



# **POLICIES AND PROCEDURES MANUAL**

**February 26, 2026**

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## **SECTION 1. NAME, MISSION, AND CORE VALUES**

Only the Board of Directors is authorized to make changes to the Foundation's mission, vision, or core values.

### **1.1 NAME OF THE QUILTS OF VALOR FOUNDATION**

"Quilts of Valor Foundation" (QOVF) ® is the name of this non-profit charitable organization, established and organized in accordance with section 501(c)3(3) of the United States Internal Revenue Code, and that name belongs to the organization. The name cannot be used to create any separate entity, either for-profit or non-profit. Throughout this document, the Quilts of Valor Foundation, as an organization or the administrative offices of the organization, may be referred to as "the Foundation."

### **1.2 MISSION**

The mission of the Quilts of Valor Foundation is to cover members and veterans of the US Armed Services who have been touched by war with comforting and healing Quilts of Valor.

### **1.3 VISION**

The vision of the Quilts of Valor Foundation is awarding Quilts of Valor as tangible expressions of gratitude for service members and veterans.

### **1.4 CORE VALUES**

Our core values establish standards of conduct for all associated with the Foundation. The Foundation's core values are:

- A. Treating people with respect; we honor all faiths and beliefs, striving for inclusivity.
  
- B. 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.
  
- C. Valuing service over self; valuing service and the interests of those we serve over our own self interests. We understand that rules exist for a reason and that our compliance is necessary for the good of the veterans, service members, and the Foundation. Our members place the welfare of veterans and service members ahead of our own benefits or interests. Doing something that benefits one's self or serves the interests of a member or member's social

group at the expense of a veteran or service member violates the core value of service over self.

- D. Being accountable; we are accountable for our actions to our recipients, our supporters, our donors, and our fellow volunteers.

### **1.5 501(c)3(3) STATUS**

The Quilts of Valor Foundation is a nonprofit organization registered with the Internal Revenue Service (IRS) as a 501(c)3(3) entity. The IRS has granted the Quilts of Valor Foundation 501(c)3(3) status. No individual or group may create a separate non-profit entity using the words “Quilts of Valor Foundation” or “Quilts of Valor.”

### **1.6 EMPLOYER IDENTIFICATION NUMBER (EIN)**

An EIN is also known as a Federal Tax Identification Number. It is used by the IRS to identify the Foundation as a nonprofit organization. The Foundation uses the EIN for its payroll tax filings and Form 990, an annual report to the IRS. The EIN does not excuse the Foundation or its groups from paying state or local sales taxes. Local groups registered with the Foundation may not obtain a separate EIN for their group except in special circumstances and only with written permission of the Executive Director.

### **1.7 AUTHORITY TO SPEND OR OBLIGATE FUNDS**

Executive Staff, Coordinators, and members of the Foundation do not have authority to spend or obligate funds on behalf of the Foundation without prior written approval from the Executive Director. The sole exception is the use of funds on deposit in a group’s account, which may be spent through the reimbursement process.

### **1.8 ALLIANCES AND PARTNERSHIPS**

Alliances and partnerships with national corporations and national civilian or military organizations for fundraising purposes are the exclusive responsibility of the Board of Directors and Executive Staff. Members of local registered groups may contact the local outlets of such entities in order to participate in local fundraising opportunities.

### **1.9 BYLAWS**

Please find the QOVF Bylaws in Appendix 1.

## **1.10 CHANGES TO THE POLICIES AND PROCEDURES MANUAL**

Authority over policies and procedures of the Foundation is vested in the Board of Directors of the Foundation. Bylaws Section 6.04. The Policies & Procedures (P & P) Committee of the Board has undertaken the role of considering and drafting proposed new or amended policies. Following P & P Committee action, Board approval is required for any new or amended policies. Please find the “Guidelines for Submitting Proposed New or Amended Policies and Procedures” on the Member Dashboard.

## **SECTION 2. USE OF THE QUILTS OF VALOR NAME AND LOGO**

### **2.1 PROPERTY OF THE QUILTS OF VALOR FOUNDATION**

Trademarks and copyrights are among the Foundation’s most valuable assets. They must be used in a manner that furthers the Foundation’s mission and with permission of the Foundation. This includes:

- A. The name “Quilts of Valor Foundation.”
- B. All forms of the name “Quilts of Valor,” ‘QOV,’ and “Under Our Wings.” All of these are registered trademarks of the United States Patent and Trademark Office.
- C. Foundation slogans, product names, designs, the website and domain name.

### **2.2 LOGO ALTERATION AND TRADEMARK INFRINGEMENT**

Logos may not be altered or changed in any way. Infringement is the unauthorized use of a trademark or service mark on goods or in connection with goods and/or services in a manner that is likely to cause confusion, deception, or mistake about the source of the goods and/or services. This includes, but is not limited to, alteration of the trademark or logo and use of the trademark for goods or services contrary to the best interests of the Foundation or unrelated to the Foundation. Trademark infringement may result in termination of membership and or legal action. Only the Board of Directors may change a trademark or logo.

### **2.3 PERMISSIBLE USE OF NAME AND LOGO**

- A. Members, including groups, may use the following trademarked/registered phrases: “Quilts of Valor,” “Quilt of Valor,” “QOV,” “QOVs,” and “Under Our Wings” if the use is in accordance with the policies and procedures set forth in this manual.
- B. Non-members may not use the logos. The logos for Quilts of Valor and Under our Wings may be used by members, including groups, without express permission on letterheads, business

cards, and ceremonial documents. The logos may also be used by embroidery, silk screening, applique, etc. on personal items, such as shirts, jackets, tote bags, and handbags with advance written approval from the Foundation if those items are for personal use or gifts, but not for sale. Please see the Trademark Use Agreement on the Member Dashboard.

- C. Use of the name Quilts of Valor, Quilt of Valor, QOV, or Quilts of Valor Foundation is not allowed for items listed for sale on online retail sites without written permission from the Foundation.
- D. Use of the name Quilt of Valor on a quilt for sale is strictly prohibited.
- E. Any use of the logos for Quilts of Valor or Under Our Wings not clearly within sections “A” or “B” above requires prior authorization from the Executive Director.
- F. Trademark symbols are to be used at least the first time that the trademarked material appears in a written document. Examples of correct use of trademark symbols are: Quilts of Valor® Foundation, Quilt of Valor®, QOV®, and Under Our Wings®.

### **SECTION 3. PRIVACY AND CONFIDENTIALITY**

Information received, collected, and maintained by the Foundation or by groups or members acting on behalf of the Foundation is private information. This includes information about Foundation employees, volunteers, members, donors, veterans, and those who nominate veterans. Only members may have access to private information. All members and staff, who handle private information, are required to sign the Data Use Agreement found on the Member Dashboard on an annual basis.

#### **3.1 USE OF INFORMATION BY THE FOUNDATION**

The Foundation may use information about members and donors to provide updated information on the Foundation’s plans and activities or to understand members’ and donors’ interest in the Foundation mission. This information is shared with the Board of Directors, Executive Staff, State Coordinators, Group Leaders, and Foundation consultants only on a need-to-know basis.

#### **3.2 DISCLOSURE OF INFORMATION TO THIRD PARTIES**

Information gathered from members and donors may not be shared with third parties. This includes:

- A. Contact information (name, address, telephone number, email address).
- B. Information identifying events attended, publications received, and special requests for program information.

C. Information provided by members or donors in the form of comments and suggestions.

Testimonials with the approval of the author may be shared.

### **3.3 CONFIDENTIALITY**

Confidentiality refers to the preservation of private, non-public information, as well as restriction on its use only for business purposes. Confidential information includes non-public information maintained or made available (whether orally or by written, printed, or electronic means) by the Foundation, including financial information, award nominee data, military service data, volunteer data (including names, addresses, and contact information), or any other information by which the identity of a person can be determined, either directly or indirectly (collectively, “confidential information”).

Confidential information is subject to the obligation by each member to:

- A. Safeguard and retain the confidentiality of the confidential information (including properly disposing of printed materials containing confidential information).
- B. Not divulge, disclose, copy, disseminate, or make available to third parties any confidential information, except on a need-to-know basis, to other members and persons similarly bound by confidentiality obligations, or as otherwise authorized by the Foundation.
- C. Only access and use the confidential information on a need-to-know basis and for business purposes related to the Foundation.
- D. Do not use confidential information for personal (including personal financial) reasons, unless there are written, specific limited use exceptions permitted by the Foundation.

### **3.4 RECORDINGS**

In order to encourage open communication, free exchange of ideas, spontaneous and honest dialogue, and an atmosphere of trust, and to preserve confidentiality and privacy of Foundation and member information, including personal information, it is a violation of Foundation policy to record conversations, phone calls, or company meetings (including Zoom or other video meetings) with any recording device (including but not limited to a cellular telephone, PDA, digital recording device, digital camera, or embedded recording function) unless prior, written approval is given by the President of the Foundation. The following recordings are not restricted by this section:

- A. Recordings of the Foundation’s Board of Directors and Board of Directors committee meetings made for purposes of creating official minutes of such meetings.
- B. Structured educational presentations and webinars recorded by the Executive Director and other employees expressly for training purposes on the Foundation’s IT platforms.

- C. Recordings by the Executive Director and other authorized employees for Foundation business purposes and that comply with applicable privacy and legal requirements.
- D. Photographs that comply with Section 11 of this Member's Manual.

## **SECTION 4. NEUTRALITY**

The Foundation maintains at all times a neutral position on political and religious issues. For example, the Foundation does not display preference for any political party, political issue, or religious belief. Members and groups, when acting as representatives of the Foundation, shall not solicit, accept support, or express support for any political party, political issue, religion or controversial issue, either by word or by deed such as in quilt design or the label on a quilt. Nor shall members and groups, when acting as representatives of the Foundation, advocate or indicate a preference on a controversial issue. Elected officials may attend the award of a Quilt of Valor in their official capacity but not as part of an election campaign or promotion for a controversial issue and no member shall endorse them as a candidate at the award ceremony. If they meet the eligibility requirements, they may be awarded a Quilt of Valor.

Members are deemed to be acting as representatives of the Foundation, and not as individuals, when awarding a Quilt of Valor, participating in fundraising for the Quilts of Valor Foundation or appearing at any public function on behalf of the Quilts of Valor Foundation. Members acting as representatives of the foundation, such as when they award Quilts of Valor or engage in fundraising, may not attend or participate in political meetings. Alliances and partnerships may be formed with other organizations compatible with the Foundation's mission and only upon approval by the Executive Director.

Quilts of Valor Foundation does not discriminate on the basis of race, color, religion, sex (including pregnancy, gender identity, and sexual orientation), parental status, national origin, age, disability, genetic information (including family medical history), political affiliation, military service, or other non-merit based factors. These protections extend to all management practices and decisions, including recruitment and hiring, appraisal systems, promotions, training, and career development programs.

## **SECTION 5. MEMBERSHIP**

### **5.1 BECOMING A MEMBER**

Individuals may become members by submitting an application through the Foundation website and paying a nominal fee for a year's membership. By submitting an application, the applicant declares

that he or she agrees to abide by the Foundation's policies and procedures. Membership fees are subject to periodic change.

## **5.2 BENEFITS OF MEMBERSHIP**

Members are entitled to the following benefits:

- A. Use of the trademark and name: Members have permission to publicly represent the Quilts of Valor Foundation (i.e. at display booths at public events, fundraising, accepting donations, awarding quilts) and to use the trademarked names "Quilts of Valor Foundation" and "Quilts of Valor" and the logo in accordance with the policy guidelines.
- B. Services: Members have access to a network of volunteer longarm quilters, and contact information for veterans who have been nominated for award of a quilt.
- C. Information: Members have access to the online newsletter "QOV Threads" and periodic training via the internet and conferences.
- D. Goods: Members have access to patterns, templates for Quilts of Valor Foundation stationary, appreciation certificates, and sample scripts for Quilts of Valor awards.
- E. Vendor discounts and special offers: From time to time, companies, vendors, or retailers within the quilting industry may wish to cooperate, partner, or create special programs or special offers for the Foundation or the Foundation's members. Special offers are available exclusively for the construction of Quilts of Valor. Materials acquired via such special offers may not be used for other community or non-profit programs. Members who participate in such programs or offers are prohibited from advertising or reselling material made available through such programs or offers.
- F. Fundraising support: Members act on behalf of the Foundation when they engage in fundraising, representing the Foundation and accepting donations and property, and raising funds on behalf of the Foundation. Membership enables groups to participate in fundraising, as the Foundation maintains the legal registration required by state law. The Foundation also supports the fundraising efforts of group members by providing marketing materials such as brochures, videos, posters, and other printed materials.
- G. Liability Insurance: Liability insurance coverage when representing the Foundation at public events may also be available upon request. Certificates of Insurance form can be found on the Member Dashboard. If a specific certification please contact the Executive Director.

