

Vibrant Villages

Feasibility Report

DRAFT - FOR INTERNAL PURPOSES ONLY

Vibrant Villages Executive Summary



This report summarizes key findings from health and demographic data, community listening sessions, and key informant interviews conducted in **five cities across San Bernardino County: Barstow, Fontana, Morongo Basin, Ontario and San Bernardino**. The aim was to assess health and social challenges and to inform the recommendation of two cities for piloting the Vibrant Villages place-based model in 2025.

Key Findings Across the Five Communities

Recurring challenges identified across all communities include:

- **Healthcare Access:** Provider shortages, particularly in rural areas, and barriers to navigating the healthcare system.
- **Economic Instability:** Pervasive poverty, low-paying jobs, and rising housing costs.
- **Leadership Fatigue:** Overburdened community organizations, with a strong desire for sustainable, community-driven solutions.
- **Transportation Barriers:** Impacts on access to essential services, especially in rural and desert areas.

These findings emphasize the critical need for tailored interventions that address both immediate barriers and long-standing systemic inequities.

Key Findings Summary

To identify which cities to pilot Vibrant Villages, we analyzed health and social determinants of health data, prioritizing cities with the greatest disparities. We also conducted listening sessions with local community organizations to better understand the most pressing challenges and the readiness of each community to embrace new initiatives. Key informant interviews with city leaders and organizations helped assess their interest in collaborating and implementing new programs.

Our findings for each city are as follows:

- **Barstow**
 - Significant health disparities and limited resources.
 - Community-driven desire to improve and grow the city.
 - Leverage the upcoming **BNSF International Gateway project** to drive health and infrastructure improvements.
- **Fontana**
 - Health disparities present, especially in South Fontana.
 - Strong community pride and an active **Healthy Fontana initiative** addressing health challenges
- **Morongo Basin**
 - Health disparities across cities, compounded by transportation challenges due to geographic isolation.
 - Diverse visions from city leaders and multiple distinct communities, making a unified Vibrant Villages approach difficult.
- **Ontario**
 - Health disparities concentrated in certain areas of the city.
 - Active **Healthy Ontario initiatives** addressing local challenges.
- **San Bernardino**
 - Notable health disparities and resource gaps, though numerous initiatives exist.
 - Opportunity to leverage existing momentum and convene city leaders and organizations to overcome siloes and foster collaboration.

Recommendation

Based on our analysis of health disparities, community engagement, and alignment with the Vibrant Villages' goals, we recommend selecting **Barstow** and **San Bernardino** as pilot cities in 2025.

Why Barstow?

- Ranked among the top two cities in health disparities across 11 of 14 indicators.
- A significant opportunity to build on the upcoming **BNSF International Gateway project** and leverage the development of new housing and jobs.
- Potential for a **hub-and-spoke model** with a Community Wellness Center, providing healthcare services and youth activities.
- **Potential lead partners:** Barstow Community College, SAC Health, and Barstow Unified School District.



Why San Bernardino?

- Ranked among the top two cities in health disparities across 11 of 14 indicators.
- Several existing organizations working on health outcomes, but siloed efforts hinder coordinated impact.
- Opportunity to expand **convening of local organizations and stakeholders** to build a city-wide vision for collective impact.
- **Potential lead partners:** Uplift San Bernardino and San Bernardino Valley College.



Next Steps:

To move forward with the Vibrant Villages pilot, the IEHP Foundation will:

1. Seek approval from the **Community Impact Committee and IEHP Foundation Board** to explore a pilot in Barstow and San Bernardino.
2. Engage **city leaders and potential lead partner organizations** to assess their interest and participation.
3. Develop **steering committees** with local organizations and stakeholders to build buy-in and confirm participation.
4. Conduct **LEAN workshops** with working groups to identify top health challenges and potential solutions to be collectively addressed.

This report provides a comprehensive analysis of each city's health and social data, summarizes the findings from the community listening sessions and key informant interviews, and presents our recommendations for piloting the Vibrant Villages model in 2025. It also demonstrates how Vibrant Villages can align with other health initiatives in San Bernardino County.

Vibrant Villages Feasibility Report

About IEHP Foundation

IEHP Foundation is dedicated to inspiring and igniting Vibrant Health in the Inland Empire - ensuring everyone has the opportunity to reach their highest level of health and well-being regardless of zip code, socioeconomic status, race, gender or background. To advance health equity and combat health disparities across San Bernardino and Riverside counties, we aim to foster healthy neighborhoods and cultivate healthy living by strengthening the capacity of local community-based organizations that address the social drivers of health.

To maximize our impact, IEHP Foundation focuses our investments on organizations and leaders aligned with the following priority areas:

- **Strengthening nonprofit capacity**, advocacy, and collaboration
- **Basic needs access**, including nutritious food and healthcare services
- **Quality jobs**, with an emphasis on the healthcare workforce pipeline
- **Housing affordability** and Pathways to Home Ownership
- **Cultivating environments** that increase healthy choices and reduce risky behaviors



We work alongside our community partners and grantees, our Champions for Vibrant Health – the local CBOs and nonprofits dedicated to addressing health disparities through various initiatives, including Place Based Projects, which the Foundation invests in building healthy neighborhoods through community-centric initiatives such as Blue Zones in Riverside County and Vibrant Villages in San Bernardino.

What is a Vibrant Village?

A Vibrant Village is a community-led, collective impact model that works alongside existing organizations, city leadership, and local leaders in the community to address select health challenges. This will be accomplished by building a coalition of trusted messengers to identify the top health issues, develop strategies, and implement collaborative projects to improve health outcomes.

Comparing the Data

To determine the most critical areas of need, we conducted an extensive analysis of health and social determinants of health (SDOH) data. Our process included evaluating each city's percentile rankings, which account for both the total number of cases per indicator and population size, ensuring an equitable comparison across communities of different sizes.

This approach allowed us to identify areas where disparities were most pronounced. We prioritized data related to core social determinants of health and key health outcomes. These findings established a foundation for understanding each community's unique challenges and opportunities for improvement.

San Bernardino County Public Health Department provided fourteen social determinants of health and health outcomes indicators. They were:

- **SDOH indicators included:**
 - Access to Care (% uninsured)
 - Economic (Percent below poverty level)
 - Education (high school graduate or higher, 25 years and older)
 - Education (bachelor's degree or higher attainment 25 years and older)
 - Housing Habitability (percent of households with basic kitchen facilities and plumbing)
 - Housing (low-income renter/severe housing cost burden)
 - Transportation (percentage of households with no access to a vehicle)
 - Food Insecurity (estimated prevalence of food insecurity in the past 12 months among adults aged ≥ 18 years)
- **Health Outcomes indicators included:**
 - Prevalence of obesity adults aged 18 years and older
 - Prevalence of high blood pressure adults aged 18 years and older
 - Prevalence of diabetes among adults aged 18 years and older
 - Prevalence of cancer (excluding skin cancer) among adults aged 18 years and old
 - Prevalence of depression among adults aged 18 years and older
 - Low birthweight infants (percent of babies born with a low birth weight)
 - 2021 Total Population
 - 2021 Total Death Counts
 - 2021 Mortality Rate (per 1,000 population)
 - 2023 Overdose Death Counts
 - 2023 Total Death Counts

Summary of Data Collection

The data reviewed throughout this report helps support our findings and determine recommendations for each potential Vibrant Village. **This data originates from a broad and diverse range of authoritative sources to ensure accuracy.**

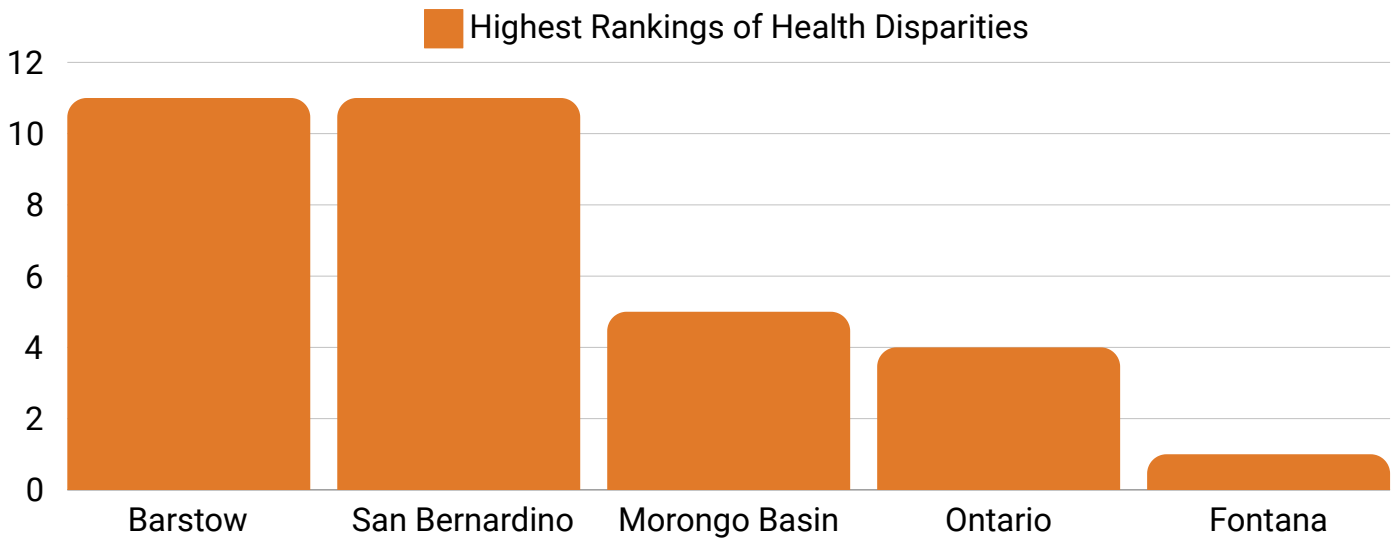
This includes:

- **San Bernardino County Department of Public Health:** Provides essential local metrics such as Access to Care (% uninsured), Internet Connectivity, and Education Attainment. County data offers a thorough insight into each region's social, health, and educational landscape.
- **Healthy Places Index (HPI):** Further complements county data. HPI data ranks a city's "healthiest" based on Social Determinants of Health (SDOH) metrics. This includes key social, educational, and housing factors.
- **United States Census Bureau:** Delivers valuable demographic data, such as employment statistics and race/ethnicity compositions. This data can help illustrate a comprehensive picture of each city.
- **Geographic Information System (GIS):** Identifies and maps city assets, including grocery stores, schools, and other critical infrastructure.
- **Community Health Needs Assessments:** Comprehensive reports from a cities' local nonprofit hospitals.

