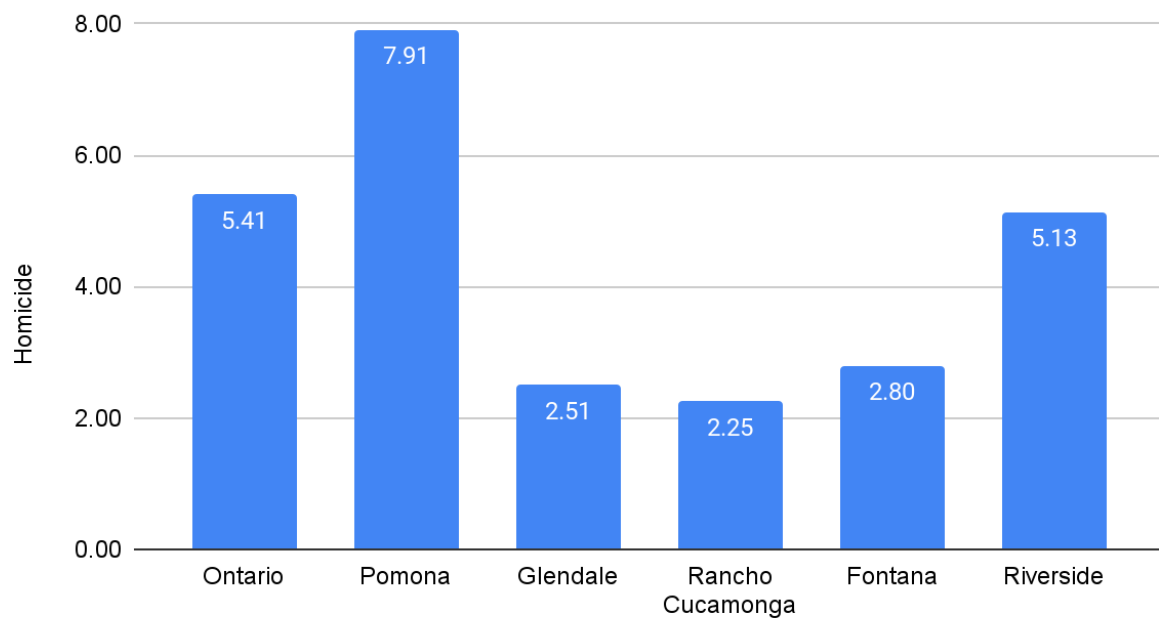
Figure 17: Police Dept. - Total Calls for Service per 1,000 Residents

Sources: "Annual Report | Fontana, CA." Accessed September 2, 2021. https://www.fontana.org/2369/Annual-Reportc
"Budget 2020-21 - Rancho Cucamonga." Accessed September 5, 2021.
https://rcdocs.cityofrc.us/WebLink/DocView.aspx?id=591190&dbid=0&repo=RanchoCucamonga&cr=1
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https://www.glendaleca.gov/government/departments/finance/budget/key-performance-indicators
"Key Performance Indicators, City of Ontario." provided by City of Ontario Staff, June 22, 2021.

