



FISHER HOUSE FOUNDATION



Community Outreach Guide

July 2020



Fisher House Foundation Community Outreach Guide

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Introduction

Like you, dedicated individuals from all-across the country have come together to form their nonprofits explicitly dedicated to supporting the Fisher House mission. Their fundraising contributions during the capital campaign help build the Fisher House and gifts after the house is complete help enhance the “home away from home” experience for families of patients receiving care at a Veteran Affairs (VA) or military medical center.

*At Fisher House, we refer to these dedicated Fisher House community groups as **“Friends of Fisher House” (FOFH)**, and we have found them to be tremendous allies. If you are new to the FOFH community – “Welcome”! Whether you are a forming member helping to establish a new FOFH group for a future Fisher House or a long-time board member of an established FOFH group that’s been supporting your local Fisher House for years, we hope this guide will serve as a valuable reference.*

The Fisher House community includes the Foundation, FOFH community groups, the local Fisher House managers and staff, the supporting staff at military and VA hospitals, and thousands of supporting organizations, donors, and volunteers across the country. That is an extensive network that relies upon a spirit of partnership rather than a direct chain of command. Our goal is to help make you successful as a partner.

This living document is a combination of advice, guidance, contacts, and best practices that Fisher House Foundation has compiled based on the experience of your FOFH community group predecessors and our own.

Just as you are learning now, and will continue to learn more, we at the Fisher House Foundation continue to learn from you. We invite your feedback and lessons learned at any time so we can make this document better for every present and future FOFH community group.

*We are glad to have you join the Fisher House family **“...because a family’s love is good medicine”**.*

Brian G Gawne
Vice President for Community Relations
Fisher House Foundation

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Forming the Board

The initial task of the group is to form a dynamic board that will develop access to the community. An essential requirement for any board member is the right mindset. Fisher House is based on a trusting partnership between the VA/DoD, the Fisher House Foundation, and the FOFH community groups. Look for people with the most profound respect for the military and VA and who genuinely want to work with the local government employees officially entrusted with caring for our service members, veterans, and their families.

The most successful FOFH groups have a good mix of members and experience on their board. We suggest no less than ten and no more than twenty members. Recommended positions for your board include a **Chairman, Vice-Chairman, Secretary, Assistant Secretary, Treasurer, and Assistant Treasurer**. Prospective board members should be willing – and expected – to participate in fundraising.

Who should be on the board:

- Business leaders from major companies in the area
- Local banker
- Lawyer
- Certified Public Accountant
- Veterans Service Organization members (American Legion, VFW, DAV, etc.)
- Chamber of Commerce representative
- Public relations firm representative (local TV/Radio/Newspaper media contacts)
- Information Technology Tech (Website development, online donations, and digital media)
- VA Voluntary Service Officer or the VA Director (in an advisory position only)
- It also doesn't hurt to have a few incredibly generous and well-connected wealthy people!

Seek business leaders that already have an affinity for supporting military and Veterans. For example, Bank of America has regional Military Support Affinity Groups (MSAG), General Electric has GE Veterans Network (GEVN), and PepsiCo has its Valor Group. Find companies in your community that have similar groups and invite their members to join your board.

Law firms, public relations, and accounting firms are often looking for a pro bono cause. They can provide a member to your board and bill you for services for a tax write off. You will not have to pay, they get a tax write off, and you get a great board member. They will be of great assistance in helping you apply for 501(c)(3) nonprofit status.

You can also ask members to join in an advisory or honorary status, such as the mayor, local government officials, and other government officials who cannot serve in a fundraising capacity. VA employees are prohibited from being voting members by law. However, Fisher House Foundation recommends that you include the VA Voluntary Service Officer on your board in an ex officio/non-voting advisory position only.

Once the board is formed, the next step will be to draft the bylaws that will define your mission, rules, and methods your community group will follow to ensure legality and productivity. This action is required if your group chooses to apply for 501(c)(3) nonprofit status. Free assistance for drafting nonprofit bylaws is readily available online (ex. <https://form1023.org/how-to-draft-nonprofit-bylaws-with-examples>), and the Foundation can provide samples from other community groups upon request. You are encouraged to consider setting term limits for your board members in your bylaws as a way of ensuring a regular infusion of new people, energy and ideas.

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In choosing a name for your community group, the Foundation permits you to include the trademarked name “Fisher House” but asks that you use “Friends of...” or some other verbiage that will indicate an association, but not imply ownership of, your local VA/DoD Fisher House. This subtle distinction in naming helps the public to sense the FOFH community group’s partnership role better.

Remember – It’s not just about money, but also visibility!

Who You Should Contact

- Chamber of Commerce – is a great place to start to get membership lists of all local business contacts. Ask them to let you brief the Chamber during one of their lunch or evening events. Community awareness of the future project is critical.
- Rotary Club, Lions, Optimists, Jaycees, Kiwanis, etc. – each is a good source of local business connections. Offer to partner. Partnerships are essential in fundraising, even if they only raise a few thousand dollars a year, it will add up when you include other service organizations.
- American Legion – Fisher House Foundation has a long-standing relationship with the American Legion as well as other service organizations. Offer to brief them at their leadership meetings and challenge each Post to raise a specific dollar amount. Be inclusive of their sub-organizations, such as the Legion Auxiliary, Sons of the Legion, Legion Riders, etc.
- Veterans Service Organizations (e.g., VFW, Purple Heart, DAV, AMVETS, Marine Corps League, etc.).
- Fraternal and Sororal Organizations (e.g., Knights of Columbus, Shriners, Masons, Elks, Moose, Eagles, National Pan-Hellenic Councils, etc.).
- Churches – suggest a special offering day for the Fisher House.
- Businesses in the region.
- Local restaurant association – although you are currently fundraising for the capital project, remember that you are also garnering support for the future house. The future house will benefit from restaurants that offer to bring meals for family members.
- College ROTC units, fraternities, and sororities – most must perform at least one service project a year. Encourage them to do a 10K or some other type of charity event/drive.
- Military Spouse groups – if you are near a base, please engage spouse groups as often as possible. They are a great source of fundraising.
- Symphony, Art Venues, Theaters – ask if you can have a free ad in their program or have a Fisher House show night.

