

APPENDICES

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Appendix I.1

Quilts of Valor Foundation 501(c)(3) Documents

(Documents available on the Members Only pager.)

Appendix I.2

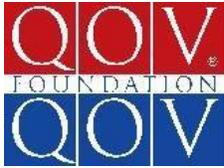
Quilts of Valor Foundation Bylaws

(Document available upon request from Executive Director.)

Appendix I.3

Quilts of Valor Foundation US Trademarks

(Documents available upon request from Executive Director.)



Quilts of Valor Foundation® Policies & Procedures, Appendices

Appendix A. History of the Quilts of Valor Foundation

Catherine Roberts' Dream

Quilts of Valor Foundation began in 2003 with a dream, literally a dream. Founder Catherine Roberts' son Nat was deployed in Iraq. According to Catherine:

The dream was as vivid as real life. I saw a young man sitting on the side of his bed in the middle of the night, hunched over. The permeating feeling was one of utter despair. I could see his war demons clustered around, dragging him down into an emotional gutter. Then, as if viewing a movie, I saw him in the next scene wrapped in a quilt. His whole demeanor changed from one of despair to one of hope and wellbeing. The quilt had made this dramatic change. The message of my dream was:

*Quilts =
Healing*

The model appeared simple: have a volunteer team who would donate their time and materials to make a quilt. One person would piece the top and the other would quilt it. I saw the name for this special quilt. It was a Quilt of Valor, a QOV.

What Quilts of Valor Are

From the beginning, Catherine Roberts had definite ideas about standards of excellence for Quilts of Valor:

A Quilt of Valor had to be quilted, not tied, which meant hand or machine quilting. Quilts of Valor would be “awarded,” not just passed out like magazines or videos. A Quilt of Valor would say unequivocally, “Thank you for your service, sacrifice, and valor” in serving our nation in combat.

The First Quilt of Valor

The first QOV was awarded in November 2003 at Walter Reed Army Medical Center (WRAMC) to a young soldier from Minnesota who had lost his leg in Iraq. Catherine recalls:

Chaplain John Kallerson opened the door for us at Walter Reed primarily because his wife Connie Kallerson happened to be a quilter. She impressed upon him how

comforting quilts can be. John also saw the value of awarding quilts to his wounded because of the message they carried that someone cares.

How the Foundation Grew

From Catherine Robert's home in Seaford, DE, the Quilts of Valor movement spread across the nation and beyond through the power of word-of-mouth and the Internet. According to Catherine:

The team consisted of a quilt-topper, a person who pieces the top from various fabrics, and a quilter who uses a "longarm" quilting machine to create beautiful machine quilting. Our longarmers immediately played a crucial role in making our quilt tops go from hohum to "wow." Two people who helped bring needed exposure at the start of our program to the longarming world were Janet-Lee Santeusanio and Marcia Stevens. I am deeply grateful to them for the faith they showed in a newly formed group.

Other key players on our team who helped our growing community get things done, in addition to those making quilts from coast to coast, were the "longarm coordinator" and "destination coordinator." Our "points of contact" throughout the world identified recipients and often facilitated the actual awards ceremonies.

Our Mission Statement

The organization's original mission statement said its purpose was "to cover all those service members and veterans wounded physically or psychologically with comforting and healing Quilts of Valor." Catherine Roberts recalls:

No one really liked the word "psychologically." Brilliantly, Chaplain Kallerson suggested using the phrase "touched by war" as a replacement for the words "wounded physically or psychologically." This simple phrase was perfect. The group's mission statement was revised to read, "The mission of the Quilts of Valor Foundation is to cover all combat service members and veterans touched by war with comforting and healing Quilts of Valor." Later, the words "all" and "combat" were removed, further reflecting our understanding of the true meaning "touched by war."

The Light of Inclusion

In the early days of the organization, the primary focus was on awarding quilts to service members wounded in the Iraq (OIF) and Afghanistan (OEF) conflicts. Catherine Roberts remembers:

I affectionately referred to these young men as "babies" to distinguish them from veterans of other conflicts. Among us civilians, there were no complaints, as we were in the throes of an ongoing war. However, there were faint rumblings from those who worked at Veterans Administration Medical Centers (VAMCs). They politely pointed out it wasn't fair to award a QOV to one group of wounded and exclude others. The light of inclusiveness began to glimmer.

At an awards ceremony at a VAMC in White River Junction, VT, in 2006, we saw wounded veterans from all conflicts being awarded quilts, not our policy at the time. My husband Chris “got it” right away, but it took several years for me to really understand. That happened in 2009 in Bellingham, WA.

A group of us got together for a quilting retreat. One of our activities for the weekend was to award quilts at an event called “American Veterans Tribute and Traveling Wall Exhibit” in Bellingham. I could not find a group of OIF/OEF veterans for the QOVs we brought that day. A group of Vietnam veterans were there to perform a “Patriot Guard” ride past the Vietnam traveling memorial wall on their motorcycles. This event changed my whole outlook on who should receive a Quilt of Valor. As we were awarding quilts, the Vietnam vets said over and over again, “Ma’am, this is the first time in forty years anyone has ever thanked me for my service.” All of us were thunderstruck. From then on, any warrior who had been touched by war, no matter when his or her service, could receive a Quilt of Valor. No questions asked.

Civilian Awardees

The philosophy of inclusion widened when Catherine became aware of the work that goes on at Air Force Mortuary Affairs Operations (AFMAO), located at Dover Air Force Base, Del. She recalls:

I read an essay by Marine Lt. Col. Michael Strobl called “Taking Chance Home.” In the essay, Strobl recounts how he escorted the body of Marine Private Chance Phillips to his home in Wyoming for burial. Strobl took the reader through AFMAO, describing who the staff was and what they did to prepare the remains of the fallen for burial. I realized that workers at Dover, though they were stateside, were as touched by war as anyone downrange or “in theater.”

We established a relationship with the AFMAO and set a date for an awards ceremony. The day of the ceremony I received a call from the chaplain saying we had a big problem—some of the staff at Dover were civilians. As they all worked as a team, a family, awarding Quilts of Valor only to military service members would not work. The decision was made to award quilts to all working at the Port Mortuary, and this policy has continued ever since.

