

# MOVING TO WORK DESIGNATION



Housing Authority of the County of San Bernardino  
Building Opportunities Together

Also known as America's Housing Policy Lab, Moving to Work (MTW) is a national demonstration program for public housing authorities to design and test affordable housing strategies. Fewer than 4% of all housing authorities are designated MTW agencies, but lessons learned by these agencies can influence – and have influenced - national housing policy to enhance the quality of programs and services for all families.

## MTW AT HACSB

MTW agencies can waive some HUD regulations to design innovative initiatives that target at least one of three statutory objectives of the MTW demonstration. Since being designated by Congress as a MTW agency in 2008, the Housing Authority of the County of San Bernardino (HACSB) has developed over 30 unique initiatives targeting the statutory objectives:



**1. Save taxpayer dollars through operational efficiency**

Through our Biennial and Triennial Recertifications and Simplified Income Determination initiatives, income recertifications for customers are conducted biennially/triennially instead of annually and income calculations are greatly streamlined.



**2. Promote economic independence**

Our Term-Limited Lease Assistance (TLA) program pairs five years of rental assistance with coaching services to help families set and reach goals to improve their economic independence.



**3. Expand housing choice**

Our Local Payment Standards initiative expands access to rental housing through payment standards that are aligned with rental costs in the varied rental markets across the county.

Savings achieved through activities designed to increase operational efficiency have been vital to our success as an MTW agency. Housing authorities do not receive funding for supportive services, and our savings have allowed us to provide supportive services to customers as they work toward economic independence. Other initiatives have expanded housing opportunities and increased housing choice.

In 2025, HACSB proudly celebrates 17 years as an MTW agency. The success our organization has achieved during this time would not have been possible without the support and collaboration of the U.S. Department of Housing and Urban Development, HACSB's dedicated staff, Board of Commissioners, and numerous regional and national partners.

## SPOTLIGHT ON SUCCESS: PARTICIPANT PROFILE



Ms. D's journey began in 2016 when she was admitted to the Housing Choice Voucher Program. As a single mother of two, she was determined to build a better future for her family. In 2018, she took a significant step forward by enrolling in HACSB's Family Self-Sufficiency (FSS) program. At the time, she was working part-time and set ambitious goals: to repair her credit, secure full-time employment, and become ready for homeownership. Through the FSS program, Ms. D received resources and referrals tailored to help her achieve these goals. With hard work and determination, Ms. D successfully repaired her credit, landed a full-time job she loves, and completed the necessary steps to prepare for homeownership. Ms. D was then referred to the HACSB Homeownership Program, where her Homeownership Specialist guided her through the purchasing process. Using her FSS program escrow savings as a down payment to purchase a home, she achieved her dream of homeownership. Ms. D's journey exemplifies the power of determination, resources, and community support in creating lasting change. Congratulations, Ms. D!



# MOVING TO WORK ACHIEVEMENTS

We are proud to report the results from some of our Moving to Work initiatives during fiscal year 2024:



## Increasing Operational Efficiency

71% reduction in staff time spent on income recertifications through our Biennial and Triennial Recertifications initiative.

75% reduction in staff time spent on the income determination process through our Simplified Income Determination initiative.



## Ensuring Housing Choice

Through our Local Payment Standards initiative, 1,942 families have leased units that would have been out of reach under traditional program regulations, and leasing in areas of opportunity increased by 17.6%



## Promoting Economic Independence

Using savings from other MTW initiatives, HACSB created two full-time positions to work with Term-Limited Lease Assistance families, coaching them to set and achieve their self-sufficiency goals.



94% average increase in earned income among MTW households served since 2014

25% decrease in the number of MTW households receiving assistance income since 2014.

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Ms. C, a dedicated mother, joined the Housing Choice Voucher Program in 2007 with a vision to create a brighter future for herself and her children. Determined to transform their lives, she took a significant step in 2017 by enrolling in the Family Self-Sufficiency (FSS) program. With the guidance of her Self-Sufficiency Specialist, she developed a detailed plan filled with meaningful goals and worked tirelessly to achieve them. Through her hard work and commitment, she has now turned her dreams into reality, successfully graduating from the FSS program. Her accomplishments are a testament to her resilience and determination, and she truly embodies the spirit of success that the FSS program inspires.



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