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- High School Groups – although fundraising may be limited (e.g., car washes, bake sales, etc.), it's a good service project for students and also helps establish a future volunteer partnership.
- Veterans Motorcycle Clubs – the veteran motorcycle community can be an incredibly generous group both financially as well as a generator of awareness (e.g., Legion Riders, Patriot Riders, Rolling Thunder, Combat Vets Motorcycle Association, National Association of Buffalo Soldiers Motorcycle Club, Vietnam Vets Motorcycle Club, etc.).
- Antique Car Clubs and Car Shows.

Fundraising at Fisher House

At Fisher House Foundation, we take pride in making fundraising fun and rewarding for individuals and organizations who choose Fisher House as the beneficiary of their efforts. To help you in your capital campaign fundraising efforts, Fisher House Foundation offers new FOFH community groups an initial online fundraising portal that automates acknowledgments, tax substantiation letters, and tribute cards. It is a secure and easy way for you to direct funds to your local Fisher House and help you achieve your fundraising goals until you develop your group's own donation portal. Below are some fundamental expectations for any successful nonprofit:

- Ensure messaging in your marketing materials is consistent with the charitable or exempt purpose statement in your governing documents (e.g., articles of incorporation, bylaws).
- Initiate a plan to register in all states in which you are actively fundraising that require registration (40+ states and the District of Columbia and growing).
- Adopt a gift acceptance policy to help ensure that your organization does not accept any asset that might result in more significant burdens than benefits (e.g., land with hazardous waste issues, carrying or maintenance costs that will drain cash flow).
- Properly account for and manage restricted gifts and endowment funds. Provide proper receipts to your donors, the form of which may depend on the type of solicitation and gift.




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Use of Fisher House Logo

For fundraising activities, we encourage event organizers to use the Fisher House Proud Supporter logo to generate awareness for Fisher House. The standard Fisher House logo should only be used for internal purposes and approved cause marketing campaigns. Please find the Fisher House Proud Supporter Logo Guidelines at Appendix A.



Copies of our logos are available upon request in JPEG and EPS (Suitable for high-resolution publications) file formats. PMS color and CMYK data for the red, yellow, and blue colors used in our logo are listed in the insert below.

Fisher House Corporate Color Palette		
		
PMS 485 0/97/100/0	PMS 1225 0/22/83/0	PMS 287 100/87/20/10

The Foundation endorses community groups developing their distinct logos and can readily assist with design and review. We encourage you to include our trademarked “Heart and Hands” design in your logo but ask that you do not change the shape or proportion when doing so. We ask that you seek Foundation approval of your draft logo before you make it official.

Fundraising Events

As there are numerous ways to host a successful fundraising event, Fisher House Foundation encourages you to find the concept that resonates best with your local community. Some events may not always produce significant revenue; however, they may be tremendous tools for raising awareness.

Historically, galas and golf tournaments have had mixed fundraising success for local Fisher Houses because of the significant expenses/overhead involved.

If you partake in high-overhead events, ensure your board's entire event committee takes a comprehensive look at event expenses. Rather than putting on events yourself, we strongly suggest finding supporting organizations that will host events themselves and make you their beneficiary. Local organizations (e.g., Rotary Clubs, Kiwanis, Elks, etc.) are often experienced, have the resources, and are looking for worthy recipients for their headline events.



All large-scale events (galas, golf tournaments, etc.) seeking to engage national sponsorships should be communicated to Brian Gawne, VP for Community Relations at bgawne@fisherhouse.org or Marshall Banks, Community Liaison at mbanks@fisherhouse.org as early in the planning process as possible for assistance and to ensure deconfliction with any existing relations with the Foundation.

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If your community group chooses to host an event, carefully consider the investment in time and resources required and have realistic expectations of anticipated revenue so as not to experience a financial loss.

Fisher House Foundation does not provide up-front costs for expenses for events hosted by a third-party on our behalf. If someone asks your organization to cover the costs for their fundraiser, you are no longer merely the beneficiary - it becomes your event, and your community group assumes liability. Please be very cautious if using funds for event expenses.

Below is a list of sample events that have benefitted community groups. Please also visit <http://fisherhouse.org/get-involved/how-others-are-giving/> for more ideas.

- Gala and golf tournaments (remember to weigh the cost versus income potential)
- Restaurant wine tasting, special events, special promotions
- Motorcycle events, honor rides, poker runs
- Local musician concerts
- Sporting events (e.g., game night, pass the bucket night, contact local teams for support)
- Local high school sporting events (e.g., students can actively pass buckets at the game)
- Dinner theater night
- Movie theater showing
- Fraternity chapters at local college/university
- Bowling tournaments
- Fashion shows sponsored by local mall stores
- Jeans day (e.g., ask each employee to donate to wear denim)
- Bake-sales



*** Target Memorial Day and Veterans Day as dates for key fundraising initiatives.

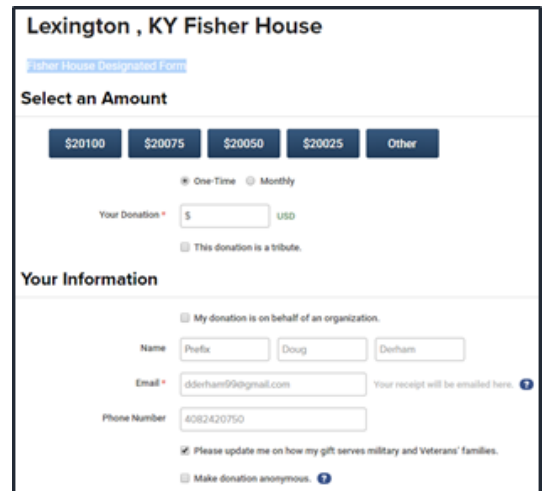
If your community group has a signature event that you would like a representative from Fisher House Foundation to attend, we would like to support you. Please coordinate requests for Foundation staff representation with Brian Gawne at bgawne@fisherhouse.org or Marshall Banks at mbanks@fisherhouse.org.

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Online Giving and Sustainers

Fisher House Foundation has provided an online donation system for your use during the capital campaign to build your house, and we recommend that you post a link to this form on your website. Funds donated through this link will be credited to your group's efforts to fund the house.

Fisher House Foundation created Zach's Club in 2015 to create a community for monthly donors. Monthly donors can be the lifeblood of a charity, and the Foundation highly encourages its supporters to become monthly donors. The online donation form we build for your community group has the capability for donors to set up monthly donations, so your donors can become members of Zach's Club as well.