## **5.3 OBLIGATIONS OF MEMBERSHIP**

All members must, as a condition of continued membership, adhere to the following obligations:

- A. Safeguarding of Foundation property; Members must safeguard Foundation property or equipment in their possession or under their control. This includes cash donations and funds received or raised as representatives of the Foundation, property or equipment donated to the Foundation or created with property donated to the Foundation. It also includes appropriate use of the Foundation's name, trademarks, and logos.
- B. Representing the mission, vision, and core values of the Foundation; The reputation of the Foundation is of crucial importance and a vital element of its mission. A significant portion of a Quilt of Valor's value to the veteran derives from the reputation of the Foundation. Members shall, to the best of their ability, do nothing to tarnish the Foundation's reputation and shall adhere to the foundation's policies and core values, setting the example of professional behavior at all times.
- C. Adherence to Foundation policies and procedures; Being familiar with the Quilts of Valor Foundation Policies and Procedures Manual, the Foundation's policies and procedures ensure compliance with the law, maintenance of the Foundation's 501(c)3(3) tax status and focus on the Foundation's mission. Failure to adhere to the Foundation Policies and Procedures Manual may have serious negative consequences for the Foundation. Members shall adhere to Foundation policies and procedures, whether they act as individual members or as members of a group.

#### **5.4 RENEWAL OF MEMBERSHIP**

Membership must be renewed annually. Renewal must be accompanied by payment of the annual membership fee. Failure to renew membership results in automatic termination of membership.

#### **5.5 NON-MEMBERS**

Non-members have authority to use the Quilts of Valor name and logo and to make a Quilt of Valor so long as they abide by the Standard of Excellence for quilts. Non-members are not entitled to the benefits of membership such as access to member services or the right to use the Foundation's name or logo for fundraising. Non-members may award quilts only if no representative of the Foundation is able to do so. Non-members who award quilts must clearly indicate that they do not represent the Foundation and they shall follow the direction of the member arranging for the award as to the content of the presentation speech.

#### **5.6 DISCIPLINARY PROCESS AND TERMINATION OF MEMBERSHIP**

Only the Executive Director, following consultation with, and approval by, the officers of the Board of Directors of the Foundation, may discipline and/or terminate a membership involuntarily for any and all roles, but not limited to the following: Executive level Volunteer, State Coordinator, Group Leader,

Group Member, Individual Member, Volunteer, or Non-Member. A person in any of the above roles may voluntarily terminate their membership by not renewing their annual membership or by requesting in writing, to the Executive Director, their intent to voluntarily leave the Foundation. Pro-rated or partial unused membership dues will not be reimbursed upon termination. The effective date of voluntary termination is the end of the last month of membership.

A. Reasons for involuntarily terminating membership includes, without limitation:

- a. Action, including public statements, that is inconsistent with the mission and vision, in violation of the Foundation's policy or law, and detrimental to the Foundation or the Foundation's reputation or interests.
- b. Conduct that is inconsistent with the core values that is, or may be, detrimental to the Foundation or the Foundation's reputation or interests.

B. Disciplinary/Termination Process

The Foundation's goal and the services it provides to its members and quilt recipients are the basis of all decisions made regarding the termination of any volunteers or members from service to the Foundation. Except in extraordinary circumstances, including but not limited to a violation of law or financial mismanagement, steps will be taken with the goal that, if at all possible, the situation will be corrected and the person involved may continue to work or volunteer for the Foundation. QOVF reserves the right to combine or skip steps in the disciplinary/termination process based on the facts of the situation and the nature of the offense. The steps for disciplinary action/termination are:

- a. Counseling and Verbal Warning: Individuals will be personally counseled and/or verbally notified of the issue of concern.
- b. Written Warning: Individuals will be given written notice of the matter and notified that should the matter not be corrected in the very near future, additional disciplinary action, up to and including termination may result.
- c. Termination: When the concern has continued in spite of the above steps, participation with and/or membership in the Foundation will be terminated. Individuals will be given written notice of their termination from the organization to include the effective date.

C. Effects of termination on Group Member, Individual Member, Volunteer, or Non-Member

- a. Termination of an individual's association with the Foundation mandates termination of any other relationship between the terminated member and the Foundation, such as a position on the Board of Directors, Executive Staff, or as a State Coordinator or Group Leader.

- b. Immediately upon termination, the terminated individual shall cease any and all representations of affiliation with the Foundation. This includes awarding quilts, soliciting funds or donations, and use of the Quilts of Valor name, trademarks and logos.
- c. Within fourteen days of termination, the terminated individual shall deliver to the Foundation any and all funds and property specifically including all quilts made with donated fabric or fabric purchased with donated funds.
- d. Termination of membership in a group results in immediate termination of the member's right to take any action indicating affiliation with the group. Termination of membership in a group does not affect the individual membership rights of the terminating member. However, it does not entitle the terminated member to Foundation property in the possession of the group whether the terminated member forms a new group or joins another existing group.

#### D. Effects of Termination of a Group Leader

Upon termination or resignation of a Group Leader, either as a member of the Foundation or as the Group Leader, the Group Leader shall:

- i. Collect from the members and inventory all Foundation property, specifically including but not limited to funds received on behalf of the Foundation, donated fabric and fabric purchased with donated funds, and all quilts made with donated fabric or fabric purchased with donated funds. The inventory shall be submitted to the Board of Directors Treasurer and the new Group Leader.
- ii. Contact the Board of Directors Treasurer to determine the amount, if any, of the balance in the group's account.
- iii. Update the group account to indicate that no distributions or reimbursement of funds are to be made until the Financial Responsibility Form, found on the Member Dashboard, signed by the new Group Leader has been received.
- iv. The Group Leader shall cease any and all representation of affiliation with the Foundation immediately, including awarding quilts, soliciting funds or donations, and use of the name, trademarks, and logos.

#### E. Effects of Termination for a State Coordinator (voluntarily or involuntarily) , the Coordinator shall:

- i. Update the account to indicate no distribution or reimbursement of funds are to be made after the effective resignation or termination date.
- ii. Contact the Board Treasurer for a possible balance in the new account. If there is a positive balance, those funds are to be held until a new Coordinator has been

established and the funds are transferred to the Coordinator's account. If the state has multiple Coordinators, the funds shall be distributed equally.

- iii. Should a Coordinator be terminated from their position, they may be able to continue membership as an individual member rather than a group member at the discretion of the Executive Director. If they were involuntarily terminated, they cannot join another group without the permission of the Executive Director.

F. Effects of Termination of an Executive Level Volunteer:

- a. All project or work materials will be turned in, as of the effective date, to the Executive Director. The terminated individual shall immediately cease any and all representations of affiliation with the Foundation. This includes awarding quilts, soliciting funds or donations, and use of the Quilts of Valor name, trademarks and logos.
- b. Within fourteen days of termination, the terminated individual shall deliver to the Foundation any and all funds and property specifically including all quilts made with donated fabric or fabric purchased with donated funds.

G. Effects of the Termination of a Group

- a. Before the termination of a group, the Group Leader shall send notice to each member of the potential termination with the opportunity to continue the group with a new leader. Whether a group terminates voluntarily or involuntarily, the Group Leader shall, within sixty days of the effective date of termination, collect and inventory all Foundation property received on behalf of the Foundation and in possession of the group and/or members of the group. This specifically includes fabric or supplies donated to the Foundation or purchased with funds donated to the Foundation, quilts donated to the Foundation or made with fabric donated to the Foundation, equipment donated to the Foundation and funds donated to the Foundation. The inventory shall be submitted to the Board Treasurer.
- b. Comply with any and all directives from the Board Treasurer regarding disposition or distribution of all Foundation property and funds in the group's account.
  - i. Disposition of property. The Group Leader shall comply with any and all directives from the Board Treasurer regarding disposition or distribution of all Foundation property and funds in the group's account. Group funds on account with the Foundation are frozen as of the effective date of termination. If the group membership is reinstated within six months of termination, the account will be unfrozen and the full amount will be available to the reinstated group for reimbursement purposes. If the group is not reinstated within six months, the

group account will be closed and the funds will be transferred to the Foundation account.

- ii. Cease representation of affiliation. Immediately upon termination of the group, the group shall cease any and all representations of affiliation with the Foundation, including awarding quilts, soliciting funds or donations, and use of the name, trademarks, and logos.

#### H. Termination of Board Members

Board Members may also be terminated for the reasons listed above, voluntarily or involuntarily. The steps for termination above will be followed to involuntarily remove a Board member from their position however, the Board President or Vice President will determine when any Counseling, Verbal Warnings, or Written Warnings are to be given and will deliver the same. They will also make the final determination for terminating a Board Member.

## **SECTION 6. ORGANIZATIONAL STRUCTURE**

Quilts of Valor Foundation is made up primarily of volunteer members acting in accordance with the policies established by the Board of Directors. Please refer to the Bylaws in Appendix 1. An organizational chart and contact list can be found on the Foundation's website at [www.qovf.org](http://www.qovf.org). The Foundation reserves the right to make changes to the organization chart and positions necessary to efficiently and effectively carry out the business of the Foundation as needed.

### **6.1 BOARD OF DIRECTORS**

The Board of Directors governs the Quilts of Valor Foundation. It is made up of volunteer members who have been elected in accordance with the By-Laws. The Board of Directors establishes the policies and procedures, raises funds for the Foundation, maintains the stability of the Foundation and its compliance with all applicable laws and ensures that the Foundation stays focused on its mission.

#### A. Evaluation of the Foundation

The Board of Directors, working with the Executive Director and representatives from the Executive Staff, State, and District Coordinators (collectively, "Coordinators") and Group Leaders, will periodically evaluate and assess the direction of the Foundation to ensure that the Foundation remains focused on its mission. The Board of Directors may also request evaluation from individuals or organizations outside the Foundation.

#### B. Board of Directors Functions

- a. Establishing the Foundation's Mission and Vision Statements.

- b. Hiring Executive Directors.
- c. Establishing policies and procedures.
- d. Approving annual budgets and major expenditures.
- e. Creating and/or disbanding standing or ad hoc committees.
- f. Approving major contracts and agreements.
- g. Maintaining financial stability of the organization.
- h. Protecting tax exempt status.
- i. Acting as the owners of the Quilts of Valor Foundation.
- j. Periodically evaluating the Foundation to ensure the Foundation stays focused on its mission.
- k. Periodically reviewing and revising the Policies and Procedures Manual.
- l. Meeting regularly and keeping records in accordance with the Foundation bylaws.
- m. Providing guidance to the Executive Director as requested or necessary.
- n. Registering and maintaining registration for the Foundation in all states that require registration for legal fundraising.
- o. Signing a Conflict of Interest Agreement and a Board Agreement.
- p. Raise funds for the Foundation.
- q. Setting the example of professional behavior at all times.

## **6.2 EXECUTIVE DIRECTOR**

The Executive Director is hired by the Board of Directors and serves under the direction of the Board of Directors to implement the goals and policies of the Foundation. The Executive Director may hire, appoint or terminate employees or volunteers, including coordinators and liaisons depending on the needs of the Foundation. The Executive Director may hire an Assistant Executive Director, subject to approval by the Board of Directors, for assistance in fulfilling any of the duties of the Executive Director. The Assistant Executive Director may serve as Acting Executive Director during any temporary absence of the Executive Director. The primary role of the Executive Director is the successful achievement of the Foundation's mission.

### **A. Qualifications**

- a. Excellent interpersonal, verbal, and written communication skills and an ability to interface effectively with members across diverse backgrounds in a professional manner.
- b. Excellent leadership skills.
- c. Ability to manage multiple projects simultaneously.

