

VOLUNTEER MANUAL



*"Never doubt that a small group of thoughtful, committed
citizens can change the world.*

Indeed it is the only thing that ever has"

-Margaret Mead

Downtown Sykesville

Connection

7307 Spout Hill Rd

Sykesville MD, 21784

(410) 216-4543

DowntownSykesvilleConnection@gmail.com



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i. INTRODUCTION

The Downtown Sykesville Connection (DSC) strives to empower volunteers who are devoted to preserving the historical treasure of Sykesville's Main Street, to beautifying and promoting downtown Sykesville, and to maintaining the vibrancy of the local economy through community programs and volunteer initiatives. The primary purpose of the "Downtown Sykesville Connection's Volunteer Manual" is to further explain the specifics of volunteering with our organization, from the definitions of volunteer and recruitment resources, to liability regulations, recognition and awards, policies and procedures, and finally, conduct guidelines. The DSC appreciates those who have helped and continue to make downtown Sykesville the best it can be!

ii. MISSION

Mission statement:

To coordinate initiatives that enrich the quality of life of the downtown Sykesville community through the implementation of the Main Street Approach

iii. GUIDING PRINCIPLES OF MAIN STREET

The 8 guiding principles of Main Street (as stated from the National Trust for Historical Preservation)

1. **Comprehensive:** For successful, sustainable, long-term revitalization, a comprehensive approach, including activity in each of Main Street's Four Points, is essential. (Organization, Promotion, Design, and Economic Restructuring)
2. **Incremental:** As public confidence in the Main Street district grows and participants' understanding of the revitalization process becomes more sophisticated, Main Street is able to tackle increasingly complex problems and projects that are more ambitious.
3. **Self-help:** Residents and business owners need to see the rewards they will reap by investing time and money in Main Street. Only local leadership can produce long-term success by fostering and demonstrating community involvement and commitment to the revitalization effort.
4. **Partnerships:** Both the public and private sectors have a vital interest in the district and must work together to achieve common goals of Main Street's revitalization.
5. **Identifying and capitalizing on existing assets:** Every district has unique qualities like distinctive buildings and human scale that give people a sense of belonging. These local assets must serve as the foundation for all aspects of the revitalization program.
6. **Quality:** Emphasize quality in every aspect of the revitalization program. This applies to all elements of the process, from storefront designs to promotional campaigns to educational programs.



7. **Change:** Engaging in better business practices, altering ways of thinking and improving the physical appearance of the commercial district, a carefully planned Main Street program will help shift public perceptions and practices to support and sustain the revitalization process.
8. **Implementation:** To succeed, Main Street must show visible results that can only come from completing projects. Frequent, visible changes are a reminder that the revitalization effort is under way and succeeding. Small projects at the beginning of the program pave the way for larger ones as the revitalization effort matures, and that constant revitalization activity creates confidence in the Main Street program and ever-greater levels of participation.



I. Volunteer Guidelines

i. Overall Policy on Utilization of Volunteers

Sykesville's dedicated citizens share our mission to enhance downtown by creating a sustainable Main Street program. Without community support and active volunteerism, the DSC would not be as successful as it is today. As a volunteer driven organization, the DSC accepts and encourages volunteer involvement at all levels of the. All volunteers and staff are encouraged to assist in the creation of productive, meaningful roles in which volunteers might serve, as well as encourage the recruitment of future community volunteers.

ii. Definition of a Volunteer

The DSC shall create specific volunteer position descriptions prior to interviewing volunteers. Unless specifically stated, a "volunteer" is an individual who performs their specified job description willingly at the direction of the DSC without expecting compensation. Although the DSC does not recognize volunteers as employees, they understand and enforce the need to respect them as such. As a direct result of this, organizational rules and expectations apply to volunteers while volunteering with the DSC.

iii. Volunteer Involvement within the DSC

The Downtown Sykesville Connection is driven by volunteers who are committed to creating a viable, flourishing "Main Street Commercial District." These dedicated volunteers are the synergy of the organization and without their devoted work, the DSC would cease to exist. Due to their level of involvement within the organization, the DSC volunteers maintain the same accountability as the DSC staff. The DSC staff and volunteers come together to operate 5 committees (Promotion, Economic Restructuring, Green & Clean, Organization and Design), a full calendar of event, including a 6-month Farmers Market.

The roles and responsibilities of different volunteers are different from one project or event to the other. They will be communicated to the volunteer by the project coordinator prior to the beginning of the project or event.

iv. Minors Volunteering with DSC



The DSC welcomes and encourages the involvement of youth within our organization. Individuals whom are under the age of 18 must complete Volunteer Application Form and have it signed by their legal guardian.

If the applicant is participating in a volunteer referral program, such as a student community service program or a student intern project, a special agreement must be intact with the program regarding management. The referral program must assume and identify responsibility for management and care for the volunteer while at the DSC. If the volunteer is under the age of 18 and are not with a volunteer referral program, the DSC will appoint the Volunteer Administrator to manage the volunteer.



