



## Driving Effective Policy & Program Innovation: *Evaluating the HACSB Term-Limited Lease Assistance Program and Permanent Supportive Housing Communities*

Since 2010, the Housing Authority of the County of San Bernardino (HACSB) has partnered with Loma Linda University (LLU) to conduct third-party research on our Moving to Work (MTW) initiatives. LLU has researched and assessed six HACSB programs to inform our policy and shape program design. These programs include our Term-Limited Lease Assistance (TLA), which offers five years of housing assistance paired with coaching aimed to help families work toward and achieve self-sufficiency. This evaluation has included conducting follow-ups with former participants for two years after exiting assistance to assess the lasting impacts of the program. LLU has also evaluated our two pilot Permanent Supportive Housing (PSH) communities for formerly homeless individuals and families. We are excited to share some of the findings from these evaluations.

1.



**Stable housing helps  
people achieve their  
self-sufficiency goals.**

The top goals for customers in our TLA program are related to finance, employment, education, housing, childcare, job training, income, and health. These goals give insight into the most pressing challenges TLA participants perceive as needing support to manage or address. It is unsurprising that finance, employment, job training, and education are top goals, as these goals are often directly tied to socioeconomic mobility potential and self-sufficiency.

*TLA Study, Beeson & Mishaw,  
2024, p. 31*



**98%**  
of participants  
made progress  
toward or  
completed  
education-  
related goals.

2.



**TLA participants  
have a reduced  
reliance on  
government  
assistance.**

Over the course of four years in the program, participants experience:



**41%**

increase in  
overall income



**150%**

increase in  
earned income



**70%**

decrease in  
assistance income

Earned and assisted income are very similar in year one but diverge soon after with earned income increasing and assisted income decreasing. This shows progress toward a key goal for the TLA program, that individuals exit with earned income and without reliance on assisted income.

*TLA Study, Beeson & Mishaw, 2024, p. 24*



**Permanent Supportive Housing** (PSH) communities provide stable, long-term housing combined with essential supportive services for individuals and families experiencing chronic homelessness. These communities are designed to help residents achieve greater independence by offering case management, mental health services, substance use treatment, job training, and other vital resources to overcome barriers. Through a housing-first approach, PSH in San Bernardino County aims to reduce homelessness, improve health outcomes, and enhance overall community well-being by ensuring that vulnerable populations have a safe and supportive place to call home.



### 3. **Stable housing encourages further engagement with services and resources.**

HACSB operates two PSH communities: Golden Apartments (38 units, San Bernardino, opened 2019) and Desert Haven (31 units, Victorville, opened 2021) LLU has conducted three evaluations of these communities since 2020. With a 76% resident retention rate, findings demonstrate success in fostering housing stability.

Not only did the activities at Desert Haven allow clients to create a sense of community, but they also opened the opportunity for clients to become more exposed to services available to them. When multiple providers are aware of the activities, events, and methods of engagement of each other, it further affirms the community aspect onsite. It allows providers to become a part of the community. This approach to building community allows for greater engagement in prosocial behaviors and supports overall wellness.

*Desert Haven Study, Beeson et al., 2024, pg. 24*



4.



### **A client-centered approach helps residents overcome stigma and build life skills.**

Service providers at Golden Apartments described the essential nature of ADL skills and the time spent creating a safe environment, both physically and emotionally. Supporting clients with basic life skills opened the door for conversations that led to challenging internalized feelings of stigma that maintained substance use and antisocial behaviors. By embracing clients where they were at, service providers were able to intervene on deeper issues to promote lasting change for residents.

*Golden Apartments Study, Beeson et al., 2024, pg. 42*

5.

### **Residents feel empowered to set and achieve long-term goals.**



By focusing on personal empowerment, practical life skills, financial education, and health awareness, the program not only provides housing but also prepares residents for a future where they thrive independently of supportive systems. These efforts simultaneously tackle the remnants of stigma associated with homelessness, further enabling residents to engage more fully with their communities and to reconstruct their sense of identity beyond their past experiences. *Golden Apartments Study, Beeson et al., 2024, pg. 43*