



DEPARTMENT OF
HOMELESSNESS AND
SUPPORTIVE HOUSING



Shireen McSpadden, Executive Director

Daniel Lurie, Mayor

To: Budget & Appropriations Committee Chair Connie Chan

From: Shireen McSpadden

Date: June 18, 2026

Subject: BLA Policy Recommendations – Deletion of 4 HSH Vacant Manager Positions

HSH is in receipt of a Policy Recommendation from the BLA to delete 4 Manager positions as part of the FY 2026-28 budget process which the Department is in disagreement with.

As part of the FY2026-28 budget process, HSH staffing decreased by 18.4 ongoing General Fund FTE which translates to a 7% overall staff reduction. In the second year of the budget, staffing decreases by another 10.5 positions, due to the increased attrition target. Across the two-year budget, that is a reduction of nearly 29 FTEs. At the same time, HSH's budget grew by 6% reflecting significant new investments in programming. This means that the department is being asked to manage more funding, contracts, initiatives and reporting with significantly fewer staff.

In addition to personnel reductions, HSH took a \$4 million ongoing reduction to meet Mayor's Office budget instructions, \$1.5 million from the 8 deleted positions during Mayor phase, and an additional \$12.4 million in one-time General Fund for savings. These General Fund reductions do not include the General Fund savings that we are currently negotiating with the BLA that we anticipate will result in approximately \$5 million in both one-time and ongoing General Fund savings.

HSH is a department where the vast majority of the budget flows out through contracts and programs operated by community-based providers. But the department's internal staffing is what allows those programs to function. With the reductions of positions in this budget cycle, we need to preserve supervisory and operational capacity to manage contracts, oversee programs, support providers and maintain accountability. HSH operates within a hierarchical system that bears high risk and responsibility held by managers across the department. Without appropriate staffing, including critical management positions, the department will not be able to maintain existing operational responsibilities or implement new initiatives included in the proposed budget.

The loss of the 4 vacant manager positions that the BLA has recommended for deletion would have significant negative impacts on the department's ability to perform the critical work of serving the most vulnerable residents of San Francisco, and due to funding sources would not generate impactful General Fund savings as detailed below.

HOM-5: Housing Placement Manager (0923)

Description	Housing Placement manager is a critical role that provides leadership for the 18-member housing placement team and directly supervises staff responsible for ensuring timely placement into HSH's permanent supportive housing portfolio. This position is responsible for maintaining relationships and strategic alignment with housing providers, the San Francisco Housing Authority, HSH Coordinated Entry team and other entities across the City's housing systems. Additionally, the position is responsible for operationalizing agency initiatives and priorities related to housing transfers and placements.
Impacts of Elimination	Eliminating this position would severely disrupt the City's ability to move people efficiently from homelessness into housing, leading to slower placements, increased system bottlenecks, and longer periods of homelessness for clients. Without dedicated oversight of the Housing Placement Team, coordination across navigation providers, supportive housing programs, and cross-departmental partners would weaken, reducing accountability and impairing systemwide performance. Critical functions such as monitoring key metrics, troubleshooting barriers, and ensuring alignment across Coordinated Entry and housing programs would become fragmented, increasing the likelihood of delays and inconsistent outcomes. Overall, removing this role would significantly undermine the department's capacity to sustain a reliable, data-informed, and equitable housing placement process.
Funding Source	CalAIM funded, and savings cannot be reallocated for other General Fund purposes.
Status	Hiring process paused due to Citywide hiring freeze.

HOM-7: Prevention and Problem Solving Manager (0923)

