



Future Leaders

**National Fallen Firefighters Foundation
Everyone Goes Home® Advocate Fellowship Program**

Creating opportunity and building the next generation of fire service leaders

Dear Reader,

It is my pleasure to introduce to you to the ***National Fallen Firefighters Foundation's Future Leaders Everyone Goes Home® Advocate Fellowship Program***. This program was identified as an National Fallen Firefighters Foundation (NFFF) priority after intense discussions with partner organizations which determined a gap existed in fire service leadership experiential learning and training. The *NFFF Everyone Goes Home® Future Leaders Fellowship Program is a structured multi-year virtual and/or in-person mentorship experience with one or more fire, rescue, or fire protection disciplines that will result in mutually beneficial experiences for individuals and organizations*. The Congressional Fire Services Institute (CFSI), specifically its National Advisory Council (NAC), will be the vector through which Fellowship candidates will be identified and selected. NAC sponsoring organizations will, initially, be the drawing pool for candidate matches.

It has been with growing recognition and pride that I have watched succeeding generations of fire service leaders emerge. Many of these leaders have risen to ranks of highest leadership in and outside their respective departments. Departments have easily identifiable leaders in technology, health and wellness, tactical advancement, and other disciplines. The fire service draws in amazing women and men who will eventually assume leadership roles. There is no time like now to cultivate the talent.

I am urging all who read this document to participate in the NFFF Everyone Goes Home® Advocate Fellowship Program. We are looking for applications from emergent leaders, regardless of rank, who are eager to gain acumen in leadership development. If selected, you will be matched with a fire service organization that can use the skills you presently have and will impart advanced knowledge you can only obtain through hands- and minds-on experience. You will be intellectually challenged and rewarded with the riches of new contacts and the knowledge that you have contributed significantly to your host organization.

Likewise, if you are a fire service organization, NAC member or not, I urge you to put your organization forth to sponsor an NFFF Everyone Goes Home® Advocate Fellow. I ask this as an act of paying forward to future fire service leaders who could benefit greatly by immersing in your corporate culture and leadership beliefs. No organization is too small or too large to sponsor a fellowship. We only ask that leadership development is one of your demonstrated core values.

Please read through this document and reflect becoming a fellow or an organization ready to live and share your leadership advocacy. As your questions emerge, please contact Rick Best at rbest@firehero.org who will assist you.

Thanks for helping us build this wonderful and important program.

Chief Ronald J. Siarnicki
Executive Director
National Fallen Firefighters Foundation

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Introduction

The National Fallen Firefighters Foundation Everyone Goes Home® Future Leaders Fellowship Program is a structured multi-year virtual and/or in-person mentorship experience with one or more fire, rescue, or fire protection disciplines. The objective of the fellowship is to produce a mutually beneficial experience for individuals and organizations. The program will build on the strength and structure of the Everyone Goes Home® Advocate program, adding an additional optional multi-year track designed to broaden individual experiences and contacts, as well as their leadership and interpersonal skills. This program provides a mutually beneficial and rewarding experience for the Advocate, their hosting organizations, the National Fallen Firefighters Foundation, and the American fire service.

History of the Program

In 2018, the National Fallen Firefighters Foundation's *Everyone Goes Home*® program leadership selected a small group of Everyone Goes Home® Advocates to attend the Congressional Fire and Emergency Service Institute Symposium in Washington, D.C. These men and women, all of whom had previously voiced a desire to take on a leadership role in the American fire service, were selected based on their status and experience as an Everyone Goes Home® Advocate, demonstrated leadership and interpersonal skills, and availability. Fittingly, the group quickly became known as the "*Future Leaders*," based on that year's topic, "*Engaging Future Leaders*."

Building on positive feedback from the group, a similar session was planned for the 2019 CFSI Symposium, "*Exchanging Knowledge to Advance Our Mission*." Half of the Future Leader attendees were from the 2018 cohort, and the others were new to the group, selected using criteria like that of the previous year. Again, feedback from the group and the fire service leaders they interacted with at CFSI was extremely positive.

NFFF leadership recommended that the effort should be formalized into a fellowship program, bolstering the current Future Leaders group, and structuring it into a multi-year program that would broaden the individual's experiences and contacts, as well as their leadership and interpersonal skills. This expanded program is envisioned as a benefit to the Future Leader's personal growth as well as building a cohort of health and safety minded individuals prepared to take on the leadership challenges of the American fire service at the national level.