The Evolution of the Foundation’s Name

The first name of the organization was Quilts for Soldiers. Catherine Roberts explains: Because my son was in the Army, I thought all military service members were “soldiers.” I didn’t understand that different branches have different names for their members. Fortunately, a Marine straightened me out, and Quilts for Soldiers became Quilts of Valor.

The Foundation’s Early Days – Catherine Roberts reminisces:

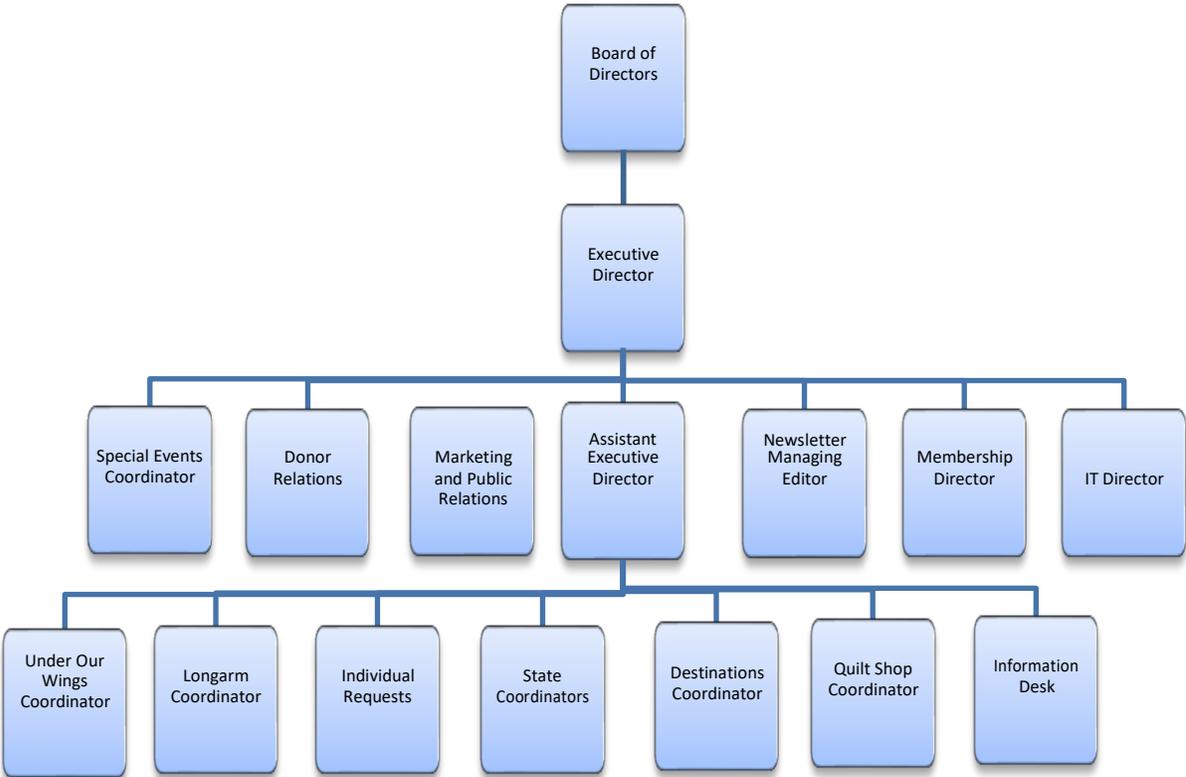
In the beginning, it was like the “wild, wild, West.” A few of us handled everything. After we became a national non-profit in 2005, we created a volunteer Board of Directors to

govern, determining policies and direction. Over the years, a structure of volunteer leadership has evolved.

Without the selflessness of the individuals who have volunteered over the years and who work tirelessly for the Foundation now, we would not be the viable group we are today. It's difficult for me to convey to those who may be reading this history the debt I owe these individuals. They have devoted their time, their hearts, and their financial resources to the Foundation to keep it afloat, growing, and thriving. I know that, many times, many volunteers have felt it was a thankless job, but they have given their service, their sacrifice, and sometimes their valor in service to our mission.

I thank you from the bottom of my heart. Without you, we would not be here today.

Appendix B.1



Board of Directors	President	Sue Reich	Sue.reich@QOVF.org
	Vice President	Renelda Peldunas-Harter	Renelda.peldunas@QOVF.org
	Secretary		
	Treasurer	Michelle nelson	Michelle.nelson@QOVF.org
	Member	Marianne Elliott	Marianne.elliott@QOVF.org
	Member	Elizabeth Nolan	Elizabeth.nolan@QOVF.org
	Member	Tony Jacobson	Tony.Jacobson@QOVF.org
	Member		
		Mary Persyn	Mary.persyn@QOVF.org
Executive Staff	Executive Director	Ann Rehbein	Ann.rehbein@QOVF.org
	Assistant Ex Director	Ginger Fondren	Ginger.fondren@QOVF.org
	Membership Director	Jackie Dudek	Jackie.dudek@QOVF.org
	Marketing and Public Relations Director	Jeff Thorne	Jeff.thorne@QOVF.org
	IT Director	G. Ann Bryant	ann.bryant@QOVF.org
	Special Events Coordinator	Sandra Chambers	Sandra.chambers@QOVF.org
	Managing Editor <i>Threads</i>	Jennifer Keltner	Jennifer.keltner@QOVF.org
	Destination and Individual Requests Coordinator	Janice Lewis	janice.lewis@QOVF.org
	Quilt Shop Coordinator	Myra Coddens	Myra.coddens@QOVF.org
	Longarm Coordinator	Sheryl Bullman	Sheryl.bullman@QOVF.org
	Information Desk Coordinator	Suzanne DiCarlo	Suzanne.dicarlo@QOVF.org
	Under Our Wings Coordinator	Sandra Chambers	Sandra.chambers@QOVF.org
	Donor Relations Director		

Appendix B.2 Executive Staff Job Descriptions

See also Section 4.4, **Executive Staff**, in the *Policies* section of this manual.