Description	The Prevention and Problem-Solving Manager leads HSH's efforts to keep San Franciscans stably housed by overseeing programs and interventions that prevent housing loss and help people experiencing homelessness resolve their homelessness without relying solely on subsidized housing. This role manages Prop C-funded pilots, supervises program analysts and contractors, and ensures high-quality implementation, evaluation, and continuous improvement of prevention strategies. The Manager also oversees budgets, monitors expenditures, and directs resource allocation to meet program goals while responding to emerging needs. Homelessness Prevention is a cornerstone of the Mayor's Breaking the Cycle initiative and the Mayor's FY 2026-28 proposed budget includes significant new investments to expand, enhance and strengthen Prevention.
Impacts of Elimination	Eliminating this position would significantly weaken the department's ability to prevent homelessness and help households resolve their housing crises, reducing overall system flow and increasing demand on already limited shelter and housing resources. Without dedicated management of Prop C-funded pilots and prevention programs, the department would lose critical oversight needed to evaluate effectiveness, ensure fiscal accountability, and respond quickly to emerging needs. Key functions such as budget monitoring, resource allocation, and operational policy development would become fragmented, increasing the risk of cost overruns, program delays, and inconsistent service delivery.
Funding Source	Funded by Our City, Our Home, savings cannot be reallocated for other General Fund purposes.
Status	Staff currently performing this role is in an acting assignment capacity, which is not a sustainable long-term solution. Hiring process paused due to Citywide hiring freeze.



HOM-8: Planning and Strategy Manager (0923)

Description	The Planning and Strategy Manager leads a team of analysts responsible for driving HSH's equity-centered, data-informed strategic planning efforts to improve outcomes for people experiencing homelessness in San Francisco. This position oversees the development of departmentwide and communitywide strategic plans, guides complex program and system design processes – including the Department's Multi-Year Procurement Plan, and manages high-impact initiatives that require coordination across multiple divisions and partners. The Manager ensures high-quality analysis, reporting, and stakeholder engagement to inform policy, program design, and system improvements. Serving as a key thought partner to executive leadership, this role strengthens cross-agency collaboration and supports a unified, effective homelessness response system.
Impacts of Elimination	Eliminating this position would significantly weaken the department's capacity to drive equity-focused, data-informed strategy across the homelessness response system, resulting in less coordinated planning and slower adaptation to emerging needs. Without dedicated oversight of strategic planning, program design, and system evaluation, HSH would lose essential infrastructure for assessing outcomes, identifying gaps, and guiding effective policy and program decisions. Loss of this position would severely impact the ability of the department to operationalize the Multi-Year Procurement Plan to ensure services are reprocured through a community-centric design model prior to the expiration of HSH's streamlined contracting authority. The absence of this role would fragment cross-departmental collaboration, reduce the quality and timeliness of reports and analyses, and hinder the department's ability to communicate strategic direction to stakeholders
Funding Source	Funded by Our City, Our Home and savings cannot be reallocated for other General Fund purposes.
Status	Anticipated start date for this position is August 2026, pending exam and eligible list adoption which is currently paused due to the Citywide hiring freeze.

HOM-9: Legislative Affairs Manager (0923)

Description	The Legislative Affairs Manager leads HSH's local legislative strategy, serving as the department's primary liaison to the Board of Supervisors and ensuring rigorous compliance with all local reporting and transparency requirements. This role drives the development of legislative initiatives, analyzes local, state, and federal budget impacts, and ensures the department is fully aligned with laws, mandates, and public accountability standards. This includes directing a high volume of required local legislation to support day to day operations of the department including contracts, grants, real estate and other policy matters. A critical component of the position includes overseeing public records functions—such as required reporting, public records requests and litigatory matters. Through strategic advocacy, partnership-building, and public engagement, the Manager strengthens HSH's ability to advance policy solutions that reduce homelessness in San Francisco.
Impacts of Elimination	Without this position, the department would lack coordinated oversight of legislative strategy, putting compliance, reporting and budget analysis at risk. Critical relationships with the Board of Supervisors, legislative partners and community stakeholder would weaken, reducing the department's ability to influence policy and secure resources. Gaps in monitoring local, state and federal legislation could lead to non-compliance, delays in contracting and payments to non-profit providers, missed funding opportunities and delayed responses to emerging



BLA Policy Recommendations – Deletion of HSH Vacant Manager Positions

	requirements. Eliminating this position would result in the department facing significant challenges in managing and responding to public records requests and other litigatory matters in a timely and compliant manner, increasing legal risk and reduced confidence in the transparency and accountability of the department.
Funding Source	General Fund
Status	Incumbent is on a leave of absence at the behest of the department and is expected to return in Summer 2026.