- d. Proficiency with computer and web-based business tools as well as web-based social networking applications.
  - e. The ability to work independently, provide guidance and advice to others, and accept opposing points of view.
- B. Functions and Responsibilities of the Executive Director
- a. Implement the goals of the Foundation as set by the Board of Directors.
  - b. Communicate with the Board President on a weekly basis or more frequently if needed regarding activities at all levels within the Foundation.
  - c. Recruit, evaluate, develop, and discipline (as required) the Executive Staff.
  - d. Identify, negotiate, and manage all relationships with potential partners, vendors, supporters, and donors. Submit all potential contracts and memoranda of understanding to the Board of Directors for consideration and approval, and report to the entire Board of Directors for ratification of any contracts and memoranda approved by the Executive Committee of the Board of Directors.
  - e. Serve as the primary point of contact for complaints and comments from members, staff, and the public. Handle complaints in compliance with the Foundation's policies.
  - f. Provide direction for the operation of the Foundation to the Executive Staff, Coordinators, Group Leaders, and volunteer members.
  - g. Regarding the Executive Staff:
    - i. Take responsibility for recruitment, oversight, and release of Executive Staff members;
    - ii. Ensure that an effective management team is in place; and
    - iii. Develop, maintain, and encourage open and effective communications with meaningful and appropriate feedback.
    - iv. In consultation with the Board of Directors and the Executive Staff, coordinate the delivery of the Foundation's message.
    - v. Monitor the branding, use of the Foundation's logo, content of communications and handle instances of trademark infringement.
  - h. In regard to budget and finance:
    - i. Keep the Board of Directors fully informed about the important developments and achievements of the Foundation's programs;
    - ii. Develop and direct effective communication with the public and members so that the Foundation's goals and achievements are widely and accurately publicized;

- iii. Direct and oversee sound working relationships and cooperative arrangements with other volunteer groups and organizations;
  - iv. Represent the Foundation to current and potential supporting organizations and to the general public;
  - v. Work closely with the Board of Directors to maintain sound financial policies and communicate them to the Executive Staff, Coordinators, and local groups; and
  - vi. Work with the volunteer staff, paid staff, and the Board of Directors to develop effective budgets and oversee that the organization operates within budget.
- i. Regarding special committee responsibilities:
    - i. Work with the Board of Directors to implement or direct fundraising programs, which may include community outreach, and development of corporate partnerships to generate revenue and public awareness; and
    - ii. Through the Executive Staff or personally, engage state and local volunteers to plan and execute special events and outreach initiatives.
    - iii. Implement the core values, and procedures of the Foundation.
  - j. Serve as editor of the Foundation's official newsletter.
  - k. Welcome new members.
  - l. Set the example of professional behavior at all times.

### **6.3 ASSISTANT EXECUTIVE DIRECTOR**

The Assistant Executive Director is a paid member of the Executive Staff hired by the Executive Director with the approval of the Board of Directors to assist in the fulfillment of her or his responsibilities. Specific functions and responsibilities of the Assistant Executive Director are:

- A. Recruiting and supervising Coordinators and Group Leaders.
- B. Communicating with Executive Staff as needed.
- C. Communicating with the Executive Director on a weekly basis or more frequently as needed.
- D. Assisting the Executive Director in communicating the standards, policies, and procedures of the Foundation to all groups and members.
- E. Assisting the Executive Director in handling personnel or local member group issues.
- F. Managing projects as assigned by the Executive Director.
- G. Carrying out other duties as assigned by the Executive Director.
- H. Setting the example of professional behavior at all times.

### **6.4 EXECUTIVE STAFF**

Persons serving in Executive Staff positions are either hired, volunteer, and/or appointed by the Executive Director to serve as project specialists, coordinators, liaisons, or other positions as needed by the Foundation. The Executive Director determines the frequency of Executive Staff meetings. The Executive Director, working with the Board of Directors, may add or discontinue positions as necessary to meet the needs of the Foundation.

A. All Executive Staff positions must possess the following qualifications::

- a. Strong communication skills, both written and verbal.
- b. Strong people skills.
- c. Strong organizational and management skills.
- d. The ability to motivate and encourage others.
- e. Computer skills, including word processing, email and spreadsheets, and a willingness to gain proficiency in the Foundation's software/management systems, video/phone conferencing, NAMS, and Google Workplace.
- f. Willingness to learn.

B. Functions and Responsibilities

Under the direction and supervision of the Executive Director, the Executive Staff shall uphold the mission of the Foundation and implement the goals of the Foundation in accordance with policy. The functions and responsibilities of the Executive Staff are:

- a. Implementing the goals of the Foundation as set by the Board of Directors.
- b. Understanding the Foundation's mission.
- c. Represent the Foundation and its mission, serving as an ambassador of the Foundation.
- d. Being familiar with the Foundation's policies and procedures, the Foundation's website and social media accounts, and the duties of other staff members.
- e. Retaining current contact information for other staff members.
- f. Using the @QOVF assigned email address for all Foundation-related emails.
- g. Implementing the standards, policies, and procedures of the Foundation as described in the policies and procedures of the Foundation and as communicated by the Executive Director.
- h. Establishing, with the Executive Director, ways and means of securing opportunities to help local member groups raise funds in order to increase their ability to make Quilts of Valor.
- i. Reporting to the Executive Director problems such as infringement of trademark use, inappropriate use of Foundation supplies, failure to meet Foundation standards of excellence for Quilts of Valor, or failure to uphold the Foundation's policies and procedures.

- j. Supporting coordinators, local groups, and volunteers with guidance and training on the standards, policies, and procedures of the Foundation.
- k. Creating and coordinating, with the Executive Director, national-level communications, events, and opportunities for all involved in the Foundation's mission.
- l. Keeping the person to whom they report up to date on their area of responsibility.
- m. Attend Foundation Executive Staff meetings and conferences.
- n. Assist in establishing the Foundation's annual budget if requested.
- o. Refrain from promoting religious or political opinions in their professional career or business.
- p. Carrying out the specific duties of their respective staff positions.
- q. Responding to inquiries in a timely manner.
- r. Being willing to learn.
- s. Under the direction and supervision of the Executive Director, uphold the mission of the Foundation and implement the goals of the Foundation in accordance with policy.
- t. Setting the example of professional behavior at all times.

#### C. Executive Staff Positions

##### a. Marketing and Public Relations Director

Under the leadership of the Executive Director, the Marketing and Public Relations Director manages marketing and public relations. Duties include but are not limited to:

- i. Coordinating the Foundation's public relations, media (including social media) presence, and marketing of its mission and brand.
- ii. Prioritizing media opportunities, preparing presentations and other materials as requested for use by Coordinators, Groups, and members.
- iii. Promoting public awareness of the Foundation's mission through attention to branding.
- iv. Managing communication activities that promote, enhance, and protect the Foundation's brand and reputation.
- v. Development and implementation of a broad range of public relations activities geared toward promoting awareness of the Foundation's mission.
- vi. Building relationships with media, donors, and other individuals and organizations that can benefit the mission of the Foundation.

##### b. Newsletter Managing Editor

Under the leadership of the Executive Director, who is the Editor of the newsletter, the Newsletter Managing Editor prepares the Foundation's newsletter for publication in an electronic format. Duties include, but are not limited to:

- i. Establishing a timeline for publication.
- ii. Developing a content plan and acquiring content.
- iii. Working with the Executive Director to establish a story list for each issue.
- iv. Communicating with authors, editorial assistants, and layout staff. Working with layout staff through final editing and layout stages.
- v. Communicating with Information Technology staff for dissemination of each issue and posting of the issue on the Foundation's website.

c. Special Events Coordinator

Under the leadership of the Executive Director, the Special Events Coordinator 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:

- i. Obtaining approval from the Executive Director prior to pursuing any program or Foundation participation at any national-level event.
- ii. Keeping the Executive Director up to date on programs and events underway.
- iii. Working to partner with other Executive Staff and members to promote the successful growth and recognition of the Foundation.
- iv. Seeking opportunities for Foundation exposure at national quilting industry events, national events focused on military service members, and state, county, and local level events.

d. Longarm Coordinator

Under the leadership of the Executive Director, the Longarm/Topper Coordinator handles interactions between the Foundation's quilt top makers and its longarm quilters. Duties include, but are not limited to:

- i. Maintaining information about volunteer longarmers and their availability status.
- ii. Receiving requests from quilt top makers for volunteer longarming. Matching quilt top makers and long armers.
- iii. Communicating with volunteer longarmers to determine their status for each upcoming month.
- iv. Communicating with volunteer members and the Foundation's Executive Staff.

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

e. Individual Requests Coordinator

Under the leadership of the Executive Director, the Individual Requests Coordinator coordinates and fulfills requests for Quilts of Valor from individuals for specific awardees.

Duties include, but are not limited to:

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

f. Information Desk Coordinator

Under the leadership of the Executive Director, and in cooperation with the Director of Information Technology, the Information Desk Coordinator fields the Foundation's general inquiries. Duties include, but are not limited to:

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

g. Quilt Business Relationship Coordinator

Under the leadership of the Executive Director, the Quilt Business Relationship Coordinator manages the Foundation's relationship with quilt businesses nationwide to promote the Foundation's mission. Duties include, but are not limited to:

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

h. Under Our Wings Program Coordinator

Under the leadership of the Executive Director, 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:

- i. Increasing Under Our Wings involvement in groups by providing information and support.
- ii. Developing presentations about Under Our Wings for use by State Coordinators, member groups, and quilt guilds.
- iii. Developing presentations about Under Our Wings for use by State Coordinators, member groups, and quilt guilds.
- iv. 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.
- v. Working with the Quilt Shop Relationship Coordinator to encourage member quilt shops to participate in the Under Our Wings program.
- vi. Working with the Information Technology Director to update and enhance the web pages on the QOVF website that support the Under Our Wings program.

i. Project Specialist

Project Specialists 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.

## **6.5 Coordinators**

Coordinators must be members, whether as an individual or as a member of a group. They must abide by all Foundation policies and procedures and must submit a signed Financial Responsibility Form. Under the direction of the Assistant Executive Director, the primary responsibility of a Coordinator is to communicate the Foundation's mission and core values in his or her geographic area. The State Coordinator oversees the activities of local groups and members within a single state. A District Coordinator is a Coordinator who oversees the activities of membership for a geographic area within a state. If needed, a state (for example a large state) may have multiple District Coordinators serving it.

- A. State Coordinators. State Coordinators oversee the activities of local groups and members within a single state.
- B. District Coordinators. A District Coordinator oversees the activities of groups and members for a geographic area within a state. If needed, a state may have multiple District Coordinators serving the members of that state.
- C. Requirements For All Coordinators
  - a. All Coordinators shall: (1) be members in good standing, (2) have completed all required training, (3) abide by the Foundation's policies, and (4) execute and submit all required forms and agreements, including a signed Financial Responsibility Form and Trademark Use Form, found on the Member Dashboard.
  - b. Coordinators must be willing to commit at least one year to the position and be willing to perform a minimum of ten, or in the case of State Coordinators, twenty volunteer hours of work per week.
  - c. Coordinators should possess: (1) strong people skills (including the ability to work with diverse individuals, personalities, and work styles) and organizational skills, (2) the ability to motivate and encourage others, and (3) the ability to inspire, train and encourage local leadership.
  - d. Coordinators should possess the following experience in Foundation leadership roles: (1) State and District Coordinators - six months experience (or equivalent) as a Group Leader or District Coordinator.

- e. Coordinators should possess good working knowledge and user comfort with computer office systems, word processing, email, and spreadsheets, and a willingness to learn and gain proficiency in the Foundation's software/management systems, video/phone conferencing, NAMS, and Google Workspace.

#### D. Functions and Responsibilities

The functions and responsibilities of State and District Coordinators are:

- a. Communicate with and train Group Leaders and general membership in the region, state and/or district on standards, policies and procedures, including standards for quilts, award ceremonies, fundraising, handling of donations, trademark use, training for job positions, and being good stewards of the Foundation's mission and name.
- b. Organize a communication network via email, newsletters, phone and/or video chats, and participate in Coordinator meetings as scheduled by the Assistant Executive Director.
- c. Represent the Foundation at public events, conduct award ceremonies, and recruit new members throughout the region, district, and state, including by building relationships with guilds, veterans groups and programs, and national societies.
- d. Assist in fulfilling requests for awards of Quilts of Valor within the region/state/district/area in a timely manner, including requests generated through the national registry/website.
- e. Work with other Coordinators to move quilts between states to meet the needs of national requests in a timely manner.
- f. Acknowledge in writing any material or monetary donations given to the district/area, and provide appropriate receipt forms.
- f. Regularly check emails, voicemails, and NAMS activities, including assigning new requests to the closest group in the relevant region/district or state and follow up within forty-eight hours.
- g. Assist in the search for and training of such Coordinator's replacement, if requested.
- h. Assisting and advising member groups in fundraising procedures and compliance with Foundation fundraising and financial policies and, when possible, assisting with such fundraising.
- i. When appropriate, coordinating or helping coordinate Foundation events within their state or region.
- j. Coordinating, when possible, publicity about the Foundation's activities in their state or region.

