

# **Data Officer Briefing : Oversight to Support Breaking the Cycle**

**Data-Informed System Review for Evidence-Based Performance Accountability**

**Homelessness Oversight Commission**

**Prepared by: Data Officer, Commissioner Guerrero 04 | 2026**



# **Introduction & Purpose:**

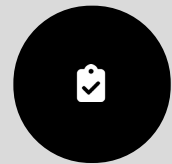
## **Research-Informed Oversight Function**

**This presentation supports the Homelessness Oversight Commission's role in overseeing the Department of Homelessness and Supportive Housing (HSH). It applies established research foundations and local data analysis to evaluate system performance under Breaking the Cycle implementation.**

**Research is used to strengthen oversight and measurement—not to evaluate policy intent.**

**Each section connects research evidence to Commission oversight responsibilities and measurable system outcomes.**

# Role of the Commission: Three Oversight Dimensions



## Oversight of System Performance

Monitor HSH program delivery, service quality, and operational effectiveness across homeless response system



## Alignment with Measurable Outcomes

Verify programs achieve stated objectives through data-driven performance tracking and accountability metrics



## Equity and Effectiveness Monitoring

Assess disparities in service access, outcomes across populations, and resource allocation efficiency

# Breaking the Cycle: Multi-System Strategy Requiring Evidence-Based Coordination

## Stage 1: Outreach

Street-based engagement and assessment

1

## Stage 2: Shelter

Emergency and transitional housing

2

## Stage 3: Treatment

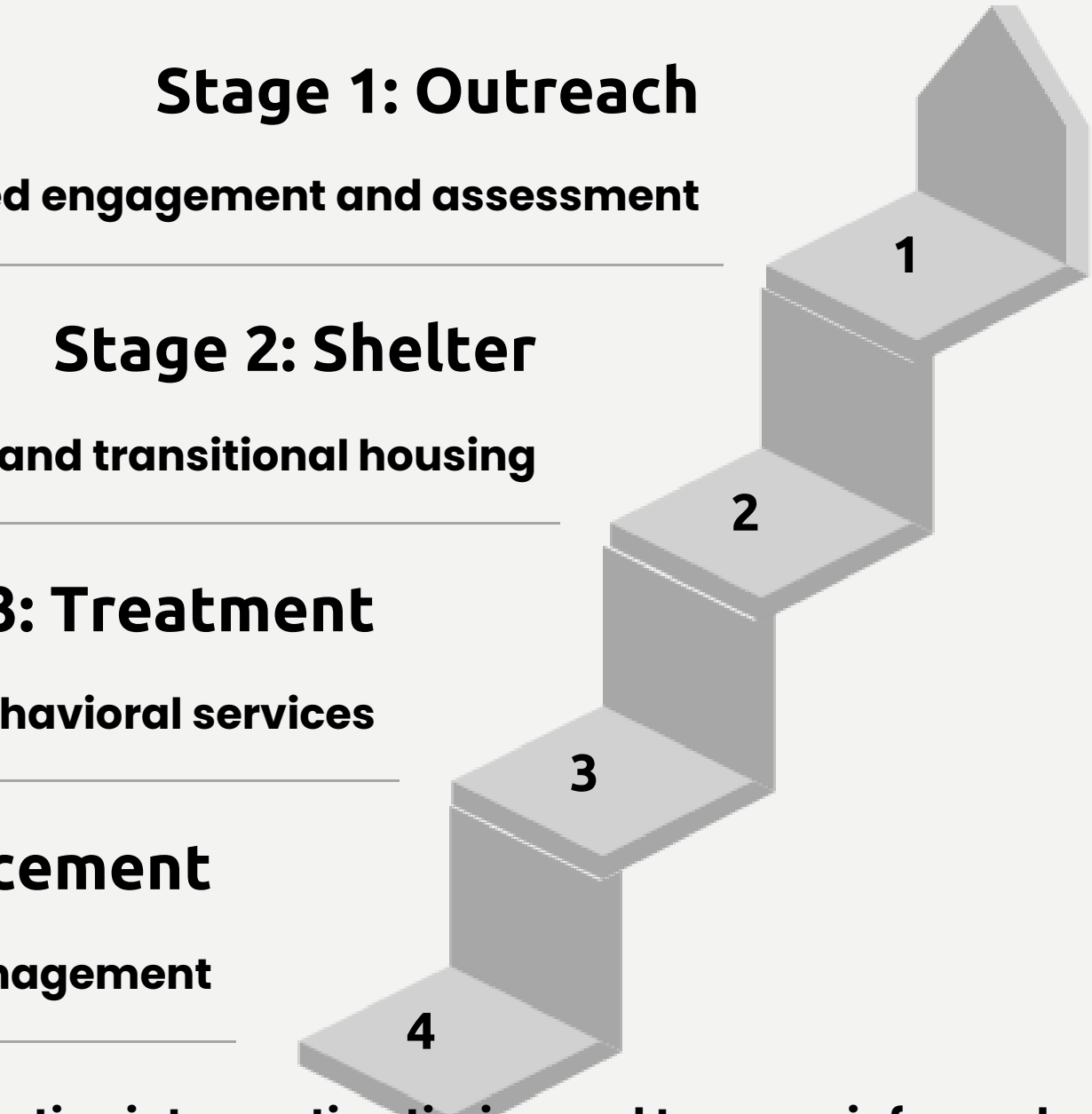
Health and behavioral services

3

## Stage 4: Enforcement

Public space management

4



**2026 implementation requires alignment with research on effective intervention timing and trauma-informed practices. System effectiveness depends on data-informed coordination across all components.**

# ACEs Research: Foundational Evidence on Trauma and Health Outcomes

## Study information

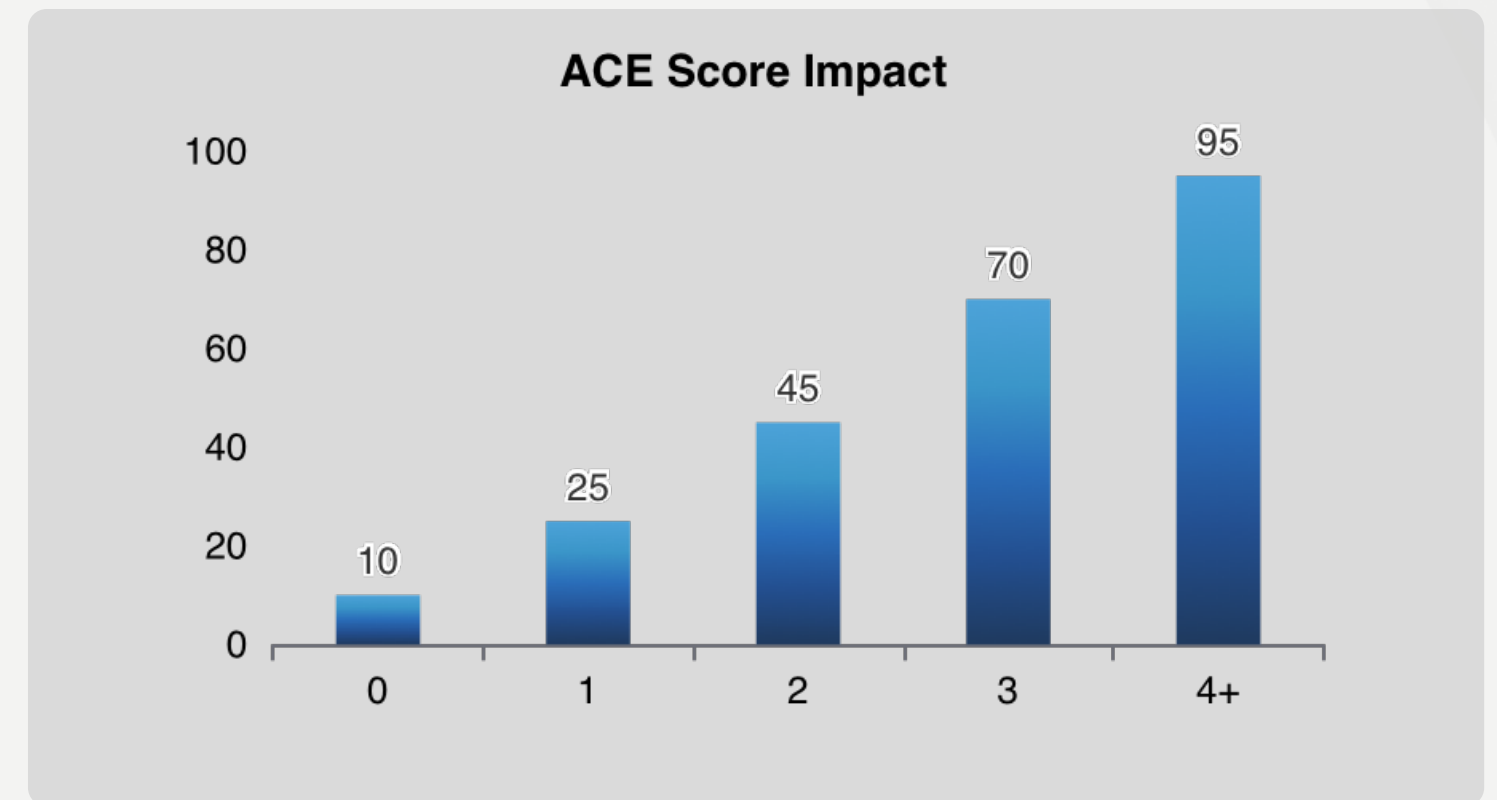
### CDC-Kaiser Adverse Childhood Experiences Study

Felitti & Anda (1998)