The image shows a screenshot of the 'Lexington, KY Fisher House' online donation form. At the top, it says 'Fisher House Designated Form'. Below that is a 'Select an Amount' section with buttons for \$20100, \$20075, \$20050, \$20025, and 'Other'. There are radio buttons for 'One-Time' (selected) and 'Monthly'. A 'Your Donation' field shows '\$' and 'USD'. Below that is a checkbox for 'This donation is a tribute.' The 'Your Information' section has a checkbox for 'My donation is on behalf of an organization.' Below that are fields for 'Name' (with sub-fields for Prefix, Doug, and Donham), 'Email' (dderham9@gmail.com), and 'Phone Number' (4082420750). There are also checkboxes for 'Please update me on how my gift serves military and Veterans' families.' and 'Make donation anonymous.'.

Facebook Fundraising

Once you are a registered 501c3, you can sign up to receive donations through Facebook, meeting many donors where they are. This will also allow you to add a Donate button to your page and Facebook posts as well as let people create their own Facebook fundraisers for you. Donations are made in a lump sum twice a month. Your Facebook page must be a charity/nonprofit organization.

You'll need 3 things to complete an application to receive donations on Facebook.

<https://www.facebook.com/donate/signup>

1. A PDF copy of a bank statement from the last 3 months (you will need to upload this as part of the application). Submitting a statement that is older than 3 months will cause a delay in your application being approved.
2. The name and date of birth of your organization's CEO or Executive Director.
3. Your organization's tax ID number (EIN or VAT number), which verifies your charitable tax exemption status.

The one downside to Facebook fundraising is that you will not receive contact information from most donors unless they expressly ask to be contacted by the organization.

Once you are setup to receive donations, make sure to go into your settings and allow people to fundraise for you.

Recognition and Donor Privacy

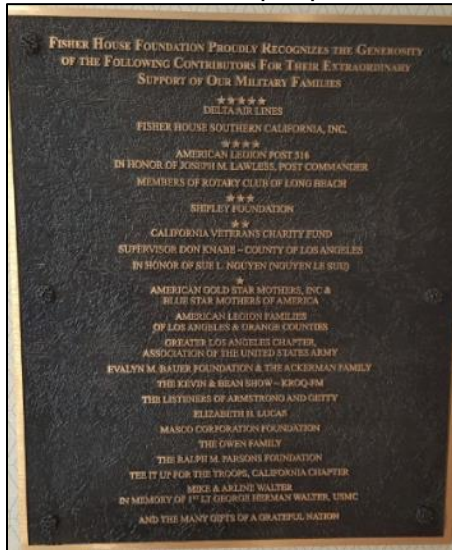
Elizabeth's Circle was created alongside Zach's Club in 2015 to recognize donors of \$25,000 or more. These donors are listed in the annual report unless the gift is made anonymously. Consent to list the donors is provided through the gift acknowledgment letter which all donors receive. Your donors can be a part of this circle with their designated gifts to your local house through Fisher House Foundation. Fisher House Foundation is committed to protecting its donors' privacy and will never sell, trade, or share contact information.

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Permanent Donor Recognition

Permanent recognition for donors is provided in the form of a plaque acknowledgement in the house. We usually have one plaque with brass plates that acknowledge large donations from groups or individuals that contributed funds towards construction. We do not offer 'naming' rights to a house, as each house is already named, by law, as a Zachary and Elizabeth Fisher House and is never acknowledged otherwise (e.g., the GEICO Insurance Company Fisher House).

Construction donor plaque levels of recognition:



- 1 star - \$100,000
- 2 star - \$200,000
- 3 star - \$300,000
- 4 star - \$500,000
- 5 star - \$1M and up

Under no condition should a group attempt to sell "naming rights" for rooms to sponsors. Fisher Houses become property of the VA or DoD and neither Fisher House Foundation nor local community groups have the right to conditionally name operating government buildings based on donations.

Planned Giving

Even with little to no advertising, Fisher House Foundation receives multiple bequests each year. Estate giving can be confusing both for the donor and the charity during implementation and during the execution of an estate. You may direct anyone wishing to make a bequest to your local Fisher House to the Foundation, and we will provide the necessary support to make sure the donor's legacy is provided for with a gift to your local house. For help with estate giving, please contact our Director of Donations, Andrew Kayton, at akayton@fisherhouse.org.

Fisher House Golf Classic

The Fisher House Golf Classic is the Foundation's one major fundraising event. It is held annually in May at Lansdowne Resort in Leesburg, Virginia. Community groups are invited to sponsor the event and join us for a day of golf. The Fisher House Golf Classic is a great networking

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opportunity for you to meet corporate sponsors who might have local branches near your local Fisher House.

Golf Tournaments

If someone is hosting a golf tournament for you, we can offer a complimentary Fisher House logoed golf kit consisting of:

- 3 dozen golf balls
- 1 dozen hats
- 1 dozen ball markers
- 1 Proud Supporter banner

(***Limit 10 golf kits per community group per year)

We also offer a set of golf flags with the Fisher House logo for the event. For more information about support for golf tournaments, or to request a golf kit, email Brian Gawne at bgawne@fisherhouse.org or Marshall Banks at mbanks@fisherhouse.org.

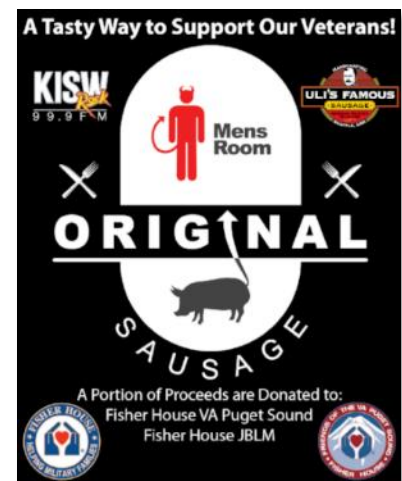


Peer-to-Peer Fundraising

Fisher House Foundation offers fundraising, sponsorship, and volunteer opportunities for individuals through the Peer-to-Peer program. Organizations or individuals who would like to participate in an existing athletic event, such as a 5K in their community, can raise money through the event for Fisher House. For more information contact Brian Gawne at bgawne@fisherhouse.org or Marshall Banks at mbanks@fisherhouse.org.