These data sources identified key indicators and metrics as most relevant and integral for implementing the Vibrant Village project in each chosen city.

Additionally, we conducted an online review of community assets in each city to identify a variety of locally based organizations and resources in each community. We looked at the number of each type of institution in each city including number of faith-based institutions, hospitals, schools/school districts, grocery stores, parks, community centers, chambers, non-profits. This research will be critical in the next steps of implementing a Vibrant Village model.

Key Findings



The chart above lists the number of times that a city ranked in the top two for highest disparities in an indicator. Amongst the indicators provided, San Bernardino and Barstow consistently rank first and second and are tied at 11 times each.

San Bernardino’s larger population is likely driving its leads in absolute numbers. However, Barstow’s proportional rankings reveal acute, alarming challenges for a smaller community. This pattern within the rankings further reflects the heightened effects of poverty, education gaps and overall health disparities on these cities’ populations.

Data Analysis

We analyzed Basic Needs Indicators, Overdose Death Rates, Chronic Disease Indicators, and Socioeconomic Indicators to gain a comprehensive understanding of health disparities, and social determinants of health in each community.

Basic Needs Indicators

	*Housing (low-income renter severe housing cost burden)	*Transportation (percentage of households with no access to a vehicle)	*Food Insecurity (estimated prevalence of food insecurity in the past 12 months among adults aged >=18 years)
Barstow	27.1%	11.8%	5.7%
San Bernardino	34.1%	7.7%	7.6%
Ontario	28.7%	3.4%	6.9%
Fontana	27.1%	3.0%	7.2%
Morongo Basin	24.2%	5.8%	2.8%

**Higher percentage indicates greater disparities*

Barstow and San Bernardino frequently rank first and second in the basic need indicators of food insecurity, housing, and transportation. Limited and unstable access to such basic needs reinforces systemic inequities for the cities’ residents. For instance, limited access to transportation further isolates residents from employment opportunities and essential services, thereby perpetuating cycles of despair.

Overdose Death Rates

Indicator	San Bernardino	Barstow	Ontario	Fontana	Morongo Basin
2023 Overdose Death Counts	95	15	40	28	4
2023 Total Death Counts	1,800	367	1,117	1,217	280
Percentage of overdose deaths	5.3%	4.1%	3.6%	2.3%	1.4%

From this data, we can see that respectively Barstow and San Bernardino rank 1st and 2nd in Overdose Death Counts, when adjusted for their population sizes. These findings indicate that severe substance use issues are occurring in both cities. Underlying health disparities are likely the cause for these alarming figures. In particular, for Barstow, such rankings allude to high concentrations of substance use and related health disparities impacting a much smaller population. Targeted interventions are needed to address these significant inequities.

Chronic Disease Indicators

	*Prevalence of obesity adults aged 18 years and older	*Prevalence of high blood pressure adults aged 18 years and older	*Prevalence of diabetes among adults aged 18 years and older
Barstow	39.8%	34.8%	14.4%
San Bernardino	39.0%	31.3%	14.1%
Ontario	35.6%	28.4%	12.8%
Fontana	35.4%	27.9%	12.3%
Morongo Basin	35.5%	34.4%	12.6%

*Higher percentage indicates greater disparities

Barstow and San Bernardino exhibit the highest rates of obesity, diabetes, and high blood pressure. These chronic health conditions highlight the need for preventive care and the importance of healthy lifestyle options such as access to nutritious food, and healthy lifestyle options.

Socioeconomic Indicators

	*Economic (Percent below poverty level)	**Education (high school graduate or higher 25 years and older)	**Education (bachelor's degree or higher attainment 25 years and older)
Barstow	22.5%	84.0%	10.4%
San Bernardino	20.2%	72.5%	12.8%
Ontario	12.9%	76.2%	19.2%
Fontana	10.5%	78.3%	20.0%
Morongo Basin	20.5%	89.7%	21.8%

*Higher % indicates greater disparities | **Lower % indicates greater disparities

Barstow and San Bernardino rank lowest in key metrics for educational attainment. The cities' poverty rates also rank among the highest in the county. Educational attainment and financial stability correlates strongly with a community's wellbeing and SDOHs. This includes advancing digital/health literacy alongside access to economic opportunities. Barstow and San Bernardino's limited education and high poverty levels thus exacerbate existing challenges the residents face in achieving better health outcomes.

Community Listening Session & Key Informant Interviews

To identify cities to pilot Vibrant Villages in, IEHP Foundation conducted key stakeholder interviews with key leaders from each city and listening sessions with boots-on-the-ground staff. We did this to learn about communities priorities, initiatives, and challenges from the city leader’s perspective.

We conducted one-on-one interviews to learn about exciting new developments and identify potential opportunities for a Vibrant Village pilot in their city.

Simultaneously, we conducted community listening sessions with boots-on-the-ground staff that work directly with the most underserved populations in their community to understand better the issues and the resources to address them.

This section’s findings reflect insights shared during key informant interviews and listening sessions. They represent recurring themes and challenges but may not capture all perspectives within each city.



Barstow City Profile

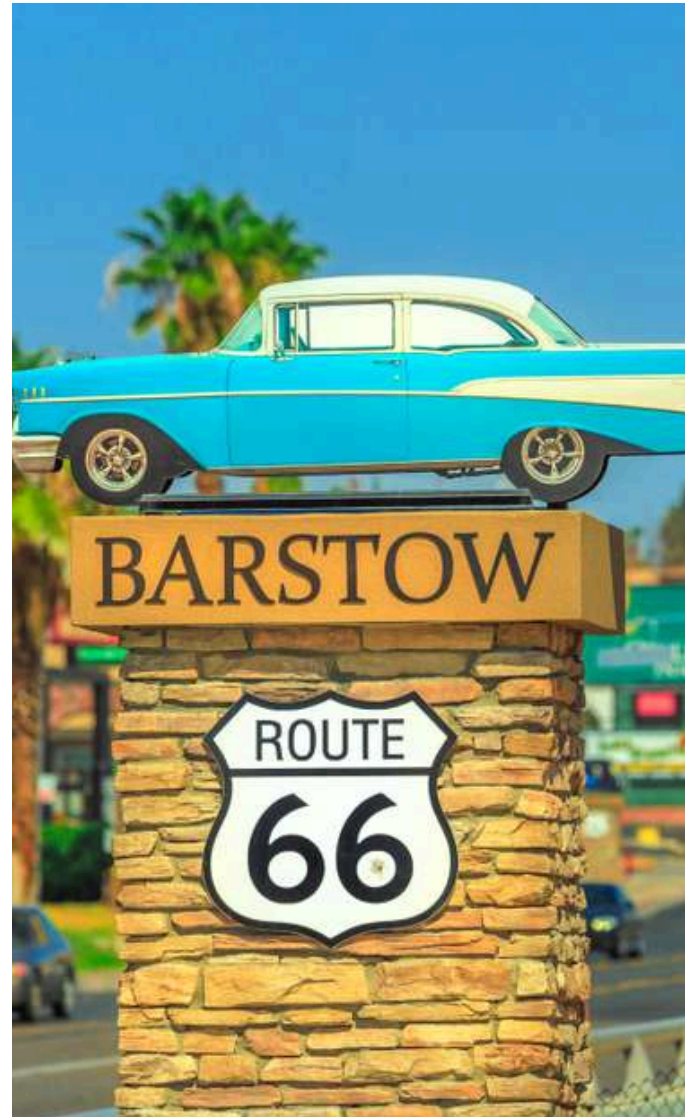
- **Location:** Mojave Desert
- **Population Size:** Approximately 25,000 (2020 census).
- **Type of City:** Barstow is a geographically isolated community in the high desert region, marked by a significant socioeconomically disadvantaged population and unique challenges tied to its transient population, housing shortages, and limited access to essential services. A potential upcoming project, such as BNSF's International Gateway, is poised to transform the region, bringing jobs, housing, and new opportunities.



Barstow Findings

Community Strengths

- **Resilient Leadership and Community Pride:** Barstow's leaders and community members are committed to advocating for their underserved population. Staff at all levels exemplify resilience and dedication, using their personal experiences to inspire and support local youth and families.
- **Emerging Economic Opportunities:** The upcoming \$1.5 billion BNSF International Gateway project will bring thousands of jobs and housing units, creating opportunities to attract young professionals and families. Barstow Community College is an active partner, offering strong Career Technical Education (CTE) programs to develop the local workforce.
- **Faith-Based and Nonprofit Coalitions:** Churches and nonprofits provide critical stopgap services, from food pantries to housing assistance. Organizations like Desert Sanctuary and Greater Hope offer resources for behavioral health and mentorship.
- **Innovative Pilot Programs:** SAC Health is piloting a physician residency program to address the lack of local healthcare providers. Barstow Unified School District is building a student wellness center and wellness rooms across schools to address health and mental health challenges.



