

Women's Agenda Department Action Plan San Francisco Fire Department (SFFD) FY 2026–27 through FY 2028–29



Women's Agenda Vision

The San Francisco Fire Department (SFFD) will partner with the Department on the Status of Women (DOSW) to advance economic mobility, civic leadership, health, and safety for women and gender-diverse employees by strengthening recruitment, retention, leadership development, family-supportive workplace policies, and employee well-being. Through equitable workforce practices, cross-sector partnerships, and data-informed decision-making, SFFD will build a fire service that reflects San Francisco's diversity while creating an inclusive workplace where all employees have the opportunity to thrive and lead.

Women's Agenda | Pillar Alignment

Pillar	Department Alignment
Health	Priority Area
Safety	Priority Area
Economic Mobility & Security	Priority Area
Civic Leadership & Community Engagement	Priority Area

FY 2026–27 | Planning & Alignment

Overall

- Report on gender representation for department personnel and services provided by the department.

Health

- Develop policies to expand lactation accommodations throughout Fire Department facilities to better support birthing employees.
- Provide access to cancer screening to all SFFD employees.

- Partner with DOSW and the Department of Public Health to review pregnancy accommodations, return-to-work practices, occupational exposure risks, and reproductive health considerations, and continue developing the ‘Pregnancy and Family Resource Guide.
- Strengthen employee wellness and mental health initiatives that recognize the unique experiences of SFFD members including women and gender-diverse firefighters and emergency personnel.

Safety

- Assess occupational health and safety practices through a gender equity lens to improve workplace safety for employees, including women and gender-diverse employees.
- Strengthen policies supporting pregnancy, lactation, reproductive health, and return-to-work transitions.
- Collaborate with DOSW to identify additional workplace safety strategies that support employee well-being.
- Ensure that all SFFD employees, including women and gender-diverse uniformed members, are properly sized, fit and measured for the department issued uniforms, PPE and equipment.
- Train all members to report violent acts that may occur within the workplace.

Economic Mobility & Security

- Expand workforce development and broaden the career pathway opportunities for all department members.
- Partner with DOSW and San Francisco United Fire Service Women to strengthen recruitment, leadership development and mentorship initiatives.
- Develop strategies that enhance recruitment, retention, promotion, and leadership opportunities for SFFD members, including women and gender-diverse people across the Fire Department.
- Advance leadership development by promoting and retaining our Training Lieutenants and Technical Training Specialists at the Division of Training.
- Support and strengthen Training Division staffing by assessing and maintaining the roles of EMS officers, Training Lieutenants, Technical Training Specialists, NERT-assigned personnel, and administrative staff assigned to the Assistant Deputy Chief of Training.

Civic Leadership & Community Engagement

- Expand outreach through schools, career fairs, community organizations, and neighborhood events to increase awareness of fire service careers.

- Strengthen partnerships with DOSW and community organizations to ensure employees, including women and gender-diverse employees, have equal opportunities to promotion in public safety leadership.
- Support participation of employees' including women and gender-diverse firefighters and command staff, in mentorship, leadership development, and public engagement activities.
- Encourage employees, including women and gender-diverse employees, to apply for the Executive Officer Program within the SFFD.

FY 2027–28 | Implementation

Health

- Expand lactation accommodations and implement recommendations from departmental policy reviews.
- SFFD is developing a lactation policy.
- Strengthen employee wellness, behavioral health, and reproductive health supports.
- Monitor employee participation and satisfaction with workplace health initiatives.
- Ensure that all members have PFAS (per and polyfluoroalkyl substances) free turnout out PPE (personal protective equipment) and are planned to eventually receive a full second set.
- Ensure that all members have access to the Behavioral Health Unit within the SFFD.
- Provide members through chaplaincy services, canine support, peer support and training

Safety

- Implement gender-responsive workplace safety improvements informed by policy reviews and occupational health assessments.
- Expand collaboration with DPH and DOSW to strengthen employee health and safety.
- Evaluate workplace safety practices and employee well-being outcomes.
- Update the Injury Illness Prevention Program on an annual basis.
- Maintain OSHA standards and monitoring new hazardous conditions that may be applicable to department members
- Ensure the safety of all SFFD members remains a high priority.

Economic Mobility & Security

- Expand workforce recruitment and career pathway initiatives for employees, including women and gender-diverse employees.
- Strengthen mentorship and leadership development opportunities.

- Monitor recruitment, hiring, promotion, and retention outcomes.
- Ensure that employees, including women and gender-diverse members, are included in the selection process for committees, workgroups, strategic planning and all entities within the department.
- Management Training for company officers and civilian employees that will be implemented in partnership with the San Francisco Department of Human Resources and the SFFD Division of Training
- Amend SFFD's Racial Equity Action Plan to address issues regarding gender-diversity. The City's racial equity ordinance mandates that every department work with the Office of Racial Equity in order to establish and maintain an updated REAP.