Cause Marketing

Cause marketing is a strategic partnership that pairs a company or brand with a charity for mutual benefit. While it can result in substantial benefits for both parties, it has become highly regulated: at least half of the states have commercial co-venture laws within their charitable solicitation statutes. While definitions vary from state to state, a Commercial Co-Venture (CCV) is generally described as an entity regularly and primarily engaged in commerce other than in connection with raising funds for charities that are conducting a charitable sales promotion. Failure to comply with state regulations can have adverse legal consequences. More information may be found at <https://www.councilofnonprofits.org/tools-resources/commercial-co-ventures-and-cause-related-marketing>. Cause marketing falls under three categories:



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- 1) Charitable sales promotion cause marketing typically represents a scenario in which the purchase or use of goods or services offered by the CCV will benefit a charitable organization or purpose, usually stated as a dollar amount or percentage of the purchase price of a product or service that will benefit the charity.
- 2) Point-of-sale (POS)/donation at checkout cause marketing is defined by a consumer being asked to donate to a cause at the point of sale. Because these transactions often happen at a checkout register, they are also sometimes called *register programs*. “Round-up” programs, in which consumers are asked to round-up their purchase to the nearest dollar, are also included in this category.
- 3) “Free-action” promotion cause marketing is when the consumer is asked to take a “free action,” such as participating in a survey or “liking” a Facebook post, and the business engaging in the promotion donates a designated dollar amount for each action taken. “Free-action” promotions are popular in social media settings.

Best practices for transparent cause marketing include:

- Clearly describing all aspects of the promotion to consumers;
- Ensuring clear description in all forms of advertising (e.g., print, digital, social media);
- Allowing consumers to easily determine donation amount; and
- Informing the public of the amount raised.

Engaging in a cause marketing effort with Fisher House Foundation requires the following steps:

- 1) The business submits a proposal outlining the details of its campaign.
- 2) After all items are clarified, reviewed, and approved, a contract is created; both parties then sign the contract.
- 3) All advertising/promotional language and logo use are reviewed and approved by Fisher House Foundation.
- 4) Signed contracts are filed with the states that request them yearly.

If you are asked to engage in a cause marketing program, please contact Stacy Thomas, Director of Corporation and Foundation Relations, at stthomas@fisherhouse.org. We are happy to assist local groups with efforts that are intended to benefit them by reviewing the proposed campaign.

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Telemarketing and Direct Mail

Fisher House Foundation **does not** engage in traditional telemarketing or direct mail fundraising initiatives. We ask that you refrain from these types of fundraising activities.

Fisher House Foundation does, however, send out its in-house publication, *The Patriot*, two times per year to donors; we also send a holiday card in November. We encourage you and your constituents to sign up to receive *The Patriot* magazine and/or the Foundation's monthly online newsletter, *The E-Patriot*, at www.fisherhouse.org/.



Garden/Brick Campaigns

For those in the capital campaign phase, Fisher House Foundation **does not** sanction garden or brick campaigns prior to house dedication. Any garden or brick campaigns after dedication must be approved by the respective VA/military Fisher House Program Manager and local VA healthcare system director or military base commander. As a rule, the VA and Military Fisher House Program Managers consult with Fisher House Foundation before approving such campaigns.

Text Messaging Campaigns

Text messaging campaigns require a well-thought-out strategy that includes a strong call to action. Experience has shown this is one of the most difficult means of capturing donations outside of publicized tragedies and natural disasters. If a text messaging campaign is something you would like to explore, please contact Andrew Kayton, Director of Donations, at akayton@fisherhouse.org for recommendations.



Gifts-in-Kind Donations

Fisher House Foundation **does not normally** accept in-kind donations of construction materials or labor when building. We have found that it is very important to keep a customer – contractor relationship in order to meet critical deadlines and ensure that the house is built of the highest quality. Please refer any construction in-kind donation offers to Brian Gawne at bgawne@fisherhouse.org or Marshall Banks at mbanks@fisherhouse.org.

Please politely decline donations of interior furnishings (e.g., artwork, quilts, photos, plaques) for a new house. The Foundation's award-winning interior designer has a complete plan uniquely developed for the interior of each Fisher House. Offers of such gifts should be redirected to the Fisher House manager. Once the house is complete, we encourage Fisher House managers to decline decorative/display items and maintain the original interior. This was important to Zachary Fisher and remains important to Fisher House Foundation today.

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Respectful Fundraising

Please engage with organizations or businesses that are family-friendly (e.g., NO calendar girl projects, profanity, questionable activity, etc.). Please do not engage with politicians when they are in the campaign process. We cannot link our organization to any political campaign. Please notify Fisher House Foundation when approached by political staff or organizations.

Above all, please ensure that all activities are respectful of service members, veterans, and their families.



National Organizations

Prior to engaging with a national organization (beyond the local/state level), please contact Brian Gawne at bgawne@fisherhouse.org or Marshall Banks at mbanks@fisherhouse.org to ensure synergy and determine any impact on pre-existing relationships.

Media

Engage early with the local newspapers and radio and television stations. We are happy to send media kits for you, which include up-to-date fact sheets and information. Additionally, if you need help writing a media advisory or a news release, we can assist with that, too. Just call 888-294-8560 and ask for anyone in the communications department, or email David Nye at dnye@fisherhouse.org.



When using a fact sheet, please make sure the one you use is current. We continuously update the Fisher House Foundation fact sheet as we add new houses, and in January, when we update our annual statistics. Please keep in mind that any numbers or facts you print may not be accurate several months later. You can find our most current fact sheet at https://fisherhouse.org/site/assets/files/2887/fh_facts_19_02_20_color.pdf, and on the FHF community group website at www.fisherhouse.org/programs/houses/communitygroups/.



The Foundation has put together a useful [Media and Interview Tips for Fisher House Community Groups](http://fisherhouse.org/programs/houses/communitygroups/), which you can access on the Community Group Webpage at: <http://fisherhouse.org/programs/houses/communitygroups/>.

We have experience hosting radiothons with several radio stations across the country to raise funds and awareness, including a very successful relationship with Washington DC's WMAL radio station for over a decade. We are happy to share our tips based on our most successful events. David Nye, Senior Communication Specialist, can assist you in reaching

out to radio stations and get families and Fisher House Foundation staff for interviews. He can be reached at dnye@fisherhouse.org.