- k. Reporting and submitting financial donations, along with donor information, to Foundation Accounting, and submitting expense reports and reimbursement requests to the Foundation's Bookkeeper.
- l. Acknowledging to donors, in writing, donations given directly to such Coordinators and reporting to the Foundation all such donations received, along with donor information.
- m. Communicating with other Coordinators and Executive Staff members as needed or required.
- n. Reporting to the Assistant Executive Director regarding the Foundation's activities within their area of responsibility.
- o. Setting the example of professional behavior at all times.

## **6.6 Group Leaders**

A Group Leader is designated by a group consisting of two or more members. A Group Leader is an individual designated by a group of members to act on their behalf in their relationship to the Foundation and the community. Group Leaders are important local contacts for quilt groups. They handle the group's simple financial paperwork and often serve as coordinator of the group's activities. Group Leaders are ambassadors for the Foundation in the community, encouraging the participation of quilters in their area, recruiting new volunteer members, and communicating the Foundation's mission to local businesses and agencies that support the group's efforts. Qualifications of a Group Leader are:

- A. All Group Leaders shall: (1) be members in good standing, (2) have completed all required training, (3) abide by the Foundation's policies, and (4) execute and submit all required forms and agreements, including a signed Financial Responsibility Form and Trademark Use Form, found on the Member Dashboard.
- B. Group Leaders must be available and willing to perform a minimum of ten volunteer hours of work per week and commit at least one year to the position.
- C. Group Leaders should have strong people skills, including the ability to work with diverse individuals and personalities, organizational skills, and the ability to motivate and encourage others.
- D. Group Leaders should have general knowledge and user comfort with computer office systems, word processing, email and spreadsheets, and a willingness to learn and gain proficiency in the Foundation's software/management systems, NAMS, and video/phone conferencing.

- E. Group Leaders will sign the Financial Responsibility Form, found on the Member Dashboard, annually indicating their understanding and agreement with Foundation guidance on group account requirements, the reimbursement process, and accounting responsibilities for the group.
- F. Group Leaders will submit reimbursement requests to the QOVF Accounting Manager, confirm from their own records that there are adequate funds in the account before submitting reimbursement forms, and keep on file reports from the QOVF Accounting Manager of group funds on account. Receipts more than three months old are not reimbursable without Executive Director approval.
- G. Responsibilities of a Group Leader. The group leader must ensure that the group is registered through the website, that the group membership is maintained, and that the group abides by the standards, policies, and procedures of the Foundation. Specific responsibilities of the leader includes:
  - a. Registering the group at [www.qovf.org/membership](http://www.qovf.org/membership).
  - b. Maintaining a list of group members and current membership information.
  - c. Communicating information to group members about activities of the group and the Foundation.
  - d. Serving as the contact person for the group, maintaining a record of transactions by the Group, and making reimbursement requests through Foundation Accounting. .
  - e. Completing, signing, and submitting the Financial Responsibility Form stating they understand the financial responsibilities of the group and the importance of the Foundation's financial accountability. A sample of the form is available on the Membership Dashboard at [www.qovf.org](http://www.qovf.org)
  - f. Receiving and keeping a record of the local group's recorded name or account number.
  - g. Communicating the financial requirements and fundraising policies and procedures of the Foundation to other members of the group.
  - h. Submitting all financial donations, including local donations such as those received as a quilting event or in exchange for marketing items, to the Foundation's Accounting office.
  - i. Submitting other information as needed or requested by the Foundation's Accounting office.
  - j. Coordinating reimbursement requests to the Foundation's Accounting office for reimbursement to the group and receiving reimbursements for the group.
  - k. Verifying monthly/quarterly reports from the Foundation Treasurer or accounting office of the group's funds available on account.

- l. Acknowledging donors for local donations.
- m. Complying with state and local laws concerning activities that may invoke gaming rules (e.g. raffles).
- n. Working with State Coordinators and appropriate executive staff to help fulfill requests for Quilts of Valor in their local area as needed and when possible. The Quilts of Valor Foundation is a national organization and groups are expected to help contribute to the nation-wide effort. Therefore, requests to supply quilts outside of the local area or state may be made, and offering completed quilts to meet these needs is expected.
- o. Serving as the contact person for the Foundation's software program of national nominations (NAMS) or appointing a group member to work closely with the Group Leader as a scheduler, and complete all training required to access such programs.
- p. Each group should have a person designated and trained to access NAMS to ensure that the group is aware of any nominations that have been assigned to that group. After a quilt is awarded, the designated person should ensure that the award is recorded with the Foundation.
- q. Assisting in the search for and training of such Group Leader's replacement, if requested.
- r. Setting the example of fiscal responsibility and professional behavior at all times.

### **6.7 Emeritus Status**

Officers who have completed their term of office with particular distinction, making a unique contribution to the Foundation that will last for years, may retain their title upon the written nomination by a member of the Board of Directors within one year of termination of their term of office and majority vote of the Board of Directors. Such an officer shall then be known as "Board Member Emeritus" or "Director Emeritus," consistent with the last-held office. An emeritus officer shall not be included in counting if a quorum is present at a meeting of the Board of Directors, nor shall an emeritus officer be entitled to vote.

### **6.8 Committees**

Committees may be formed by the Board of Directors or the Executive Director. Minutes must be kept of the meetings, a budget must be approved for any projects, and meetings must be held on the Google platform in accordance with section 15.4A of this manual.

## **SECTION 7. ELIGIBILITY FOR AWARD OF A QUILT OF VALOR**

Quilts of Valor are awarded only to living individuals who satisfy the eligibility standards in section 7.1 and have been touched by war.

## **7.1 Eligible Individuals.**

- A. Active duty, National Guard, and Reservist members of the United States Armed Forces, being the United States Army, Marines, Navy, Air Force, Space Force, and Coast Guard.
- B. Living veterans of the Armed Forces of the United States during declared war, conflicts, police actions, peacekeeping missions, and counter terrorism operations. This would include, but is not limited to; WWII, Korea, Vietnam, Panama, Beirut, Granada, Bosnia, Desert Storm, Desert Shield, Iraq, Afghanistan, anti-terrorism operations, and terrorism attacks against Armed Forces personnel.
- C. Any class of personnel determined by the Board of Directors. As of 2019, this only applies to the non-uniformed personnel receiving and processing deceased service members at the Air Force Mortuary Affairs Operations (AFMAO), known as the Port Mortuary, Dover, DE.
- D. Only veterans who have received an honorable or general discharge.

## **7.2 Ineligible Individuals.**

The following individuals are ineligible, unless they also meet the criterion in 7.1.

- A. Firefighters
- B. Police officers/ law enforcement officers
- C. Civilian security personnel
- D. Family members, including parents, spouse, children, etc., of Armed Forces service members or veterans (living or deceased).
- E. Other uniformed services, (e.g. Public Health Service, National Oceanic and Atmospheric Administration (NOAA)).
- F. Military or service animals

## **7.3 Touched By War**

While only service members or veterans know what “touched by war” means to them and whether they have been “touched by war,” the Foundation’s intended meaning includes the following.

Notwithstanding, these examples are not all-inclusive.

- A. Delivering support, supplies, etc., to those engaged in preventing conflicts or engaged in battle or combat.
- B. Engaging in direct combat, no matter when or where, declared or undeclared war or conflicts.
- C. Caring for the casualties, injured, and ill service members or veterans on the frontlines or in hospitals and medical centers overseas or stateside.

- D. Providing casualty assistance to families of the fallen, escorting the fallen or remains, and/or participating in honor guards.
- E. Being wounded or injured in training for combat or direct support of combat.
- F. Being there to listen, to minister, and to support others struggling with the demons of being in a war zone.

#### **7.4 Continuing Destinations, Other Organizations, and Facilities.**

The foundation does not provide quilts to organizations for public display or to serve as bed covers for beds in hospitals, nursing homes, or other facilities except as approved by the Executive Director. Military facilities and programs for veterans may, with approval by the Foundation, receive a set number of quilts each month, which will be awarded only to eligible individuals.

#### **7.5 Life Award**

Persons receiving an award of a Quilt of Valor shall be eligible for only a single such award during their lifetime, except in the case of hardship, such as damage, loss or destruction of a quilt previously awarded. Replacement awards require the approval of the Executive Director or the Assistant Executive Director.

### **SECTION 8. STANDARDS OF EXCELLENCE FOR QUILTS**

All members, specifically including the piecer, quilter, and presenter, have the responsibility to ensure that Quilts of Valor presented to veterans or service members reflect the best possible workmanship and quality materials that is consistent with the Foundation's core value of promoting excellence. Use of the Quilts of Valor name and logo on the quilt label not only shows that the quilt is a true Quilt of Valor, but also indicates that the quilt satisfies the standards adopted by the Foundation. If a quilt does not meet the Foundation's standards of excellence, no label indicating that it is a Quilt of Valor shall be affixed to it and it shall not be presented as a Quilt of Valor. The good intentions of the quilt-maker should be respected in kindly suggesting and considering donation of the quilt to another purpose.

#### **8.1 Fabric**

Fabric used should be high quality 100% "shirt-weight" or "quilt-weight" cotton fabric appropriate for adults. While Quilts of Valor do not have to be red, white, and blue, most recipients, given a choice, choose fabrics that are patriotic in theme. Use of military branch specific fabrics or non-patriotic fabric, unless the recipient is known in advance, may create difficulty in identifying a recipient.

## **8.2 Patterns and Design**

Patterns and blocks can be of any design suitable for a patriotic theme except a quilt should not be a replica of a U.S. flag. Smaller or discrete images of a U.S. flag included within a larger quilt design are, however, suitable for a Quilt of Valor.

## **8.3 Size**

A Quilt of Valor is to be large enough to cover an average-sized adult, with an ideal size approximately 60" x 80." Finished size can be no smaller than 55" x 65" and no larger than 72" x 90."

## **8.4 Quilting**

A Quilt of Valor consists of a top, batting, and backing, and must be machine quilted or hand quilted. A tied quilt is not acceptable for a Quilt of Valor. Only members are eligible for free-of-charge quilting of their tops by longarm volunteers, according to the process described in this section. Longarm quilting services are provided by a member first requesting quilting services from the Foundation, and the Foundation then pairing such member with a longarm quilter by notice to the requesting member (a "pairing"). A maximum of two quilts may be requested for longarm quilting through a pairing request at a single time. Following a member's request but prior to a pairing being made, such member may not submit any additional requests for longarm quilting services or pairings. Once a pairing is made by the Foundation, however, a member may then make a subsequent request for longarm quilting services from the Foundation according to the process described above. Backings provided to the longarm quilter must be 4" larger than the quilt top on all sides (8" wider in width and 8" longer in length). All participants in the pairing process must be members in good standing. All tops submitted through the pairing process are considered property of the Quilts of Valor Foundation. Each longarm quilter member of the "LongArmy" shall; (1) upon receipt of a pairing letter by the LongArmy Coordinator, communicate with the paired QOVF member with the offer to perform the longarm quilting, and other necessary information such as arrival of the quilt top, questions regarding the style and design of the quilting, and information regarding the return of the quilt, (2) donate the batting (quality cotton blend, low-loft polyester 80/20 poly blend) required to complete the quilt (or obtain batting donated by a local QOVF group), thread and time for each quilt assigned, (3) complete the volume of quilts the longarm quilter has committed to quilt, (4) promptly communicate to the LongArmy Coordinator if issues arise that prevent them from fulfilling the commitment, (5) if shipping is required, be responsible for the return packaging and postage to send the completed quilt back to

the paired QOVF member, and (6) complete and return the quilt to the paired QOVF member within thirty days.

### **8.5 Batting**

Batting should be quality, low-loft batting. Quilting should be appropriate for the quilt and not overly dense, which can reduce the loft of the quilt.

### **8.6 Binding**

Binding strips should be joined with diagonal seams. Binding should be double-fold (“french fold”), attached by machine and finished by hand or machine.

### **8.7 Laundering**

Before awarding, a Quilt of Valor must be machine laundered (gently, using mild detergent) so any bleeding of fabric dyes has occurred prior to awarding, and because some facilities where quilts are awarded require pre-laundering. Use of a “color catcher” that attracts loose dye during washing is recommended.

### **8.8 Presentation Case**

A presentation case is recommended for quilts being shipped to an awardee. They are optional for local individual or small group awards.