BASIC EXECUTIVE STAFF CRITERIA

All Executive Staff (ES) positions require many volunteer hours per week for the fulfillment of their job's responsibilities as well as communication with fellow volunteers by email, phone, and QOVF Staff Group.

All volunteer staff members are expected to:

- Understand the Foundation's mission.
- Represent the Foundation and its mission, serving as an ambassador of the Foundation.
- Be willing to learn.
- Be familiar with the Foundation's policies and procedures, the Foundation's website, and the duties of other staff members.
- Retain current staff contact information.
- Use their QOVF.org email address for all Foundation-related email.
- Keep the person they report to up to date on their area of responsibility.
- Attend QOVF Executive Staff meetings and conferences.
- Assist in establishing the Foundation's annual budget if requested.
- Refrain from promoting religious or political opinions or their professional career or business.

Candidates for all ES positions must possess:

- Strong communication skills, both written and verbal.
- Strong people skills.
- Strong problem-solving skills.
- Strong organizational and management skills.
- The ability to motivate and encourage others.
- Computer skills, including word processing, email, and spreadsheets, and a willingness to gain proficiency in computer software as needed.

EXECUTIVE DIRECTOR

The Executive Director (ED) serves under the direction of the Board of Directors. The ED's main role is the successful achievement of the mission of the Foundation.

In regard to the Executive Staff, the ED will:

- Take responsibility for recruitment, oversight, and release of Executive Staff members.
- Ensure that an effective management team is in place.

- Develop, maintain, and encourage open and effective communications with meaningful and appropriate feedback.

In regard to budget and finance, the ED will:

- Keep the Board of Directors fully informed about important developments within and achievements of the Foundation's programs.
- Develop and direct effective communication with the public and with volunteer members so that the Foundation's goals and achievements are widely and accurately publicized.
- Direct and oversee sound working relationships and cooperative arrangements with other volunteer groups and organizations.
- Represent the Foundation to current and potential supporting organizations and to the general public.

In regard to budget and finance, the ED will:

- Work closely with the Board of Directors to maintain sound financial policies and communicate them to the Executive Staff, SCs, and local groups.
- Work with volunteer staff, any paid staff, and the Board of Directors to develop effective budgets and oversee that the organization operates within budget.

In regard to special committee responsibilities, the ED will:

- Work with the Board of Directors to implement or direct fundraising programs, which may include community outreach and development of corporate partnerships in order to generate revenue and public awareness.
- Through the ES or personally, engage state and local volunteers to plan and execute special events and outreach initiatives.

In regard to qualifications and requirements, the ED shall have:

- Excellent interpersonal, verbal, and written communication skills and an ability to interact effectively with volunteer members across diverse backgrounds in a professional manner.
- Excellent leadership skills.
- The ability to manage multiple projects simultaneously.
- Proficiency with computer and web-based business tools as well as web-based social networking applications.
- The ability to work independently, provide guidance and advice to others, and accept opposing points of view.

ASSISTANT EXECUTIVE DIRECTOR

The Assistant Executive Director (AED) serves at the request of the Executive Director (ED).

Duties include but are not limited to:

- Recruiting, supervising, and providing guidance for State Coordinators (and Senior State Coordinators and District Coordinators).
- Communicating with Executive Staff as needed.
- Communicating with the ED on a weekly basis or more frequently as needed.
- Consulting with the IT Director and Foundation Treasurer.
- Co-chairing the Executive Staff team.
- Managing projects as assigned by the Executive Director.

MEMBERSHIP DIRECTOR

Under the leadership of the Executive Director (ED), the Director of Membership is responsible for coordinating the recruitment, engagement, and retention of volunteer members of the Foundation.

Duties include but are not limited to:

- Enrolling interested members into appropriate membership categories.
- Maintaining membership records and developing appropriate renewal strategies for all volunteer members.
- Processing memberships and membership packages.
- Preparing acknowledgement letters and membership cards.
- Monitoring the “Members Only” page on the Foundation’s website.
- Seeking special offers and discounts on quilt making supplies or other benefits for members.
- Assisting with special events for members.
- Approving individual, group, and quilt shop registrations for upload to the Foundation’s website listing.

INFORMATION TECHNOLOGY (IT) DIRECTOR

Under the leadership of the Executive Director (ED), the IT Director manages the Foundation’s web and email assets to maintain content, format, privacy, and security.

Duties include but are not limited to:

- Logging and tracking helpdesk requests, including date, name of requestor, date resolved, and confirmation from requestor.
- Creating periodic reports as requested by the Executive Staff.
- Collaborating with external resources for software development as needed to update functionality of the foundation’s website.
- Establishing standards, protocols, and IT procedures for the Foundation.
- Maintaining and augmenting the Foundation’s website databases as needed to capture relevant information to inform decision-making (e.g., dates, names, and relevant data fields).

- Acting as a consultant for web site development.
- Vetting and selecting vendors for IT-related activities.
- Communicating with new staff.
- Maintaining the security and data integrity of the Foundation's IT systems including third party applications.
- Establishing an annual IT budget with line item justifications.
- Assisting QOVF Executive Staff with Foundation-related IT issues.
- Preparing and communicating technical help documents for the QOVF Staff.

DONOR RELATIONS DIRECTOR

Under the leadership of the Executive Director (ED), the Director of Donor Relations manages the Foundation's campaigns to create continuing donor relationships.

Duties include but are not limited to:

- Developing campaigns for recruiting potential donors, partners, and supporters.
- Keeping the ED up to date on donor appeals and responses.
- Working diligently with the Foundation's volunteer members toward the financial growth of the Foundation.
- Seeking the establishment of partnerships in government and private industry areas.
- Seeking and maintaining relationships in veterans' service organizations.
- Providing periodic updates on QOVF accomplishments to current and potential donors, partners, and supporters.

MARKETING AND PUBLIC RELATIONS DIRECTOR

Under the leadership of the Executive Director (ED), the Marketing and Public Relations Director manages QOVF marketing and public relations.