II. Volunteer Policies & Engagement Guidelines

i. Volunteer Policy

Unless specifically stated, these policies apply to all volunteers within the DSC. This includes any volunteers who partake in projects undertaken by, or on behalf of, the program.

ii. Purpose of Volunteer Policies

The purpose of these policies and engagement guidelines is to provide overall guidance and direction to both DSC staff and volunteers engaged in volunteer involvement and management efforts. These policies are intended for internal management guidance only, and do not constitute, either implicitly or explicitly, a personnel agreement. The Volunteer Policies are intended to provide direction for both volunteers and the Volunteer Administrator on how to work effectively with one another. The program reserves the right at any time to change the policy. The Executive Director or a designated representative of DSC is the only person with the ability to grant changes to or make exceptions from these policies.

iii. Becoming a Volunteer with DSC

The DSC volunteer applications for becoming a DSC volunteer will be accepted through a registration process. Volunteer applications are available online under the homepage of the Downtown Sykesville Connection's website, located at www.DowntownSykesville.com or can be requested via email at DowntownSykesvilleConnection@gmail.com. Once accepted as a volunteer through a personal interview, the individual will receive general volunteer orientation and instruction specific to their choice of committee and/or area of interest. Volunteers are the most important personnel to the DSC and as such, are extended the right to meaningful duties, fair treatment, and full participation. In exchange, the DSC expects volunteers to perform their assigned duties to the best of their ability and remain loyal to the mission, goals, and procedures of the DSC.

iv. Role of Volunteer Management within DSC

The productive utilization of volunteers requires a planned and organized effort, which is done by the Volunteer Administrator. The Volunteer Administrator works as a subdivision of the Organization Committee and is overseen by the Executive Director. The Executive Director oversees the Volunteer Administrator and ensures they working efficiently and properly. The



Volunteer Administrator is responsible for maintaining a cohesive, functional environment for both assisting staff and volunteers. The Volunteer Administrator is also responsible for: promoting the DSC volunteer program, recruiting volunteers, evaluating and recognizing the contribution of volunteers to the program.

v. Access to Program Property and Materials

As deemed appropriate, volunteers will have access to program property, materials and as needed, training essential to fulfill their duties. Volunteers may utilize DSC property and materials only when directly required for program purposes.

Access to the DSC back end website may be given to volunteers agreeing to use their personal device to check-in event guests.

vi. Dress Code

Clothing must be neat, clean and properly fitted. Volunteers should refrain from wearing items that would be considered revealing and undergarments should not be visible. Jewelry, headwear, accessories, and/or footwear that restricts performance of job duties or poses a safety concern are prohibited. Tattoos considered to be offensive shall be covered. Any clothing or other wearable item displaying offensive messages or content shall be covered or removed if asked by volunteer administrator.

vii. Time Sheets

Individual volunteers are responsible for the accurate completion and timely submission of timesheets to the Volunteer Administrator for signature. Volunteer time contribution will. Otherwise been recorded in the Maestro application.

viii. Performance Reviews

Volunteers' participation and performance will be recorded. Records – reviewed and organized by the Volunteer Administrator, Event staff and Board of Directors - will be utilized to review the following: performance of the volunteer; to convey appreciation to the volunteer; to ascertain the continued interest of the volunteer in serving in that particular position; and to seek suggestions from the volunteer or means of enhancing the volunteer's relationship with the DSC.



The performance review will include both an examination of the volunteer's performance of the position responsibilities and a discussion of any suggestions that the volunteer may have concerning the position or project with which the volunteer is connected. The review is an opportunity for both the volunteer and the DSC organization to assess and improve their relationship with one another. In addition, volunteers may be asked to change assignment or may be relieved of duties if deemed necessary by the DSC Executive Director.

ix. Absenteeism/Substitutions

The Volunteer must notify the Volunteer Administrator and/or the Executive Director if he/she will be unable to complete the assigned task or will be absent from an activity. Volunteers are encouraged to find a substitute for any upcoming absences. Volunteers must find a substitute who is qualified for the position and seek approval from: the DSC Volunteer Administrator or the DSC Executive Director, as they are the only individuals who ascertain the authority to grant substitution approval.

x. Leave of Absence

The Volunteer Administrator has the authority to grant leaves of absence to volunteers at their discretion. This leave of absence will not alter or extend the previously agreed upon ending date of the volunteer's term of service.

xi. Resignation

Volunteers may resign from their volunteer service with the organization at any time. If intending to resign, volunteers are encouraged to provide two weeks advance notice of their departure and a reason for their decision as appropriate so that another volunteer can be recruited into the departing volunteer's duties.

Volunteers will be removed from email list upon request.



III. Conduct Guidelines

i. Representing the DSC

While volunteering with the DSC, volunteers must take into consideration the magnitude of their actions and comments while working alongside outside personnel. Although the volunteer may be an expert in a given field, they are not in any position to give advice or opinions to business owners, residents or visitors unless that is part of their position description, especially because it may notably affect the pre-established relationship with the DSC. Volunteers may not speak with the press unless previously authorized by the DSC Executive Director. Volunteers are required to act as representatives of the program as indicated within the extent of their job descriptions.

