

San Francisco Fire Department WORKFORCE DEVELOPMENT

July/August 2026

ASSISTANT DEPUTY CHIEF DUSTIN WINN

OVERVIEW

Five projects in progress

01	**Women's Agenda Department Action Plan**	Three-year plan for women and gender-diverse employees
02	**Lactation Policy**	Revised draft built around 24-hour shifts
03	**Management Training with DHR and the Division of Division of Training**	Four-Day Supervisor Development Program
04	**Career Track**	Mapping every path from each civil service position
05	**Racial Equity Action Plan**	New REAP on the Office of Racial Equity's updated template

PROJECT 01 · FY 2026–27 TO FY 2028–29

Women's Agenda Department Action Plan

With the Department on the Status of Women · Priorities: **health, safety, economic mobility, civic leadership**

YEAR 1 · FY 2026–27

Establish the baseline

- Baseline data on gender representation
- Review pregnancy and return-to-work policies
- Expand lactation accommodations
- Assess workplace safety and equipment fit

YEAR 2 · FY 2027–28

Put findings into practice

- Wellness and behavioral health support
- Mentorship and career pathways
- Community outreach
- Workplace safety improvements

YEAR 3 · FY 2028–29

Evaluate and sustain

- Evaluate results
- Build effective practices into ongoing operations
- Annual reporting on progress and remaining barriers