



**STRATEGIC PLAN
2021-2022**

FISHER HOUSE FOUNDATION, INC.

Fisher House Foundation Strategic Plan

This document describes the strategic plan for Fisher House Foundation, Inc. It presents the Foundation's vision, mission, values, and objectives; reviews its strengths, weaknesses, threats, and opportunities; and outlines the goals and action items.

Our Vision:

We believe that it is important to show those who have dedicated their lives through service in our Armed Forces and their families that we recognize and appreciate their significant contributions and sacrifices, and care about them in their time of need. Through our programs, we seek to have a positive impact on the quality of life of those we consider to be *“our greatest national treasure... our military service men and women, and their loved ones.”*

Our Mission:

Fisher House Foundation, Inc. improves the quality of life for military members, veterans, and their loved ones. Focused on keeping families together when loved ones receive care, the Foundation builds homes at or near military and Department of Veterans Affairs medical centers and gifts them to the DoD and VA upon completion. The Foundation encourages public and private support to continue the expansion of the Fisher House network; works to educate and inform military members, veterans, their families, and the general public about Fisher Houses and military life; and supports individual Fisher Houses as needed. Other programs include scholarships, grants for nonprofit organizations with innovative military and veteran Quality of Life projects, Hero Programs, adaptive sports, and filling the gaps for military and veteran families during a crisis.

Our Values:

Fisher House Foundation believes:

- Philanthropy must be undertaken seriously and responsibly, adhering to all laws and principles of fiduciary responsibility.
- Philanthropy contributes to a thriving democracy and is both a privilege and a responsibility.
- Grant-making is a partnership with grantees and the public, conducted in the public trust.
- Thoughtful grantmaking is informed by different perspectives, opinions, and experiences.

In accordance with these beliefs:

- We adhere to the highest ethical, legal, and fiduciary standards in our operations. We recognize and disclose conflicts of interest. We maintain active oversight of all financial matters.
- We regularly assess our mission and practices, including periodic review of priorities, policies, board activity, communications, and the impact of our grant making.
- We seek to continually educate ourselves and engage with different perspectives, opinions, and experiences, and, where appropriate, to share our learning and experience with the military, veterans, their families, the general public, and government officials.
- We value public-private partnerships and the role they have in meeting unmet needs, especially in times of constrained budgets and uncertainty. In the current environment, such partnerships will need to assume greater responsibility.
- We deal respectfully and courteously with our applicants, grantees, and donors, as well as with those seeking information about our programs. We honor the confidentiality of our applicants, grantees, and donors and exercise discretion in our communications and marketing.

Background:

The Fisher House program provides a "home away from home" for families of patients receiving medical care at major military and VA medical centers. The homes provide free, temporary lodging so military and veteran families can be close to their loved ones during a medical crisis.

Recognizing the special sacrifices made by our military, veterans, and their families, Fisher House Foundation helps by meeting a humanitarian need outside the scope offered by the DoD and VA. This is a unique program, a private-public partnership to support America's military heroes and their families in their time of need.

Fisher Houses are located on and near the grounds of military and VA medical centers. Each Fisher House provides the comforts of home – a spacious dining, living, laundry and family room, kitchen, and private bedrooms for families to retreat and rejuvenate after a stressful day at the hospital. While the road to recovery is different for every family, one thing remains the same – Fisher House is there to provide comfort and compassion.

In addition to building new homes, Fisher House Foundation continues to support existing Fisher Houses and help individual military families in need. The Foundation is also proud to administer and sponsor Scholarships for Military Children, Heroes' Legacy Scholarship, the Hero Miles and Hotels for Heroes programs, support recovery through adaptive sports, and co-sponsor the Newman's Own Awards program.

Fisher House Foundation never discloses the names of its donors to any other individuals or organizations without consent and does not solicit contributions by direct mail or telephone.

Fisher House Foundation has earned the highest rating (four stars) from Charity Navigator, an independent nonprofit evaluator. Fisher House Foundation has also received an A+ rating from CharityWatch.

Goals

The goals of Fisher House Foundation, Inc. are:

1. To adhere to the highest standards of management, governance, and stewardship.
2. To educate and inform military and veteran families and the American public about Fisher House programs through media, corporate and government partnerships, social media, and the website.
3. To expand the network of Fisher Houses and serve as a resource to individual Fisher House managers and Friends of Fisher House community groups.
4. To raise funds and resources and better steward current assets.
5. To ensure the Foundation is providing effective assistance to military and veteran families through Quality of Life programs, including Hero Programs and Scholarship.
6. To use the Fisher House platform to highlight the continuing needs of service members, veterans, and their families
7. To inform and advise the DoD, VA, and the individual military services on matters relating to the program and increase congressional and senior military leadership engagement.
8. To continue to build Fisher House Foundation as a quality place to work.