Community Challenges

- **Socioeconomic Disparities and Housing Insecurity:** About 98% of students in Barstow qualify for free or reduced-price lunch. A significant portion of families live in motels, Section 8 housing, or are doubled up in single family units. According to local organizations, absentee landlords and aging infrastructure exacerbate the housing crisis. Homelessness remains a persistent challenge, especially among families and recently released individuals seeking reintegration opportunities.
- **Health and Behavioral Health Access Gaps:** Only 1% of students at one elementary school meet state-level math standards, highlighting education and resource disparities. Mental health and substance abuse issues are prevalent but underserved due to a lack of providers and continuity of care. Students and adults face transportation barriers to accessing in-person healthcare, with many relying on emergency rooms for basic care needs.
- **Youth Recreation and Engagement Deficits:** Barstow lacks safe, accessible recreation options for youth beyond athletics. The closure of the bowling alley and movie theater has left limited activities, contributing to substance use and behavioral challenges.
- **Transient Population and Resource Strain:** Families relocated to Barstow under housing and job assistance programs often face a lack of follow-up support, adding pressure to local schools and nonprofits. This transient population contributes to community instability and challenges in youth development.



Community Opportunities

- **Invest in Youth Development and Recreation:** Establishing a Boys & Girls Club, YMCA, or Fine Arts Academy could provide youth with structured activities, mental health resources, and creative outlets. Expanding partnerships with schools and nonprofits to offer arts and non-sports programs is critical to addressing gaps.
- **Expand Trauma-Informed and Integrated Health Services:** Support mobile health clinics to address gaps in dental, vision, and behavioral healthcare, especially for underserved families. Leverage funding opportunities to increase provider capacity, such as drawing state funds for nurses and community health workers.
- **Capitalize on Economic Development Projects:** Work with city and other stakeholders on planning & economic development that will result in a thriving future for the community. Partner with Barstow Community College to strengthen workforce pipelines for high-paying jobs in green technology and trade industries.
- **Strengthen Housing and Basic Needs Support:** Advocate for transitional housing programs and services for vulnerable families, such as those living in motels or aging apartment complexes. Encourage partnerships with landlords and housing developers to address long-term housing quality and availability.

Barstow's future hinges on leveraging its resilience, upcoming economic development, and collaborative efforts to address long-standing disparities. By focusing on youth investment, trauma-informed care, and integrated service delivery, the community can create a foundation for long-term health and prosperity.

San Bernardino City Profile

- **Location:** San Bernardino is located in Southern California, within San Bernardino County, about 60 miles east of Los Angeles.
- **Population Size:** Approximately 222,000 (2020 census).
- **Type of city:** San Bernardino is an urban city with a rich historical background. However, it faces significant challenges such as high poverty rates, homelessness and struggling public services. Despite these challenges, there is a strong sense of community pride and ongoing efforts to revitalize the city.



San Bernardino Findings

Community Strengths

- **Resilience and Pride:** San Bernardino has a deeply rooted sense of community pride, with many residents passionate about improving the city. Despite its challenges, the city has a legacy of resilience and a growing number of residents committed to its future success.
- **Active Local Organizations:** There are several community-driven organizations and initiatives focused on education, youth development, and economic revitalization. These include programs like Uplift San Bernardino, which works on talent development and community empowerment.
- **Strong Community Engagement:** Residents and local organizations are highly engaged in efforts to address health and wellness, homelessness, and education. The city benefits from a high degree of volunteerism and a willingness to collaborate for the common good.
- **City Leadership:** Mayor Tran and city leaders are working hard to address key issues such as homelessness, crime, and economic development. Their collaborative approach aims to bring together community leaders, local businesses, and residents for lasting change.





Community Challenges

- **Homelessness Crisis:** San Bernardino is facing a severe homelessness crisis, with high numbers of individuals experiencing homelessness, many of whom also struggle with substance abuse and mental health issues.
- **Youth Struggles:** High levels of youth homelessness, drug use, mental health issues and increasing gang involvement pose significant challenges for the city. There is a pressing need for youth programs that address these concerns.
- **Affordable Housing:** 70% of San Bernardino residents are renters and face various challenges with many families living in substandard conditions. Quality affordable housing is scarce, and overcrowding is a significant issue.
- **Public Health Issues:** San Bernardino also struggles with public health issues, including high rates of chronic illness, mental health challenges, and substance abuse. Access to health services is often limited, contributing to these health disparities.

Community Opportunities

- **Collaborative Efforts:** The city has an opportunity to build upon its existing community engagement to address homelessness, affordable housing, and public health through collaborative partnerships between local organizations, businesses, and government entities.
- **Economic Revitalization:** Revitalizing underdeveloped areas such as the Carousel Mall could provide economic opportunities through mixed-use developments, new housing units, and local job creation.
- **Youth Development:** Expanding youth engagement, mentorship programs and educational opportunities that improve outcomes, prevent crime, reduce substance abuse, and equip youth with the skills to succeed is a crucial opportunity.
- **Healthcare Access:** Increasing access to health services, particularly mental health and substance abuse programs, can improve the overall well-being of residents and address significant public health concerns.

Morongo Basin City Profile

- **Location:** High Desert region, including Yucca Valley, Joshua Tree and Twentynine Palms.
- **Population Size:** Approximately 75,000 (combined across communities)
- **Type of city:** A rural desert area characterized by small, dispersed communities surrounded by natural landmarks like Joshua Tree National Park. It is a popular tourist destination but faces barriers such as healthcare access, transportation, and economic development. The region has a mix of active-duty military families (due to the Marine Corps Air Ground Combat Center) and long-term residents.



Morongo Basin Findings

Community Strengths

- **Dedicated Community Stakeholders:** There is strong passion from individuals and organizations committed to improving the area, such as Copper Mountain College (CMC) and faith-based groups. CMC is widely recognized as a regional bright spot, offering vital programs, including healthcare, dental hygienist, and nursing certifications, as well as emerging opportunities like drone pilot training.
- **Youth Opportunities in Organized Sports and Activities:** While limited, organized sports and city-sponsored events, such as community dances, provide some structure and engagement for youth.
- **Innovative Programs Supporting Access:** Programs like Angel View's transportation grant and Lions Club's annual vision services effectively address gaps in critical services for residents.
- **Cultural Identity and Resilience:** Many residents feel a strong connection to their community and appreciate the Basin's unique landscape and small-town atmosphere, which fosters a sense of "hometown pride."



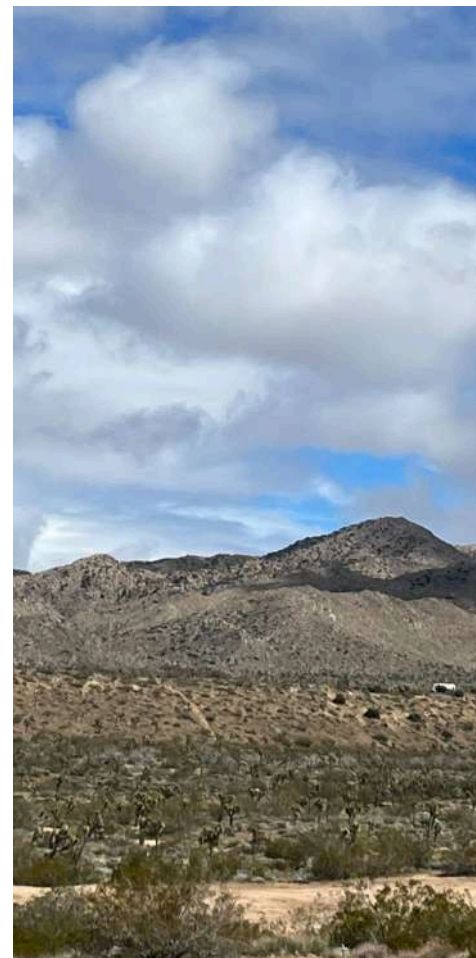
Community Challenges

- **Housing Instability and Homelessness:** Many low-income families live in overcrowded conditions, while the unhoused population often lives in isolated areas without adequate resources. The influx of short-term rental properties, especially in Joshua Tree, exacerbates the lack of affordable housing and diminishes the sense of community.
- **Healthcare Access Barriers:** Residents must often travel over an hour for medical care, with limited local providers. There is only one pediatrician and optometrist in the area, and mental health waitlists can stretch months.
- **Transportation Deficits:** The Basin's rural geography and unreliable transportation infrastructure create significant obstacles for accessing healthcare, education and employment. Families in remote areas often rely on walking long distances to bus stops or arranging costly rides.
- **Youth Vulnerabilities:** Drug use is prevalent among youth, exacerbated by limited activities and parental substance abuse. Many youth lack basic life skills, with reports of children as young as nine using vapes and substances laced with fentanyl.
- **Mental Health and Behavioral Issues:** COVID-19's impact on social development has left many children struggling with behavioral health issues in school. There is also widespread stigma around seeking counseling, especially among youth, preventing access to services.