See DSC Code of Conduct in Annex D

Page on the website

ii. Liability

Volunteers are covered under our USLI Volunteer Liability Insurance policy.

iii. Discrimination

It is the policy and commitment of the DSC to not discriminate based on race, color, sex and/or gender, sexual orientation, national origin, age, disability, religion, and/or familial status in admission of its volunteers or its programs and services. All volunteers and employees are accountable to this notion and failure to comply with this policy may result in termination from the program.

iv. Sexual Harassment Policy

The DSC is committed to providing volunteers with a safe, productive, and enjoyable environment and experience while volunteering with the DSC. The DSC will not tolerate any form of sexual harassment among its employees and volunteers; and encourages volunteers to bring any incident of sexual harassment to the immediate attention of the DSC Executive Director or proper authority.

v. Confidentiality

Volunteers are responsible for maintaining the confidentiality of all proprietary and/or privileged information to which they are exposed while serving as a volunteer, whether this information



involves a staff member, volunteer or other person, or overall program business. Designated and authorized volunteers will have exposure to confidential information that is defined as inside, personal or sensitive information and may include contact information, business credentials, or personal experience stories. The Code of Conduct includes a confidentiality statement barring the sharing or disclosing of this information for any unauthorized purposes, including personal benefit.

vi. Conflict of Interest

No person who has a conflict of interest with any activity or program of the program, whether personal, philosophical, or financial, shall serve as volunteer with the activity/program. Examples of this: volunteers, such as subcontractors or landlords, who will receive monetary wage as result of a project; a person trying to obtain a preoccupied space for themselves. If there is a concern that there may be a Conflict of Interest, the volunteer is asked to direct the concern to the Executive Director.

Please refer to the Conflict of Interest Policy in annex III

vii. Maintenance of Records

The DSC Volunteer Administrator will maintain a system of records on each volunteer within the program, including dates of service, positions held, duties performed, evaluation of work, and awards received. Volunteers and appropriate staff shall be responsible for submitting all appropriate records and information to their Volunteer Administrator in a timely and accurate fashion.

viii. Use and Copyright of the Website

Due to the versatility of the DSC, several volunteer descriptions include becoming familiar with and working on the DSC website. Using the DSC's website for personal business promotion or other advertising is not permitted. The Downtown Sykesville Connection reserves all rights and privileges to its logo, graphics, endorsement, and property, which cannot be used without consent of proper organizational authorities.

ix. Email Policy

The "DSC's" emails sykesville.main.volunteers@gmail.com has been created and will be maintained for individuals whom:



- Have an active staff or volunteer leadership role (email accounts not used for 60 days will be deactivated and possibly deleted)
- Need to send email as a representative of the organization
- Have signed the Downtown Sykesville Connection's Code of Conduct statement
- Have been approved by the Executive Director, as having a role that requires an individual email account

Expectations associated with maintaining a DSC email account include:

- Emails received will be responded to in a timely manner, usually within 48 hours. An out-of-office message should be set for emails that will be unmonitored for greater lengths of time
- Although generally less formal than other written communication, email is a business communication tool and users are obliged to use it in a responsible, effective, polite and lawful manner, recognizing that you and the DSC can be held liable for unlawful libelous or defamatory emails
- Email should not be used for personal matters, but rather for DSC business only
- Passwords should not be shared with others; only the Executive Director.
- Accounts not used for 60 days will be deactivated

All email accounts maintained on our email systems are property of the Downtown Sykesville Connection, thus usernames and passwords will be shared with the Executive Director.

x. Online and Written Communication

All volunteers agree to communicate, verbally and written, with sensitivity, patience and respect. While volunteering with the Downtown Sykesville Connection, volunteers will become involved with a diverse population and must remain conscious of the possibility for misinterpretation of tone and inference, especially in email.

Volunteers agree to use clear and kind language when formulating messages.

xi. Dispute Regulation

If a problem should arise among volunteers, the parties involved are expected to first communicate directly with one another in a respectful attempt to reach a mutual understanding. If a reasonable



resolution cannot be reached, then a volunteer can first request mediation from the Volunteer Administrator and then if necessary, the Executive Director.

xii. Volunteer Sensitivity

Volunteers must give every client equal opportunity to access resources and advice pertaining to the program’s mission. Volunteers must also show equal respect to clients regardless of differences. If a volunteer feels uncomfortable with a certain situation or client, they must immediately notify the Volunteer Administrator.



IV. Volunteer Recruitment and Selection

i. Recruitment

The Volunteer Administrator will recruit volunteers on a proactive basis, with the intent of broadening and expanding community involvement into the DSC. The sole qualification for volunteer recruitment shall be suitability to perform a task on behalf of the program with disregard, but not limited to: race, color, sex and/or gender, sexual orientation, national origin, age, disability, religion, and/or familial status. It is the intent of DSC to place the volunteer in areas that align with their interest wherever possible. Written volunteer position description for volunteers will be developed and forwarded to that volunteer.

ii. Position Description

The Volunteer staff, just as paid staff, requires a clear, complete, and current description of the duties and responsibilities of the position, which they are expected to fill. Each volunteer position must have a specific position description before any installment of a volunteer assignment or recruitment effort. This position will serve as the guideline for the accepted volunteer and the DSC Volunteer Administrator to assist with management and evaluation efforts. The Volunteer Administrator will review volunteer position descriptions to ascertain any changes, which may have occurred during the annual performance reviews. All position descriptions must include their purpose and duties of the position, a designated worksite, and a timeframe for the performance of the job.

Job descriptions will be share with volunteers as they choose they assignment and level of involvement.

iii. Interviewing

Before appointed to a position, an interviewing process will incur for all volunteers to ascertain their suitability and interest in the desired position. The interview must determine the qualifications of the volunteer, their commitment to fulfill the requirements of the position, and will answer any questions that the volunteer might have about the position. A DSC Volunteer Administrator and/or DSC Executive Director will conduct the interviews in person or by other means.

iv. Placement



The DSC will match volunteers to opportunities that recognized their talents, interests, and availability for serving. If at any time a volunteer wishes to reassign their position or take on an additional project or role, they should be encouraged to discuss their interest with the Volunteer Administrator.

v. Professional Services

Volunteers are not to perform professional services for which certification or licensing is required unless currently certified or licensed to do so. The Executive Director must maintain a copy of the volunteer's certificate or license for services provided that requires such. A copy of such certificate and/or license will also be kept in the volunteer's folder, upheld by the Volunteer Administrator.

vi. Length of Service

Volunteer positions will be re-assessed yearly using the current volunteer survey for renewal, assignment to different position or termination.