Civic Leadership & Community Engagement

- Expand community outreach and recruitment initiatives promoting fire service careers.
- Increase leadership development opportunities for employees, including women and gender-diverse firefighters.
- Strengthen partnerships with community organizations supporting workforce diversity.
- Partner with local schools within the San Francisco Unified School District, private high schools and the colleges and universities to expand recruitment opportunities.
- Engage collegiate and professional athletes across the San Francisco Bay Area as a recruitment pipeline.

FY 2028–29 | Sustainability & Continuous Improvement

Health

- Institutionalize successful workplace health, wellness, and lactation initiatives.
- Evaluate employee health outcomes and workplace satisfaction.
- Continue strengthening family-supportive workplace policies.

Safety

- Institutionalize gender-responsive workplace safety practices.
- Evaluate policy implementation and occupational health outcomes.
- Continue improving employee safety and workplace well-being.
- Equal safety parameters and created, expected and enforced equally to all SFFD members.

Economic Mobility & Security

- Institutionalize successful recruitment, retention, mentorship, leadership development, and childcare initiatives.
- Evaluate workforce diversity and advancement outcomes.
- Strengthen equitable workforce policies supporting long-term economic mobility.
- Ensure employees, including women and gender-diverse civilian employees and uniformed personnel, have equal opportunities to promote to higher ranks within the San Francisco Fire Department.
- Provide research to why women are slower to promote and participate at a lower rate per capita compared to their male counterparts.

Civic Leadership & Community Engagement

- Institutionalize leadership development and community outreach initiatives.
- Evaluate partnership effectiveness and recruitment outcomes.
- Continue strengthening public engagement and workforce diversity strategies.
- Provide access to the DHR led Emerging City Leaders Workshop Series.
- Provide access to the DHR led CCSF and MEA Leadership and Change Management Series.
- Provide information on how to access the Naval Postgraduate School in Monterey, CA.

Women's Agenda | Gender Representation

DOSW requests that the SFFD report

- Workforce composition by gender across all employee classifications.
- Hiring, promotion, and retention outcomes by gender.
- Participation in leadership development, mentorship, and succession planning by gender.
- Department-specific strategies implemented to improve gender equity and representation.

Annual Performance Measures

- Annual number of women and gender-diverse applicants and hires.
- Annual percentage of women and gender-diverse employees serving in leadership positions.
- Annual retention rate for women and gender-diverse employees.
- Completion of the childcare feasibility assessment and implementation of childcare solutions.
- Number of Fire Department facilities with lactation accommodations.
- Number of employees participating in leadership development, mentorship, wellness and workforce development initiatives.

- Number of collaborative initiatives with DOSW and San Francisco United Fire Service Women.
- Annual progress toward departmental Women's Agenda implementation goals.

Summary of Key Deliverables

FY 2026–27

- Strengthen outreach efforts in recruitment and workforce development initiatives for employees, including women and gender-diverse employees.
- Expand lactation accommodations and review pregnancy and return-to-work policies through a gender equity lens.
- Strengthen partnerships with DOSW, San Francisco United Fire Service Women, DPH and community organizations.
- Establish baseline gender representation and annual Women's Agenda performance measures.

FY 2027–28

- Launch workforce development, mentorship, and leadership initiatives supporting employees, including women and gender-diverse firefighters.
- Expand employee wellness, occupational health, and reproductive health initiatives.
- Monitor recruitment, retention, promotion and workplace well-being outcomes to support continuous improvement.

FY 2028–29

- Institutionalize successful workforce, leadership development and workplace wellness initiatives.
- Evaluate workforce diversity, employee well-being, and organizational outcomes.
- Strengthen policies and operational practices that support equitable recruitment, advancement, and retention.
- Develop recommendations to inform future Women's Agenda priorities and continuous improvement.

City Department Contact Information

Role	Contact	Information
Department Head	Chief Dean Crispen	dean.crispen@sfgov.org
Deputy Chief of Administration	Deputy Chief Sayumi Brannan	sayumi.brannan@sfgov.org
Women's Agenda Champion	Assistant Deputy Chief Dustin Winn	dustin.winn@sfgov.org

Department Certification

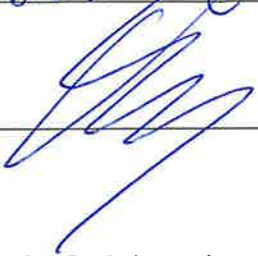
I certify that this report accurately reflects the department's implementation of its Women's Agenda Action Plan during the reporting period.

Department Head

Name:

Dean Crispin

Signature:



Date:

9-29-26**Deputy Chief of Administration**

Name:

SAYUMI BRANNAN

Signature:



Date:

9-29-26**Women's Agenda Champion**

Name:

DUSTIN WINN

Signature:



Date:

9.29.26