Community Opportunities

- **Expanded Mobile Clinics:** Mobile healthcare units could effectively bring critical services to remote areas, such as vaccinations, vision care, and mental health support, addressing immediate healthcare needs.
- **Transportation Initiatives:** Programs to improve transportation access—such as subsidized ride services or expanded bus routes—could significantly alleviate barriers to accessing healthcare, employment, and education.
- **Community-Driven Solutions:** Leveraging community pride and the dedication of local stakeholders, there is an opportunity to strengthen local partnerships to advocate for resources, particularly through collaborations with military entities in 29 Palms and civic groups.
- **Economic Development Programs:** Establishing career technical training in construction and other high-demand industries could create pathways for local employment, addressing both economic challenges and youth engagement.

While the Morongo Basin presents significant challenges, particularly in healthcare, transportation, and housing, it also holds immense potential through its engaged community and unique opportunities to implement solutions tailored to its rural context.



Ontario City Profile

- **Location:** Ontario is located in Southern California, about 35 miles east of Los Angeles, within San Bernardino County.
- **Population Size:** Approximately 185,000 (2020 census).
- **Type of City:** Ontario is a rapidly developing suburban city that serves as a key transportation hub in the Inland Empire. While it is more developed compared to cities like San Bernardino, it still faces challenges related to affordable housing, economic inequality, and community integration.



Ontario Findings

Community Strengths

- **Economic Growth and Development:** Ontario is one of the fastest-growing cities in the Inland Empire, with a booming economy driven by logistics, retail, and transportation sectors. The city benefits from being centrally located with access to major freeways and Ontario International Airport, positioning it as a regional economic driver.
- **Diverse Community:** Ontario is home to a diverse population, including many immigrants, and is known for its cultural richness and vibrant neighborhoods. This diversity fosters a strong community identity.
- **Strong Local Businesses:** Ontario has a solid base of local businesses, especially in the retail and service industries, contributing to economic stability and offering opportunities for residents.
- **Growing Infrastructure:** Ontario is investing in improving infrastructure, with projects targeting transportation, green spaces, and community amenities, aiming to create a more livable and accessible environment for its residents.





Community Challenges

- **Affordable Housing Crisis:** Ontario faces significant challenges related to the affordability of housing. Rising rent prices and housing costs are making it difficult for many residents to secure stable, quality housing. This has increased the number of residents struggling with overcrowded living conditions and homelessness.
- **Income Inequality:** There is noticeable income inequality, especially among low-income neighborhoods, immigrant communities, and underserved populations. Many residents experience difficulty accessing high-quality healthcare, education, and other essential services.
- **Community Integration:** While Ontario is diverse, there are challenges in integrating various ethnic and socioeconomic groups. Different needs and income levels vary substantially throughout the city. Tensions sometimes arise between communities, and not all groups have equal access to the city's resources and opportunities.
- **Environmental Concerns:** As Ontario grows, the city faces increasing environmental pressures, including air quality issues and sustainable growth management. These concerns need to be addressed to ensure long-term community health and resilience.

Community Opportunities

- **Community Partnerships:** There is an opportunity for local organizations, businesses, and community leaders to work together on addressing key issues such as affordable housing, economic inequality, and environmental sustainability, which could improve living standards and foster community cohesion.
- **Sustainable Development:** Ontario's expansion offers opportunities to focus on sustainable development, ensuring that growth is managed responsibly to protect the environment while also providing residents with a higher quality of life.
- **Youth Programs and Engagement:** With a growing youth population, Ontario has a critical opportunity to expand youth development programs and afterschool initiatives. These programs could reduce juvenile crime, substance abuse, and create pathways for success.
- **Transportation and Mobility:** Ontario's transportation infrastructure, particularly its proximity to major freeways and the Ontario International Airport, offers opportunities to enhance mobility for residents, improve access to jobs, and reduce economic barriers for underserved communities.

Fontana City Profile

- **Location:** Fontana is located in the western part of San Bernardino County, about 50 miles east of Los Angeles.
- **Population Size:** Approximately 215,000 (2020 census)
- **Type of City:** Fontana is a suburban city that has seen rapid growth in recent years. It is primarily a residential community but also has a strong industrial and manufacturing base. While more developed than some nearby cities, it still faces challenges related to infrastructure, youth development, and economic inequality.



Fontana Findings

Community Strengths

- **Rapid Economic Growth:** Fontana has a growing economy driven by its industrial and manufacturing sectors, including large employers in transportation, logistics, and retail. The city's location along major highways (Interstate 10 and 15) makes it a prime area for business development.
- **Diverse Population:** Like Ontario, Fontana is culturally diverse, with a large population of immigrant families. This diversity brings vibrancy to the city and helps create a community-driven environment focused on inclusivity.
- **Community Engagement:** There are several grassroots community organizations and neighborhood associations actively involved in shaping the future of the city. Many of these groups are focused on improving local services, educational access, and public safety.
- **Improved Infrastructure:** Fontana has made significant investments in infrastructure, including public parks, transportation networks, and community centers, which contribute to the quality of life for residents.





Community Challenges

- **Affordable Housing Shortage:** Fontana, like Ontario, faces a severe shortage of affordable housing, with growing numbers of families struggling to afford rent. The lack of affordable housing options contributes to overcrowded living conditions and homelessness in the city.
- **Youth Engagement:** Fontana's youth face challenges related to substance abuse, gang violence, and limited access to quality extra-curricular activities. The city has an urgent need for youth-centered initiatives that can engage young people and provide them with positive alternatives.
- **Economic Inequality:** Despite its economic growth, Fontana's lower-income residents continue to struggle with unemployment, limited job opportunities, and a lack of access to education and healthcare services. The disparity between wealthy and underserved neighborhoods is a growing concern.
- **Public Safety Issues:** Fontana has some areas with higher crime rates, particularly related to gang violence and drug activity. Although the city has made strides in reducing crime, certain neighborhoods still require significant improvements in public safety.

Community Opportunities

- **Workforce Development:** Fontana can continue to focus on workforce development by creating job training programs that connect local residents to the city's growing industrial sector. This will continue helping lift many residents out of poverty and reduce unemployment.
- **Youth Programs and Services:** There is an opportunity to expand youth engagement programs, such as afterschool activities, mentorship, and substance abuse prevention programs, to address the needs of at-risk youth and improve long-term outcomes for younger generations.
- **Affordable Housing Development:** Fontana can address its housing crisis by focusing on mixed-use and affordable housing developments. There is also an opportunity to partner with local developers to create housing options that are accessible to low-income families and seniors.
- **Health and Wellness Programs:** By expanding access to healthcare, mental health services, and wellness programs, Fontana can significantly improve the well-being of its residents, especially in underserved areas.

Vibrant Villages Recommendations

IEHP Foundation seeks cities with significant health disparities, willing partners, and a readiness to improve health outcomes. We also prioritized opportunities to align and amplify our efforts with other ongoing investments, ensuring a maximized collective impact. Lastly, we assessed how the Foundation and Vibrant Villages could uniquely contribute to existing efforts to address health challenges.

Based on data and findings, we recommend developing key partnerships to launch Vibrant Villages pilot projects in 2025 in the **City of Barstow** and the **City of San Bernardino**.

These two cities stood out due to the following shared qualities:

- **Ranked among the top two cities** in nearly every health and social determinants of health indicator.
- **Significant health challenges and limited healthcare services** were identified during community listening sessions and key informant interviews.
- **Persistent underinvestment** affecting housing, youth recreation opportunities, access to healthy living options, and job quality.
- **Upcoming development projects** that can be leveraged to improve health outcomes.
- **Investing in youth is critical:** Both cities recognize that the future of health outcomes relies on investing in youth development, education, and opportunities. Supporting youth now will lead to long-term improvements in community health and economic stability.



Why Barstow?



Barstow faces significant challenges due to its geographic location and a long history of underinvestment. Health disparities are widespread and limited recreational and economic opportunities exacerbate challenges for residents. Despite these issues, Barstow has a dedicated network of community leaders and organizations committed to improving the quality of life for youth and families.

Opportunities

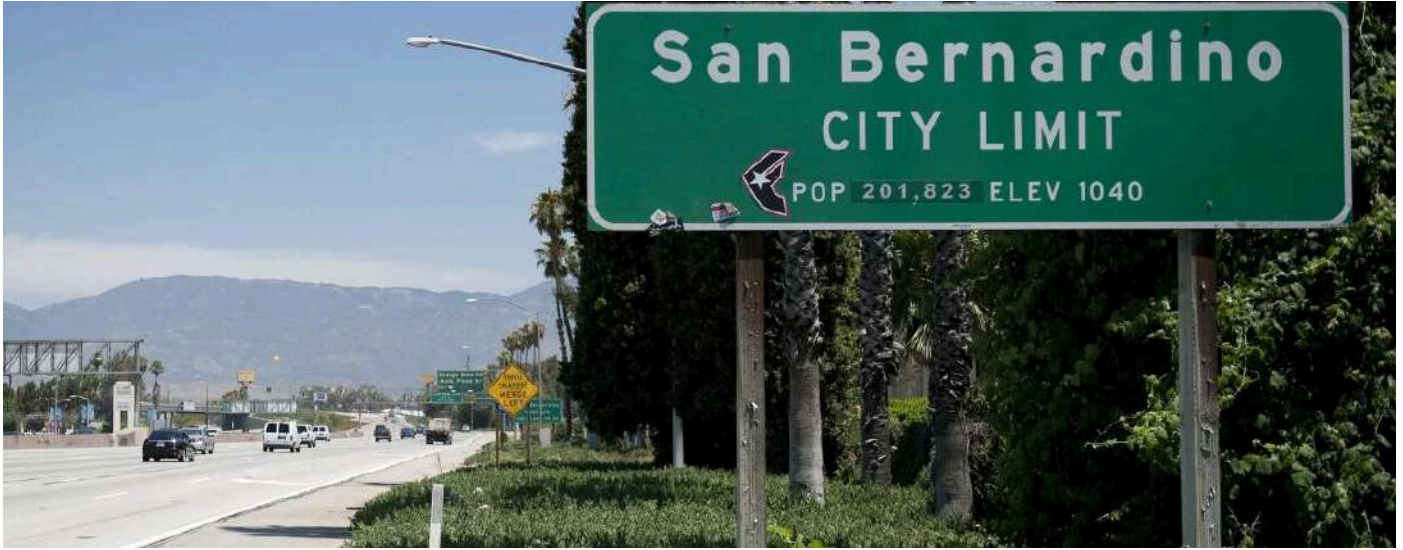
- Implement a spoke-and-hub model leveraging IEHP's potential Community Wellness Center (CWC) in Barstow (spoke) and Victorville's current CWC (hub) to expand access to health and recreation services.
- Capitalize on the BNSF International Gateway project, which will bring new jobs and housing, to advocate for health-focused investments.
- Leverage the Brightline rail project to attract additional funding for health and social programs.
- Use a collective impact model to prioritize the needs of vulnerable populations.