Volunteers are neither expected nor required to accept further service in a position at the end of their year of services, although they are welcome to do so in most cases; they may instead seek a different volunteer assignment within the program or may retire from volunteer service indefinitely.

See Current Volunteer Survey in Annex C



V. Volunteer Orientation and Development

i. Orientation

All volunteers will receive a general orientation on the nature and purpose of the program, overall operation of the DSC, and a specific orientation on the purposes and requirements of the position, which they are accepting in that effort. The orientation will be conducted in small group, before the monthly promotion committee meeting.

ii. Volunteer Training

Volunteers will receive specific on-the-job training to provide them with the information and skills necessary to perform their volunteer assignment. The timing and methods for delivery of such training will be deemed appropriate based on the complexity and demands of the position and capabilities of the volunteer. (The format and provider of the training is at the discretion of the DSC)

iii. Recognition

To highlight and reward the contribution of volunteers to the DSC, an annual volunteer recognition event will take place annually. In order to discuss how the volunteers would like to be recognized, they will be asked to become involved and consulted to develop an appropriate format for the event.

iv. Informal Recognition

All DSC staff and DSC volunteers involved with volunteers are encouraged to undertake ongoing methods of recognition of volunteer service on a regular basis throughout the year. These methods of informal recognition should range from a simple "thank you" to a concerted effort to include volunteers as full participants in the DSC program decision-making and implementation.



VI. Downtown Sykesville Connection's Volunteer Management

i. Requirement of a Volunteer Administrator

Each accepted DSC volunteer will have a clearly identified supervisor, the Volunteer Administrator, who is responsible for direct management of that volunteer. The Volunteer Administrator is responsible for day-to-day management and guidance of the work of those volunteers, and will be available to the volunteer for consultation and assistance.

ii. Volunteers in Supervisory Positions

A volunteer may act as a Volunteer Administrator of other DSC volunteers, if the supervising volunteer is under the direct supervision of a paid DSC staff, DSC Committee Chair or member of the DSC Board of Directors.

iii. Staff Evaluation and Participation

Affected DSC staff and DSC Volunteer Administrator should be involved and/or fully apprised of all evaluation and work assignments of volunteers with whom they are connected.

iv. Lines of Communication

Volunteers are entitled to all necessary information pertinent to the performance of their work assignments. Accordingly, the DSC will provide volunteers access to all appropriate memos, materials, and meetings relevant to their work assignments. To facilitate the receipt of this information on a timely basis, volunteers are to be included on all distribution schedules. Primary responsibility for ensuring that the volunteer receives such information will rest with the Volunteer Administrator.

Lines of communication are to operate in both directions and will exist both formally and informally. Any decision directly affecting a volunteer's job description requires consultation with the affected volunteer(s) to determine the effect it will have on their duties.

v. Corrective Action

Following an evaluation, or anytime deemed necessary by the Volunteer Administrator, with consent of the Executive Director, corrective action may take place in appropriate situations. Examples of corrective action include the requirement of additional training, reassignment of a volunteer to a new position, suspension of the volunteer, or dismissal from volunteer service.



NOTE: The Volunteer Administrator has the right to temporarily suspend a volunteer if an action or incident warrants such. The incident must be reported to the Executive Director within 24 hours.

vi. Dismissal of a Volunteer

Volunteers who do not adhere to the rules and procedures of the DSC or who fail to satisfactorily perform their volunteer assignment are subject to dismissal. Until the volunteer has had an opportunity to discuss the reasons for possible dismissal with the DSC Executive Director, no volunteer termination will occur. Prior to the discussion of dismissal with a volunteer, the Volunteer Administrator is required to seek the consultation, assistance and approval of the DSC Executive Director.

vii. Reasons for Volunteer Dismissal

Possible grounds for dismissal may include, but are not limited to the following: gross misconduct or insubordination; being under the influence of alcohol or drugs; theft of property or misuse of organization equipment or materials or funds; abuse or mistreatment of community members; volunteers or co-workers; failure to abide by DSC policies and procedures; failure to follow direction as instructed by the DSC Volunteer Administrator, DSC Executive Director or member of the DSC Board of Directors; speaking to the press without prior express permission from the DSC Executive Director; misrepresentation of DSC to its community partners; failure to meet physical or mental standards of performance; failure to satisfactorily perform assigned duties.

viii. Concerns and Grievances

Decisions involving corrective action of a volunteer will be reviewed for appropriateness. If corrective action is taken, the affected volunteer shall be informed of the procedures for expressing his or her concerns or grievance.

Please refer to the Grievance Policy in annex E

ix. Resignation

Volunteers who are leaving their positions will be invited to share feedback. The feedback will ascertain why the volunteer is leaving the position, suggestions the volunteer may have for improving the position, and the possibility of involving the volunteer in some other capacity with the organization.