Figure 17 shows the number of calls to the police department per one-thousand residents for each city. Ontario had the highest rate of calls with 1,083, Rancho Cucamonga was second with 884, followed by Glendale (586) and Fontana (576).
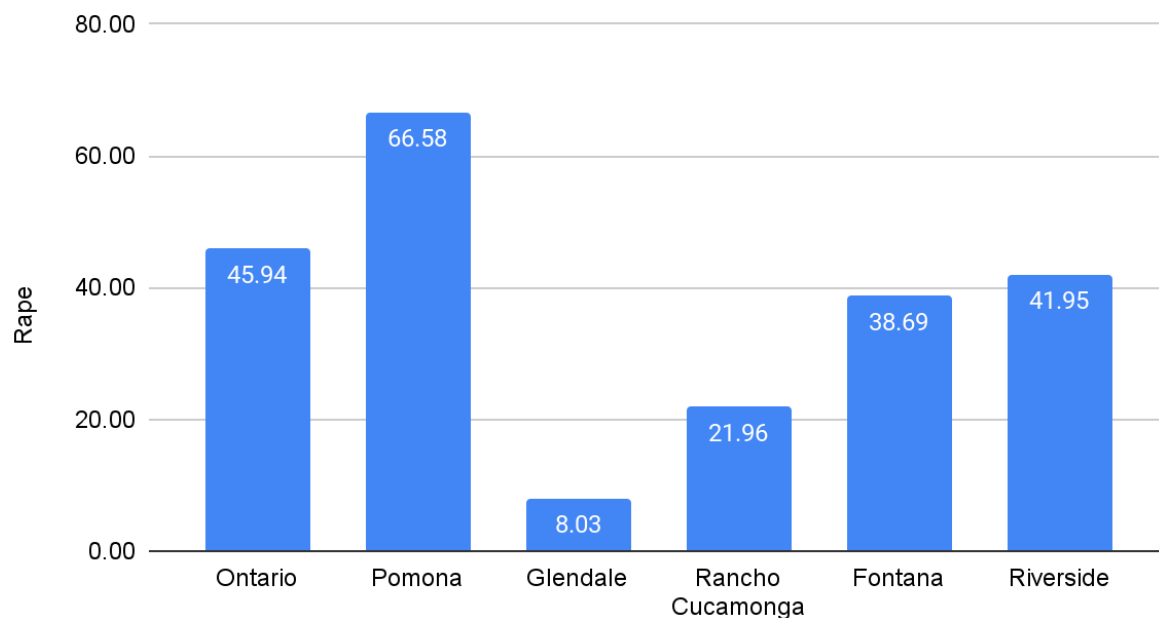
Figure 18: Homicides per 100k Residents (2019)

Source: Federal Bureau of Investigation, Crime Data Explorer, accessed August 30, 2021,
https://crime-data-explorer.fr.cloud.gov/pages/explorer/crime/crime-trend

Figure 18 shows the homicide rate per 100,000 residents in 2019 (the most recent year of data available). Pomona had the highest rate of homicide at 7.91 while Rancho Cucamonga had the lowest at 2.25. Ontario was at 5.41. This data was collected from the Federal Bureau of Investigation Crime Data Explorer.
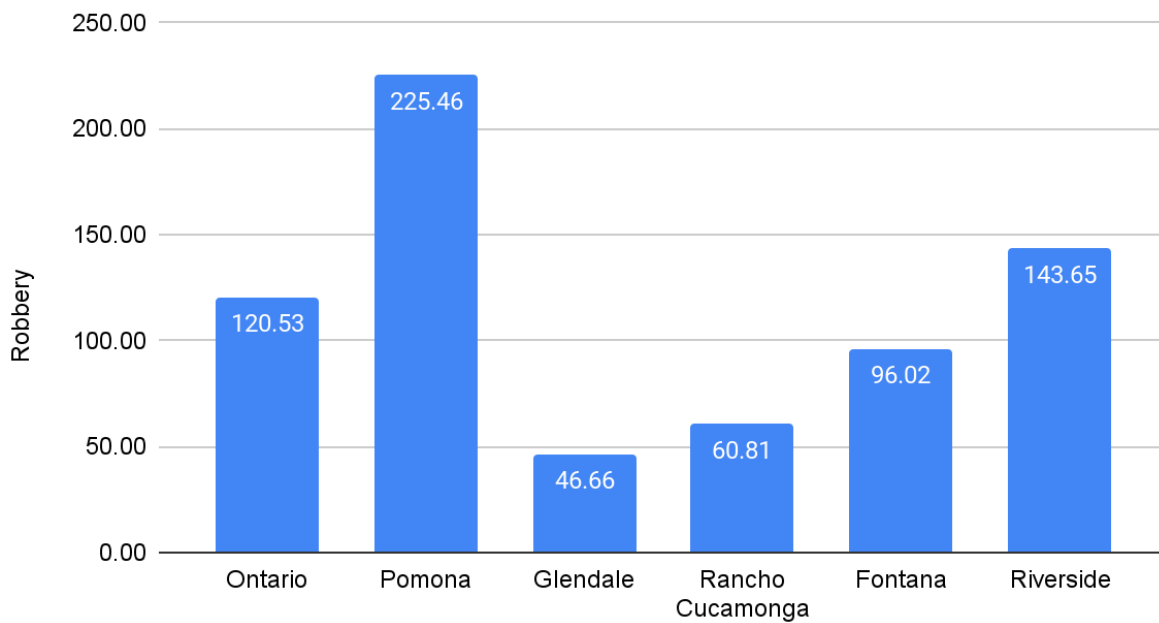
Figure 19: Reported Cases of Rape per 100k Residents (2019)