Potential Lead Partners

- **Barstow Community College:** Leading innovative programs to create pathways for youth and actively participate in community coalitions.
- **Barstow Unified School District:** Well-regarded leadership and well positioned school sites to directly engage youth and address transportation challenges via a Community Hub model.
- **SAC Health:** Expanding operations in Barstow to provide much-needed healthcare access.



Why San Bernardino?



The City of San Bernardino has a rich history but continues to face significant challenges, including poverty, housing insecurity, and limited recreational spaces. Years of underinvestment, compounded by the city's bankruptcy, have strained local systems. However, San Bernardino is beginning to attract resources, and several organizations are doing valuable work. A recurring theme from stakeholder discussions was the lack of collaboration among these organizations, presenting an opportunity for the Foundation to support collective impact work by further convening stakeholders.

Opportunities

- Leverage the new IEHP Community Wellness Center and the existing Wellness Center in San Bernardino to maximize the impact of Vibrant Villages.
- Build upon existing collective impact efforts to convene stakeholders, break down siloes, and align resources.
- Prepare the foundation for increased public-private partnerships and collaboration between the city and local organizations to address social issues.
- Incorporate community and health needs into upcoming developments, such as the Carousel Mall redevelopment.

Potential Backbone Organizations

- **Uplift San Bernardino:** Actively implementing collective impact projects in the Waterman Gardens area; a partnership could expand their scope to address broader citywide issues.
- **San Bernardino Valley College:** A critical partner in career pathways programs and workforce development initiatives aligned with Vibrant Villages' goals.



San Bernardino
Valley College

Next Steps for Barstow and San Bernardino:

1. Starting Conversations and Building Consensus:

- Objective: Engage city leaders, organizations, and other key stakeholders to explore and gain support for the Vibrant Villages concept in Barstow and San Bernardino.
- Actions:
 - Barstow: Convene initial meetings with city leaders, Barstow College, and local community organizations to discuss the Vibrant Village model and its potential benefits.
 - San Bernardino: Initiate conversations with Uplift San Bernardino, the San Bernardino Community Wellness Center, and other organizations to break down silos and foster collaboration around the Vibrant Village vision.
 - Begin outreach to additional stakeholders, including local businesses and civic organizations, to identify partners for collective impact.

2. Establishing Steering Committees and Collective Impact Working Groups:

- Objective: Build strong, diverse leadership teams to guide the Vibrant Villages pilot in each city and ensure local ownership of the initiative.
- Actions:
 - Barstow: Form a Steering Committee with leaders from local government, Barstow College, the school district, and health providers to oversee the implementation of the Vibrant Village model. Formulate a Collective Impact Working Group to engage in problem-solving and planning.
 - San Bernardino: Work with Uplift San Bernardino and other local organizations to form a Steering Committee and identify community leaders for the Collective Impact Working Group. Focus on breaking down existing silos to promote coordination between agencies and initiatives.
 - Work with Steering Committee to identify top priority issues.
- Both cities should prioritize youth involvement, as investing in youth is seen as key to improving long-term health outcomes.

3. Refining the Logic Model

- Objective: Further develop the logic model to align with Barstow and San Bernardino's unique needs, incorporating both the spoke and hub model (via IEHP Community Wellness Centers) and the community school model (leveraging schools as hubs for medical and community services).
- Actions:
 - Engage with local stakeholders, community leaders, and organizations to refine service delivery pathways and desired outcomes.
 - Analyze existing data to ensure the logic model addresses the most critical health and social issues identified through community engagement.
 - Define key performance indicators (KPIs) to measure progress and success in each community.

Next Steps Continued:

4. Coordinating with IEHP:

- Objective: Align Vibrant Villages efforts with IEHP's ongoing projects and investments to maximize resources and impact.
- Actions:
 - Meet with IEHP leadership to explore opportunities for leveraging their existing infrastructure (e.g., Community Wellness Centers) in both cities.
 - Explore ways to integrate IEHP's health services with other community services, including education, housing, and youth programs, to create a holistic support system.
 - Coordinate IEHP investments with planned community developments (e.g., Barstow's BNSF International Gateway project) to optimize the potential for improving health outcomes.

5. Engagement with Existing and New Partners:

- Objective: Identify and engage additional partners to leverage resources and strengthen the Vibrant Villages model.
- Actions:
 - In both cities, begin outreach to other potential partners such as local businesses, schools, healthcare providers, and social service agencies to build a broad coalition.
 - Identify funding opportunities through public-private partnerships, grants, and community donations to ensure financial sustainability of the initiative.

Vibrant Villages Alignment

Vibrant Villages will align well with existing health initiatives in the region. We will align Vibrant Villages where it makes sense with the County of San Bernardino and other regional initiatives to maximize resources and ensure alignment between various efforts.

Below are some of the initiatives that we learned about and will potentially align with:

- IEHP: Alignment with Vibrant Health
- SB County Vital Signs: Alignment with chronic disease and behavioral health
- SB County Public Health: Health Equity Zones initiative