Figure A: Downtown Sykesville Connection Organization Chart

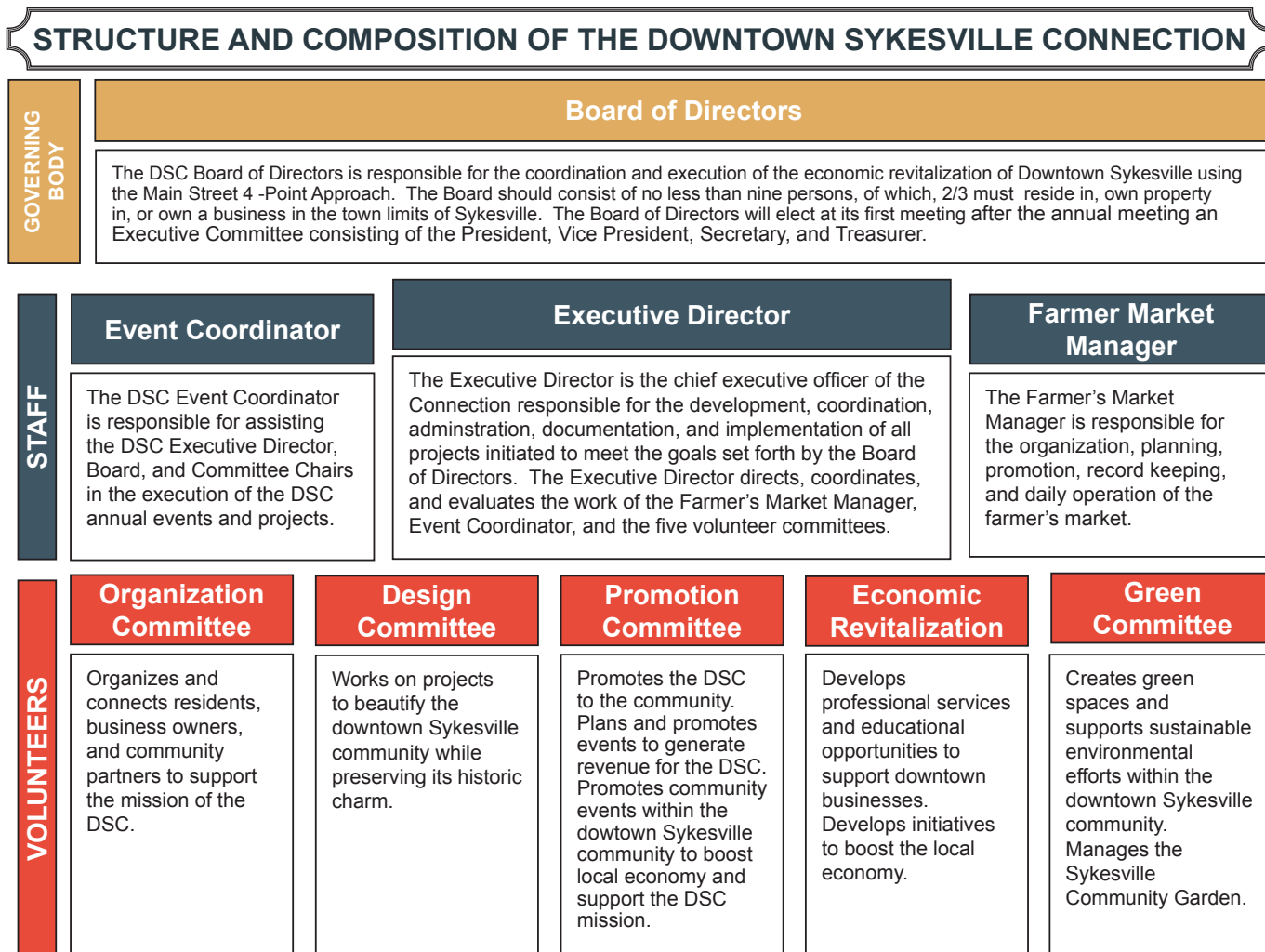




Figure B: Downtown Sykesville Connection Contact List

Julie Della-Maria, Executive Director

JulieDellaMaria@gmail.com; DowntownSykesvilleConnection@gmail.com

410-259-3515

442-216-4345

Board of Directors:

Name	Position	Committee	Business/Employer	Phone #	E-mail
Dana Alonzi	President/Design Comm. Chair	Executive	Resident	443-538-3032	dalonzi1@jhmi.edu
Rich Austin	Vice President/Promo & Design Comm.	Executive	Trembling Giant Marketing	410-925-2454	rich@tremblinggiantmarketing.com
Rudy Linde	Treasurer	Executive	Northrop Grumman	443-996-3723	rudylinde01@gmail.com
Lisa Berman	Secretary	Executive/Promotion	Impaq International Inc	301-675-4253	lisanasbergberman@yahoo.com
Mary Ellen Will	Member	Organization	Resident	443-745-5288	maryellen.will@gmail.com
Rachael Beck	Member	Promotion	E.W. Becks	410-294-1410	rachael@ewbecks.com
Jane Linde	Member	Merchant liaiosn	Tri Sport Junction	443-996-3724	rich@tremblinggiantmarketing.com
Helene Taylor	Member	Promotion	French Twist	410-456-9201	helene.twist@gmail.com
Michelle Williams	Member	EDC	M&T Bank	410-967-3230	mnwilliams@mtb.com
Leo Keenan	Liaison	N/A	Town of Sykesville, Council	443-690-0572	lkeenan@keenan-lawfirm.com