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Remember that news media prefer a human-interest story versus a general news announcement. Work with your local VA or DoD public affairs officers for stories centered around a person such as a veteran that could not bring his family to the hospital with him because he has no resources to pay for a hotel, or a wounded warrior undergoing treatment that would prefer to stay in a Fisher House. The Foundation's communications office can help locate families that have stayed at a Fisher House who would be willing to do media interviews for you. Along those same lines, the communications office can help with photos and videos that you can use. **Please notify the VA or DoD base public affairs officers for permission before bringing media on the military base or VA campus to film or interview patients and their families.**

Always have a current Fisher House fact sheet. We can't stress this enough, as our local fundraisers are often misquoted with outdated information. Bring a fact sheet and hand it to the reporter. Reporters likely will not check your local community website or the Foundation's, so be prepared to offer correct information on the spot to ensure accuracy in their story. (This is an excellent time to remind you to keep your local website up to date so there are not conflicting statistics with the Foundation's website). The Foundation notifies community groups when we open a new house, which is the perfect time to update your website.

During your capital campaign, please refrain from telling the local community or media that fundraising is complete or that you have reached your goal unless you have covered the entire cost of the house. Most FOFH groups set a goal of raising 50% of the construction costs – which is terrific, but it is still only half the amount required. If you can exceed your goal, we encourage you to do so. Raising your goal once you have hit your original number is a signal of success to the community. There are likely still people in your community that want to help. Rather than telling the media that you have reached your goal, we prefer you say, "Our community group has reached our fundraising goal, but you can still contribute to the construction of this house by donating directly to Fisher House Foundation."

When talking with the media, please let them know they can also speak to someone from Fisher House Foundation for a national viewpoint, as well. There is always someone here that can do that. You can call the communications office, Brian Gawne or Marshall Banks to set that up. We would greatly appreciate notification if you do media interviews, particularly if it's national media. We can also help to track your media coverage if you'd like us to do so.

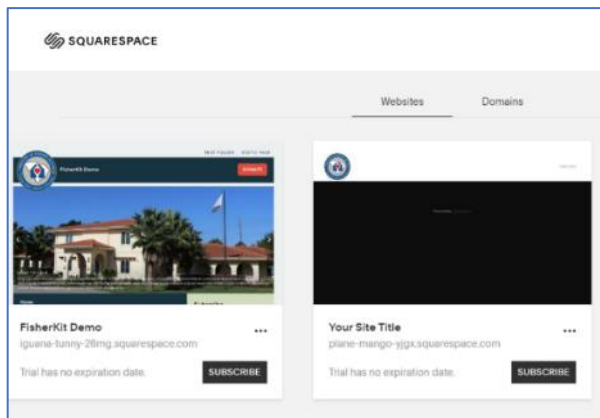


For several years, our radio consultants have helped the Foundation produce radio programs for Memorial Day and the holiday season for both talk radio and country music formats. These taped programs are 1-3 hours long and offered to radio stations for free. Over 200 stations air the programs every time they are offered. Feel free to contact the Foundation near Veterans Day to find out what stations in your area will be playing the programs so you can inform your supporters. We also have radio Public Service Announcements (PSAs) we can share with you for both talk and country stations. To get access to the FH latest radio programs, please contact Michelle Baldanza at mbaldanza@fisherhouse.org.

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Websites

We encourage local organizations to create and maintain their website, and if you have the time, social media pages, too. Please note that your website represents not only you but also Fisher House Foundation, as well as all the other community groups supporting their local Fisher Houses. Please be prudent with what you post. Feel free to use the Foundation's website as a design structure model.



To help community groups launch and maintain a website that they can manage themselves, Fisher House Foundation and its design team have created templates for use on the Squarespace website platform. These templates provide an attractive standard layout and appearance for pages you can create on Squarespace. Fisher House Foundation does not mandate that groups use Squarespace. This approach is intended to provide an alternative to finding a web designer to build a custom site for you and help increase your worldwide web presence. However, your staff should expect to invest some time learning to use the Squarespace platform itself along with a few

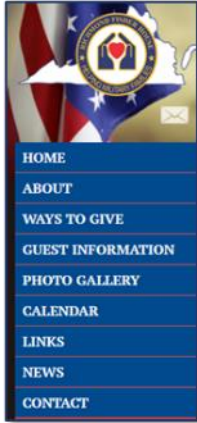
details about using our templates on that platform. If you would like to experience using Squarespace with our templates before making your final decisions about your own website, you are welcome to use our test account as a sandbox. If you decide to go with Squarespace as your platform, your community group will need to purchase an account with them, and the Foundation can provide access to the working Fisher House templates. Please contact Lisa Kelley at lkelly@fisherhouse.org for more information.

If you are seeking a contractor to build your web site for you, let them know they can bill you for the full-service charge, but then only actually charge a partial percentage and use the rest as a tax deduction. We do this as well for our magazine support. Many contractors are seeking to support a nonprofit to receive credit for a tax-deductible contribution.

A surprisingly large percentage of your followers are likely to use cell phones or tablets to view your website. We strongly recommend you direct your website architect to use Responsive Web Design (RWD) in building your website. By doing so, it will ensure easy reading and navigation (resizing, panning scrolling, etc.) regardless of the type of device a viewer is using (e.g., desktop, laptop, mobile device or tablet).

If you want a separate donation page, Fisher House Foundation can build an online donation page that will direct funds into a restricted account for your house and provide you a link to the page so you can incorporate it on your website. Please contact Brian Gawne at bgawne@fisherhouse.org and he will connect you to the right person for assistance building your donation link.

Fisher House Foundation Community Outreach Guide



Be warned that promoting sales of any kind (“endorsement”) on your website jeopardizes your 501(c)(3) nonprofit status and is discouraged. Such endorsements open the door to Unrelated Business Income Tax (UBIT) and other legal scrutiny that can easily outweigh any benefit of the promotion. Website content recommendations include a list of your board members, financials (IRS Form 990 and copies of annual audit), 501(c)(3) accreditation, donation link, news and events, personal stories, points of contact, pictures, and links to the medical center’s webpage.