Public Health



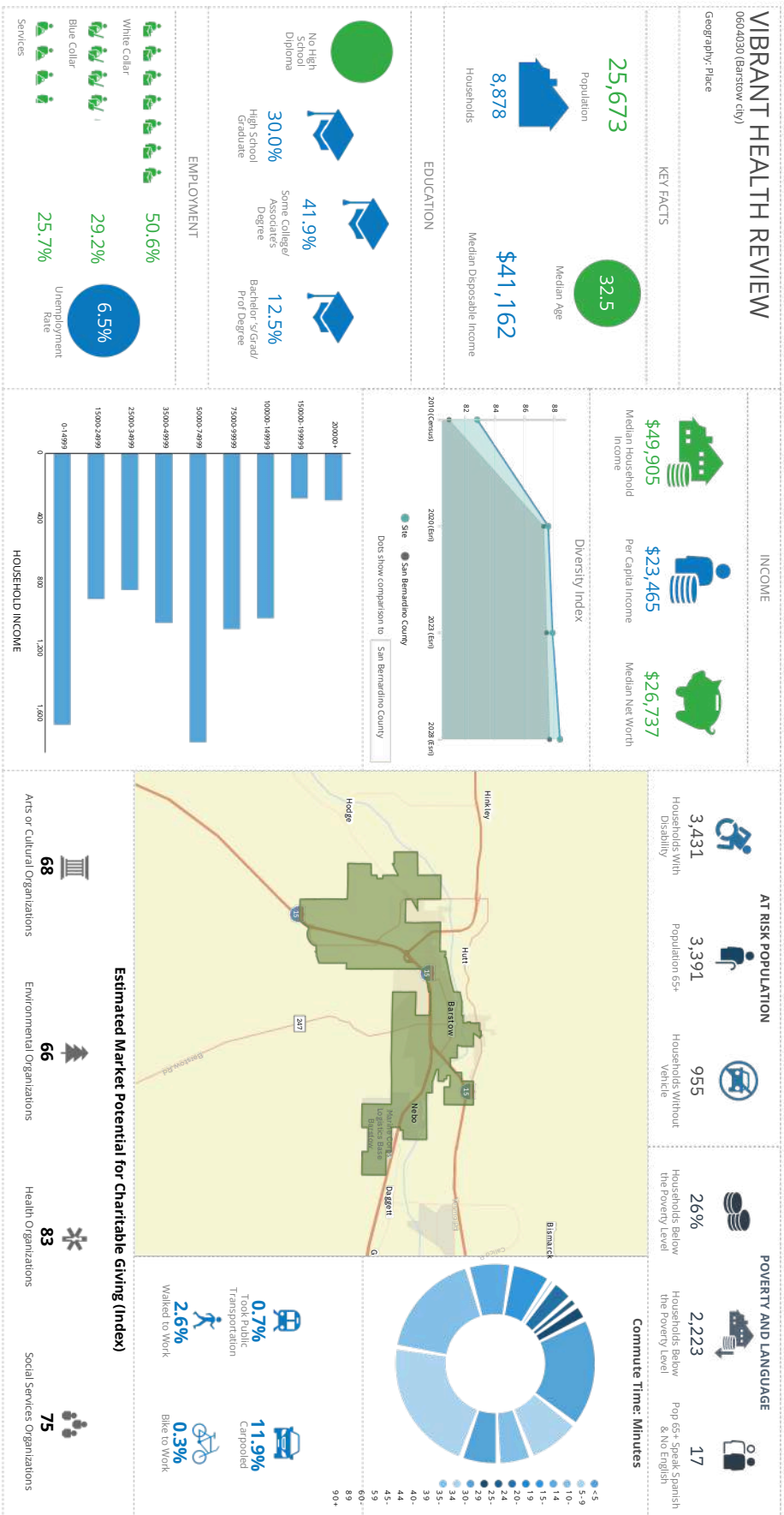
Acknowledgements

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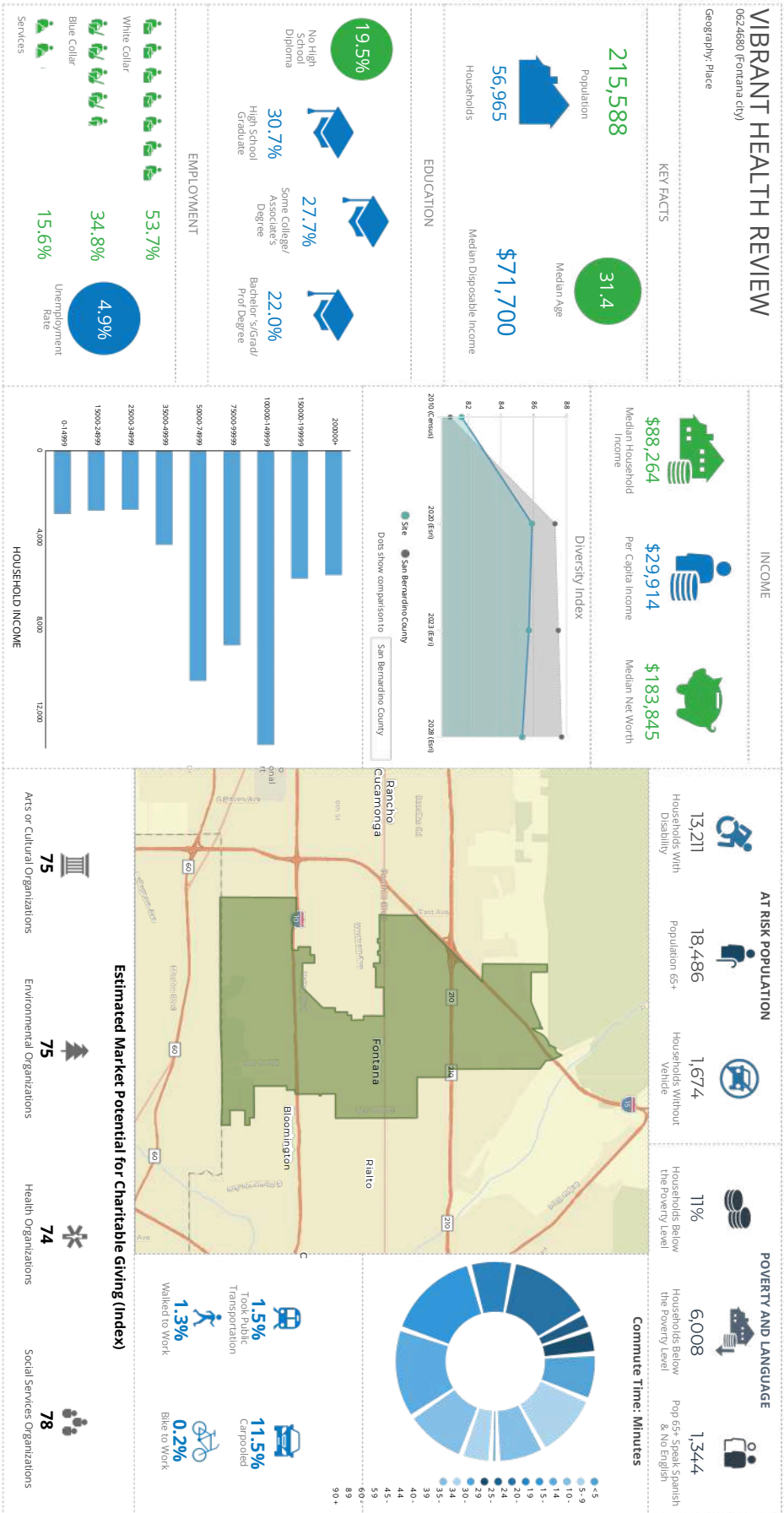
Appendix – SBDPH County Data

Type	Indicator	Barstow	Ontario	San Bernardino	Fontana	Morongo Basin	Data source	California (State)	San Bernardino County
SDOH	Access to Care (% uninsured)	6.8%	9.5%	10.7%	9.4%	7.8%	American Community Survey, Table S2701 2018-2022	7.1%	8.6%
SDOH	Economic (Percent below poverty level)	22.5%	12.9%	20.2%	10.5%	20.5%	American Community Survey, Table S1701, 2018-2022	12.1%	13.8%
SDOH	Education (high school graduate or higher 25 years and older)	84.0%	76.2%	72.5%	78.3%	89.7%	American Community Survey, Table DP02, 2018-2022	84.4%	81.4%
SDOH	Education (bachelor's degree or higher attainment 25 years and older)	10.4%	19.2%	12.8%	20.0%	21.8%	American Community Survey, Table DP02, 2018-2022	35.9%	22.4%
SDOH	Housing Habitability (percent of households with basic kitchen facilities and plumbing)	98.4%	98.9%	98.9%	99.6%	98.9%	HUD CHAS Tables 15A-C 2013-2017	98.7%	99.0%
SDOH	Housing (low-income renter severe housing cost burden)	27.1%	28.7%	34.1%	27.1%	24.2%	HUD CHAS Table 8 2013-2017	26.2%	27.2%
SDOH	Transportation (percentage of households with no access to a vehicle)	11.8%	3.4%	7.7%	3.0%	5.8%	American Community Survey, Table DP04 2018-2022	6.9%	4.5%
SDOH	Food insecurity (estimated prevalence of food insecurity in the past 12 months among adults aged >=18 years)	5.7%	6.9%	7.6%	7.2%	2.8%	CHIS 2021-2022	4.7%	7.6%
Health Outcome	Prevalence of obesity adults aged 18 years and older	39.8%	35.6%	39.0%	35.4%	35.5%	CDC Places 2021	26.7% (2018)	35.1%
Health Outcome	Prevalence of high blood pressure adults aged 18 years and older	34.8%	28.4%	31.3%	27.9%	34.4%	CDC Places 2021	27.0% (2018)	29.8%
Health Outcome	Prevalence of diabetes among adults aged 18 years and older	14.4%	12.8%	14.1%	12.3%	12.6%	CDC Places 2021	10.1% (2018)	12.5%
Health Outcome	Prevalence of cancer (excluding skin cancer) among adults aged 18 years and older	5.9%	4.8%	4.7%	4.5%	8.2%	CDC Places 2021	5.6% (2018)	5.5%
Health Outcome	Prevalence of depression among adults aged 18 years and older	24.9%	21.9%	23.3%	21.5%	25.3%	CDC Places 2021	-	22.0%
Health Outcome	Low birthweight infants (percent of babies born with a low birth weight)	6.7%	5.3%	6.0%	5.6%	4.7%	CalEnviroScreen 3.0 2006-2012	5.0%	5.4%
Health Outcome	2021 Total Population	23,585	183,171	217,418	215,753	15,015	Est. Demographics 2021 & American Community Survey 2021	39,237,836	2,188,223
Health Outcome	2021 Total Death Counts	532	1,333	2,312	1,552	343	Cal-VIDA 2021	333,368	19,979
Health Outcome	2021 Mortality Rate (per 1,000 population)	22.6	7.3	10.6	7.2	15		8	9.1
Health Outcome	2023 Overdose Death Counts	15	40	95	28	4	San Bernardino Coroner's Office 2023	15,120	447
Health Outcome	2023 Total Death Counts	367	1,117	1,800	1,217	280	Cal-VIDA 2023	291,766	16,073
Health Outcome	2023 Overdose Death Percent	4.1%	3.6%	5.3%	2.3%	1.4%			