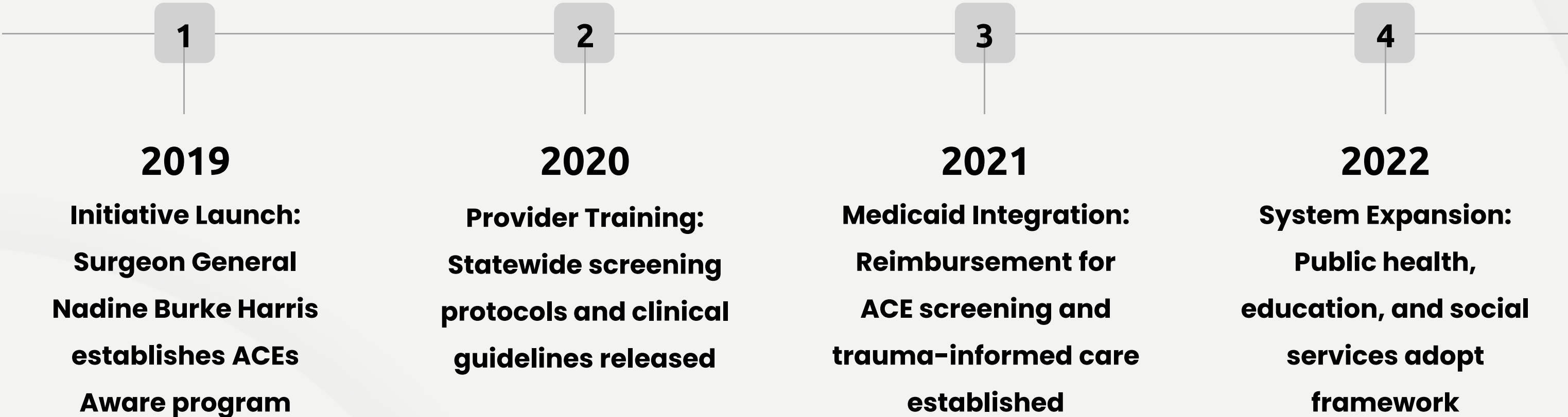
Study Period: 1995–1997

Sample Size: 17,000+ participants

**Key Finding: Dose-response relationship demonstrated: Higher ACE exposure correlates with significantly increased risk for chronic disease, mental illness, substance use, and early mortality across lifespan.**



# California's ACEs Aware: Translating Research into Public System Policy



**First statewide initiative integrating trauma research into public system operations and payment structures.**

# **SAMHSA Trauma-Informed Care Framework: Four Core Principles**

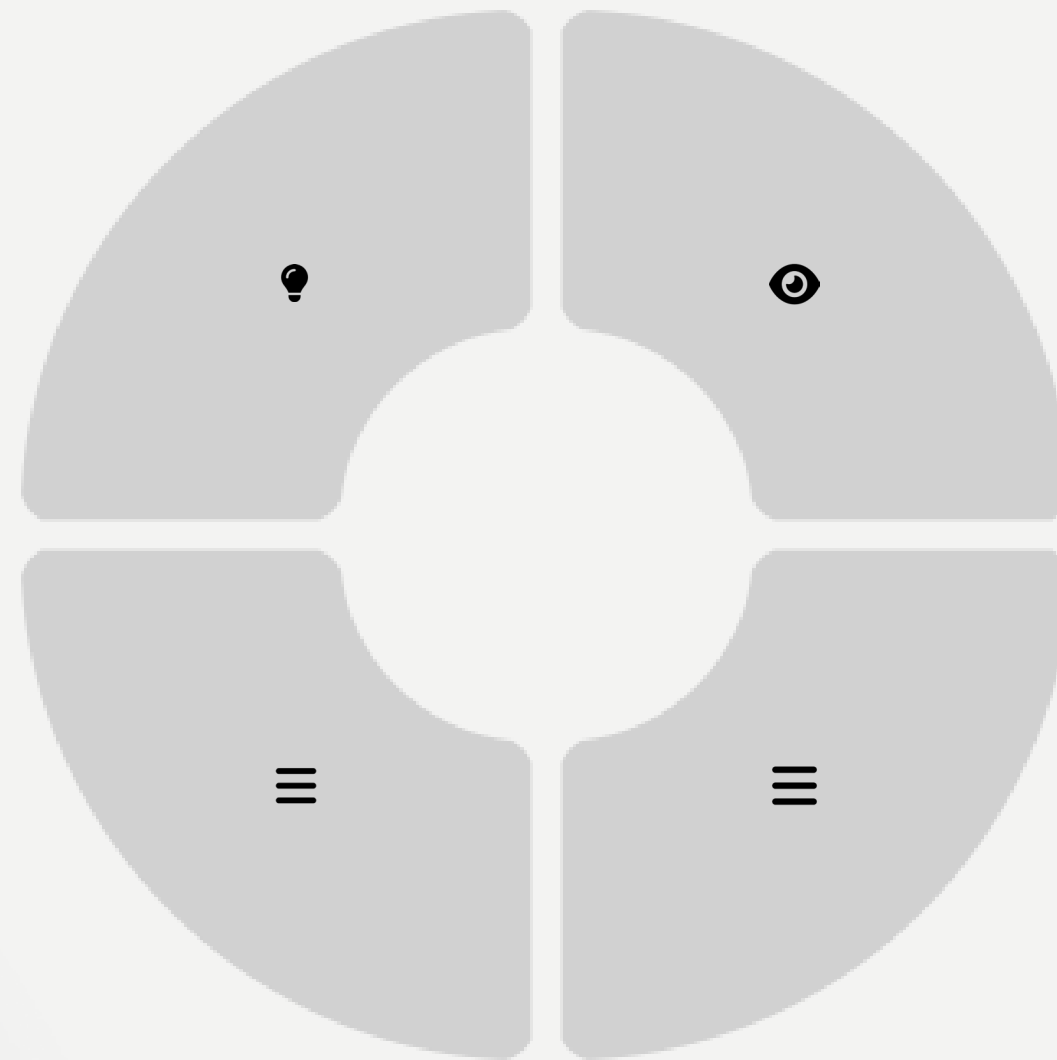
## **Trauma-Informed Systems (SAMHSA 2014)**