We emphasize -Photos, photos, photos! The best websites are photo and icon-driven; the less text the better. Again, don’t hesitate to contact our communications office for photos you can use. You can find a tutorial on taking good photos on the Community Group Webpage at

<http://fisherhouse.org/programs/houses/communitygroups/>. We are happy to provide editorial assistance upon request, and ask that you please contact Lisa Kelley at LKelley@fisherhouse.org and coordinate a review prior to your site going live for the first time.

Once your local VA/DoD Fisher House opens, update your website so donors understand that their money will now serve to provide support for families staying at the house rather than construction. Well-intentioned donors may not realize that your community group does not own and operate the Fisher House or that the FH manager is not an employee of the community group. You can help those donors by explaining your mission clearly, as well as your partnership with the VA/DoD, on your website.



Social Media

If you have the time and resources to set up a Facebook, Instagram, and Twitter site, we encourage you to do so. Be sure to “like” or “follow” the main Fisher House Foundation sites as they will give you information you can retweet and share. We, in turn, will like your pages so we can do the same. See Appendix D.

The most important thing to remember about both websites and social media pages is that you must constantly keep them updated. Social media is a hungry beast, so if you don’t have someone who can post timely information for your group, consider instead sending the Foundation your information and, if appropriate, we can post on our social media sites. If you cannot commit to consistently updating any of the above, it is better to not engage in them. With everything, keep in mind: Quality > Quantity. Make sure you have engaging content when posting items on your website or social media. Don’t feel like you must post something just for the sake of it.

When setting up and maintaining your social media presence, make it clear to the public that you are the group supporting the existing or building of the Fisher House and that you are not representative of the house itself. Many government entities have strict social media policies and we want to make sure that no one from the Fisher House gets into trouble.

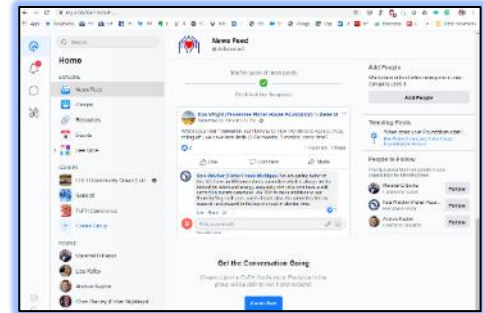
When posting on social media, also make sure that you are adhering to who your group is. If your 501(c)(3) is nonpolitical or nonreligious like Fisher House Foundation, do not post anything in that realm. Our policy at Fisher House Foundation is always to take the high road with posting despite whatever else is going on around us.

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In an effort to enhance greater collaboration, Fisher House Foundation established a community group page on Workplace from Facebook

<https://my.workplace.com/groups/2639315162792848/>.

The purpose of the site is to serve as a platform or “virtual soapbox” for community groups to share ideas, information and best practices. Contact Marshall Banks at mbanks@fisherhouse.org for more information.



Take some time to view the Foundation website and social media sites, as there is a lot of information there that could be very helpful to you. We also have a full array of videos that you can use available on our YouTube page <https://www.youtube.com/c/fisherhousefoundation>.

Use of Photos

You may share interior and exterior photos of all our Fisher Houses to businesses and groups, however, we ask you to be mindful when including pictures of people. Fisher House Foundation is respectful of the privacy of Fisher House families, and the VA and DoD regulations regarding photos of patients and family members at government facilities. You cannot share any images of wounded warriors, veterans, families, or any photo on our website that contains a person without express written consent. If you receive requests for photos for ads and promotions, please do not send any Fisher House family photos as the subjects may not have permitted for their photos to be used in that manner. Doing so poses a potential lawsuit/liability situation. If someone wants photos of military families, politely direct them to purchase such through stock photo sites or contact our communications staff for guidance.



You are welcome to use any photos from our website if needed, but again, only for your website, not for promotional advertising, or outside agencies. You can download additional photos from our Flickr page at www.flickr.com/photos/fisherhousefoundation/sets. If you have specific questions about photos, please contact David Nye at dnye@fisherhouse.org.

If you are holding an event at your local Fisher House, you may take as many photos as you like, but you must obtain a release form from the subject individuals before using the images on your website or social media. See Appendix B of this document for the Foundation’s *Consent for Use of Photography, Picture, Video and/or Voice Release Form*, which you can tweak for your purposes.

If you are at a military base, you must have permission from the base Public Affairs Officer (PAO) before you take any photos, especially of active duty members in uniform. This is usually strictly prohibited and enforced. Depending on the threat level, VA campus security may also be sensitive to camera usage. It is recommended that you coordinate with your local Fisher House manager so they can notify the local authorities ahead of time.

Fisher House Foundation Community Outreach Guide

If in doubt, please contact the facility's communications office and ask. We caution you about this to keep you out of trouble, not to be proprietary or difficult.

Promotional Materials

The Community Group page on our website has a wide variety of information available for you to download, including Fisher House fact sheets, a generic Fisher House PowerPoint presentation, and promotional materials that include, videos, PSAs, and an electronic copy of our current brochure at

<https://www.fisherhouse.org/programs/houses/communitygroups/>.



We have a bi-annual magazine, *The Patriot*, which you are welcome to use; however, please be prudent in distribution. An online version can be found on our website.

<https://www.fisherhouse.org/news-media/fisher-house-magazine-the-patriot/>.

Public Service Announcements (TV/Radio)



Fisher House Foundation produces a new public service educational video about every two years. We highly encourage you to use our promotional video versus producing your own. We also provide b-roll to be used by local media as well as a 30 second and 15 second video PSA. We also have radio PSAs that we are happy to share with you.

Our video library is available on our website and **YouTube** page for your use. If you would like to download a particular video or audio file, contact the Foundation communications staff.

If you decide to produce a video or public service announcement, we ask that you let us review the copy/script prior. Our reputation is based on you and vice versa, and facts and statistics must be up to date and accurate. It is a great source of pride that the Foundation's mission be reflected in the highest quality print, video, and audio material and updated with the most current facts and information.

This document and other useful media information is available on the FHF community webpage at: <http://fisherhouse.org/programs/houses/communitygroups/>.

When doing interviews:

- Know the audience: Target your remarks to the interests and concerns of that particular audience.
- Your Voice is Your Tool: Keep your voice interesting through variety, tone and inflection.
- Be Enthusiastic: Be positive, enthusiastic and passionate to show your conviction.
- Use the Reporter's Name
- Have Facts Ready: Bring a fact sheet with you, or something you can share with the reporter to ensure accurate reporting.