Duties include, but are not limited to:

- Coordinating the Foundation's public relations, media presence, and marketing of its mission and brand.
- Prioritizing media opportunities, preparing presentations and other materials as requested for use by State Coordinators, local groups, etc.
- Promoting public awareness of the Foundation's mission through attention to branding.
- Managing communication activities that promote, enhance, and protect the Foundation's brand and reputation.
- Development and implementation of a broad range of public relations activities geared toward promoting awareness of the Foundation's mission.
- Building relationships with media, donors, and other individuals and organizations that can benefit the mission of the Foundation.

NEWSLETTER MANAGING EDITOR

Under the leadership of the Executive Director (ED), who is the Editor, the Newsletter Managing Editor prepares the Foundation's newsletter for publication in an electronic format.

Duties include, but are not limited to:

- Establishing a timeline for publication.
- Developing a content plan and acquiring content.
- Working with ED as Editor to establish a story list for each issue.
- Communicating with authors, editorial assistants, and layout staff.
- Working with layout staff through final editing and layout stages.
- Communicating with IT staff for dissemination of each issue and posting of issue on the Foundation's website.

SPECIAL EVENTS COORDINATOR

Under the leadership of the Executive Director (ED), the Special Events Coordinator (SEC) manages the foundation's participation in both internal and external programs and events that facilitate the Foundation's mission.

Duties include, but are not limited to:

- Obtaining approval from the ED prior to pursuing any program or QOVF's participation at any national-level event.
- Keeping the ED up to date on programs and events underway.
- Working to partner with other ES members and volunteer members to promote the successful growth and recognition of the Foundation.
- Seeking opportunities for Foundation exposure at national quilting industry events, national events focused on military service members, and state, county, and local level events.

LONGARM COORDINATOR

Under the leadership of the Assistant Executive Director (AED), the Longarm/ Topper Coordinator handles interaction between the Foundation's volunteer member quilt top makers and its volunteer longarm quilters.

Duties include but are not limited to:

- Maintaining information about volunteer longarmers and their availability status.
- Receiving requests from quilt top makers for volunteer longarming.
- Matching quilt top makers and longarmers.
- Communicating with volunteer longarmers to determine their status for each upcoming month.
- Producing a monthly newsletter for volunteer longarmers relaying current Foundation information.

- Communicating with volunteer members and the Foundation's Executive Staff.
- Responding to inquiries from potential volunteer longarmers.
- Developing strategies for new longarmer recruitment.
- Resolving problems and concerns about quilt tops that may not meet the Foundation's Standards of Excellence.

DESTINATION COORDINATOR

Under the leadership of the Assistant Executive Director (AED), the Destination Coordinator handles requests for destinations made via the Foundation's online request form and for Continuing Destinations (see **Section 5.2** of the Policies section of this manual).

Duties include, but may not be limited to:

- Maintaining information about continuing requests from approved destinations overseas and military and Veterans Affairs (VA) programs stateside.
- Receiving requests for QOVs placed by volunteer quilters, registered groups, and State Coordinators through the QOVF.org website.
- Making timely assignments of quilts to continuing destinations, including directions for shipping as needed.
- Receiving reports of QOVs awarded by individuals, groups, and coordinators through the QOVF.org website.
- Keeping QOVF.org website count of quilts awarded up to date weekly and monthly.
- Maintaining accurate records of assignments and reports.
- Communicating with volunteers and staff in a timely manner.
- Informing State Coordinators of individual local presentations made within their region to increase their ability to network with individual quilters in their regions.

INDIVIDUAL REQUESTS COORDINATOR

Under the leadership of the Assistant Executive Director (AED), the Individual Requests Coordinator coordinates and fulfills requests for QOVs from individuals for specific awardees.

Duties include but are not limited to:

- Notifying a requester within 24 business hours that the request has been received.
- Contacting the appropriate State Coordinator or local Group Leader to inform them of pending QOV awards and seek their assistance.
- If the State Coordinator, local Group Leader, or a volunteer member is not available to award a QOV, locating an appropriate person in the awardee's area to present the quilt.
- Following up to make sure the award has taken place.

INFORMATION DESK COORDINATOR

Under the leadership of the Assistant Executive Director (AED), and in cooperation with the Director of IT, the Information Desk Coordinator fields the Foundation's general inquiries.

Duties include but are not limited to:

- Having a thorough knowledge of the content and the location of content on the Foundation's website.
- Having a thorough knowledge of the *QOVF Policies & Procedures Manual and Appendix*.
- Answering, in a timely manner, email inquiries that come in via the Foundation's website.
- Understanding the duties of the various members of the Executive Staff in order to direct inquiries to the right person.

QUILT SHOP RELATIONSHIP COORDINATOR

Under the leadership of the Executive Director (ED) and the Assistant Executive Director (AED), the Quilt Shop Relationship Coordinator (QSRC) manages the foundation's relationship with quilt shops nationwide to promote the Foundation's mission.

Duties include, but are not limited to:

- Recruiting independent quilt shops nationwide to support Quilts of Valor Foundation by becoming member shops.
- Encouraging member shops to form and nurture QOV sew groups in their store.
- Maintaining an accurate list, by state, of QOVF member shops, complete with address, contact person, and website information.
- Working with QOVF IT personnel to provide and maintain QOVF member shop information on the QOVF website.
- Communicating regularly with quilt shop owners via email, phone conversations, and personal contact to provide information about QOVF's growth, outreach, special programs, and events.

UNDER OUR WINGS PROGRAM COORDINATOR

Under the leadership of the Executive Director (ED) and the Assistant Executive Director (AED), the Under Our Wings Program Coordinator manages the Under Our Wings program to promote the Foundation's mission.

Duties include, but are not limited to:

- Increasing Under Our Wings involvement in groups by providing information and support.
- Developing presentations about Under Our Wings for use by state coordinators, member groups, and quilt guilds.

- Developing and promoting an Under Our Wings program to encourage youth groups to participate, such as 4-H, FFA, youth church groups, military youth and for students who wish to fulfill community service requirements.
- Working with the Quilt Shop Relationship Coordinator to encourage member quiltshops to participate in the Under Our Wings program.
- Work with IT Director to update and enhance the web pages on the QOVF website that support the Under Our Wings program.

PROJECT SPECIALISTS

From time to time, volunteers are needed to manage an ongoing project or a project with defined beginning and ending dates. Duties will vary from project to project as will time required. Project Specialists report directly to an assigned member of the Executive Staff depending on the specific project.