Appendices of Volunteer Forms

job description

Appendix A:	Application
Appendix B:	Volunteer expectations (Famers Market)
Appendix C:	Volunteer Survey
Appendix D:	Code of Conduct
Appendix E:	Grievance Policy
Appendix D:	Communication Policy



Appendix A



**DOWNTOWN SYKESVILLE CONNECTION
VOLUNTEER APPLICATION**

Name _____ Date _____
Address _____ Phone (Day) _____
_____ Phone (Eve.) _____
Email Address _____ Birthday (Day & Mo.) _____
21 & Older? (please circle) Yes or No

In Case of Emergency Contact: _____ Phone _____
Relationship: _____

Do you have any work or volunteer experience, skills, training or interests that you could apply to working as a volunteer? _____

Why do you want to volunteer at Benicia Main Street? (i.e., meet people, school credit, help the community, etc.)? _____

How did you hear about our volunteer program? _____

I am presently: (Check all that apply)
 Employed full-time Employed part-time Temporarily unemployed
 Seeking employment Retired Homemaker or Student

Please list times you are available for volunteer work (check all that apply).

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Morning							
Afternoon							
Evening							

I'm interested in helping at the following events (see 2nd page for volunteer positions):

- Art & Wine Festival
- Craft Beer Festival
- Farmers Market
- Community Garden
- Coollest Mike on Main Street
- Let Freedom Ring Parade
- First Fridays/Mimosas on Main
- Walking tour
- Carroll Business Academy
- Trick or Treat on Main Street
- Operation Committees
- Electronic volunteering

Would you be willing to submit to a background check? Yes No

THANK YOU FOR YOUR INTEREST IN THE DOWNTOWN SYKESVILLE CONNECTION

Please return this form to DSC

7307 Spout Hill Rd, Sykesville MD 21784 or EMAIL to DowntownSykesvilleConnection@gmail.com



Appendix B

DOWNTOWN SYKESVILLE CONNECTION
7307 Spout Hill Rd
Sykesville MD, 21784

What should I expect from the organization and what are my responsibilities as a volunteer?

It is important for you to know what you are committing to and for how long when you choose to volunteer. Ask the Downtown Sykesville Farmers Market for what they expect from you and what they can offer you. Talk to Beth Currence, our Market Manager, before you join the team (ekcurrence@gmail.com).

Expectations:

During your volunteer experience with the Downtown Sykesville Farmers Market, you are expected to:

- Avoid using your electronic devices while serving as a volunteer;
- Frequently check with your manager;
- Be punctual for your volunteer duty or shift;
- Inform the event coordinator of any delay or inability to attend*;
- Learn about the organization and its volunteer policies;
- Get an orientation to the organization and training for your volunteer role;
- Ask for and have regular reviews or evaluations of your performance;
- Be productive, courteous and engaged.

Responsibilities:

As a volunteer, you have the responsibility to:

- Learn about the organization before you join the activities;
- Bring your volunteer form and a copy of this document signed and dated;
- Be reliable and responsible;
- Know the organization's policy or protocol for handling complaints or any issues of concern;
- Communicate any issues or concerns which are likely to affect your volunteer duties;
- Do your duties as assigned and directed;
- Accept guidance from your supervisor;
- Be willing to learn and participate in a brief orientation on your first volunteering day.

Expectations need to be met to submit service hour forms for signature.

*volunteers with 2 unexcused missed shift will no longer be allowed to volunteer for the Market.



WWW.DOWNTOWNSYKESVILLE.COM
DowntownSykesvilleConnection@gmail.com
410.259.3515



Appendix C

- Survey - Current Volunteer Email List -

1. How much of an impact do you feel your volunteer work has?
 - A great deal of impact
 - A lot of impact
 - A moderate amount of impact
 - A little impact
 - No impact at all

2. How easy was it to get along with the other volunteers at Downtown Sykesville Connection?
 - A great deal of impact
 - A lot of impact
 - A moderate amount of impact
 - A little impact
 - No impact at all

3. How friendly are the staff at Downtown Sykesville Connection?
 - A great deal of impact
 - A lot of impact
 - A moderate amount of impact
 - A little impact
 - No impact at all

4. Overall, were you satisfied or dissatisfied with your volunteer experience with our organization?
 - Very Satisfied
 - Satisfied
 - Neither satisfied nor dissatisfied
 - Dissatisfied
 - Very Dissatisfied

5. How likely are you to continue volunteering for Downtown Sykesville Connection?
 - Extremely Likely
 - Very Likely
 - Somewhat likely
 - Not so likely
 - Not at all likely

6. In a typical month, about how many hours do you volunteer?

7. How likely is it that you would recommend this organization to a friend or colleague?
 - 0 (zero) through 10 (ten), zero starting at 'not at all likely' and ending at ten 'extremely likely'.



8. What type of Function/Task would you likely volunteer for? (must be 21 and over)
 - Special Events
 - Recruitment
 - Organization and Coordination
 - Board Member
 - Administrative
 - Other -

9. Do you have any comments, suggestions or questions?

10. Overall, how would you rate Downtown Sykesville Connection?
 - Excellent
 - Very Good
 - Good
 - Fair
 - Poor



Appendix D

Downtown Sykesville Connection, Inc. **CODE OF CONSIDERATE CONDUCT**

The Downtown Sykesville Connection's mission is to enrich the quality of life in the downtown Sykesville community. The DSC accomplishes its mission through economic development, promotion, preservation and beautification of its buildings and open spaces, and the direction of healthy and environmentally conscious programs. The DSC accepts that the quality of one's relationships with those in his/ her community directly relates to his/ her happiness and well-being and the success of the whole community. Because we are advocates for enriching the quality of life in the downtown Sykesville community, all DSC Board members, directors, employees, and volunteers are expected to model and promote socially considerate behavior in our relationships with each other and our beneficiaries to inspire the downtown Sykesville community and its visitors to do the same.

