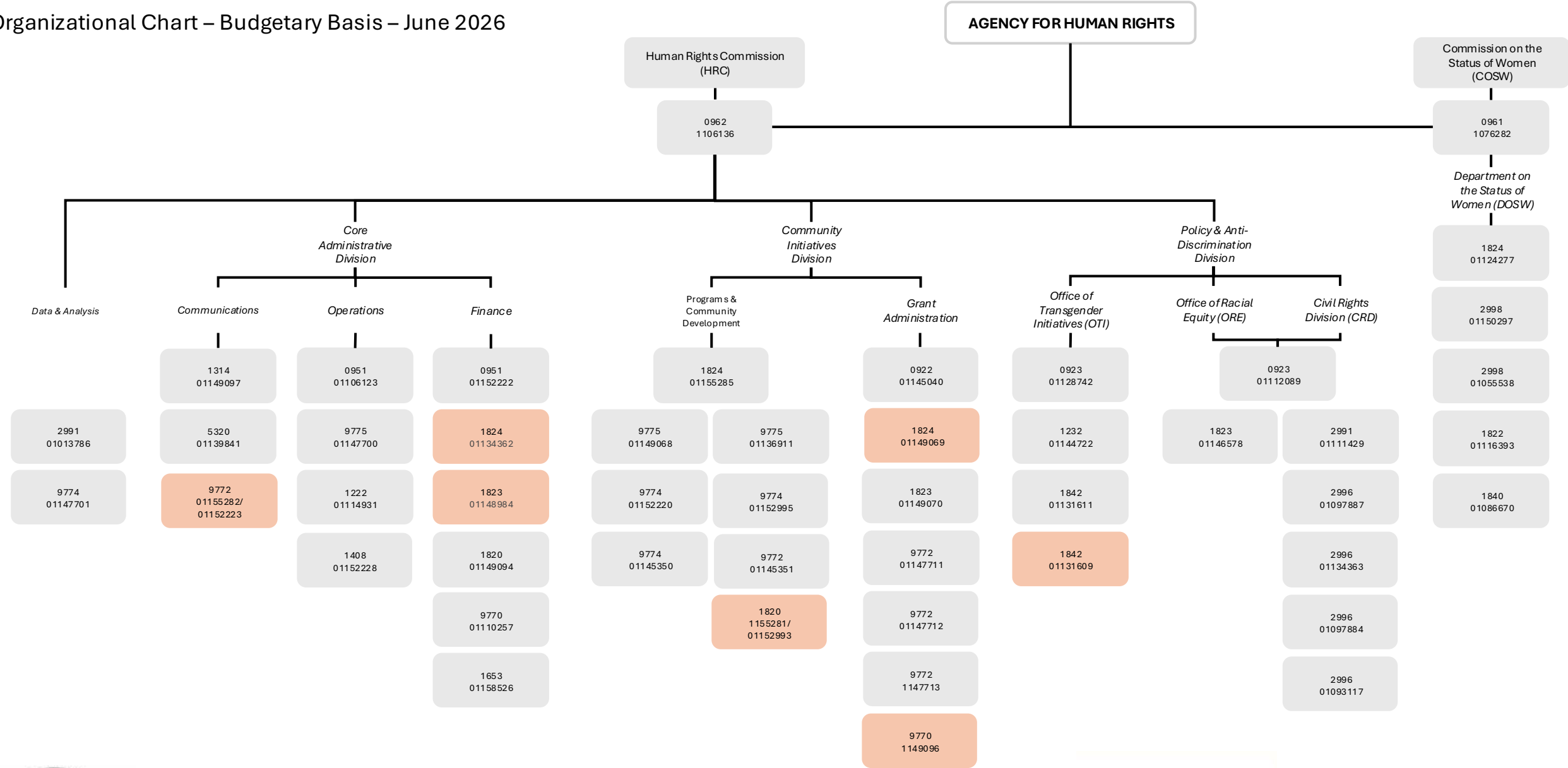


Organizational Chart – Budgetary Basis – June 2026



SAN FRANCISCO
HUMAN RIGHTS
COMMISSION

City and County of San Francisco
HUMAN RIGHTS COMMISSION



Mawuli Tugbenyoh
Executive Director

Daniel Lurie
Mayor

MEMORANDUM

To: President Mandelman, Chair Chan, and Members of the Board of Supervisors
From: Mawuli Tugbenyoh, Executive Director of the Agency for Human Rights
Re: HRC Staffing and Vacant Positions Under BLA Review
Date: June 10, 2026

Summary

The Agency for Human Rights (AHR) has lost 15 positions over two budget cycles, with HRC staffing down from 56.0 to 41.0 FTE, alongside \$13.6M in net General Fund reductions since FY24-25, nearly 40 cents of every dollar. Over the same period, demand for the agency's services has risen sharply. The seven positions now under BLA review are the administrative and compliance core that allows AHR to manage public funds and meet its legal obligations. Deleting them removes necessary capacity to continue operating effectively and deliver current and compliant programming.