Figure 19 shows the number of reported rape cases per 100,000 residents in 2019 (the most recent year of data available). Pomona had the highest rate of rape at 66.58 while Glendale had the lowest at 8.03. Ontario had the second highest at 45.94. This data was collected from the Federal Bureau of Investigation Crime Data Explorer.
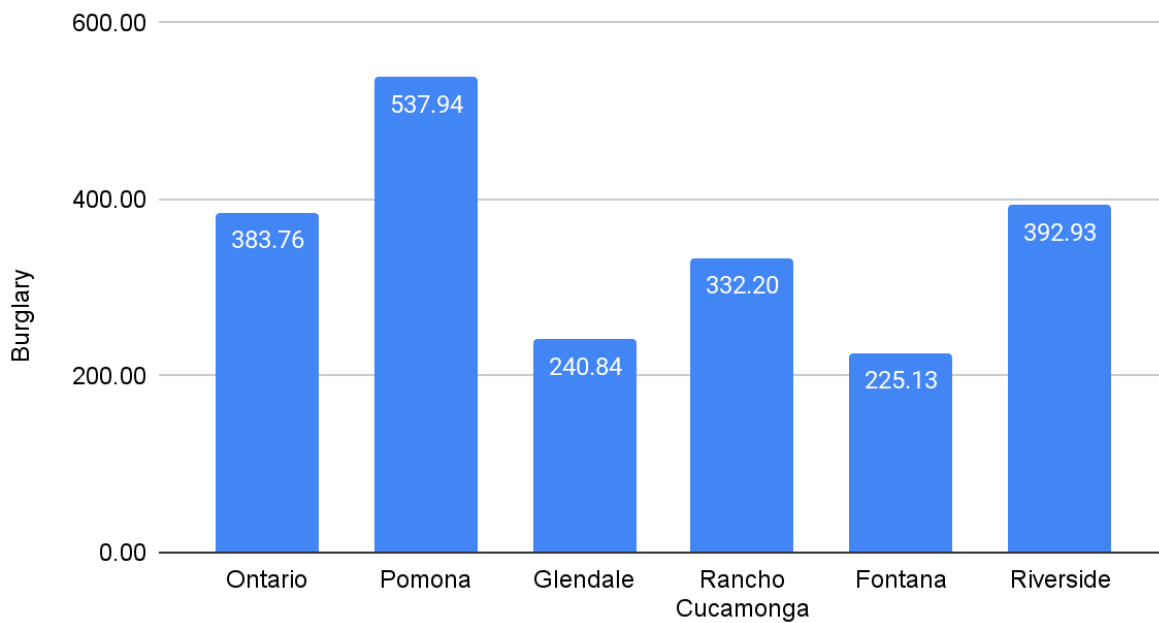
Figure 20: Robberies per 100k Residents (2019)

Source: Federal Bureau of Investigation, Crime Data Explorer, accessed August 30, 2021,
https://crime-data-explorer.fr.cloud.gov/pages/explorer/crime/crime-trend

Figure 20 shows the rate of reported robberies per 100,000 residents in 2019 (the most recent year of data available). Pomona had the highest rate of robbery at 225.46 while Glendale had the lowest at 46.66. Ontario was second highest at 120.53. This data was collected from the Federal Bureau of Investigation Crime Data Explorer.

Figure 21: Burglaries per 100k Residents (2019)

City	Burglary
Ontario	383.76
Pomona	537.94
Glendale	240.84
Rancho Cucamonga	332.20
Fontana	225.13
Riverside	392.93

Source: Federal Bureau of Investigation, Crime Data Explorer, accessed August 30, 2021, https://crime-data-explorer.fr.cloud.gov/pages/explorer/crime/crime-trend

Figure 21 shows the rate of reported burglaries per 100,000 residents in 2019 (the most recent year of data available). Pomona had the highest rate of burglary at 537.94 while Fontana had the lowest at 225.13. Ontario was at 383.76.

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