

15
YEARS

of

MOVING TO WORK

Accomplishments and Lessons Learned



Housing Authority of the
County of San Bernardino
Building Opportunities Together

In 2008, Congress designated the Housing Authority of the County of San Bernardino (HACSB) as a Moving to Work (MTW) agency under the national MTW demonstration. This designation allows HACSB to waive some HUD program regulations to target the statutory objectives of the MTW demonstration:

1. Reduce program costs and increase cost efficiency.
2. Encourage assisted families to pursue economic self-sufficiency.
3. Increase housing choice for low-income families.

We have leveraged the MTW designation to develop and implement policies and programs adapted to the unique communities we serve. Research and evaluation of those policies and programs has helped us identify key lessons and best practices and helped us better understand the impacts for our customers.

REDUCING COSTS AND INCREASING EFFICIENCY

STREAMLINING REDUCES ADMINISTRATIVE COSTS.

Some of the most impactful changes have also been the simplest, such as reducing the frequency of recertifications and eliminating overly complex calculations.

**\$1.2
million**

in staff hours saved since 2014 by reducing the frequency of recertifications from annual to biennial/triennial.

**\$1.3
million**

in staff hours saved since 2018 by simplifying the income determination process.

Savings achieved through MTW flexibilities have helped HACSB weather continued tough funding years, redirect time savings to customer service, and provide coaching services to our customers.

ENCOURAGING SELF-SUFFICIENCY

SUPPORTIVE SERVICES AUGMENT HOUSING ASSISTANCE TO HELP CUSTOMERS BUILD LASTING HOUSING STABILITY AND ECONOMIC INDEPENDENCE.

Resources provided by partners — including employment and credit score workshops, coaching services to establish goals, and direct referrals to partner organizations for services beyond housing — make the difference.

Created using savings achieved through other MTW initiatives, HACSB's Family Empowerment Services (FES) department works with customers in our Term-Limited Lease Assistance (TLA) MTW program. FES coaches guide customers to establish goal plans and connect them to partner resources such as educational and employment opportunities, financial literacy courses, and more.



**750+ TLA
HOUSEHOLDS**

have achieved
self-sufficiency
since 2015.

The average duration
of housing assistance
decreased allowing
HACSB to more quickly
reach customers on our
wait list.



Our customers need more services than our FES coaches can provide, and we rely on support from our many community partners to help meet their needs.

INCREASING HOUSING CHOICE

ADAPTING TO LOCAL RENTAL CONDITIONS EXPANDS ACCESS TO OPPORTUNITY.

A key feature of the Housing Choice Voucher program is that participants have the freedom to choose where they want to live. However, local rental market conditions and rigid program regulations may limit that choice. MTW flexibilities can help overcome these challenges.

Using MTW flexibility, HACSB discontinued using HUD's Fair Market Rents (FMR) and instead developed our Local Payment Standards (LPS) MTW activity. HACSB's LPS are based on analysis of market rents for each of nine rental markets identified within San Bernardino County and allow HACSB to adapt its rental subsidies to these markets. The LPS activity expands customers' access to areas where rents consistently exceed HUD's FMR.



1,300+
households

leveraged our LPS in 2023 to access high-cost and high-opportunity areas that would otherwise be out of reach.



17.5%
decrease

in leasing in high-poverty areas since 2010, reflecting moves to other areas of San Bernardino County.

RESEARCH AND EVALUATION HELPS IMPROVE PROGRAMS AND SERVICES

Since 2010, HACSB has partnered with Loma Linda University (LLU) to evaluate our unique MTW programs. LLU's qualitative and quantitative analysis of our programs provides insight into the impacts on customers and helps to inform our policies and procedures. Key lessons learned from the research include:

SUPPORTIVE SERVICES MAKE THE DIFFERENCE AS CUSTOMERS WORK TOWARD SELF-SUFFICIENCY.

The average income of customers in HACSB's TLA program increased over their term of assistance



LLU attributed this gain to the support provided by HACSB's FES department. This insight supports our work to continue building partnerships with community organizations to bring additional supportive services to our customers.

FAMILIES RECOVERING FROM HOMELESSNESS MAY FOLLOW A REST, RECOVER, AND REHABILITATE PATTERN ON THEIR PATH TOWARD LONG-TERM STABILITY.

"Once families have fully exited trauma and have had the space and time to heal from past triggers and trauma, they will be ready to successfully move on to the rehabilitation stage" (LLU research report; 2018). Building on this insight, HACSB modified its No Child Left Unsheltered (NCLU) MTW activity to incorporate a two-year rest and recovery period before NCLU customers are engaged into services focused on economic independence.

FLEXIBILITY IS KEY

The Moving to Work designation provides the flexibility to adapt affordable housing policies and programs to constant changes, local conditions, and the evolving needs of communities. Many of the innovations pioneered by MTW housing authorities have resulted in changes to national housing policy, earning the MTW demonstration the moniker "America's Housing Policy Lab." Our work and that of our MTW colleagues has demonstrated that flexibility to innovate is the key to increase operational efficiencies, promote self-sufficiency, and expand housing choice.



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