Funding to host an initial planning meeting in February 2020 in Nashville, Tennessee was procured through a FEMA-AFG Fire Prevention & Safety Grant. It was formatted as a small group “think tank” of national fire service organizations, convening to gather additional information and strategize ways to build out the fellowship program. Attendees developed the following comprehensive plan for the program. The build out includes goals and objectives, admission requirements, expectations of both fellows and mentoring organizations, program structure of the program, and desired deliverables.

The Path to Becoming a Future Leader

The National Fallen Firefighters Foundation Everyone Goes Home® Future Leaders Fellowship Program will provide an experience to foster personal growth, build connections and evolve leadership skills in a mentor-mentee relationship. This will be accomplished by arranging formalized internship-style opportunities with national fire service organizations and other related entities. Special effort will be made to encourage minority and female candidates to apply.

Fellows will be matched with host agencies based on the time they are able to devote to the organization, interests, and available projects. Program leadership will follow the medical residency model currently used throughout the United States, where candidates and agencies each rank their top choices and are paired using that matrix.

Students will forge industry-wide connections and grow in critical leadership “soft skills” including project management, time management, writing, public speaking, and other communications skills throughout their fellowship. They will also develop a bond among their peers, as the Fellows meet for additional opportunities provided by the NFFF at Advocate summits and other events. Fellows will be required to complete a final or Capstone project, to be presented at a CFSI National Advisory Committee meeting.

Minimum Requirements include:

- Bachelor’s degree, or degree to be conferred during the fellowship period.
- Completed Everyone Goes Home® Fellowship application. The application is available at: <https://www.everyonegoeshome.com/about-us/advocates/everyone-goes-home-advocate-fellowship/>

Key Dates for Future Leaders Candidates	
Year 1	
Applications Due	February 17, 2022
Notice of Acceptance	March 1, 2022
Initial Advocacy Probationary Period	March 1, 2022 -September 1, 2022
CFSI Fellowship Opportunity Showcase	April 4 , 2022
Fellowship Matching Applications Due	May 4, 2022
Fellowship Match Notifications Made	June 4, 2022
Fellowships Begin	June 4, 2022
Year 3	
Capstone Project Presentation at CFSI	TBD
Fellowships Completed	June 4, 2025

The First Six Months – Becoming an Everyone Goes Home® Advocate

The Future Leaders program is structured as a unique track within the Everyone Goes Home® Advocacy. Each Fellow Candidate will be required to successfully commit to a six-month orientation period as an Advocate prior to being eligible for matching with an organization for a formal fellowship opportunity. This gives the NFFF time to provide initial training within the Everyone Goes Home® program and broaden the Fellow’s understanding and advocacy for the 16 Firefighter Life Safety Initiatives. Candidates will use the Advocate Task Book only for the first six months of their fellowship but will remain active Advocates for the duration of the program. They will be eligible to participate in all Advocate activities and learning opportunities.

Tasks to be Completed in the First Six Months
Complete Everyone Goes Home® Future Leaders Fellowship application
Interview by National Advocate Manager or Designee
Create an account on the Fire Hero Learning Network
Complete Courage to Be Safe®
Complete <i>Taking Care of Our Own</i> ®
Complete <i>Stress First Aid for Fire and EMS Personnel</i>
Participate in the orientation presentation
Receive login information for the Everyone Goes Home® Advocate website portal
Attend two Advocate conference calls
Meet the Candidate’s State Lead Advocate
Meet the Candidate’s Regional Advocate
Meet the Advocate Manager
Submit reports as required

To see the Advocate Task Book, click on this link:

<https://www.dropbox.com/s/da9cve0z1omp6ok/ADVOCATE%20TASK%20BOOK.pdf?dl=0>

The Matching Process – Transitioning to a Future Leaders Fellow

Fellows will be matched with host agencies based on the time they are able to devote to the organization, interests, and available projects. Program leadership will follow the medical residency model currently used throughout the United States, in which candidates and agencies each rank their top choices and are paired using that matrix. For more information about this process, see Appendix A. Both agencies and candidates must submit their preferences to the NFFF by March 1 and will be informed of their match by April 4.

Opportunity Showcase

The NFFF will arrange an in person or virtual “meet and greet” event to provide candidates and potential host organizations with a venue to discuss fellowship opportunities. These events will be held each spring in conjunction with the CFSI NAC meeting to maximize participation. Candidates will prepare a one-page resume to distribute. Organizations will provide one-page summaries for each opportunity to provide an entry point for discussing potential positions within the agency.