### **Realize**

**Understand widespread impact of trauma on individuals and communities**

### **Resist Re-traumatization**

**Actively prevent institutional practices that recreate traumatic experiences**



### **Recognize**

**Identify signs and symptoms in clients, families, staff, and system partners**

### **Respond**

**Integrate trauma knowledge into policies, procedures, and daily practices**

# Five Operational Principles for Trauma-Informed Service Delivery

## **Safety**

**Physical and psychological security across all service touchpoints and environments**

## **Trust & Transparency**

**Open communication and clear decision-making processes with service participants**

## **Peer Support & Collaboration**

**Mutual engagement in service design and delivery with lived experience integration**

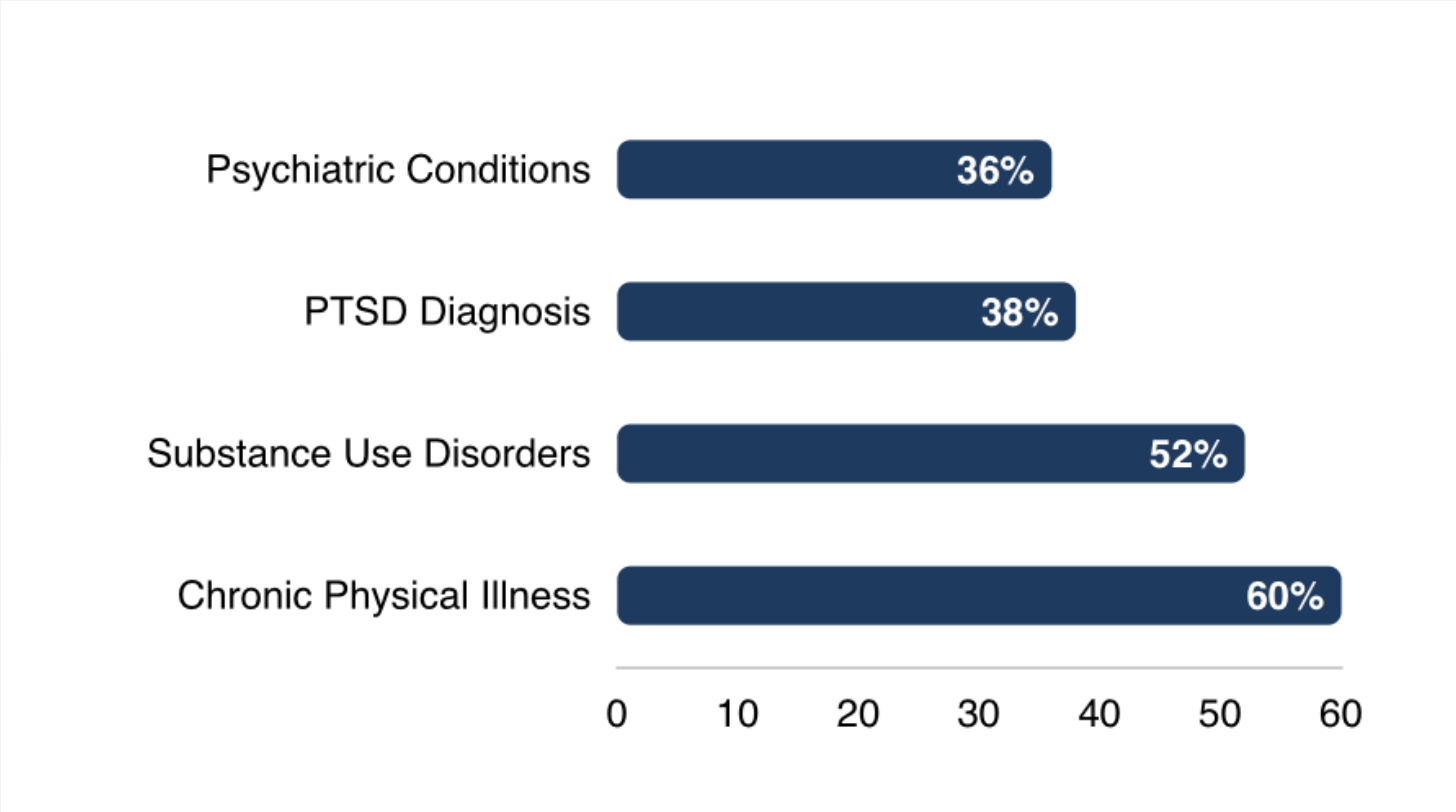
## **Empowerment**

**Choice, voice, and shared control in treatment planning and goal-setting**

## **Cultural Awareness**

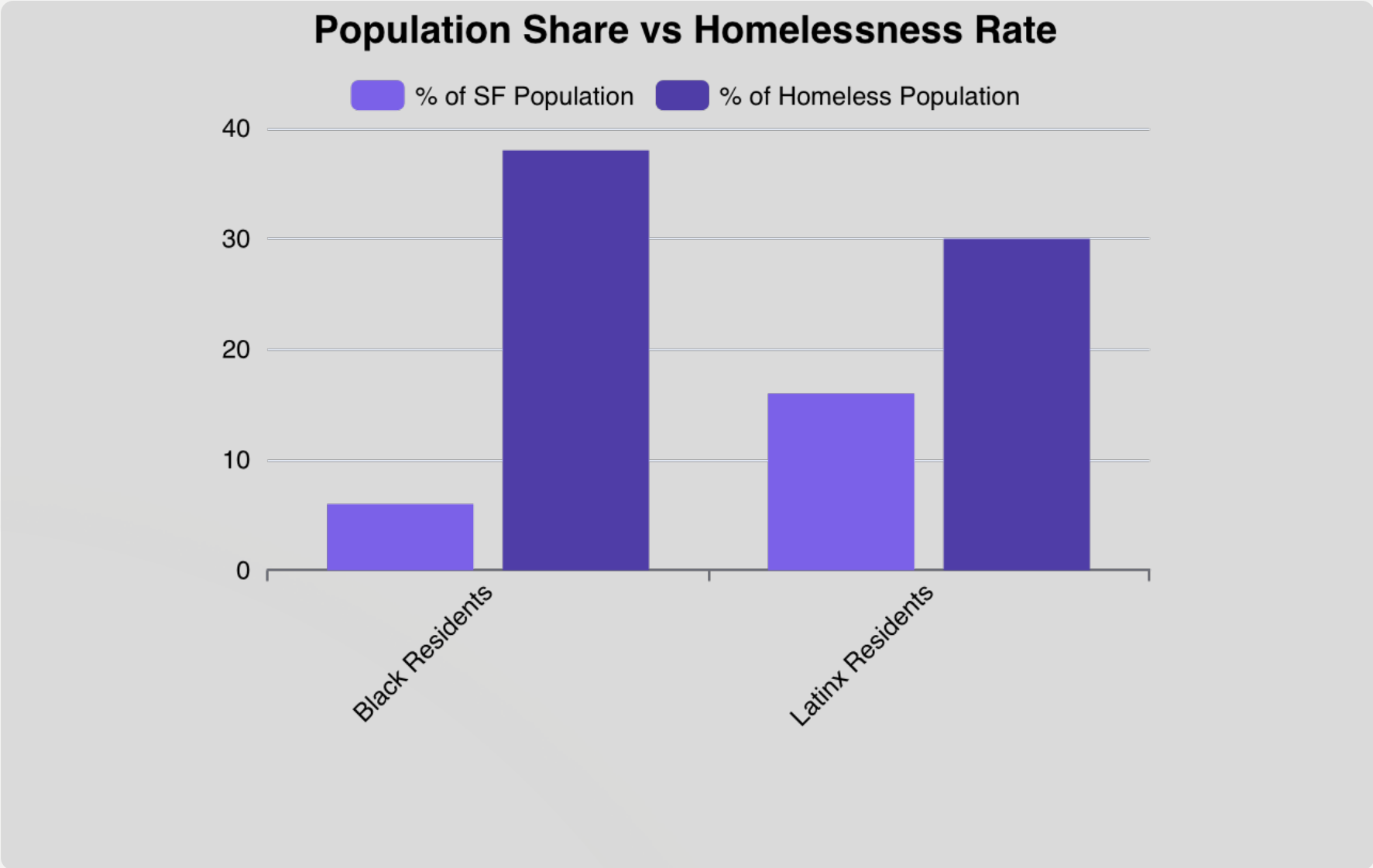
**Recognition of historical, gender, and cultural factors influencing trauma and healing**