Fisher House Foundation Community Outreach Guide

- Keep your local VA/DoD PAO informed of media opportunities and ask permission when necessary.
- Have talking points ready.
- Say thank you!

Overall tips:

- Make sure your website is updated.
- For web and social media: Quality > Quantity
- Take photos.
- If you ever have any questions or concerns, please contact Fisher House Foundation – we are here to help!

Fisher House Foundation Communications Team:

- Michelle Baldanza, Vice President of Communications mbaldanza@fisherhouse.org
- David Nye, Senior Communications Specialist dnye@fisherhouse.org
- Lisa Kelley, Director of Digital Media lkelly@fisherhouse.org

Annual 990 Tax Form

The IRS states that under IRC 6104, nonprofit organizations must make their three most recent annual returns publicly available. Congress's reasoning behind this law was to allow the general public access to the returns of organizations and trusts that accept donations from the public.

The disclosure law includes IRS Forms 990, 990-EZ, 1023 (Application for exemption), and the organization's Letter of Determination.

Please post your 990 forms and your nonprofit Letter of Determination on your web site. Although not required by law, it is a practice that is highly encouraged by the Foundation and the charity watchdog organizations.



Once filed, please provide one copy of your most recent annual tax form to Fisher House Foundation, Attn: Marshall Banks, Community Liaison.

Reports

By 31 March of each year, the Foundation will ask your group to provide a report with the following info:

- Balance of account (the amount of your current cash on hand you intend to transfer to Fisher House Foundation for construction).
- Current calendar of events.
- Synopsis of group's activities during the past year.

A blank copy of report is available in Appendix C.

Fisher House Foundation Community Outreach Guide

What's next when the Capital Campaign is over?

After the capital campaign is over, we encourage you to consider the future mission of your organization carefully - whether that includes ongoing support to your Fisher House and the Fisher House manager, or support to Fisher House Foundation as we move on to bless new communities.

You have been raising funds for the construction of your Fisher House and we want you to be true to the wishes of your donors, but we also understand that there will be some needs that arise post-construction. We are supportive of community groups holding on to a small reserve to take care of those emerging requirements after the house has been dedicated.



Previous community groups have found that raising funds over of what is required to support the needs of the guests is relatively easy to do. The Foundation is not a proponent of attaining or keeping large surpluses or cash reserves.

Keep in mind the intent of your donor and remember that if you are staying in operation post-construction, your primary mission shifts to supporting the FH manager in their effort to take care of the guest families. Recommended community group assistance to Fisher Houses includes:

- Organizing volunteers.
- Organizing volunteer projects such as perhaps adding a playground, updating the garden, or purchasing small items for families.
- Purchasing food items to stock the kitchen.
- Purchasing 'extra' and 'nice to have' items for the families, such as toiletry kits and other emergency items.
- Replacing small items such as toasters, pots and pans, hairdryers, etc. (We suggest you maintain a "FH manager's wish list," much like a bridal registry. The FH manager may ask for items like toys, books, and other small purchase items.).
- Providing gift cards to local restaurants or stores.
- Providing taxi, Lyft or Uber vouchers for families.
- Meeting other basic needs.

Replacing major items or costly repairs is primarily the responsibility of the government, and the Foundation will work to take care of any emergency funding requirements the government cannot meet. Before pursuing major projects, strive to meet the house's most basic needs.

Because Fisher Houses are built on VA or DoD property, any landscaping or minor/major construction projects after the government accepts custody of the Fisher House require VA/DoD prior approval. Projects such as playgrounds, swing sets, BBQ patios, sheds, gazebos, etc. must first be coordinated and socialized with the appropriate medical center officials (e.g., Director, Chief of Facilities, Chief Engineer, Base Commander, etc.) before raising funds for such projects.

If you continue to get strong support from the community, we certainly encourage you to think about making a grant to Fisher House Foundation and 'pay it forward'; just as other communities helped you to build your Fisher House. The Foundation also administers several scholarship programs for military children, spouses, and the children of the fallen/severely disabled that can be

Fisher House Foundation Community Outreach Guide

sponsored by your group and tailored to your local community. Contact Brian Gawne for more information regarding sponsored scholarships.

Annual Friends of Fisher House Community Group Conference

The Foundation hosts an annual conference for Friends of Fisher House Community groups to provide program updates, guest speakers, and presentations on subjects and material beneficial to our community partners. Historically, the Foundation has offered to cover economy air fare and lodging for two members from each FOFH community group to attend. Community groups supporting more than one VA/DoD medical facility may be offered the opportunity for an additional attendee. We ask each FOFH group to carefully consider who they would like to send and notify their members early enough so that they have enough lead time to build this event into their personal calendars.

Fisher House Foundation Community Outreach Guide

Final Thoughts

Every day, Friends of Fisher House community groups across America do amazing things for families who are experiencing difficult life challenges. Fisher House Foundation's outstanding reputation is due in great part to people just like you, and we gladly entrust you with our name and that reputation.

We appreciate your selfless efforts and look forward to partnering with you to help service members, veterans, and their families receiving care in your community.

Friends of Fisher House Community Groups Across the Nation





FISHER HOUSE FOUNDATION “PROUD SUPPORTER” LOGO USE GUIDELINES FOR CAUSE MARKETING EFFORTS

Thank you for choosing Fisher House Foundation, we sincerely appreciate your support. The “proud supporter” logo is available for Sponsor (company) use when Fisher House Foundation authorizes use for promotional advertising. Please review the following guidelines before downloading the logo.

Approval:

- Please email public materials that mention Fisher House Foundation by name and/or include the Fisher House Foundation logo to Stacy Thomas, Director of Corporate and Foundation Relations, at stthomas@fisherhouse.org for review/approval prior to use.
- Neither the logo nor the Fisher House Foundation name may be used in any other company name, product name, service name, domain name, website name, publication title or the like without prior approval by Fisher House Foundation.
- Permission to use the “proud supporter” Fisher House logo does not authorize the use of other Fisher House Foundation logos.
- If Fisher House Foundation media materials (e.g., photos, videos, graphics) are needed, please contact stthomas@fisherhouse.org.