For Host Organizations

KEY DATES FOR HOST ORGANIZATIONS	
Year 1	
One-Page Opportunity Summary Due	February 17, 2022
CFSI Fellowship Opportunity Showcase	March 1, 2022
Fellowship Matching Applications Due	March 1, 2022
Fellowship Match Notifications Made	April 4, 2022
Fellowship Development Plan Due	May 4, 2022
Fellowships Begin	June 4, 2022
Year 3	
Capstone Project Presentation at CFSI	TBD
Fellowships Completed	June 4, 2025

Creating Opportunity

Organizations should strive to offer candidates the broadest possible experience when looking for Future Leaders opportunities. This can mean rotating Future Leaders through departments, working on a breadth of projects, and bringing Fellows into key planning and decision-making processes. Agencies can also partner with others to provide an enhanced experience for fellows, such as NFSA and NFPA for fire prevention, NVFC and VCOS for volunteer leadership, etc. If you have questions or need ideas, please reach out to the NFFF program contacts listed at the end of this document.

Meeting the Candidates

Hosting organizations will have the chance to participate in an Opportunity Showcase held in conjunction with the spring CFSI NAC meeting. They should prepare and submit a one-page summary for each position, described below.

Opportunity Summary

Agencies interested in providing fellowships must prepare a one-page summary for each opportunity and submit the summary to the NFFF by April 1. The summary should include:

- Individual who will be the fellow's direct supervisor, including email and phone contact information
- Organizational point of contact who will be present at the Opportunity Showcase, if different from the above direct supervisor
- Summary of opportunity
- Any special skills, interests, or experience required
- Anticipated time commitment or % effort
- Potential travel

Making the Match

Within 30 Calendar days of meeting the candidates, each organization will then submit their selection choices to the NFFF using a form that will be provided. Once matches have been made, the agency should create a development plan for each of their Fellows. This will vary by agency and may include working on long- or short-term research projects, writing articles, providing fire service expertise, supporting data analysis, traveling to trade shows and site visits, creating social media content, and myriad other possibilities. The plan should clearly outline expectations, chain of command, benchmarks, and any other information the Fellow will need to understand what they will be doing and learning over the next two years.

During the Fellowship

Expenses

All costs related to work done by a Fellow should be covered by the hosting organization. Examples of such costs include, related travel, materials, supplies, and technology needed to complete projects.

The National Fallen Firefighters Foundation will provide support for:

- Work done by the fellow in their capacity as an Everyone Goes Home® Advocate, including travel to training, Advocate Summits, and other events.
- Meetings of Future Leaders groups, including the Opportunity Showcase.

Termination of Fellowship

The Future Leaders Fellowship is not a contractual relationship and can be terminated at any time by either party.

Capstone Project

Each fellow will be required to design a final project as the culmination of their Fellowship in conjunction with their assigned mentor. This can take virtually any form and will be customized based on work done over the two years. Some examples include:

- A targeted social media campaign
- A presentation at a major trade show
- An article in an industry journal or magazine
- A related white paper disseminated to the fire service

Fellows will be required to prepare a brief (5-10 minute) report out on the capstone project for a CFSI National Advisory Committee meeting.

CFSI National Advisory Committee/Future Leaders Partnerships

The CFSI National Advisory Committee (NAC) will be the National Fallen Firefighters Foundation's key partner in operationalizing and supporting the Future Leaders program. The NAC is comprised of 38 trade groups, issue organizations, professional associations, and the leading fire service organizations in the country. Each of these entities is a potential host organization for a Future Leaders Fellow, both in their day-to-day work, and operating within the NAC.

The NAC provides a forum where the national fire organizations conduct discussions and develop consensus on important national fire and emergency services issues. During a meeting, any NAC member can submit a resolution that seeks CFSI's support on an issue. If the NAC approves the resolution, it is presented to the CFSI Board of Directors for final approval.

The resolutions process determines the issues CFSI addresses on Capitol Hill. Only NAC members can introduce a resolution, and a supermajority is required for approval. Funding for the United States Fire Administration and the AFG/SAFER grant programs, reallocation of spectrum for first responders, and greater involvement of first responders in disaster mitigation are examples of the types of issues the NAC has supported at recent meetings.