### **8.9 Notes, Cards, and Journals**

A note, card, letter, or journal documenting the creation of a Quilt of Valor may be presented to the recipient along with the quilt.

### **8.10 Label**

The quilt must be labeled as a Quilt of Valor and include a space for the recipient’s name and the names of the person who prepared the top (“piecer”), the quilter, and the binder. The date and location of the award and laundering instructions may also be included. The label must not include any religious or political message, or advertisements. Indicating that printing of the label has been donated by a business or other person is acceptable.

## **SECTION 9. REQUESTING A QUILT OF VALOR (NOMINATIONS)**

Every request for a Quilt of Valor, sometimes called a “nomination,” must be entered on the Foundation website regardless of the location of the requester and recipient. Anyone may request a Quilt of Valor for a service member or veteran touched by war. An individual may request a Quilt of Valor for himself or herself. To nominate an individual to receive a Quilt of Valor:

- A. Complete the online form to nominate a recipient, found at <https://www.qovf.org/nominations-awards/>. A hard copy Nomination Form (Appendix 2) may also be used to nominate a recipient. Please follow the instructions for completion and submission.
- B. An automated confirmation will be sent to you.
- C. The system will forward the request to the respective State Coordinator in the geographical area where the nominee lives to be assigned to a Group Leader.
- D. The State Coordinator or local Group Leader will contact you to discuss coordination of the award presentation. Additional time may be required to coordinate the award if a completed quilt is not available.

## **SECTION 10. IDENTIFYING A VETERAN FOR AWARD OF A QUILT**

### **10.1 Personal Knowledge**

Completed Quilts of Valor may be awarded locally to awardees known by the quilt maker or brought to the attention of the quilt maker by someone in the quilt maker’s community.

### **10.2 Identifying a Recipient**

If no eligible recipient is identified, or can be identified, the quilt maker or a QOVF member shall contact their Group Leader or State Coordinator for assistance in identifying a recipient. Quilts of Valor Foundation is a national organization and it would be detrimental to the Foundation and its reputation to indefinitely delay identification of the recipient or award of a quilt. This is especially so if the quilt has been created in part or in whole with donated funds or fabric. The quilt should be promptly delivered to the contact person for the recipient after identification of the nominee. If shipping is required, tracking is recommended and the package may be insured if it is shipped to an Army Post Office (“APO”) or a Fleet Post Office (“FPO”).

## **SECTION 11. AWARDING QUILTS OF VALOR**

### **11.1 Presentation of the Quilt**

Whenever possible, a Quilt of Valor should be personally awarded, rather than mailed to the recipient. A Quilt of Valor is a civilian award to our active duty service members and veterans. The recipient earned the Quilt of Valor through selfless service and sacrifice in defense of our nation, not merely because the nominee may have affectionate feelings towards the recipient, the recipient has requested the quilt, or any other reason. Recipients are nominated based on their military service and the award should focus on that service. A Quilt of Valor should not be presented as a gift or a present (e.g. for birthdays, retirements, or other celebrations). Instead, the award of a Quilt of Valor is similar to a personal award bestowed upon an individual by the military. Active duty service members are subject to Department of Defense policy limiting the monetary value of items that veterans may accept. As a Quilt of Valor is priceless, it is deemed to have no monetary value.

### **11.2 Venue for Presentation**

Quilts of Valor can be awarded privately, at an event or special venue. Appropriate locations include, without limitation, the recipient's home or church, or a veteran's meeting place. A political meeting, rally, demonstration or other political event is not an appropriate venue. Every attempt should be made to see that the award of a Quilt of Valor is a personal and memorable experience for the recipient.

### **11.3 Surprise Awards**

The Foundation does not allow surprise awards out of respect for service members and veterans. There also is the potential for a negative impact such as an unexpected emotional event or medical issue. Some individuals do not like surprises of any kind.

### **11.4 Large Group Awards**

Group awards for twenty or more veterans requires prior written approval from the Foundation, requested at least six months in advance. Individual requests may be grouped together in smaller numbers (e.g. less than 20) for an award ceremony. Quilts shall not be shipped to other organizations for award without Foundation representatives present, absent prior written approval from the Foundation.

#### **A. Awards to Large Groups**

A large group request is a request for more than twenty Quilts of Valor for an event at one location. Large group awards must be approved by the Executive Director or Assistant Executive Director. Requests for such awards should be made at least sixty days before the anticipated need for Quilts of Valor.

- a. Awards to large groups are to be made by Foundation representatives if at all possible.
- b. Shipping quilts to other organizations to be awarded without Foundation representatives present requires prior approval of the Executive Director or Assistant Executive Director.
- c. Individual requests and local awards take priority over large group requests.

### **11.5 Awards to a Distant Recipient**

To award a quilt to someone who is geographically distant, contact the State Coordinator in the state where the awardee lives. Often, a representative of the Foundation can be found in the area who will be glad to make the award in person or will find an appropriate person to do the presentation.

Examples of appropriate persons are a recipient's pastor or a person who has previously been awarded a Quilt of Valor. Even if the QOV is mailed, a video call or conference call to do a remote presentation should be done in conjunction with the mailing. Have the recipient invite someone to be there to do the wrapping and celebrate the award with them.

### **11.6 Awards by Non-Members**

If no member is available to make the presentation of a Quilt of Valor, a member may authorize a non-member to make the presentation. If the non-member making the presentation is also the maker of the quilt, before giving such authorization, a member must ascertain if all standards for the Quilt of Valor have been met. The non-member authorized to present the Quilt of Valor must clearly state during the presentation that he or she does not represent the Foundation.

### **11.7 Reporting the Award**

After the Quilt of Valor is awarded, the award must be reported to the Foundation. Refer to the Nominations and Awards Management System (NAMS) Guide – Report Quilts Awarded (RQA) on the Member Dashboard.

### **11.8 Award Dress Code**

When presenting a Quilt of Valor, the presenter represents the Quilts of Valor Foundation. Presenters are encouraged to dress in a manner befitting the occasion and location.

### **11.9 Presentation Speech**

You may be invited to a meeting to talk about the Quilts of Valor Foundation and then award a Quilt of Valor. Talk about donations only during the first part of your presentation, not during the award ceremony. It is never acceptable to solicit or appeal for funds at a presentation ceremony. A "Sample

Quilt Award Speech” can be found in Appendix 3. Informal questions about donations following an award ceremony can be answered, and brochures can be made available.

If you want to give the recipient a copy of your script, be sure to put the Quilts of Valor Foundation logo on the document. Please ensure you have a signed Trademark Use Agreement, found on the Member Dashboard, on file to use the logo. There is no set presentation speech. Each person who handles an award needs to feel comfortable with the script they create and use. The following sample scripts come from a variety of presenters.

### **11.10 Speech Introduction**

Always begin by introducing yourself. You can say briefly how long you have been involved with the Quilts of Valor Foundation or what drew you to volunteering. Here are some 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.

### **11.11 History of the Quilts of Valor Foundation**

The Quilts of Valor Foundation began in 2003 with a dream, literally a dream. Founder Catherine Roberts’ son was deployed to 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.*

- The Quilts of Valor Foundation is a national organization founded in 2003 by Blue Star mom Catherine Roberts. With a son deployed in Iraq, 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 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 400,000 (see website for most accurate number) 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 judgement, acceptance and with an acknowledgement 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.
- Read statement by founder Catherine Roberts. From the beginning, Catherine Roberts had definite ideas about standards of excellence for Quilts of Valor. As she explains:

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

### **11.12 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.”

### **11.13 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 long armers*

*immediately played a crucial role in making our quilt tops go from ho-hum to 'wow.' Two people who helped bring needed exposure at the start of our program to the long arming world were Janet-Lee Santeusano 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.*

#### **11.14 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 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 of touched by war.*

#### **11.15 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 and Afghanistan 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. They politely pointed out it wasn't fair to award a Quilt of Valor to one group of wounded and exclude others. The light of inclusiveness began to glimmer.*

*In 2006 at an awards ceremony at a VA Medical Center in White River Junction, VT, 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, Washington.*

*A group of us got together for a quilting retreat. One of our activities for the weekend was to award quilts at the American Veterans Tribute and Traveling Wall Exhibit in Bellingham. I could not find a*

*group of Veterans who had served in the Iraq or Afghan conflict for the Quilts of Valor we brought that day. A group of Vietnam Veterans were there to perform a Patriot Guard motorcycle ride past the Vietnam traveling memorial wall. 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.*

### **11.16 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, Delaware. She recalls:

*I read an essay by Marine L. 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 AMFAO 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.*

### **11.17 Evolution of the Foundation's Name**

The first name of the organization was "Quilts for Soldiers." As 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."*

### **11.18 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 nonprofit 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 is 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.*

### **11.19 What Does a Quilt of Valor Mean?**

- 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 thank you for your service in [branch of the service]. We thank 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. This Quilt of Valor unequivocally says thank you for your service and sacrifice 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:
  - The top of the quilt with its many colors, shapes, and fabrics, represents the communities and the many individuals we are.
  - 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.
  - 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. 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 Quilt of Valor 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, and into the quilts we make. All of us, as quilters, want you to know that through our quilts, you are forever in our hearts.

### **11.20 Meaning of Valor**

Valor is an old-fashioned word, not one that we hear used a lot today. If you look it up in the dictionary, you will see that it is defined as “courage in the face of danger” but that is not a very complete definition. Did you ever hear of someone who punches a bully - a bigger guy - right in the nose? That’s not necessarily courage - that comes from anger or adrenaline. Or someone might even take up a big stick and beat off a bear - but that’s not courage - it’s nature’s instinct for self-preservation. Valor comes from the very best in the human heart. It comes from generosity of the soul, from nobility of spirit, from the love of community and country.

A young man or woman who hears a nation’s call has been promised a wonderful future. They were promised that if they do their homework, obeys their parents, eat their vegetables and do their chores, when they finish school then the world is their oyster - they can marry their sweetheart, go to college, have the career they want, and follow their dreams. But the call to enlist asks them to take a big risk - to step into the unknown, to go wherever they’re told, follow new rules, take a chance that they may never have that future or any future at all. To sign a blank check pledging to their country to give whatever is asked, up to and including, their life. To take that risk for love of country and community is valor. That is what we celebrate and honor with a Quilt of Valor.

### **11.21 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. For example:

- 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 fourteen Quilts of Valor to members of your group. Each Quilt of Valor 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 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 ask each 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 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.

### **11.22 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.

### **11.23 Postcards for Distribution at Presentations**

Postcards are available that have a place for your contact information. Use the Group Wholesale Order form and submit to [govfstore@govf.org](mailto:govfstore@govf.org) These postcards are designed to be distributed at award ceremonies.

### **11.24 Award Forms**

The following forms are available on the Member Dashboard:

- A. Editable award certificates in PDF format. These can have the awardee's name, branch of service, and date of award included.
- B. Appreciation Certificate.
- C. Photographs/Video Release Form, which is required when photos will be posted of award ceremonies on social media, news media, etc. The Photo Release Form – Individual Recipient, Photo Release Form for Group Recipients, and Photo Release Form for Non-Recipients can be found in Appendices 4, 5, and 6.

## **SECTION 12. FUNDRAISING**

### **12.1 Principles for Support and Donations**

The Foundation, both on the national level and as represented by its groups, solicits and accepts support only for activities that are consistent with its mission. The Foundation retains control of all donations provided by corporations, companies, organizations and individuals consistent with the IRS requirements, generally acceptable accounting practices, and donor restrictions.

### **12.2 Expenditures and Obligation of Foundation Funds**

Except for the use of funds on deposit in a group's account through the reimbursement process, all expenditures and commitments or obligations of Foundation funds must be pursuant to prior written authorization from the Foundation. Staff must comply with the Purchasing Policy found in the Employee Handbook for guidance.

### **12.3 Registration for Fundraising**

The Foundation maintains registrations in all U.S. states that require registration for non-profit fundraising.