Appendix B.3 State Coordinator (Senior State Coordinator, District Coordinator) Job Description

Under the direction of the Assistant Executive Director (AED), the main responsibility of State Coordinators (SCs), Senior State Coordinators, or District Coordinators is to communicate the Foundation's mission and core values in their geographic area.

These positions require a minimum of twenty (20) volunteer hours of work per week for email and phone communication.

State Coordinators must possess:

- Strong people skills, problem-solving capabilities, good organizational skills, and the ability to motivate and encourage others.
- Basic computer skills, including word processing, email, and spreadsheets, and a willingness to gain proficiency in computer software as needed.
- The ability to inspire, train, and encourage local leadership.

Duties include, but are not limited to:

- Recruiting individual volunteer members, local groups, quilt shop owners, and quilt guilds for participation in Quilts of Valor Foundation.
- Building a network of contacts throughout their area of responsibility.
- Communicating with contacts regularly via email, phone conversations, and personal contact.
- Accurately communicating the Foundation's policies and procedures to local groups and volunteer members in their area of responsibility.
- Working with the Individual Requests Coordinator to fulfill requests for QOVs in their area.
- Communicating with other SCs and Executive Staff members as needed or required.

- Reporting to the Assistant Executive Director regarding the Foundation's activities within their area of responsibility.
- Replying to all Foundation communications within 48 business hours.

See also **Section 4.5** in the *Policies* section of this manual.

Appendix B.4 Local Group Leader Job Description

Group Leaders (GLs) are important local contacts for sew groups. They handle the group's simple financial paperwork and often serve as coordinators of the group's activities.

Group Leaders are often ambassadors for the Foundation in the community, encouraging the participation of quilters in their area, helping recruit new volunteer members, and communicating QOVF's mission to local businesses and agencies that support the group's efforts.

The basic responsibilities of a Group Leader are:

Registering the group at www.QOVF.org/membership.

- Serving as the financial contact person for the group.
- Signing the group Financial Responsibilities Form acknowledging understanding of what the financial paperwork for the group includes.
- Maintaining a list of the group's members.
- Acknowledge donors with thank-you notes for local donations.

It is also hoped the Group Leader will:

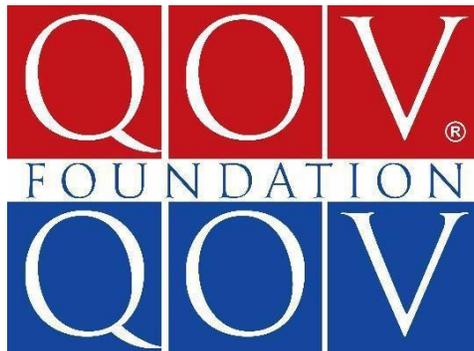
Communicate the Foundation's policies and procedures to members of the group and non-member volunteers.

- Communicate information to the group members about activities of the group.
- Work with their State Coordinator and appropriate Executive Staff members to help fulfill requests for QOVs in their area when possible
- Work with their State Coordinator and appropriate Executive Staff members to assist in awarding QOVs in their local area when possible
- If the group decides to hold a raffle to raise funds, comply with state and local laws concerning activities that may invoke gaming laws.
- Reply to requests for information from the Foundation in a timely manner.
- Registering the group at www.QOVF.org/membership
- Serving as the contact person for the group.

- Completing, signing, and submitting the “Group Financial Responsibilities” form stating she/he understands the financial responsibilities of the group and the importance of the Foundation’s financial accountability. A sample of the form is available on the Members Only page at QOVF.org.
- Receiving and keeping a record of the local group’s recorded name or account number.
 - Communicating the financial requirements and fundraising policies and procedures of Quilts of Valor Foundation to other members of the group.
- Submitting all financial donations, including local donations such as those received at a quilting event or in exchange for marketing items, to the Foundation’s Treasurer.
- Submitting other information as needed or requested by the Foundation’s Treasurer.
- Coordinating reimbursement requests to the Foundation’s Treasurer for reimbursement to the group and receiving reimbursements for the group.
- Verifying monthly/quarterly reports from the Foundation Treasurer of the group’s funds available on account.
 - Acknowledging donors for local donations as described in Section 7.3 of the *Procedures* section of this manual.
 - Complying with state and local laws concerning activities that may invoke gaming rules (e.g. raffles).
 - Setting the example of fiscal responsibility and professional behavior at all times.

Appendix C.1 Official Logo

Below is a representation of the Foundation’s logo. A color pdf is available from the Executive Director.



For the Foundation’s policy on use of its logo, see “Use of the Quilts of Valor Foundation Name and Logo,” **Section 2.1** in the *Policies* section of this manual.

Appendix C.2. Business Card Format

Below is a representation of the Foundation's official business card.

A color pdf of the Foundation's logo is available from the Executive Director.

Front


First Name Last Name
Position Title
Quilts of Valor® Foundation Tel 999-123-4567 first.last@QOVF.org www.QOVF.org

Back

The mission of the Quilts of Valor® Foundation is to Cover service members and veterans Touched by war with comforting and healing Quilts of Valor®
For more information, go to www.QOVF.org

Appendix D.1 Benefits of Membership

A nominal annual membership fee provides the benefits below to individual volunteer members and group members. Membership benefits may change annually.

Membership Benefits Include:

- Membership card with personal member number.
- Commemorative lapel pin.
- Access to a QOVF stationery template, and templates for QOV award and appreciation certificates.
- Access to Members area of QOVF.org website via a password offering ongoing special benefits such as patterns, vendor discounts, and other

members-only opportunities. (Each member, whether individual or member of a registered group, has her/his own password.)