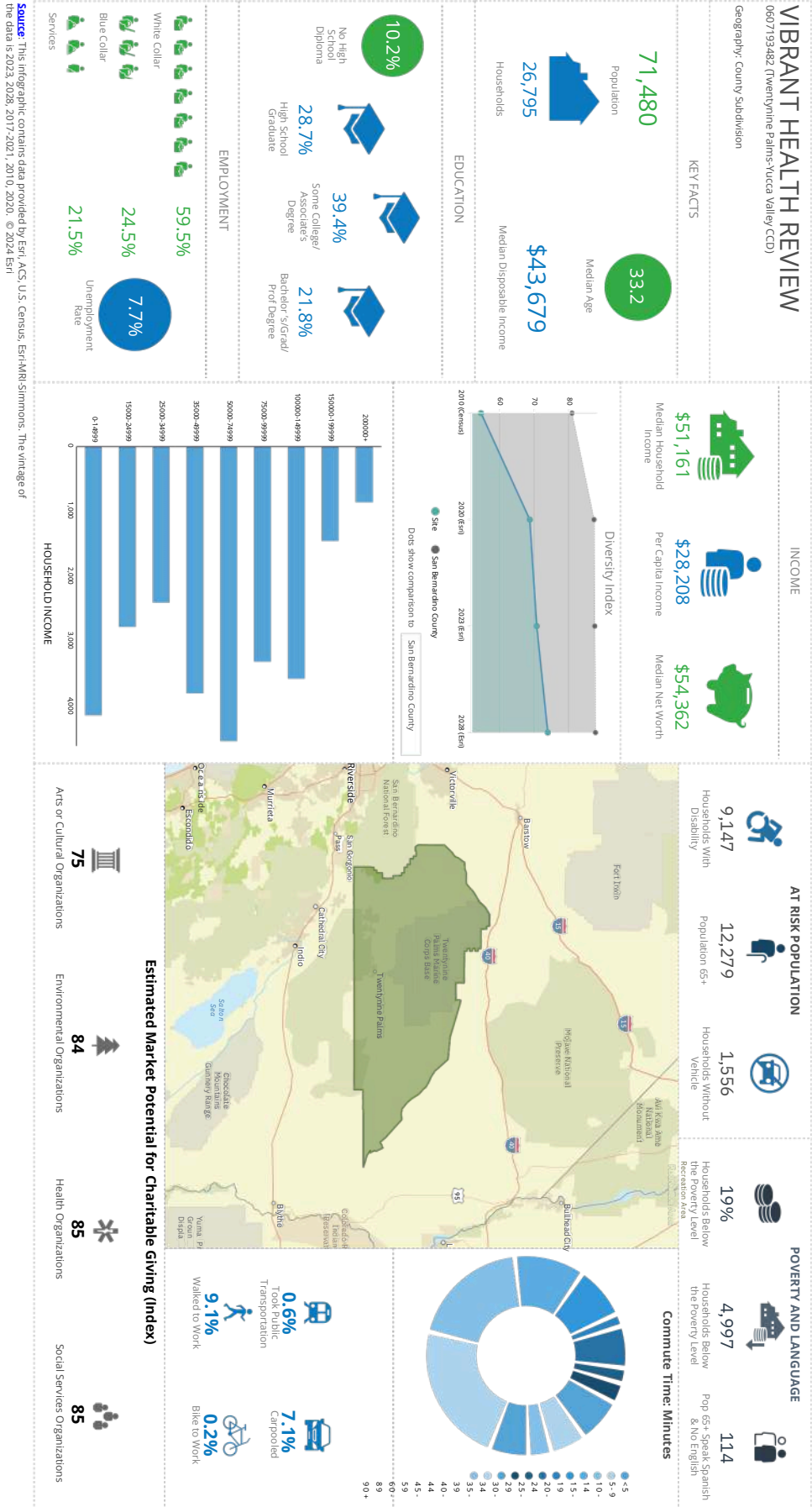
Appendix – IEHP Vibrant Health Overview: Barstow



Appendix – IEHP Vibrant Health Overview: Fontana

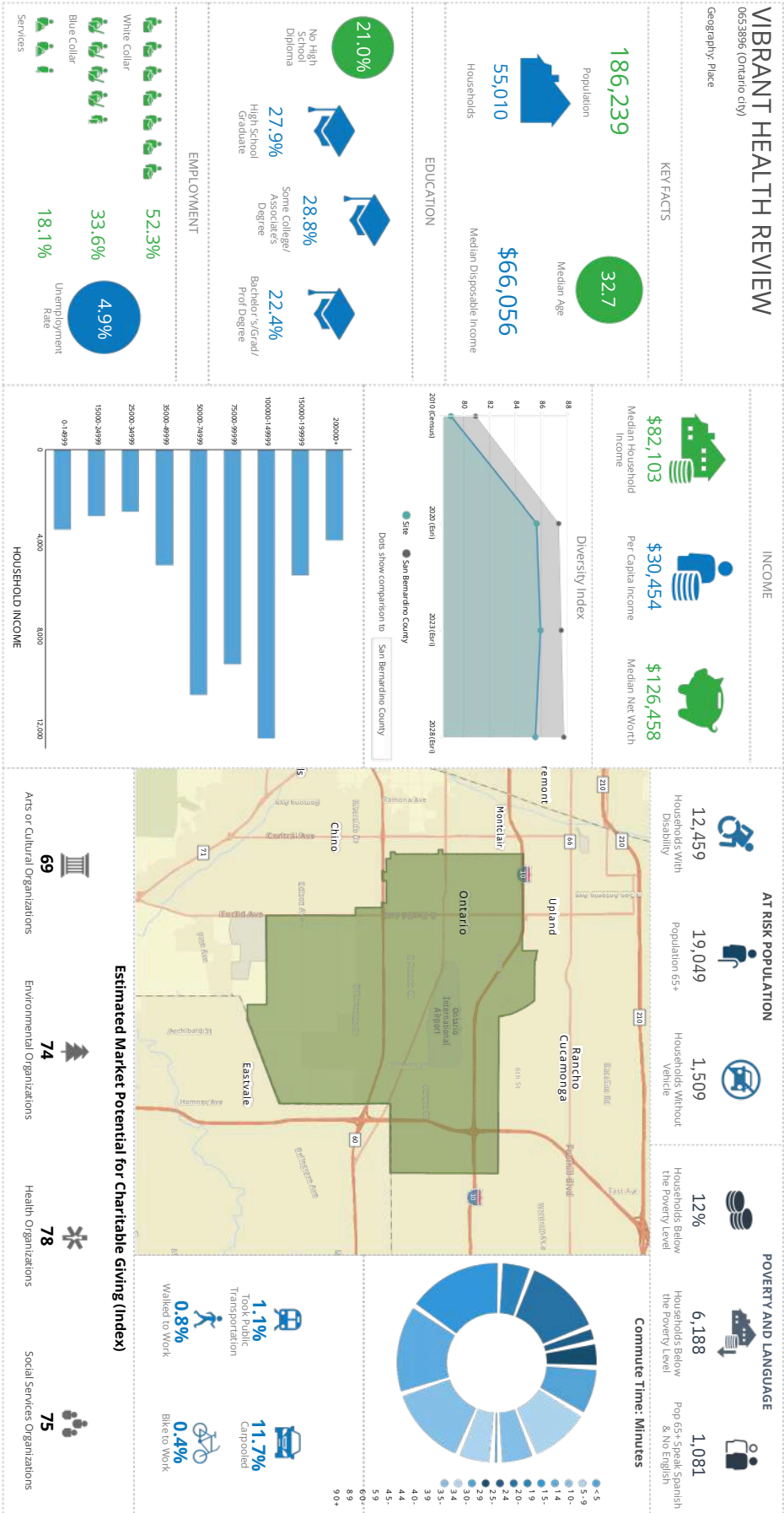


Appendix – IEHP Vibrant Health Overview: Morongo Basin



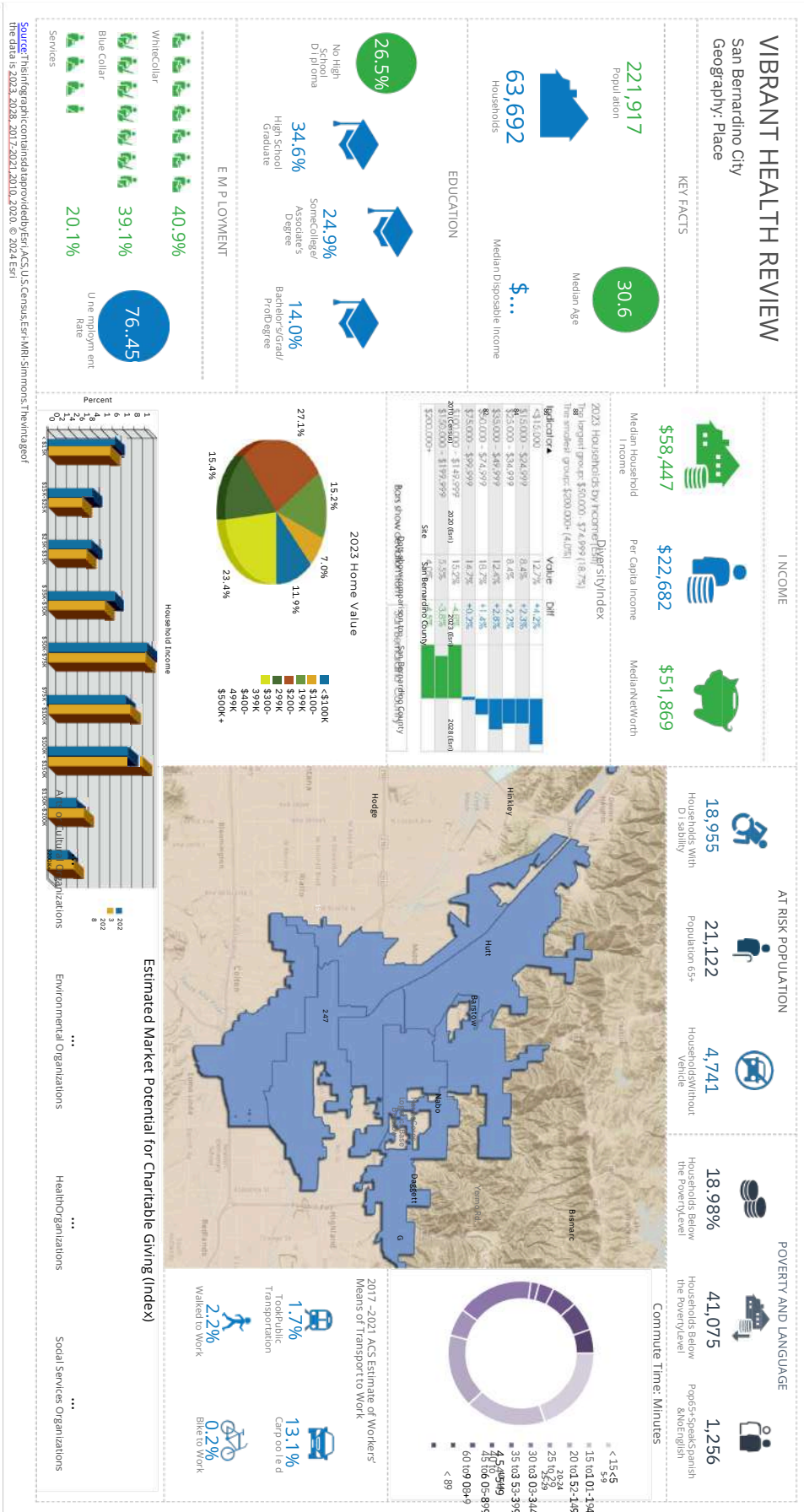
Source: This infographic contains data provided by Esri, ACS, U.S. Census, Esri/Harris/Simmons. The vintage of the data is 2023, 2028, 2017-2021, 2010, 2020. © 2024 Esri