# San Francisco Homeless Population: High Prevalence of Complex Health Conditions



**Multiple co-occurring conditions require integrated care models combining behavioral health, medical services, and housing support. Treatment capacity must match prevalence to support sustainable exits from homelessness.**

# Racial Disparities Reveal Deep Systemic Inequities



**Black Residents:  
6.3x  
Overrepresentation**

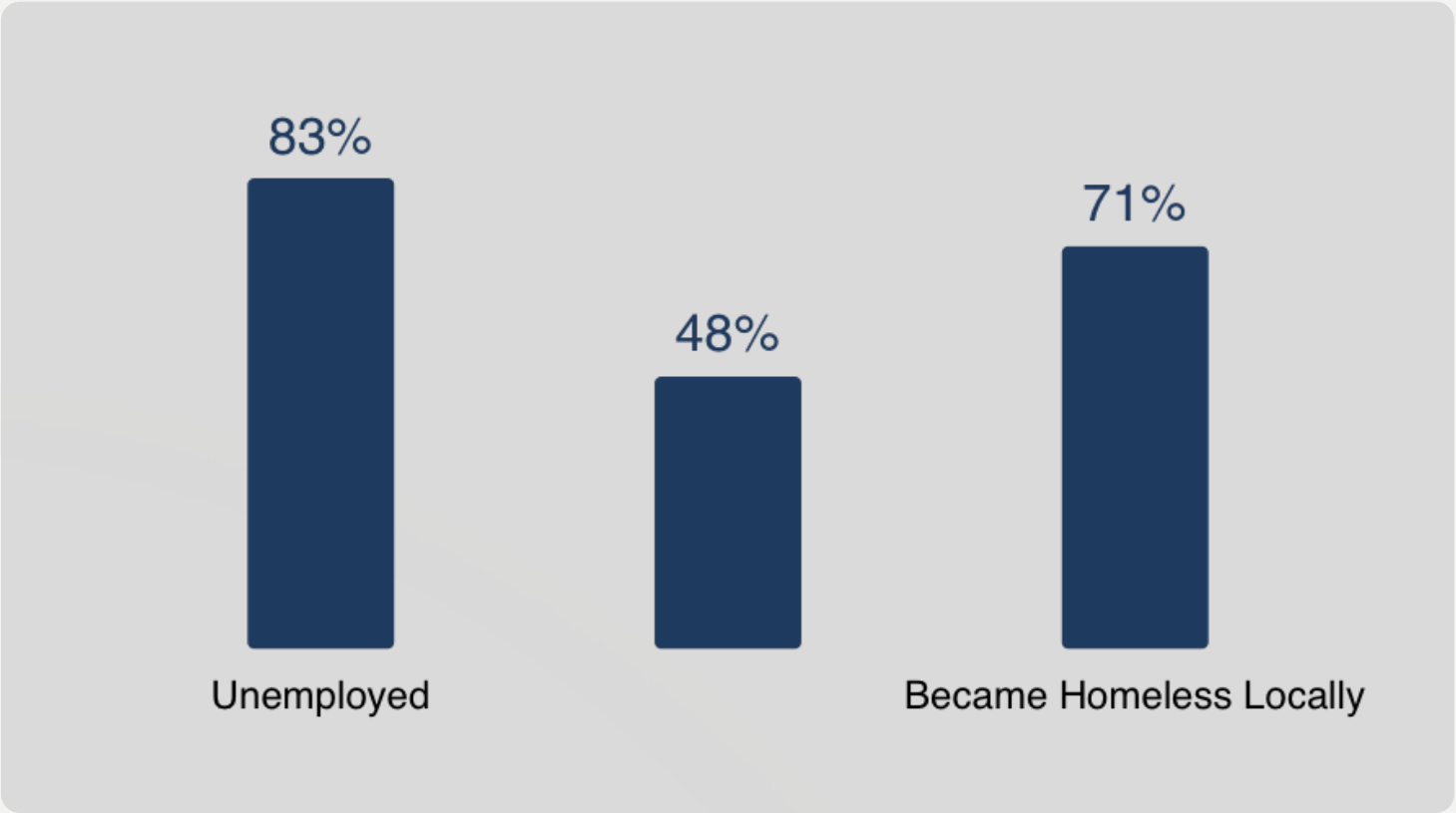
**6% of population  
but 38% of  
homeless  
population reveals  
systemic barriers  
and differential risk  
exposure.**