Therefore, the DSC has chosen to adopt 18 relevant principals from the book, "Twenty Five Rules of Considerate Conduct" by P.M. Forni and implement them as the DSC's Code of Considerate Conduct.

All Board members, directors, employees, and volunteers are expected to apply the following in their conduct with each other and the community.

1. PAY ATTENTION
2. ACKNOWLEDGE OTHERS
3. THINK THE BEST
4. LISTEN
5. BE INCLUSIVE
6. SPEAK KINDLY and SMILE
7. DON'T SPEAK ILL of others
8. ACCEPT and GIVE PRAISE
9. RESPECT OTHER'S OPINIONS - be kind during times of disagreement.
10. BE AGREEABLE



11. RESPECT OTHER PEOPLE'S TIME
12. ASSERT YOURSELF
13. APOLOGIZE EARNESTLY
14. CARE FOR YOUR GUESTS
15. REFRAIN FROM IDLE COMPLAINTS
16. ACCEPT AND GIVE CONSTRUCTIVE CRITICISM
17. RESPECT THE ENVIRONMENT AND BE GENTLE TO ANIMALS
18. DON'T SHIFT RESPONSIBILITY OR BLAME

Downtown Sykesville Connection, Inc.
BOARD MEMBER'S CODE OF CONDUCT

Board members are expected to model behavior outlined in the Code of Considerate Conduct as well as commit to the following behaviors specific to their responsibilities as Board members.

1. Board members are expected to represent the best interests of the DSC in decision-making without regard to personal interest or gain.
2. Refrain from trying to influence other board members outside of board meetings that might have the effect of creating factions and limiting free and open discussion.
3. Once a Board decision is made, support the decision even if one's own view is a minority one.
4. Do not disclose or discuss differences of opinion on the board with those who are not on the board. The board should communicate externally with "one voice".
5. Respect the confidentiality of sensitive issues, especially in personnel matters.
6. Be an advocate for the DSC and its mission wherever and whenever the opportunity arises in your own personal and professional networks.
7. Disclose one's involvement with other organizations, businesses or individuals where such a relationship may be a conflict of interest.
8. Refrain from giving direction, as an individual board member, to the executive director or any member or staff.



9. Refrain from investigating or discussing the executive director's performance with staff members or stakeholders without board authorization.
10. Be willing to be the dissenting voice, endeavor to build on other director's ideas, offer alternative points of view as options to be considered and invite others to do so too.
11. On important issues, be balanced in one's efforts to understand other board members and to make oneself understood.



Appendix E

Downtown Sykesville Connection, INC.

GRIEVANCE POLICY and PROCEDURE

SECTION 1

INTRODUCTION

The Downtown Sykesville Connection, INC., (DSC), is a nonprofit, tax-exempt organization which encourages the active involvement of its board of directors, executive director, employees and volunteers in the community. The DSC values the contributions of all its directors, employees, and volunteers. The DSC value statement and code of considerate conduct should guide all directors, employees and volunteers in their interactions with each other and the community. In the event, any director, employee or volunteer feels they have been wronged by any other DSC director, employee, or volunteer, the DSC Grievance Policy and Procedure establishes a process for resolution of grievances.

SECTION 2

DEFINITION

A grievance is defined as any real or imagined wrong or other cause for complaint or protest which may include but is not limited to:

- violations of DSC Board policies;
- violations of employment terms;
- violations of DSC Code of Considerate Conduct;
- assertions of any mistreatment by DSC employees or volunteers; and/or
- assertions of bullying, discrimination, or harassment by DSC employees or volunteers.

SECTION 4

POLICY

The DSC encourages its employees and volunteers to attempt to resolve any issues or express concerns they may have at the earliest opportunity with each other. Without resolution in this manner, the Executive Director



should be informed of the grievance. If informal discussions with each other or the Executive Director fail to resolve the matter, the procedures to submit a formal written grievance should be initiated. A formal written grievance must be filed within 10 business days following the date the grievance was experienced.

The DSC believes any retaliatory action against anyone making a formal grievance is a violation of the DSC Code of Considerate Conduct and will result in expulsion from the DSC or termination of employment.

SECTION 5

PROCEDURE

SUBMIT GRIEVANCE FORM TO EXECUTIVE DIRECTOR

Using the Grievance Form, submit your grievance in writing to the Executive Director. Grievances should be submitted within 10 business days following the date the grievance was experienced. If you do not submit the grievance within this time period, you waive your right to the formal grievance process. Upon receipt of the grievance, the Executive Director will begin an investigation of the grievance as outlined in Section 6. The Executive Director will respond in writing within 10 business days following the receipt of the grievance form with a decision or resolution regarding the grievance.

If the grievance is against the Executive Director, the grievance form should be submitted to the DSC Board President who will begin an investigation of the grievance and respond in writing within 10 business days following the receipt of the grievance form with a decision or resolution regarding the grievance.

