

**San Francisco Homelessness Oversight Commission  
Data Officer Briefing Memorandum**

**Subject:** Data-Informed Oversight Framework Supporting Implementation of Breaking the Cycle

**Date:** March 25, 2026

**Prepared by:** Data Officer, Commissioner Guerrero

**Purpose**

This memorandum provides a structured, data-informed framework to support the Commission's oversight of the Department of Homelessness and Supportive Housing (HSH) during implementation of Breaking the Cycle (BTC).

The intent is to:

- Apply relevant research and publicly available data
- Support interpretation of system performance
- Guide oversight through measurable, research-aligned considerations

This memorandum does not evaluate policy intent. It supports alignment between:

- **Research**
- **System design**
- **Data and measurable outcomes**

**Context: Breaking the Cycle**

Breaking the Cycle (2024) is a multi-system strategy implemented by the City and County of San Francisco. It includes:

- Outreach and engagement
- Shelter expansion
- Behavioral health and treatment services
- Coordinated enforcement

These components are widely recognized interventions.

The Commission's role is to ensure that implementation is:

- **Aligned with research on system effectiveness**
- **Evaluated using measurable outcomes**

## **Framework for Oversight**

The following categories provide a structured approach to evaluating system design and performance using existing data and established research.

### **1. Trauma-Informed System Design**

#### **Research Sources:**

- SAMHSA Trauma-Informed Systems Framework (2014)
- ACEs Study (CDC–Kaiser, 1995–1997; Felitti & Anda, 1998)

#### **Oversight Considerations:**

- To what extent does system design align with trauma-informed principles?
- What indicators within existing data reflect:
  - Continuity of care
  - Service engagement
  - Stability of outcomes
- To what extent are subject matter experts and individuals with lived experience incorporated into program design and evaluation?

### **2. Racial Equity in System Design**

#### **Data Sources:**

- HSH Racial Equity Action Plan (2021)
- PIT Count (2022–2024)

#### **Oversight Considerations:**

- To what extent is BTC informed by research on effectively serving populations disproportionately represented in homelessness data?
- How is data disaggregated to evaluate outcomes across populations?
- To what extent are impacted communities and subject matter experts incorporated into design and evaluation?

### **3. Economic Drivers and System Response**

#### **Data Sources:**

- HSH PIT Reports (2022–2024)

### **Oversight Considerations:**

- How does BTC incorporate economic and workforce components into system design?
- What data reflects income, employment, and economic stability?
- Are current systems sufficient to evaluate economic drivers of homelessness?

### **4. System Interaction: Enforcement**

#### **Data Sources:**

- Urban Institute (2023)

#### **Oversight Considerations:**

- What data is available to measure outcomes of system interaction, including service linkage and housing pathways?
- To what extent can transitions from interaction to service engagement be tracked?
- How are these outcomes evaluated over time?

### **5. System Interaction: Incarceration & Reentry**

#### **Data Sources:**

- Prison Policy Initiative (2024)

#### **Oversight Considerations:**

- What data is available to track relationships between incarceration and homelessness outcomes?
- Can transitions between incarceration, shelter, and housing be measured?
- Are reentry-focused practices reflected in program design and evaluation?

### **6. System Outcome Evaluation**

#### **Data Sources:**

- PIT Count (2024)
- HSH HMIS System Data

#### **Oversight Considerations:**

- How are sustained reductions in homelessness measured over time?
- Do current metrics reflect long-term housing stability and returns to homelessness?
- How are differences between visible changes and system-wide outcomes evaluated?

## **7. Data Application**

### **Data Sources:**

- HSH HMIS + PIT Systems

### **Oversight Considerations:**

- Where may additional disaggregation improve understanding?
- Where may gaps exist in measuring:
  - Stability
  - Continuity
  - System interaction outcomes

### **Conclusion**

This framework is intended to support the Commission in applying research and data to its oversight role.

### **Core principle:**

Effective oversight aligns research, system design, and data to support measurable outcomes under Breaking the Cycle.