**Latinx Residents:  
1.9x  
Overrepresentation**

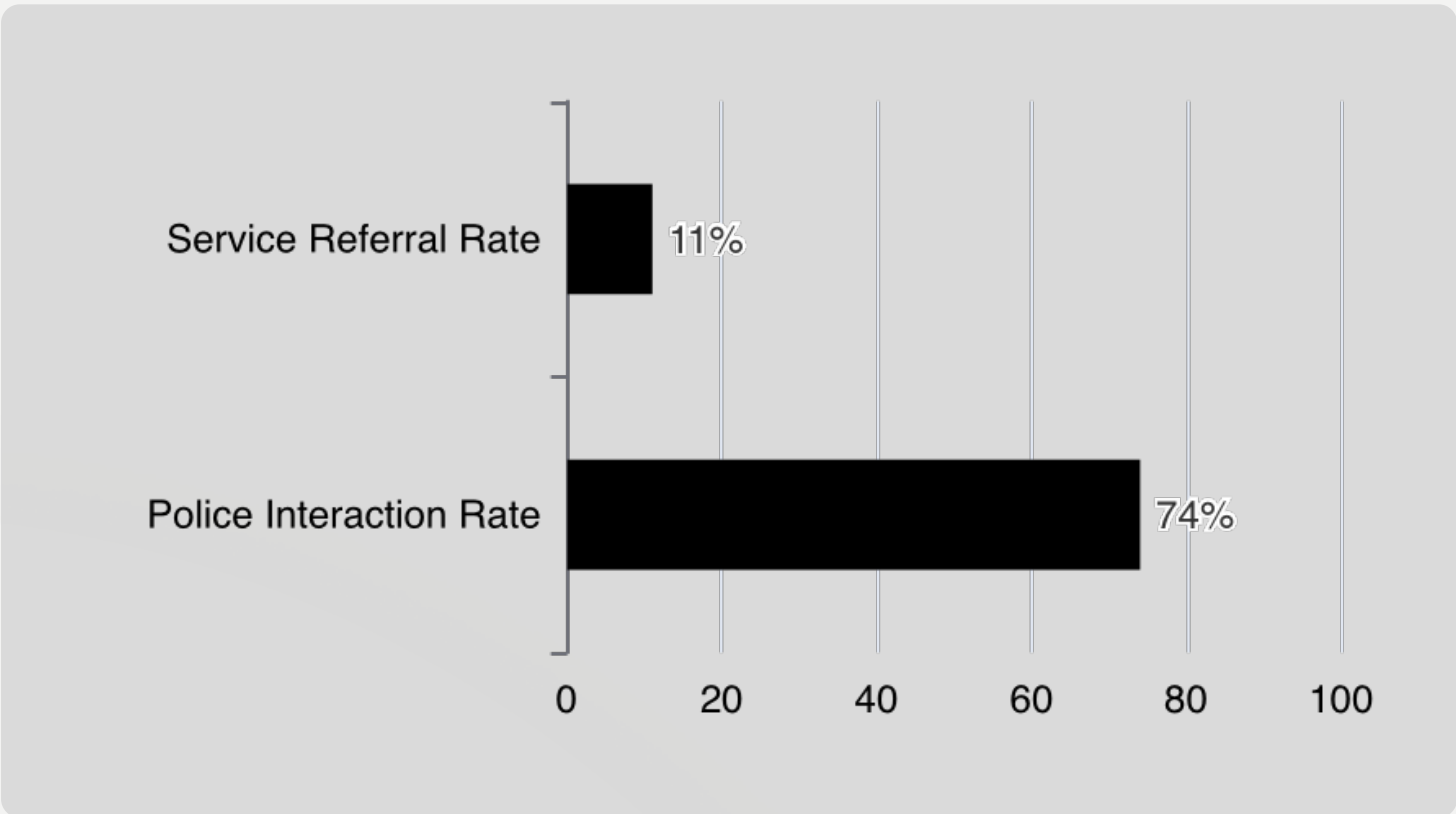
**16% of population  
but 30% of  
homeless  
population  
indicates targeted  
prevention  
opportunities and  
access barriers.**

# Economic Drivers: Extreme Poverty and Local Displacement Patterns



**Extreme economic instability with 83% unemployment indicates labor market disconnection. 71% local homelessness origin suggests prevention opportunities through income support, employment services, and rental assistance before housing loss occurs.**

# Police Interactions High But Service Referrals Critically Low



## 63-Percentage-Point Outcome Gap

**74% of homeless individuals report police contact, but only 11% receive service referrals through those interactions. Enforcement without service linkage fails to address root causes or reduce homelessness. System coordination between law enforcement and HSH services requires strengthening to convert contacts into housing pathways.**

# Incarceration History Multiplies Risk and Duration of Homelessness

**2x**

## Relative Risk of Homelessness

Justice-involved individuals face double the risk of experiencing homelessness compared to general population

**4x**

## Prolonged Homelessness Duration

Criminal records create housing and employment barriers, quadrupling length of homelessness episodes

Justice system represents critical upstream intervention point. Reentry support services combining housing navigation, employment assistance, and record clearance show potential for significant risk mitigation and prevention.