Of AHR's authorized positions, 12 are off-budget, meaning FTE slots that carry no attached General Fund appropriation. This is why the BLA's position count may appear larger than the agency's funded headcount. Four of the seven positions with active Requests to Fill are on-budget.

Demand Is Rising as Staffing Falls

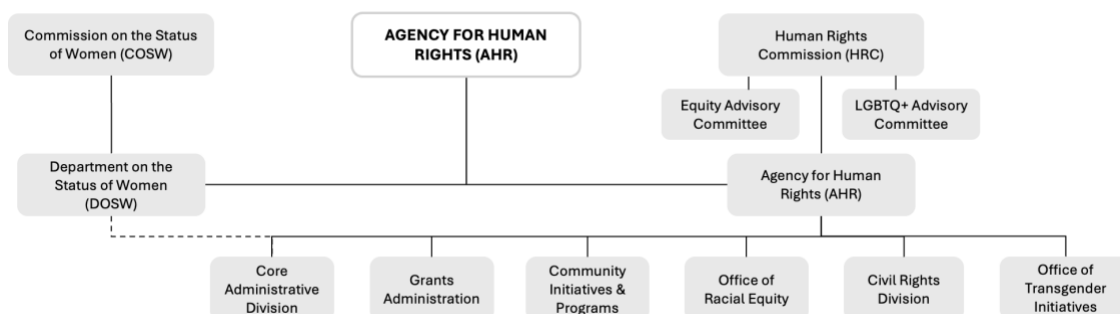
The reductions have landed against growing workload, not shrinking need. Civil rights complaint total cases are up 84% since FY 2022, from 493 open cases in FY23 to a projected 907 in FY26. Furthermore, AHR administers more than 70 active grant agreements; site-monitoring, compliance-review, and technical-assistance requirements have all significantly increased. The Agency is doing more with less staff.

In FY26, AHR absorbed the Department on the Status of Women's (DOSW) back-office functions without additional staff and brought HRC and DOSW under one administrative umbrella. The Agency also absorbed \$5.2M in Dream Keeper Initiative (DKI) reductions in this budget cycle. AHR now manages 60% of remaining citywide DKI funding, up from 11% in FY22, as other departments shed their allocations, making it the largest steward of DKI funds in the City.

Agency Structure and Staffing

AHR is comprised of two merged departments: the Human Rights Commission and the Department on the Status of Women. The Agency, formerly known as the Human Rights Commission, will continue to be structured through three primary divisions: (1) Community Initiatives (Grants Administration and Programs); (2) Core Administrative Division (Finance, Operations, Communications); and (3) Policy &

Anti-Discrimination Division (Office of Racial Equity, Civil Rights Division, and Office of Transgender Initiatives), and will be joined by the DOSW vertical, as seen in the organizational chart below:



Vacancies Under Review

Seven (7) vacancies are concentrated in administrative, fiscal, and grants functions:

- **Community Initiatives Division:** Three of seven vacancies: (1) Junior Grant Manager and (1) Grants Management Lead supporting grant systems and onboarding for roughly 45 agreements, and (1) Payroll Administrator supporting Opportunities for All operations. The grant management staffing level is calibrated to a Controller's Office workload standard.
- **Core Administrative Division:** Three of the seven vacancies: (1) Budget and Compliance Lead (1824) covering budget execution, forecasting, and internal controls; (1) Procurement Lead (1823) covering contracting and procurement workflow; and (1) Communications Specialist (9772) covering digital communications and public affairs for both departments.
- **Policy and Anti-Discrimination Division:** One of the seven vacancies: (1) Management Assistant for Communications and Engagement in the Office of Transgender Initiatives.

AHR intends to fill all seven positions, pending Mayor's Budget Office approval. These are funded, on-budget roles with active Requests to Fill.

Position	Division (Office)	Class	RTF Status
Grants Management Lead	Community Initiatives (Grant Admin)	1824 Sr. Admin Analyst	Under MBO review
Budget & Compliance Lead	Core Administrative (Finance)	1824 Sr. Admin Analyst	Under MBO review
Procurement Lead	Core Administrative (Finance)	1823 Sr. Admin Analyst	Under MBO review
Communications Specialist	Core Administrative (Communications)	9772 Community Dev. Spec.	Under MBO review
Junior Grant Manager	Community Initiatives (Grant Admin)	9770 Community Dev. Asst.	Under MBO review
Payroll Administrator	Community Initiatives (Programs / OFA)	1820 Jr. Admin Analyst	Under MBO review
Mgmt. Asst., Communications and Engagement	Policy & Anti-Discrimination (OTI)	1842 Mgmt. Assistant	Under MBO review

AHR has made significant staffing reductions and cannot take additional reductions while maintaining the current level of service to community and departmental need.