Staging:

- Please stage the logo properly with minimum clearance between the logo and other elements. Contact stthomas@fisherhouse.org if you choose to combine the logo with other logos, slogans, numbers, design features or symbols.
- The logo must be used as provided by Fisher House Foundation with no changes or alterations, including but not limited to changes in color, proportion, animation, or otherwise distorted in perspective or appearance. Proposed changes must be approved in advance by emailing stthomas@fisherhouse.org.
- Display Sponsor logo in the primary position unless otherwise agreed to by Fisher House Foundation.
- Cobranded letterhead must be approved. Sole use of the Fisher House logo on letterhead is not permitted.
- For your convenience - PMS colors are Red: 485, Blue: 287, Yellow: 721

Restrictions:

- Please do not imply that Fisher House Foundation endorses any business, private entity, political group, advocacy organization, product, service or other association.
- The logo may not be used in any manner that might disparage Fisher House Foundation, its programs or the Fisher Houses.

Fisher House Foundation reserves the right to terminate or modify permission to display the logo, and may request that Sponsors modify or delete any use of the logo that, in Fisher House Foundation’s sole judgment, does not comply with these guidelines, or might otherwise impair Fisher House Foundation’s rights as to the logo.

FISHER HOUSE FOUNDATION, INC.

*"Dedicated to our greatest national treasure ...
Our military service men and women and their loved ones"*

CONSENT FOR USE OF PHOTOGRAPHY, PICTURE, VIDEO AND/OR VOICE

Consent of
(NAME): _____

I hereby voluntarily and without compensation grant to Fisher House Foundation the irrevocable and unrestricted right to use and publish my photography, photographs, video footage and/or voice recordings of me, or in which I may be included, for print publications, electronic reproductions, social media and/or promotional materials – or any other purpose and in any manner or medium relating to the promotion of Fisher House. In addition, I grant my permission to alter the same without restriction; and to copyright the same if required. I hereby release Fisher House, the photographer, the videographer, and the advertising agency from all claims and liability relating to said pictures, video and/or voice recordings. I understand that my consent or refusal to consent to this agreement will have no effect on my eligibility for Fisher House programs now or in the future.

Printed Name: _____

Date: _____

Signature: _____

Phone: _____

Address: _____

City: _____

State: _____

Zip: _____

E-mail: _____

Signature of Fisher House Representative: _____

Description of person in photo (hair color, clothes, etc.):



FISHER HOUSE FOUNDATION, Inc.
FOFH COMMUNITY GROUP ANNUAL REPORT OF OPERATIONS

Section I. Administrative		
Official 501(c)3 Organization Name as filed with IRS:		
Doing Business As (DBA) Name (if any):		
Official Address:		
Fisher House(s) Supported:		
Section II. Board Composition		
Current number of board members:	Date of last board meeting (mm/dd/yyyy):	Number of board meetings in 2019:
Does your community group have any paid staff (Do not include contractors)? Yes <input type="checkbox"/> No <input type="checkbox"/>		
If so, please enter their information below:		
Name:	Title:	Email:
Section III. Financial Support		
Amount of support provided to local Fisher House(s) during your last fiscal year (by house):		
<i>Name of Supported House</i>		<i>Amount</i>
1.		\$
2.		\$
3.		\$
Does your community group provide additional hotel support to your local FH beyond FHF's Hotels for Heroes program? If so, please describe how you support.		
Do you anticipate making a gift to FHF in 2020? Yes <input type="checkbox"/> No <input type="checkbox"/>		If so, what is the projected amount? \$
Section IV. Miscellaneous		
Are you registered with any workplace giving campaigns (e.g. CFC, United Way, etc.)? Yes <input type="checkbox"/> No <input type="checkbox"/>	If so, please indicate which campaigns:	
Have you updated your GuideStar Nonprofit Profile within the past year? Yes <input type="checkbox"/> No <input type="checkbox"/>	What is your current GuideStar Seal of Transparency level? (Bronze - Silver - Gold - Platinum)	



FISHER HOUSE FOUNDATION, Inc.
FOFH COMMUNITY GROUP ANNUAL REPORT OF OPERATIONS

Section V. Certification			
<p>I certify that _____ maintains an active nonprofit board of trustees that: <i>(Community Group's Name)</i></p> <p style="text-align: center;"><i>(check boxes as applicable)</i></p>			
<input type="checkbox"/>	meets regularly		
<input type="checkbox"/>	maintains corporate minutes of all board meetings		
<input type="checkbox"/>	has an approved budget, prepares financial statements, and complies with Generally Accepted Accounting Principles (GAAP) as applicable		
<input type="checkbox"/>	complies with federal, state, and local nonprofit registration & reporting laws/regulations		
<input type="checkbox"/>	annually reviews a written policy and completes a questionnaire about conflicts of interest		
<input type="checkbox"/>	provides every member a copy of the non-profit's IRS Form 990 (or Form 990-EZ or 990-N) before it is filed		
<input type="checkbox"/>	discloses to the public the nonprofit's three most recently filed IRS annual returns and IRS determination letter		
<input type="checkbox"/>	possesses a written gift acceptance policy to govern the receipt of "non-cash" gifts, such as gifts-in-kind, and unusual gifts (land, vehicles, artwork etc.)		
<table style="width: 100%; border: none;"><tr><td style="width: 60%; border-bottom: 1px solid black; vertical-align: bottom;"><i>Signed</i></td><td style="width: 40%; border-bottom: 1px solid black; vertical-align: bottom;"><i>Date (mm/dd/yyyy)</i></td></tr></table>		<i>Signed</i>	<i>Date (mm/dd/yyyy)</i>
<i>Signed</i>	<i>Date (mm/dd/yyyy)</i>		
<table style="width: 100%; border: none;"><tr><td style="width: 50%; border-bottom: 1px solid black; vertical-align: bottom;"><i>Printed Name</i></td><td style="width: 50%; border-bottom: 1px solid black; vertical-align: bottom;"><i>Position</i></td></tr></table>		<i>Printed Name</i>	<i>Position</i>
<i>Printed Name</i>	<i>Position</i>		

Attachments:

- ☐ Copy of most recent 990
- ☐ List of your group's current board and officers
- ☐ Short narrative of your group's activities during the past year
- ☐ Copy of your group's 2020 Calendar of Events