# How Do We Measure Sustained Reductions in Homelessness?

## ↓ Visibility Reduction

### *Decreased Street Presence*

Encampment removals and enforcement may reduce visible homelessness without decreasing total population. Displacement increases vulnerability.

## ↑ System Effectiveness

### *Net Population Reduction*

True success requires tracking total homeless population including sheltered and unsheltered. Must measure inflow prevention and sustainable housing exits.

Oversight must distinguish between displacement and actual homelessness reduction through comprehensive system data.

# Data for Oversight: Refining Analysis of Existing Systems

The Department already collects core system data through HMIS and PIT reporting. The opportunity for the Commission is not to introduce new metrics, but to refine how existing data is analyzed and applied.

## Disaggregated Inflow Pathways

Examining pathways into homelessness and prevention failure modes

## Retention by Intervention Type

Measuring retention rates across different program models and housing types

## Timeliness of Service Linkage

Evaluating speed of service connection and assessment-to-placement duration

## Case Management Continuity

Tracking continuity in case management relationships and provider handoffs

## Returns by Exit Context

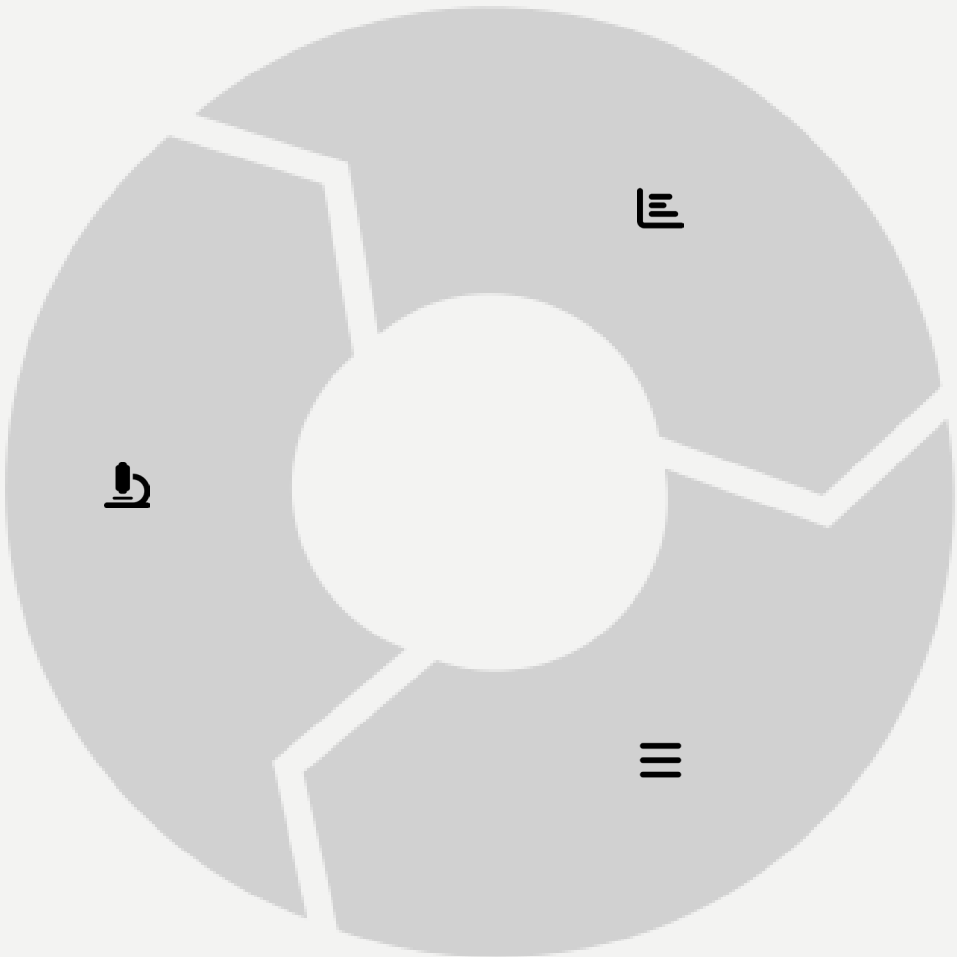
Contextualizing returns to homelessness based on exit circumstances and support levels

These examples reflect opportunities to deepen analysis of existing systems rather than introduce new reporting requirements.

# Research-Informed Oversight: A Framework for System Success

## Research Informs System Design

ACEs research explains population-level needs; trauma-informed systems provide framework for intervention design



## Data Informs Oversight

Local data reveals how research factors appear in San Francisco context and system performance

## Oversight Supports BTC Success

Commission ensures data, research, and implementation remain aligned for sustained impact

## Continuous Improvement

Research and local data strengthen system performance when applied through consistent, measurable, and data-informed oversight in support of Breaking the Cycle.