### **12.4 Fundraising by Groups**

Local fundraising is encouraged. Alliances and partnerships with national corporations and national civilian or military organizations for the purposes of fundraising, however, are the exclusive responsibility of the Foundation. State Coordinators and Group Leaders may apply for local grants with review and approval of the Executive Director prior to submission. Only the Board of Directors or Executive staff may apply for national grants. Local groups may contact the local outlets of such entities in order to participate in local fundraising opportunities. To maintain the Foundation's continuing compliance with the IRS and to ensure transparency, all of the following requirements must be satisfied:

- A. The fundraising group must be registered as a QOVF group with the Foundation.
- B. The Group Leader, acting on behalf of the group, must submit a Financial Responsibility Form, found on the Member Dashboard.
- C. The group must request and receive written authorization from the Foundation to use the name of the Foundation in the fundraising activity.
- D. All funds and/or donations received in the name of the Foundation must be submitted to the Foundation within ten business days of receipt. No individual member or Group Leader may open or maintain bank accounts using the name of the foundation or under the auspices of the Quilts of Valor Foundation's 501(c)3(3) status unless the account is established in cooperation with the Foundation for the mutual convenience of the group and the Foundation. No group may obtain an Employee Identification Number (EIN) for the group without written permission from the Foundation, which may be granted only in special circumstances. Funds and donations received in fundraising activities are the property of the Foundation and not the group or any member, but 100% of the funds will be credited to an internal account for the group and will be available to the group for reimbursement of authorized expenses, including allowable business expenses and training expenses.
- E. No individual member or group leader may open or maintain bank accounts using the name of the Foundation or under the auspices of the Quilts of Valor Foundation's 501(c)3(3) status unless the account is established in cooperation with the Foundation for the mutual convenience of the group and the Foundation.
- F. Please reference the "Having Fun Raising Funds and Money Saving Ideas" found on the Member Dashboard.

## **12.5 Receipts for Cash Contributions**

Cash contributions include any contributions made in cash, by check, electronic funds transfer, debit card, gift card, or payroll deduction by a donor. The donor cannot claim a tax deduction for the

contribution to the Foundation without a bank record or receipt showing the date of the contribution, the amount of the contribution and that the contribution went to the Quilts of Valor Foundation. If the cash contribution is less than \$250, bank records acceptable to the IRS include a cancelled check made out to Quilts of Valor Foundation, a credit card statement, or a gift card receipt. If the contribution is more than \$250, the donor needs a written acknowledgement (such as a letter) from the Foundation.

## **12.6 Acknowledging Donations**

Members are encouraged to acknowledge local donations via personalized or hand-written thank you notes (preferable) or email. Group Leaders are encouraged to write thank you notes for donations made by the local group. Donations for specific states should also be acknowledged by the State Coordinator whenever possible. The Foundation will also acknowledge the donation when it is received by the Foundation. Addresses for thank you notes may be requested from the Executive Director.

## **12.7 Submitting Donated Funds for Deposit**

### **A. What Funds Must Be Submitted for Deposit**

All funds raised or received on behalf of the Foundation must be deposited in the Foundation account within ten (10) business days of receipt. This specifically includes:

- a. Donations made by others and designated for the local group; and
- b. Money raised via local fundraising activities

### **B. How to Submit the Funds**

Use the correct information form when sending donation checks to the Foundation. Forms are on the Members Dashboard page of the website at [www.qovf.org](http://www.qovf.org). Be sure to sign the form. Clearly identify the name and number of the local group. Using the correct form and completing the forms accurately will assure that the funds are correctly credited to the group's account. Provide as much information about the donor organization as possible. Personal information will not be shared beyond the Foundation's Executive Staff and Board of Directors. Be sure to keep a record of all donations and donor information for the group's records. Mail the form and donation checks to:

Quilts of Valor Foundation  
P.O. Box 191  
Winterset, IA 50273

### C. Time to submit Donations to the Foundation

Donated funds and the submission form must be sent to the Foundation Accounting Office within ten business days of receipt. Do not hold donation checks, as this will delay timely acknowledgement of donations.

## **SECTION 13. REIMBURSEMENT FOR EXPENSES**

Reimbursement is available for expenses incurred for creating quilts up to the total amount in the group's account containing fundraising proceeds submitted to the foundation. Receipts more than three months old are not reimbursable. Receipts should detail purchases for the Foundation purposes and not personal purchases. Whenever possible, reimbursable purchases and personal purchases should not appear on the same receipt.

### **13.1 Reimbursable Expenses**

Examples of reimbursable expenses include, but are not limited to:

- A. Fabric for tops, backing, binding, labels, and presentation cases.
- B. Batting.
- C. Labels.
- D. Shipping expenses for shipping quilts to and from longarm quilters and to destinations when necessary.
- E. Quilt construction consumables (i.e. thread, rotary cutter blades, cutting mats, rulers, needles, etc.).
- F. Longarm services (If all other avenues have been exhausted to use donated longarm services, expenses for longarm services may be reimbursed with the approval of the Executive Director.)
- G. Office supplies (i.e. paper, ink, envelopes, stamps, etc.)
- H. Fundraising expenses.
- I. Supplies for local/state/national quilt show booths. This includes skirting, banners, signs, and handouts. It does not include candy or prizes.
- J. Printing as needed for talks, quilt shows, and quilt shops.
- K. Donation boxes to distribute to quilt shops.
- L. Business cards made using the template provided by the Foundation.
- M. Lodging and registration for the volunteer annual meeting. This is conditioned upon funds being raised specifically for this purpose and the donor knows that their donation will be used for the continuing education of the Foundation leadership.

- N. Lodging when requested to travel overnight by the Executive Director or Assistant Executive Director. Prior written approval is necessary and must be attached to the reimbursement request.
- O. (a) Toll fees/ toll roads for travel and (b) mileage reimbursement in accordance with IRS guidelines for not-for-profit organizations for vehicular travel by (1) Coordinators in performance of their responsibilities as such, and (2), any other member for purpose of officiating (or assisting with) an award ceremony.
- P. Booth rental fees and fees to rent award venues for awarding quilts or holding group events, including sew-ins or retreats, but only if (1) the fee is paid for with money donated expressly for that purpose or (2) all attempts to negotiate free use were exhausted before the fee was incurred.

### **13.2 Non-Reimbursable Expenses**

The following expenses are not reimbursable from group funds:

- A. Refreshments.
- B. Meals.
- C. Specialty printing (other than business cards).
- D. Clothing.
- E. (1) Mileage, other than mileage reimbursement in accordance with IRS guidelines for not-for-profit organizations for vehicular travel by (A) Coordinators in performance of their responsibilities as such, and (B) any other member for purpose of officiating (or assisting with officiating) at an award ceremony, and (2) any other vehicular related expenses, including but not limited to expenses for gasoline, oil, or any maintenance or repair of automobile(s) used for travel.
- F. If expense for a booth or award venue for awarding quilts or holding group events, including sew-ins or retreats, if expense was not paid for with funds donated expressly for that purpose and attempts to negotiate free use were not exhausted before the expense was incurred. Donor documentation is required to support the non-reimbursable expense if applicable.
- G. Donations or gifts to charities or other organizations, except with the prior written approval of the Executive Director.

### **13.3 How to Request Reimbursement**

The group leader must submit an Expense Reimbursement Form and itemized receipts to request reimbursement. Reimbursement checks are issued 14-20 business days after receipt of the form and documentation.

#### A. Expense Reimbursement Form

The Expense Reimbursement Form is available on the Members Dashboard at [www.qovf.org](http://www.qovf.org). The form must be signed and clearly indicated to whom the reimbursement check should be made payable.

#### B. Itemized Receipts

Attach original, itemized receipts. Credit card statements are not acceptable for reimbursement, although the IRS may accept them for income tax purposes.

#### C. Where to Submit the Forms and Receipts

Scan all receipts and submit the Expense Reimbursement Form and receipts electronically via email to [expenses@qovf.org](mailto:expenses@qovf.org).

### **13.4 Quilting Industry Special Offers**

From time to time, companies, vendors, or retailers within the quilting industry may wish to cooperate, partner, or create special programs or special offers for the Foundation or the Foundation's members. Offers made by such vendors are available to all members in good standing. Such special offers are exclusively for the construction of Quilts of Valor. Materials acquired via such special offers may not be used for other community or not for profit programs. Members who participate in such programs or offers are prohibited from advertising or reselling material made available through such programs or offers. Offers will be made available on the Members Only Page at [www.qovf.org](http://www.qovf.org).

## **SECTION 14. GIFTS-IN-KIND AND GIFT CARDS**

### **14.1 What are Gifts-In-Kind**

Gifts-In-Kind are equipment, software, products, or items with a value greater than \$250 which a donor voluntarily transfers to the Foundation without charge and without receiving any goods, services, or favors in return. Once accepted, such gifts become the property of the Foundation even if they are physically in the possession of the member or group that received the gift on behalf of the Foundation.

### **14.2 Reporting Gifts-In-Kind**

All gifts-in-kind must be reported with a Donation Form, found on the Member Dashboard, completed by the donor and submitted to the Foundation by the member or group accepting the donation on behalf of the foundation. The donor, not the foundation, must determine the value of the gift.

### **14.3 Use of Gifts-In-Kind**

If the group keeps physical possession of the donated physical equipment, it is considered “on lease” to the group and must be transferred to the Foundation if the group disbands. If the equipment becomes non-functional, the Foundation must be notified. The Foundation retains the right to dispose of the equipment as it sees fit unless specific prior arrangements have been made with the donor.

#### **14.4 Gift Cards**

Gift cards may be used for the purchase of items used in the making of Quilts of Valor. The list of approved items is the same as for reimbursable expenses listed in section 13.1. The value of the card, and the items purchased must be reported to the Foundation as if it was cash, using the Donation Form found on the Member Dashboard. Gift cards that cannot be used for pre-approved quilt-making items (such as airfare, restaurants, hotels) may be coordinated with the Foundation to trade the value of the card for a credit to their account if the item can be used for administrative/operational purposes.

### **SECTION 15. COMMUNICATIONS**

#### **15.1 Newsletter Submissions**

The Foundation newsletter, Quilts of Valor Foundation Threads, is an official publication of the Foundation, published monthly online. Members may submit articles and photographs for publication, but the editor has exclusive discretion to determine what will be published. Members may not submit copyrighted materials. If photographs are submitted, they can be included in the newsletter only with permission from the photographer and the people in the photograph or if they are public domain images. The submission must include signed Photo Release Forms for all individuals in the photographs, to include the recipients, QOVF members, family members, volunteers or any other individuals. Photo Release Forms may be found at Appendices 4, 5, and 6. If possible, or if requested by the photographer, the name of the photographer must also be included so that the photographer may be credited.

- A. The Foundation newsletter, *Threads*, is an official publication of the Foundation, published regularly online. Use the following guidelines for submitting stories or other content to the Foundation’s newsletter:
  - a. Write stories in your own words; 300-500 words preferred.
  - b. Include one or two sentences about yourself (e.g. “Linda is a member who lives in XX state. She enjoys quilting and gardening.”)

- c. Send submissions in the body of an email (preferred) or as an attached editable Word document.
- d. Send newsletter submissions to [newslettersubmission@govf.org](mailto:newslettersubmission@govf.org)
- e. Prior to submitting photos, obtain permission from the photographer and persons pictured. If appropriate, supply photographer's name for credit.
- f. Submit one to three photos with information for captions. Send photos as .jpeg or .tif files.
- g. Submissions will be acknowledged by the Managing Editor within two weeks.
- h. Acknowledgement of submissions does not guarantee inclusion in the newsletter.
- i. Newsletter staff will assist with editing content and helping with wording.
- j. Newsletter staff will return the edited story to the author for confirmation of correctness.

## 15.2 Emails

Members who are assigned a Quilts of Valor email address are required to use the QOVF email address provided to them for all Foundation-related activities. The content of all emails using the QOVF assigned email address represents the Foundation and is the property of the Foundation. Content that is racist, sexist, political, religious, offensive, or contrary to the core values of the Foundation is detrimental to the Foundation and its mission and cannot be tolerated. Sending or forwarding an email with such content using a QOVF email address may result in loss of membership.

### A. Creation of E-Mail Addresses:

QOVF email addresses are created by the Executive Director. Board members, Executive staff, Coordinators and Volunteers (as needed) are required to use the Quilts of Valor Foundation email address provided to them for all Foundation related activities. Having a QOVF email address is a privilege which can be rescinded by the Executive Director, in consultation with the Board of Directors for failure to follow email policies and procedures, resignation from a leadership position or termination. QOVF email addresses will automatically terminate 30 days after leaving a leadership position.