NAC meetings are scheduled in the spring (the day after the National Fire and Emergency Services Dinner) and fall of each year. Meetings are open to the public. Whenever possible, Future Leaders will attend all NAC meetings, and are required to provide a brief report-out on their capstone projects at the spring meeting when they complete their fellowship.

For more information about the CFSI National Advisory Committee, please see:

<https://www.cfsi.org/about-us/national-advisory-committee/>

Program Contacts

Rick Best National Everyone Goes Home® Advocate Manager rbest@firehero.org
Ben West Deputy Everyone Goes Home® Advocate Manager bwest@firehero.org

Appendix A

NFFF Everyone Goes Home® Advocate Future Leaders Fellowship Residency “Matching”

Fellows must complete a two-year residency with an approved stakeholder organization that aligns with one or more of the 16 Firefighter Life Safety Initiatives (FLSIs). The 16 FLSIs represent different areas of interest for the fire service. Members of the Future Leaders cohort have varied interests and passions, and the National Fallen Firefighters Foundation thrives when there are champions representing the many diverse aspects of the 16 FLSIs. This fellowship is an opportunity for members to complete a capstone experience with a key fire service stakeholder while engaging in national level work. Members completing the fellowship will become part of an elite group of future fire service leaders ready to serve at the national level.

The number of key stakeholder groups participating in the program at any given time varies. Fellowships are filled through a best-fit matching process like medical residencies.ⁱ ⁱⁱ The process for matching consists of four steps:

1. **Stakeholder groups are listed, and potential capstone projects and activities are advertised.**
 - a. Groups create an opportunity summary for each potential fellowship; these documents are then shared with fellows.
 - b. Fellows are encouraged to research the stakeholder groups, employees of the stakeholder groups, and potential capstone projects and activities.
 - c. Fellows are encouraged to reflect on their own passions, past projects, activities and activities to find alignment with one or more stakeholder groups that will push your skills and create new ones.
2. **Fellows interview with stakeholder groups.**
 - a. Fellows are encouraged to contact stakeholder groups that might align with the member’s passions and past experiences and arrange for an interview with one or more key stakeholder group employees.
 - b. Interviews can be virtual or can take place at the Opportunity Showcase held in conjunction with the spring CFSI NAC meeting.
 - c. Fellows are encouraged to take notes during interviews and, after the interviews have been completed, to reexamine the alignment between potential stakeholder groups and themselves.
3. **Fellows and stakeholder groups rank their choices.**
 - a. Fellows rank the stakeholder groups in order of preference.

b. Stakeholder groups rank fellows in order of preference.

4. **Everyone Goes Home® Program Managers use an algorithm to make placements based on matches.**

Algorithm Model

Matches are made based on mutual alignment between fellows and stakeholder groups. The ideal match is a fellow who lists a stakeholder group as their number one choice, and the same stakeholder group that lists that fellow as their number one choice. The model is designed to give precedence to the fellow, not the stakeholder groups. In situations where there are not ideal matches, lists are developed based on fellow’s preferences and filled accordingly.

Example:

Fellows				Stakeholder Groups		
Fellow 1	Fellow 2	Fellow 3		Group 1	Group 2	Group 3
G1	G1	G3		F3	F3	F3
G3	G3	G2		F1	F2	F1
G2	G2	G1		F2	F1	F2

If each stakeholder group can only bring one fellow, then the matching results would be:

Fellow 1 → Group 1 – F1 and F2 both selected G1 as 1st, but G1 ranked F1 higher than F2. G1 ranked F3 as highest, but precedence is given to fellows not groups. F3 selected G3 as highest and G3 selected F3 as highest, leaving only F1 and F2 for Group 1.

Fellow 2 → Group 2 – F1 and F2 both selected G2 as 3rd, but F3 and F3 were an ideal match, and F1 was matched with G1, leaving only G2 left.

Fellow 3 → Group 3 – F3 was the only member to select G3 as 1st, and since G3 selected F3 as 1st it created an ideal match.

If the stakeholder groups can bring more than one Fellow, the same process would take place based on fellow’s choices.

ⁱ American College of Physicians (2020). <https://www.acponline.org/about-acp/about-internal-medicine/career-paths/medical-student-career-path/creating-your-residency-rank-list>

ⁱⁱ National Resident Matching Program (2020). <http://www.nrmp.org/matching-algorithm/>