- Access to the QOVF network of volunteer longarmers
- Access to special programs within the quilting industry for discounts on supplies to be used only for making Quilts of Valor.
- Discounted participation in Foundation special events such as training meetings, conferences, and QOVF-sponsored quilt shows. Non-members may participate on a space-available basis and do not receive discounts.
- QOVF's online newsletter, *QOVF Threads*, emailed automatically to the address provided by each individual and group member. (Membership is not required to receive *Threads*.)
- QOVF marketing material such as color brochures (shipping covered by QOVF), posters, and other printed materials as they are developed.
- Access to official QOVF items for fundraising use at quilting or other events (group members only).
- Permission to publicly represent Quilts of Valor® Foundation (such as at display booths at public events) and to use QOVF and QOV names and logo in accordance with guidelines in *Quilts of Valor® Foundation Policies & Procedures Manual*.
- Access to QOVF-produced video and other supporting digital items, as produced.
- Liability insurance coverage (when requested) when representing the Foundation at public events.
- Registration of QOVF in states that require it for fundraising. (The Foundation maintains registration in all states that require registration.)
- Listing of registered groups and quilt shops with Group Leader contact information on the QOVF website so potential new members can find and join the group.
- Reporting of local funds raised to maintain QOVF's 501(C)(3) tax status.
- Accounting for registered local groups at the national level, with regular reporting to Group Leader.

Appendix D.2 Membership Form

Membership Form is available on [website](#) under the tab **Membership**, then **Join Us** at www.QOVF.org

Appendix E.1 QOV Construction Quick Reference Guide

See also, Section 5, "Policies for Quilts" in the *Policies* section and Section 2, "Standards of Excellence & Procedures for Making Quilts of Valor" in the *QOVF Policies & Procedures Manual*.

Quality Fabrics:

- 100% cotton
- Adult appropriate

- Patriotic colors (red, white, blue, gold) are most popular with both male and female recipients.

Patterns:

- Choose a commercial pattern
- Design your own
- Use free patterns from the Internet
- Avoid flag replica patterns and the Purple Heart logo
- Avoid military branch-specific fabrics unless recipient is known

Size:

- Recommended (ideal): 60" x 80"
- Minimum: 55" x 65"
- Maximum: 72" x 90"

Backings:

- 100% cotton
- Flannel (must be prewashed for shrinkage)
- 108" wide commercial backings acceptable (also often economical)
- 8" wider and longer than top
- Selvages removed
- ¼" seams
- Squared, pressed, and folded neatly before providing to quilter

Batting:

- Quality batting
- Low loft
- Cotton, cotton blends, polyester, polyester blends

Binding:

- Double fold ("French" fold)
- Piped binding is an acceptable option:
- Strips joined with diagonal seams
- Hand or neatly machine applied
- Corners mitered

Label: Also see E2 (below)

- Must have the words **Quilt of Valor**
 - May be purchased (www.spoonflower.com/ or your local quilt shop)
 - May be your own design (hand-written in permanent ink, embroidered, pieced, computer printed, screen printed)
 - Must include space for name of recipient
-
- Must have names of top maker, quilter, and binder (can include first and

- last names, city, and state)
- Cannot include religious or political message (possible exception if recipient is well known)
- May include date and location of award
- May include washing instructions (cold water, mild detergent, “color catcher,” dry on low heat)

Pre-Laundering:

- Launder after quilt is quilted and bound
- Use unscented products
- Use cold water
- Use mild detergent
 - (optional) Use a color catcher to capture fabric dyes

Presentation case (optional):

- May be handmade case
- May be purchased (prewash)
- May be a handmade tote
- May be a handmade drawstring bag

Workmanship:

- Share quality workmanship tips with others
- Take classes online

Included note options:

- Can be thank-you card or letter
- Can include first and last names, city, and state of top maker, quilter, and binder
- Can be a journal with information about making of quilt
- Cannot include religious or political message (possible exception if recipient is well known)

Laminated copies of the Quilts of Valor Foundation Quick Reference Guides are available in the QOVF store (accessed through the Members Only page)

Appendix E.2 Labels for Quilts of Valor

A Quilt of Valor must be labeled as such.

Quilts of Valor labels may be:

- Handwritten, using permanent ink designed for fabric such as Sakura Pigma® Micron® Pen or Sakura Identi-Pen®.
- Machine embroidered
- Computer generated
- Pieced

- Purchased
[SPOONFLOWER](#)

Occasionally a fabric company such as Moda or Andover will print QOV labels which can be purchased is your local quilt store.

Information that must be included on a Quilt of Valor label includes:

- The words “Quilt of Valor.”
- The quilt maker(s) name and state, including the maker of the top, the quilter (machine or hand), and the binder. Full names are acceptable.
- Space to fill in the name of the awardee.

Labels may also include:

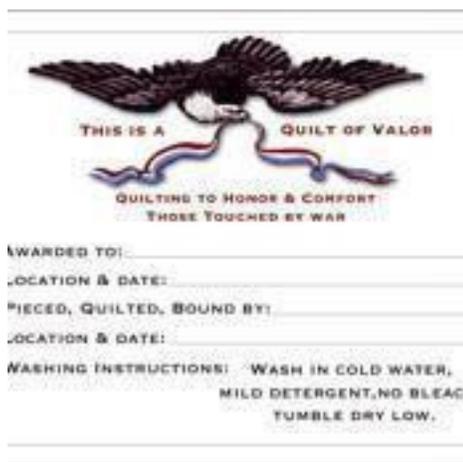
- Expression of gratitude.
- A dedication (for example, “My dad, a Vietnam Veteran”)
- Date awarded.
- Washing Instructions (cold water, mild detergent, “color catcher,” dry on low heat).

Labels may not include:

Religious or political messages (possible exception if the recipient is well known).

The “eagle” labels below are samples of labels available from Spoonflower.

Check websites for label sizes and to order.



Example of washing instructions



Appendix F

Group Financial & Fundraising Forms

Financial Forms are available on the Members Only Page at www.QOV.org

Appendix G.1

Sample Scripts for Award Presentations

Introduction

For those who would like to create a script for an award presentation, suggestions are below. Each person who handles an award needs to feel comfortable with the script they use. The following sample scripts come from a variety of presenters.

Always begin by introducing yourself. You can say briefly how long you have been involved with QOVF or what drew you to volunteering.