### B. Effective Business Communication:

While an email is a very efficient method of communication, care should be taken to ensure that it is the most appropriate method of communication depending on the topic. Most general business matters can be effectively communicated through the use of emails; however, topics of a highly confidential, extreme importance, or highly sensitive matter may be best addressed by phone or in person if practical. Care must be taken when using the CC or BCC lines of an email to include only those individuals directly necessary for effective

communication. Topics requiring a great deal of back and forth discussion are best communicated by phone or in person. The tone and intent of email communications can be misinterpreted depending on the specific words used, capitalization or underlining of words, or even the omission of critical information. Take care in ensuring that any email conveys the desired message by proofing the message prior to sending or thinking through how the recipient may receive the email. The guidelines below are suggested for effective emails:

- a. Use at least 12 point font size and a sans-serif font (e.g. Arial, Calibri, etc.)
- b. Do not write in all capitals.
- c. Proofread and spell-check emails before sending. If using AI, ensure emails are brief and on topic.
- d. Use QOVF assigned email addresses for Foundation correspondence only.
- e. Keep email threads to one subject, with the subject clearly stated in the subject line.
- f. Avoid conjecture, non-related personal opinions, etc. in Foundation emails.
- g. Members who have a QOVF assigned email address and leaders using a personal email address for Foundation correspondence are to create an email “signature block” so that Foundation email is consistent. The disclosure should also be included below the signature block. Including home and cell phone numbers is optional. Note that all email address names are lower case, which is standard. The format for QOVF assigned email addresses is for “QOVF” to be in capital letters (so that “q” is not misread as “g”) and “org” in lower case.

Signature Block Example:

Jane Doe

Staff or Volunteer Position Title

Your Town, Your State (so callers know your time zone)

T: ###.###.#### (Optional)

C: ###.###.#### (Optional)

QOVF assigned email

[www.QOVF.org](http://www.QOVF.org)

Visit us on Facebook

Our Mission: to cover Service Members and Veterans touched by war in comforting and healing Quilts of Valor®.

Quilts of Valor, Quilt of Valor, QOV and QOVF are registered trademarks in the United

States and sole property of the Foundation. Use of any Foundation trademarks is strictly prohibited without written consent from the Executive Director. The Quilts of Valor Foundation is a nonprofit organization established and operated under section 501(c)3(3) of the US Internal Revenue Code.

h. Video Links in Email Signatures. Members who have a QOVF assigned address may invite recipients to watch a short video excerpt. The excerpt is from “Quilts of Valor I and II,” the documentaries produced by Iowa Public Television and used with permission. Assistance in embedding the link is available from the helpdesk. Alternatively, a link to a video or video excerpt produced by the Foundation may be used in a QOVF assigned email signature. Videos not produced by the Foundation are not permitted in a QOVF assigned email signature. Suggested wording is “Please take a few minutes to watch a short video about the Quilts of Valor Foundation.”

### C. Email Response Time:

Email response time is the amount of time it takes the receiver of the email to respond to the sender. The response time reflects directly on the Foundation’s professionalism and reliability. Members are responsible for reading and responding to emails in a timely, professional business-like manner. Below are the email response expectations for all members:

- a. Urgent Emails: Urgent matters may not always be best addressed by an email. Any matter requiring a quick response may need to be addressed by a phone call or text message to the recipient for a more timely response. An email designated urgent by the sender (Identified in the subject line with the word “Urgent, Immediate Response Requested,” or other similar language indicating the need for an extremely quick response) should be responded to within the business day by the recipient. The nature of urgent emails should contain matters/information critical to Foundation issues. A response acknowledging the information and/or accepting the requested tasking is required from the recipient within the business day. Examples of an urgent email may be a last minute change to a quilt award location or an important unplanned conference call.
- b. Important Emails: An email designated important by the sender (identified in the subject line with the word “Important”) should be responded to within 24 to 48 hours, preferably within the same business day if possible. A response acknowledging the information and/or accepting the requested tasking is required from the recipient within the expected time frame. An example of an important email is a last minute NAMS request with an award scheduled or a certificate of insurance request for a scheduled event.

- c. Normal Emails: A normal email does not need any designation in the subject line of the email. General Foundation business and internal matters can be communicated as a normal email requiring the recipient to respond ideally within 48 hours but no later than 72 hours. Without any specific designation in the subject line, all emails are considered normal. A response acknowledging the information and/or accepting the requested tasking is required from the recipient within 48 hours but no more than 72 hours. Examples of normal emails are reimbursement requests and acknowledgement of donation checks received.

#### D. Out of Office Notices:

If a member is going to be unavailable to respond to an email due to limited or no access to their cell phone or computer, an “Out of Office” flag should be initiated prior to being unavailable indicating the dates/times that they will not be able to respond. This professional courtesy to the sender allows them to know when they can expect a response or to redirect their email to another member that is available. Out of office notices must make reference to general Foundation contact information:

Accounting: [accounting@QOVF.org](mailto:accounting@QOVF.org)

Marketing: [marketing@QOVF.org](mailto:marketing@QOVF.org)

Executive Director: [executive.director@QOVF.org](mailto:executive.director@QOVF.org)

Assistant Executive Director: [aed@QOVF.org](mailto:aed@QOVF.org)

IT: [Helpdesk@QOVF.org](mailto:Helpdesk@QOVF.org)

Additional assistance may be found on the QOVF website Membership Dashboard.

#### Automated Responses:

Automated responses may be used for standard activities from the Foundation office.

Members may not set up automated responses to emails in lieu of personally reading and responding to emails unless they are unavailable as detailed above.

### 15.3 Social Media

The Foundation encourages and promotes participation in social media in an ethical manner that increases public awareness of the Foundation and accurately and positively represents the brand while protecting the name and trademarks.

- A. Definition of Social Media: Social Media includes internet-based electronic communications, websites, social media accounts, blogs, and other current and future forms of electronic communications. This includes, but is not limited to; email, websites, messaging systems,

Facebook, X, YouTube, Instagram, Pinterest, LinkedIn, internet-based tools and mobile device applications.

- B. Permissions: Initial permission to use the name, logo, and trademarks of the Quilts of Valor Foundation on social media pages and/or platforms must be obtained from the Foundation. Requests for use of the Quilts of Valor name, logos, or trademarks should be submitted to the foundation, together with the following information: (1) the name of the social media page/platform on which such name, logo and trademarks will be used, (2) the name to be used on such page/platform (which will comply with subsection C), and (3) the name and contact information of the administrators of such page/platform. Members may then use the name, logo, and trademarks to establish a presence on the internet, and in social media.
- C. Identification: Only the Foundation may use a name that implies a national presence. All social media accounts or tools must clearly, accurately, and completely identify the entity represented (including its official group name), its relationship to the Foundation, and the location of the group in a manner to distinguish it from any other group or the national foundation, e.g. Quilts of Valor-Iowa, Quilts of Valor Groups–South Carolina, Quilts of Valor- SW Texas. On any social media platform or account, a Quilts of Valor Group page, account or platform identifier should include (1) the official QOVF logo, and (2) the current name of such group as set forth on [www.qovf.org/about-qovf/whos-in-my-area/](http://www.qovf.org/about-qovf/whos-in-my-area/) together with an indication of the location of such group.
- D. Administrative Rights: All national-level social media accounts that utilize the name and/or trademarks of the Quilts of Valor Foundation must have shared administrative rights with the national headquarters and must obey the terms of service of any social media platform employed. Such national accounts include those established and administered by national executive staff. The Executive Director appoints the administrators for the above. State or group social media accounts that use the name or trademarks of the Quilts of Valor Foundation are advised to have more than one representative of the Foundation with administrative rights and/or login information.
- E. Permissible Content: Information posted or conveyed via social media accounts must be relevant to the Foundation and its mission and must safeguard the integrity of the Foundation and the privacy of individuals in keeping with all applicable federal, state, and local laws and regulations. Content considered relevant includes proper and suitable postings about awards, the Foundation, Foundation meeting, events and fundraising activities related to the Foundation's mission and events or fundraisers that benefit the Foundation.

F. Content that is prohibited:

- a. Private information. Content divulging private information about an individual, including a person's contact information or medical information is prohibited. Posting private information about others may be a criminal offense. Therefore, it is important to procure and retain a photo/video release form whenever a photograph or video is posted.
- b. Charity Gaming. The promotion or conducting of charity gaming via social media is prohibited in many states. Members are responsible for knowing and abiding by all applicable charity gaming laws, including state, county, and municipal statutes, regulations, and laws.
- c. Selling or requesting Quilts of Valor. Selling items or requesting Quilts of Valor is not permitted on Foundation social media accounts or any social media representing or purporting to act on behalf of the Quilts of Valor Foundation.
- d. Political and religious support. Foundation social media accounts must not be used to convey information in support of political parties, political candidates, or religious viewpoints because the Foundation is non-partisan and non-sectarian.
- e. Promotion of personal projects, businesses or interests. Foundation social media accounts must not be used to promote personal projects, businesses, or interests outside of the Foundation's mission.
- f. Threatening, defamatory, or dangerous content. Threatening, defamatory, or dangerous content is contrary to the core values of the Foundation and posting such content is detrimental to the reputation of the Foundation. It is therefore strictly prohibited.

G. Responsibility for Content: Any member communicating about the Quilts of Valor Foundation or anything pertaining to the Foundation via social media must obey all relevant laws and regulations, including copyright and defamation laws. The member is personally responsible for any content so published, regardless of whether or not the message was posted with the intention of anonymity. Once published, content is immediately public and considered permanently available to others. The member may be civilly and criminally liable for any consequences resulting from the communication of inappropriate content. The Foundation will reasonably monitor communications of inappropriate content. The Foundation will reasonably monitor communications and reserves the right and authority to remove postings that violate laws, regulations, or QOVF policy. Photography/video releases must be obtained and signed for any photos/videos that are used in any form of communication for the Foundation. Releases must be obtained and maintained for all individuals in the photo or video, on an indefinite basis, by the person posting the information. See Appendices 4, 5, and 6 for the

Photo Release Forms, . Any cost for enforcement of laws or judgements relative to this policy shall be sought from the offending member or group.

#### **15.4 Virtual Communication**

- A. As members of QOVF are remotely located, using virtual means of communication for leadership is essential to the success of the Organization. The platform to be used for virtual communication such as meetings, chat, etc. is through Google for all levels of leadership within the Organization. With the exception of Board meetings, staff members, Executive Volunteers, State Coordinators, and Group Leaders are to use Google Meet, Google Chat, and any other Google supported platforms not named here, as the means of virtual communication. Meetings are to be scheduled and conducted through Google Meet. Unless prior approval from the Executive Director or Assistant Executive Director for an alternative platform has been received, all Committee meetings shall be conducted on the Google platform. Minutes shall be created, sent to all Committee members and copies kept with the Committee Chair in a shared folder. QOVF related chat between leaders is to be conducted through Google Chat. Any other meetings or chat communication between QOVF leadership, not on a Google platform, requires prior Executive Director approval and an invitation to the meeting as an attendee.
- B. Virtual communication not conducted on the Google platform between leaders of the Organization will be considered not official business. The organizer of any such communications may be subject to disciplinary action with the possibility of losing their future ability to organize and conduct official business-related communication.

#### **15.5 Website Work Requests**

Requests for changes or additions to the website must be traceable and submitted via email via the contact Us page on the website. The request must include the requester's name, date of the request, specific information about what is being requested, and rationale for the request. Information Technology staff will review, prioritize, and obtain approval for the request. When the work is completed, the IT staff will document the solution, the date that it was completed, and the date that completion was communicated to the requesting party. The requesting party must then confirm that the work was completed acceptably.

#### **15.6 Announcement of Executive Staff Members, State Coordinators and Board Members**

Changes in website listings of Executive Staff members, Coordinators, and Board Members, will be published at the request of the Executive Director or Assistant Executive Director when new staff provides the required personal information, a short biography, and a headshot photograph. The

requisite personal information includes a mailing address, secondary email address, phone number, and emergency contact. The short biography may include why and how the new staff members joined the Foundation, work and life experiences, and what the new staff member hopes to contribute to the Foundation.

## **SECTION 16. QUILT SHOWS AND OTHER PUBLIC EVENTS**

Public events such as quilt shows, veteran's events, and other suitable events, are opportunities for the Foundation to inform and educate the public about the mission of the Quilts of Valor Foundation. If the organization hosting the event is a national event, the invitation to participate should be referred to the Foundation if it is received by a member or a group. Otherwise, a member or group may request permission to represent the Foundation. Blanket permission for multiple events may also be requested.

### **16.1 Obtaining Booth Space**

Members of registered local groups are encouraged to look for opportunities to staff booths at quilt shows and other public events. Event organizers will often provide booth space to non-profit organizations like Quilts of Valor Foundation, without charge. Donations made to a local group may not be used to pay for booth rent at an event unless a donation for that specific purpose has been made.