Appendix – IEHP Vibrant Health Overview: Ontario



Source: This infographic contains data provided by Esri, ACS, U.S. Census, Esri-MRI Simmons. The vintage of the data is 2023, 2028, 2017-2021, 2010, 2020. © 2024 Esri

Appendix - IEHP Vibrant Health Overview: San Bernardino



Appendix – Stakeholder Engagement

STAKEHOLDER ENGAGEMENT

<i>Organization</i>	<i>Name</i>	<i>City</i>	<i>Meeting Type</i>
Barstow Chamber of Commerce	Eugene Seroka	Barstow	Key Informant Interview
Barstow Hospital	John Rader	Barstow	Key Informant Interview
Barstow Hospital	Adam Loris	Barstow	Key Informant Interview
SAC Health	Andrea Mitchel	Barstow	Key Informant Interview
SAC Health	Maryellen Westerberg	Barstow	Key Informant Interview
Barstow College	Dr. Eva Bagg	Barstow	Key Informant Interview
Barstow College	Christa Banton	Barstow	Key Informant Interview
Office of Supervisor Dawn Rowe	Steve Reyes	Barstow	Key Informant Interview
Assemblymember Tom Lackey	Iris Gutierrez	Barstow	Key Informant Interview
Barstow Chamber of Commerce	Eugene Seroka	Barstow	Key Informant Interview
City of Barstow	Kody Tompkins	Barstow	Key Informant Interview
City of Barstow	Fire Chief Cory Cisneros	Barstow	Key Informant Interview
City of Barstow	Chief Andrew Espinoza Jr.	Barstow	Key Informant Interview
Uplift San Bernardino	Karen Serrano (Suarez)	San Bernardino	Key Informant Interview
Office of Supervisor Dawn Rowe	Supervisor Dawn Rowe	Morongo Basin	Key Informant Interview
Office of Supervisor Dawn Rowe	Steve Reyes	Morongo Basin	Key Informant Interview
Morongo Unified School District	Jene Estrada	Morongo Basin	Key Informant Interview
Morongo Basin EMS Ambulance	Craig Bell	Morongo Basin	Key Informant Interview
SAC Health	Andrea Mitchel	Morongo Basin	Key Informant Interview
Fontana Chamber of Commerce	Phil Couthran	Fontana	Key Informant Interview
City of Fontana	Mayor Acquanetta Warren	Fontana	Key Informant Interview
City of Fontana	Robert Torres	Fontana	Key Informant Interview
Basin Wide Foundation	Jennifer Cusack	Morongo Basin	Key Informant Interview
VARP	John Dettman	San Bernardino	Key Informant Interview
Boys & Girls Club Fontana	Terrie Schneider	Fontana	Key Informant Interview
City of Ontario	Daisy Macias	Ontario	Key Informant Interview
Barstow Unified School District	Christina Crain	Barstow	Key Informant Interview
City of Ontario	Mayor Paul Leon	Ontario	Key Informant Interview
Making Hope Happen Foundation	Michael Rivera	San Bernardino	Key Informant Interview
Ontario Montclair School District	Carmen Perryman	Ontario	Key Informant Interview
Ontario Montclair School District	Ismael Urbina	Ontario	Key Informant Interview
San Bernardino Unified School District	Michelle McNeal	San Bernardino	Community Listening Session
First 5 San Bernardino	LuCretia Dowdy	San Bernardino	Community Listening Session
San Bernardino Unified School District	Martha Lopez de Salcedo	San Bernardino	Community Listening Session
Ecclesia Church	Pastor Joshua Beckley	San Bernardino	Community Listening Session
Hope Through Housing	Nichole Nichols	San Bernardino	Community Listening Session
Arrowhead Grove Boys & Girls Club	Kayla Haydel	San Bernardino	Community Listening Session
Realtor	Alesiah Wallace	San Bernardino	Community Listening Session
Young Visionaries	Terrance Stone	San Bernardino	Community Listening Session
City of San Bernardino - Ward 7 Council	Damon Alexander	San Bernardino	Community Listening Session
Rainbow Youth Pride Alliance	Princess Russell	San Bernardino	Community Listening Session
Community advocate	Deborah Harmon	San Bernardino	Community Listening Session

Appendix – Stakeholder Engagement

STAKEHOLDER ENGAGEMENT			
<i>Organization</i>	<i>Name</i>	<i>City</i>	<i>Meeting Type</i>
Uplift San Bernardino	Noraly Sainz	San Bernardino	Community Listening Session
Social Entrepreneur	Robert Carrillo	San Bernardino	Community Listening Session
Social Entrepreneur	Yvette Romero	San Bernardino	Community Listening Session
San Bernardino Unified School District	Telice Ostrinski	San Bernardino	Community Listening Session
San Bernardino Unified School District	Sonia Esparza	San Bernardino	Community Listening Session
Justice involved organization-adult re-en	Charles Short	San Bernardino	Community Listening Session
Justice involved organization-adult re-en	Alden Jackson	San Bernardino	Community Listening Session
Ontario Montclair School District	Carmen Perryman	Ontario	Community Listening Session
Ontario Montclair School District	Ismael Urbina	Ontario	Community Listening Session
SB County Dept. Behavioral Health	Kristen Mungcal	Ontario	Community Listening Session
Catholic Charities	Stephanie Reyes	Ontario	Community Listening Session
Friends of Family Health	Viviana Lomeli	Ontario	Community Listening Session
Ontario Police Department	Alberto Ornelas	Ontario	Community Listening Session
Ontario Police Department	Charles Medina	Ontario	Community Listening Session
MALO	Lolofi Soakai	Ontario	Community Listening Session
Huerta Del Valle	Maria Alonso	Ontario	Community Listening Session
House of Ruth		Ontario	Community Listening Session
Inland Valley Hope Partners	Isaac Vega	Ontario	Community Listening Session
CHICCCAA	Mary Valdema	Ontario	Community Listening Session
City of San Bernardino Mayor	Helen Tran	San Bernardino	Key Informant Interview
City of Ontario	Nick Gonzalez	Ontario	Key Informant Interview
City of Ontario	Marina Medina	Ontario	Key Informant Interview
Fontana Unified School District	Jeannifer Heredia	Fontana	Community Listening Session
Reach Out Morongo Basin	Rey	Morongo Basin	Community Listening Session
Reach Out Morongo Basin	Marissa	Morongo Basin	Community Listening Session
Morongo Unified School District	Eric Smith	Morongo Basin	Community Listening Session
TAY Center	Faith Nicholson	Morongo Basin	Community Listening Session
Morongo Unified School District	Carly	Morongo Basin	Community Listening Session
Desert Mountain Children Center	Heather Salgado	Morongo Basin	Community Listening Session
Uplift San Bernardino	Karen Serrano (Suarez)	San Bernardino	Key Informant Interview
A Greater Hope Foundation	James Woods	Barstow	Key Informant Interview
A Greater Hope Foundation	Marcia Parkinson	Barstow	Key Informant Interview
Cedar House	Jake Strommen	Fontana	Community Listening Session
Calvary Chapel Fontana	Daniel Vasquez	Fontana	Community Listening Session
Water of Life	Mark Nuaimi	Fontana	Community Listening Session
City of Fontana Healthy Fontana	Jasmine Saradias	Fontana	Community Listening Session
GoGo Barstow	Elizabeth Givens	Barstow	Key Informant Interview
Working Dogs for Warriors	Michael Welsh	Fontana	Community Listening Session
San Manuel Foundation	Monique Osorio	Barstow/San Bernardino	Key Informant Interview
San Manuel Foundation	Shawna Nason	Barstow/San Bernardino	Key Informant Interview
A Greater Hope Foundation	Barbara Pitts	Barstow	Community Listening Session
Barstow Coalition - Pastor	Christine Hamm	Barstow	Community Listening Session
Desert Sanctuary	Timothy Foster	Barstow	Community Listening Session
New Life Fellowship Church	Debbie Flores	Barstow	Community Listening Session
A Greater Hope Foundation	Marcia Parkinson	Barstow	Community Listening Session
Barstow Map	Bushawn Carpenter	Barstow	Community Listening Session
Barstow Unified School District	Carolyn Norman	Barstow	Community Listening Session
Hope Through Housing	Deede Crigler	Barstow	Community Listening Session

# of Community members engaged:	90
# of Key Informant Interviews:	40
# of Community Community Listening S	50