Sample openings:

- *Thank you for inviting me here today. I'm Susan Smith, and I represent Quilts of Valor members and volunteers all over the country.*
- *We stand before you on this day, Veterans' day, to award your Quilt of Valor. We represent quilters from all across America.*
- Ladies and gentlemen, I am honored I was asked to speak to you today. I am humbled to stand before **you**, men and women who have served our country, performed your duty, and fought for the freedoms we enjoy today. I am eternally grateful to each of you, and thank you for your service and sacrifices.*
- As a representative of the Quilts of Valor Foundation, it is my responsibility to inform others about Quilts of Valor, and to encourage groups and individuals throughout my state to join us in making quilts that honor, comfort, and heal our service members and veterans touched by war.*

Sample Words About Quilts of Valor Foundation:

- *The Quilts of Valor Foundation is a national organization founded in 2003 by “Blue Star” mom Catherine Roberts. With a son deployed in Iraq—a “Gunner” sitting atop a Humvee—she felt “ten seconds away from panic” twenty-four hours a day. One night she dreamed of a post-deployment warrior struggling with his war demons at two o’clock in the morning. She saw him sitting on the side of his bed, wrapped in a quilt. The quilt comforted him and fended off the “war demons” that troubled him. From this vision, Quilts of Valor Foundation began.*
- *Quilts of Valor Foundation is a grassroots group of quilters from all across the US. In 2003, a quilter named Catherine Roberts had the idea of comforting veterans with quilts during the time her son was deployed in Iraq. Since then, over 160,000 Quilts of Valor have been awarded here in the United States, and in Germany, Iraq and Afghanistan. Our mission is to honor our service members and veterans who have been touched by war with Quilts of Valor.*
- *Our foundation represents one human being reaching out and touching another, without judgment, reaching out with acceptance and with an acknowledgment of service to our nation. We as a foundation will go wherever those who have been touched by war go, or are. We don’t need high profile venues to find them. They are in plain sight.*

Sample Words About What a Quilt of Valor Means:

This quilt is an expression of gratitude meant to thank and comfort you. We honor you for leaving all you hold dear to serve, whether in time of crisis or in time of peace. This Quilt of Valor unequivocally says thank you for your service, sacrifice, and valor in serving our nation.

This quilt brings you a three-part message from our hearts.

*First, we **honor** you for your service in_____. We honor you for leaving all you hold dear to serve, whether in time of crisis or in time of peace.*

*Next, our quilters know that **freedom is not free**. The cost of our freedom is the dedication of lives of men and women like you, and this quilt is meant to say **Thank You** for your sacrifice.*

*And finally, this quilt is meant to offer **comfort** to you, and to remind you that although your family and friends cannot be with you at all times, you are forever in all of our thoughts and our hearts.*

- *Our quilts are **awarded**, not just handed out like a magazine or a video. This Quilt of Valor unequivocally says thank you for your service, sacrifice, and valor in serving our nation.*
- *A Quilt of Valor is **not** a charity quilt. A Quilt of Valor is **not** a blanket. If you*

are a quilter, you know a quilt consists of three layers held together by its quilting stitches. We like to think of the layers in this way:

- o The top of the quilt with its many colors, shapes, and fabrics, represents the communities and the many individuals we are.*
 - o The batting, the filler, is the center of the quilt, its warmth. It represents our hope that this quilt will bring warmth, comfort, peace, and healing to the individual who receives it.*
 - o The backing is the strength that supports the other layers. It represents the strength of the recipient, the support of his or her family, our communities, and our nation.*
 - o Each stitch that holds the layers together represents love, gratitude, and sometimes the tears of the maker.*
- Each Quilt of Valor is formed by loving hands that join bits of fabric together, one piece at a time. A QOV may be fashioned by only one or two individuals, or it may come about through the combined efforts of many women and men of all skill levels. Quilters often work together in sewing groups to create these quilts. As we quilt, we talk about our families and friends and how grateful we are to those who will be receiving what we call our “quilty” hug when we wrap them in a Quilt of Valor. Now, through this quilt, you become part of our quilting family.*
 - We believe that as we sew, love, caring, and gratitude flow from our hearts, through our hands, into the quilts we make. All of us, as quilters, want you to know that through our quilts, you are forever in our hearts.*

Sample Words That Focus on Awardees: Ask the awardee to stand or come forward. If possible, include a paragraph about his/her service, years served, branch, location of service, etc.

- Fred entered the US Army January 23, 1943, and was trained at gunnery school in Laredo, Texas. During his service, he flew fifty B17 bombing missions. Fred was awarded the Air Medal with six oak leaf clusters. He was discharged August 29, 1945. Once home, his career was in radio and TV.*
- Tonight, it is my pleasure to award 14 Quilts of Valor to members of your group. Each QOV is presented with a hug. The hug comes not only from me, but also from every member of the Quilts of Valor family.*
- Ladies and Gentlemen, it is my honor to award the following individuals with their Quilt of Valor on behalf of the Quilts of Valor Foundation and (local QOV group, if applicable). Tonight, we hope to bring them honor and comfort. Though we may never know the depth of their sacrifice to protect and defend the United States of America, as a gesture of gratitude from a grateful nation,*

we askeach of you to please come forward as I call your name to accept your Quilt of Valor.

- *For those of us who have never seen combat or been in a war zone, such experiences are beyond our capacity to comprehend; but we believe the quilts we bring to you today (tonight) have the ability to offer both comfort and warmth. We hope when you experience dark times or need the warmth of a grateful hug, you will wrap your quilt around you so it can provide the comfort we have sewn into every seam.*

Sample Closings

- *On behalf of the Quilts of Valor Foundation, Fred, Welcome Home, and thank you for allowing us to recognize you. Thank you everyone, for being here today.*
- *And so, on behalf of the Quilts of Valor Foundation and a grateful nation, with our deepest appreciation, we thank you for your service to our country with this Quilt of Valor Award. Thank you, and, most importantly, Welcome Home.*
- *On each quilt is a label and in each presentation case is a note that will tell you a little bit about this quilt. As of today, the story of this quilt becomes **your** story. We hope you will keep this quilt with you as a tangible reminder that there are thousands of women and men across this land who are forever in your debt, and that it is our pleasure to honor you with a Quilt of Valor.*
- *Each quilter gives her or his quilt a name to signify its individuality. There is no other quilt like yours, and today we will inscribe your name on your Quilt of Valor so that it can let future generations in your family know what you have done for our country.*

You may be invited to a meeting to talk about QOVF and then award a QOV.