### **16.2 Member Responsibilities in Participating**

Members participating in, or fundraising at, quilt shows and other public events, are acting as representatives of the Foundation. They are expected to conduct themselves in a professional manner in keeping with the Foundation's mission and core values and must:

- A. Obtain any permits specifically required by the event's organizers.
- B. Comply with state fundraising laws.
- C. Obtain a copy of the Foundation's certificate of insurance from the website.
- D. Report all funds and donations received.
- E. Use and distribute only Foundation materials in the fundraising activities. Informational brochures may be requested via email to [qovfstore@qovf.org](mailto:qovfstore@qovf.org)
  - a. Approved Foundation items may be offered for a donation to the Foundation but may not be sold.
  - b. A Quilt of Valor with the official QOVF label must not be offered or provided for raffle.

### **16.3 Event Pre-Planning**

- A. Obtain the show schedule from show organizers.
- B. 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.
- C. Provide a show schedule to volunteers.
- D. Inform your volunteers, ahead of time, in writing, of your expectations, including dress code and responsibilities. Make sure they are familiar with the Quilts of Valor Foundation.
- E. Provide volunteers with their schedule and your cell number so they can phone or text if they can't make it.
- F. If necessary, seek help from others to help design an attractive booth.
- G. Let volunteers know what food and drink is allowed in the booth area.
- H. Ensure the booth has a large sign that identifies this as a Quilts of Valor Foundation booth.

### **16.4 Suggested Items to Bring**

- A. Laptop computer for playing a Foundation video (may want to mute sound) or accessing Foundation website if the internet is available.
- B. Digital photo frame with slide show photographs of Quilts of Valor, or framed photographs for table top.
- C. Printed display sheet showing the mission and core values of the Quilts of Valor Foundation.
- D. Quilts of Valor Foundation brochures or business cards.
- E. Written cards or instructions about how to nominate someone for a Quilt of Valor.
- F. Printed piece, such as Quilts of Valor Foundation Quick Reference Guide (available on Member Dashboard)
- G. Sign up sheet and pens for people interested in volunteering for the Quilts of Valor Foundation.
- A. Approved Quilts of Valor items (such as patches, block kits, and window clings, QOVF books, quilt panels, T-shirts, fat quarters, and socks) to offer for donations. Items under \$100 can be made available to raise money for your group's quiltmaking needs. This is all covered under the IRS De Minimus Fringe Benefit for 501(c)3 (3) Foundations.
- B. Donation jar.
- C. Table skirting, banners.
- D. Camera or smart phone for photos.
- E. Duct tape, regular tape, straight pins, needle and thread.
- F. Skirt hangers or other items appropriate for hanging quilts and signage
- G. Box of tissues.

- H. Signature blocks, permanent pen (such as Pigma) for signing labels.
- I. Sewing station, fabric, supplies.
- J. “Make a card” supplies for cards for Service Members and Veterans.

### **16.5 Displaying Quilts of Valor**

- A. Display Quilts of Valor of proper size (60”x80” recommended).
- B. Display quilts that have proper labeling, presentation case (optional)
- C. Display various styles, both “show stoppers” and easy-to-make.
- D. 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.

### **16.6 Attire**

- A. Always wear a smile!
- B. Dress to represent the Quilts of Valor Foundation appropriately; “business casual” is appropriate dress.
- C. Wear a name badge with name and position. It might be “volunteer,” “member,” or “volunteer member.”
- D. Wear your Quilts of Valor Foundation lapel pin.
- E. Wear comfortable shoes.
- F. If you will make a presentation on stage or elsewhere, consider upgrading your attire.

### **16.7 People Skills and Communication**

- A. Introduce yourself and shake hands if appropriate.
- B. If appropriate, stand outside the booth and greet people, rather than sitting behind the table.
- C. Listen, listen, listen. Remember our core value about service above self.
- D. Instead of asking, “Do you want to know about the Quilts of Valor Foundation?” say “Let me tell you about Quilts of Valor Foundation and how we cover those touched by war.”
- E. Ask people who stop if they are quilters or non-quilters.
- F. Let them know they probably know someone who needs a Quilt of Valor.
- G. Don’t be afraid to give people an opportunity to donate. Be prepared with stories of awardees.
- H. Learn good booth best practices from volunteers who have staffed booths many times.
- I. If you are unhappy about anything concerning the Quilts of Valor Foundation, do not discuss it in the booth as attendees may hear and misinterpret.

- J. Do not volunteer to take down nominating information; ask people who wish to nominate to go to [www.govf.org](http://www.govf.org) and complete the online nomination form or provide them with a hard copy of the Nomination Form (Appendix 2). The hard copy form can also be found on the Member Dashboard.
- K. Do not speak negatively about QOVF or other organizations.

## **16.8 After the Event**

- A. 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, etc.)
- B. Help take down the booth if you are working the last shift.
- C. Follow up as soon as possible with any promises you made to visitors to the booth.
- D. Send photos and information to the Foundation's social media sites to share with others around the country.
- E. Make notes for your next booth experience. What went well? What needs improvement?

## **SECTION 17. WHISTLEBLOWERS**

This Whistleblower Policy of Quilts of Valor Foundation: (1) encourages staff and volunteers to come forward with credible information on illegal practices or serious violations of adopted policies of the organization; (2) specifies that the Foundation will protect the person from retaliation; and (3) identifies where such information can be reported.

### **17.1 Encouragement of Reporting**

The Foundation encourages complaints, reports, or inquiries about illegal practices or serious violations of the organization's policies, including illegal or improper conduct by the Foundation itself, by its leadership, or by others on its behalf. Appropriate subjects to raise under this policy would include financial improprieties, accounting or audit matters, ethical violations, or other similar illegal or improper practices or policies. Other subjects on which the Foundation has existing complaint mechanisms should be addressed under those mechanisms, such as raising matters of alleged discrimination or harassment via the foundation's human resources channels, unless those channels are themselves implicated in the wrongdoing. This policy is not intended to provide a means of appeal from outcomes in those other mechanisms.

### **17.2 Protection from Retaliation**

The Foundation prohibits retaliation by or on behalf of the Foundation against staff or volunteers for making good faith complaints reports, or inquiries under this policy or for participating in a review or investigation under this policy. This protection extends to those whose allegations are made in good faith but prove to be mistaken. The Foundation reserves the right to discipline persons who make bad faith, knowingly false, or vexatious complaints, reports, or inquiries or who otherwise abuse this policy.

### **17.3 Where To Report**

Complaints, reports, or inquiries may be made under this policy on a confidential or anonymous basis. They should describe in detail the specific facts demonstrating the bases for the complaints, reports, or inquiries. They should be directed to the Executive Director; if senior leadership is implicated in the complaint, report or inquiry, it should be directed to the President of the Board of Directors. The foundation will conduct a prompt, discreet, and objective review or investigation. Staff or volunteers must recognize that the Foundation may be unable to fully evaluate a vague or general complaint, report, or inquiry that is made anonymously. The Complaint Intake Form is at Appendix 7.

## **SECTION 18. INFORMATION TECHNOLOGY**

The Foundation's Information Technology staff are responsible for the management of the Foundation's technologies and website. For training on how to utilize any of the technologies, contact your State or District Coordinator or look for training materials online on the Member Dashboard. All work performed by Information Technology staff must be requested using a traceable request method. Procedures for submitting work requests are:

- A. Send requests to [ITSupport@qovf.org](mailto:ITSupport@qovf.org) or submit a request on the Contact Us page of the website.
- B. Include requestor's name, date of request, specific information about what is being requested, and rationale for request.
- C. Information technology staff will prioritize the request and when complete will document the resolution, date of resolution, and date resolution was communicated to the requesting party.
- D. The requestor must confirm that resolution is acceptable.
- E. Changes in website listings of Executive Staff members, District Coordinators, State Coordinators, and Board Members will be published when new staff provides required personal information, a short biography, and a head shot photograph for the website.

Revision History:

*-November 2023: Section 15.3(B) and (C) amendments approved at the November 16, 2023 Board meeting. These amendments provide for (I) requests for use of the Quilts of Valor name, logos, or trademarks to be submitted to the Foundation, together with the following information: (1) the name of the social media page/platform on which such name, logo, and trademarks will be used, (2) the name to be used on such page/platform (which will comply with the subsection C of this section), and (3) the name and contact information of the administrators of such page/platform, and (II) designation of the location of the group in a manner to distinguish it from any other group or the national Foundation, e.g. Quilts of Valor - Iowa, Quilts of Valor Groups - South Carolina, Quilts of Valor - SW Texas. On any social media platform or account, a Quilts of Valor Group should include the current name of such group as set forth on [www.qovf.org/about-qovf/whos-in-my-area/](http://www.qovf.org/about-qovf/whos-in-my-area/), together with an indication of the location of such group.*

*-November 2023: Section 8.10 amendments approved at the November 16, 2023 Board meeting. These amendments provide that quilt labels must not include any advertisements in addition to the prohibition on political or religious messaging. Indicating that printing of the label has been donated by a business or other person is acceptable.*

*-December 2023: Section 7.1 (A) amendments approved at the December 28, 2023 Board meeting. These amendments remove confusing and ambiguous language relating to activated Reservists and National Guard members.*

*-March 2024: Amendments approved at the March 28, 2024 meeting: (1) Section 8.4 LongArmy requirements expanded, (2) addition of new Section 3.4 (recording meetings), and (3) Section 5.5 (termination of membership processes to include Board oversight).*

*-May 2024: Amendments approved at the May 23, 2024 meeting: changing the 12 month reimbursement window in Section 13 to 3 months.*

*-July 2024: Amendments approved at the July 2024 meeting: revising Section 7.4, last sentence, to require approval of the Board of the Foundation for continuing destinations. ("Military facilities and programs for veterans may, with approval by the Board of Director of the Foundation, receive a set number of quilts each month which will be awarded only to eligible individuals.")*

*-September 2024: Amendments approved at the September 26, 2024 meeting stipulating that Threads will be published monthly (Section 15.1).*

*-April 2025: (1) updated wording in Section 1.1 to include “QOVF,” (2) updated the language policy (Section 15.4), (3) updated the language of the anti-discrimination policy in section 1.5 and moved it to Section 4. Section 1 now ends at 1.4, (4), updated the language in Section 5.5, (5) and updated the language in Section 10.2.*

*-June 2025: Amendment approved at the Jun 26, 2025 meeting added a Virtual Communication policy in Section 15.4.*

*-November 2025: The Members’ Manual, Financial Resource Manual, Policies and Procedures Resource Manual, and the Human Resources Manual were consolidated into one document with repetitive language deleted. In addition, the following revisions were made:*

- Appendix was added. References to the documents were included in the applicable sections.*
- Section 3 “Privacy and Confidentiality” Added reference to the Data Use Agreement.*
- 5.6 “Disciplinary Process and Termination of Membership” Clarification on who can discipline and/or terminate membership in the foundation.*
- 5.6B Added new disciplinary process.*
- 5.6Eiii Added new membership status of a Coordinator terminated from their position.*
- 5.6H Added new “Termination of Board Members.”*
- 6.6E Added new Group Leaders financial responsibilities.*
- 6.6F Added new Group Leaders responsibility for submitting requests for reimbursement.*
- 6.8 Added new Committees.*
- 9A Added new language on hard copy Nomination Form.*
- 11.7 “Reporting the Award” Added new reference to NAMS guide and RQA on dashboard.*
- 12.2 “Expenditures and Obligation of Foundation Funds” Added new reference to Purchasing Policy in Employee Handbook.*
- 12.4 “Fundraising by Groups” Added new who may apply for what types of grants.*
- 13.1F “Reimbursable Expenses” Added new clarification on longarm services.*
- 15.2A – D “Emails” Added new regarding creation, proper use, response time, out of office responses, and automated responses.*
- 15.3G Added new photography release guidance.*
- 15.4A Added new use of foundation platform for virtual committee meetings and requirements for minutes.*

January 2026:

- 10.2 Changed from Registry of Nominees to Identifying a Recipient. Updated Table of Contents. Added “quilt maker shall contact their Group Leader or State Coordinator for assistance in identifying recipient.” Deleted reference to registry.
- 15.2 Changed “QOVF.org email addresses” to “QOVF assigned email.”
- 15.5 Changed [helpdesk@QOVF.org](mailto:helpdesk@QOVF.org) reference to Contact Us page on website.
- 18A Added “or submit a request on the Contact Us page of the website.”

#### February 2026:

- Deleted paragraphs 5.7 and 5.8.