Talk about donations **only** during the first part of your presentation **not** during the award ceremony. Informal questions about donations following an award ceremony can be answered, and brochures should be made available.

Caution:

It is never acceptable to appeal for funds at a presentation ceremony.

If you want to give the recipient a copy of your script, be sure to put the QOVF logo on the document. Send an email to the Executive Director for a digital copy of the logo.



The mission of the Quilts of Valor® Foundation is to cover service members and veterans touched by war with comforting and healing Quilts of Valor.



The Quilts of Valor Foundation core values are:

Treating people with respect

We honor all faiths and beliefs, striving for inclusivity.

Promoting excellence

We put the best possible workmanship and materials into every quilt we make so it will be a lasting award for the person it is meant to comfort.

Valuing service over self

Quilts of Valor recipients come first.

Being Accountable

We are accountable for our actions to our recipients, our supporters, our donors, and our fellow volunteers.



Since 2003, the Quilts of Valor Foundation has awarded a Quilt of Valor to over 200,000 veterans and military service members touched by war.

TO OUR RECIPIENTS

Your Quilt of Valor carries a three-part message from our hearts. First, we honor you for your service, for your willingness to lay down your life for your country. Second, we thank you for your service, your sacrifice, and your valor in serving our nation. Last, we hope your quilt provides healing, peace, and comfort. Please know you are forever in our thoughts and hearts.

Local Contact:

Postcards are now available that have a place for your contact information – order at AwardPostcards@qovf.org . These postcards are designed to be distributed at award ceremonies.

Appendix G.2 Editable (MS Word) Award Certificate

Available for download on the Members Only page.

Appendix G.3 Appreciation Certificate

Available for download on the Members Only page

Appendix G.4 Photographs/Video Release Form

Available for download from the Members Only Page.

Appendix H. Guidelines for QOVF Show Booths

Quilt show booths can range from a local, informal booth to booths at regional and national events.

A QOVF booth is often welcome at quilt shows; non-quilting events are also often happy to have a QOVF presence. Any public event is a good place to educate the public about the Quilts of Valor Foundation.

The suggestions in this appendix are from QOVF Founder Catherine Roberts.

Pre-Planning

- Obtain the show schedule from show organizers.
- Schedule enough volunteers so the booth is covered at all times. Experience has taught us that most booths need more than one person at a time to manage a booth.
- Provide show schedule to volunteers.
- Inform your volunteers, ahead of time, in writing, of your expectations, including dress code and responsibilities. Make sure they are familiar with the QOVF organization.

- Provide volunteers with their schedule and your cell number so they can phone or text if they can't make it.
- If necessary, seek help from others to help design an attractive booth.
- Let volunteers know what food and drink is allowed in booth area.
- Be sure the booth has a large sign that identifies this as a QOVF booth.
- Suggested items to bring:
 - Laptop computer for playing a QOVF video (may want to mute sound) or accessing QOVF website if Internet is available
 - Digital photo frame with slide show photographs of Quilts of Valor, or framed photographs for table top
 - Printed display sheet showing QOVF mission and core values
 - QOVF brochures (contact brochures@QOVF.org)
 - QOVF business cards
 - Thank You poster (posters@QOVF.org) available from the QOVF store
 - Written cards or instructions about how to nominate someone for a QOV
 - Printed piece, such as Quilts of Valor Foundation Quick Reference Guide (available from the QOVF store)
 - Sign-up sheet and pens for persons interested in volunteering for QOVF
 - Approved QOVF items (such as patches and clings) to offer for donations
 - Donation jar
 - Table skirting, banners
 - Camera or smart phone for photos
 - Duct tape, regular tape, straight pins (long), needle and thread
 - Skirt hangers or other items appropriate for hanging QOV's and signage
 - Box of tissues
 - Signature blocks, permanent pen (such as Pigma) for signing labels
 - Sewing station, fabric, supplies
 - "Make a card" supplies for cards for service members and veterans

Displaying QOVs

- Display QOVs of proper size (60" x 80" recommended).
- Display quilts that have proper labeling, presentation case (optional).
- Display various styles, both "show stoppers" and easy-to-make.
- Be prepared to point attendees to pattern sources. Bring examples of patterns.
- Consider bringing a kit for one of the quilts on display to offer for a donation.

Attire

- Always wear a smile!
- Dress to represent Quilts of Valor Foundation appropriately; "business casual" is appropriate dress.
- Wear a name badge with name and position. It might be "volunteer," "member," or "volunteer member."

- Wear your QOVF lapel pin.
- Wear comfortable shoes.
- If you will make a presentation on stage or elsewhere, consider upgrading your attire.

People Skills and Communicating

- Introduce yourself and shake hands if appropriate.
- If appropriate, stand outside the booth and greet people, rather than sitting behind the table.
- Listen, listen, listen. Remember our core value about service above self.
- Instead of asking, “Do you want to know about QOVF?” say “Let me tell you about Quilts of Valor Foundation and how we cover those touched by war.”
- Ask people who stop whether they are quilters or non-quilters.
- Let them know they probably know someone who needs a QOV.
- Don’t be afraid to give people an opportunity to donate.
- Be prepared with stories of awardees.
- Learn good booth best practices from volunteers who have staffed booths many times.
- If you are unhappy about anything concerning QOVF, do not discuss it in the booth as attendees may hear and misinterpret.
- Do not volunteer to take down nominating information; ask persons who wish to nominate to go to www.QOVF.org and complete the form unless it is difficult for them to do so.
- Do not speak negatively about other organizations.

After the Event

- Chat with other vendors during the last few hours of the event. Some may be willing to donate items they do not wish to pack up (magazines, fabric, batting).
- Help take down the QOVF booth if you are working the last shift.
- Follow up as soon as possible with any promises you made to visitors to the booth.
- Send photos and information to the QOVF Social media sites to share with others around the country.
- Make notes for your next booth experience. What went well? What needs improvement?

Appendix I **QOVF Organizational Documents**
 Available on the Members Only page or by
 contacting the Executive Director