FIRST APPEAL

Within 10 business days following the receipt of the written resolution from the Executive Director, an appeal to the written resolution can be filed in writing and sent to the DSC President. The appeal should include the grievance form initially filed, the written resolution of the Executive Director, and a statement of appeal stating why the resolution terms are not adequate. The DSC President will respond in writing within 5 business days following the receipt of the appeal with a date to meet the DSC Grievance Committee to discuss the appeal. The meeting date will be scheduled within 10 business days following the date of filing the appeal. The DSC President will provide a written response with resolution within 5 business days following the meeting with the DSC Grievance Committee.

FINAL APPEAL



Within 5 business days following receipt of the written resolution of the DSC Grievance Committee, a final appeal may be sent to the DSC President for an audience with the DSC Board of Directors for a final and binding resolution to the grievance. The final appeal should include a written statement detailing why the DSC Grievance Committee's resolution was not adequate. The DSC President will respond in writing to schedule a grievance hearing with the DSC Board of Directors. The grievance hearing with the DSC Board of Directors will take place at the next DSC Board Meeting following the receipt of the final appeal. If the next DSC Board of Directors Meeting is more than 20 business days following the receipt of the final appeal, then the DSC Board President will schedule a special DSC Board of Directors meeting on a date within 20 business days following the receipt of the final appeal with a quorum of the DSC Board of Directors. The DSC Board of Directors will provide a written, final resolution to the grievance within 5 business days of the grievance hearing with the DSC Board of Directors.

SECTION 6

INVESTIGATION OF FORMAL WRITTEN GRIEVANCE

In order to ensure transparency and fairness in the investigation of any formal written grievance, the following recommendations, responsibilities and procedures shall be adopted.

1. Since a written resolution is required in 10 business days following receipt of the grievance form, investigation procedures should be conducted in a timely and efficient manner. Take accurate and detailed notes of all conversations, including dates and names of persons involved. Maintain confidentiality of all persons contacted during the investigation.
2. Review grievance form for completion. Make sure a chronology of events is listed: who was involved, what occurred, when did it occur. Make note of any missing information. Make note of any DSC policies which may have been violated.
3. Make contact with the complainant in person or by telephone to review the grievance form and obtain any insufficient or missing information from the grievance form. Discuss with the complainant what kind of outcome the/she is hoping for and inform the complainant of the next steps in the investigation as well as when and how a resolution will be given and their appeal opportunities. Give sufficient time for questions from the complainant.
4. Inform in person or by telephone any witnesses listed on the grievance form. Give these persons an opportunity to give a formal witness statement in person, by telephone, or in writing. Provide them with a written summary of a verbal witness statement and opportunity to correct any mis-statements.
5. Inform in person or by telephone the person or persons who the grievance has been asserted against with adequate detail. Allow them sufficient time (48 hours at most) to respond to the allegations in person, by telephone, or in writing. Inform them of the next steps in the investigation as well as when and how a resolution will be given.
6. Upon receiving contradictory information, contact and give involved parties sufficient time to respond to contradictions.
7. Before deciding on resolution terms, ensure there is sufficient evidence and you, as the investigator, have no personal interest or bias in the investigation or outcome.



8. Any written resolution made during the grievance process shall include the terms/ actions of the resolution, list any DSC policies that were violated, and why the resolution is an adequate response to the grievance.





Appendix D

Downtown Sykesville Connection, INC. **COMMUNICATIONS POLICY**

SECTION 1 PURPOSE

Employees or Board Members who represent the Downtown Sykesville Connection (“DSC”) may do so using social media accounts or speak on our company’s behalf be it written, telephone or other medium. The Communications Policy provides a framework for addressing these types of communication. This policy covers all types of communication regarding the DSC on which you may utilize personally or as a member of the DSC. Employees, as well as Board Members of the DSC, should have a clear understanding of how to handle these mediums for communications.

SECTION 2 DEFINITIONS

The following definitions are applicable to this policy:

- Interpersonal matter is defined as any conflict that arises within the DSC or between any DSC member and a DSC partner.
- Partners under this policy refer to DSC members, Town Business, Property Owners, Town Employees or Officials and Residents.
- Social media refers to a variety of online communities like blogs, social networks, chat rooms and forums such as Facebook, Twitter and Instagram.

SECTION 3 REPRESENTING THE DSC

Any and all members of the DSC are expected to act within the DSC’s established Code of Conduct policy. Failure to do so may lead to disciplinary action and/or termination.

All persons representing the DSC shall:

- Exhibit a high degree of professionalism.
- Direct all interpersonal matters to the Board President and/or Board to resolve.
- Inform the Board of all matters that have required third party involvement or appears to be needing third party involvement.

SECTION 4 MEDIA INQUIRIES

All media inquiries or requests for interviews, whether they be by phone, email or in person, should be directed to the Executive Director, Board President or Vice President if the President is



unavailable for a response. No other Board Member, Committee Member or Employee should respond directly to any media inquiry.

The Executive Director and the Board President will jointly vet the inquiry. If it is decided that the inquiry will be responded to, they will agree on who will respond to the information or interview request. A Board member or Committee Chair may be asked for input based on the nature of the inquiry.

In the event the inquiry will be responded to and you are called on to respond, all DSC Employees and Board Members must adhere to the following policies:

Be respectful, polite and patient, when engaging in conversations on our organization's behalf. Employees and the Board should not make declarations or promises towards town businesses, property owners, the Town and residents.

Avoid speaking on matters outside our field of expertise when possible. Don't address questions or comment on matters that aren't within your purview. Redirect the inquiry back to the Board President if uncertain.

Inform the Board President prior to sharing any major-impact content that may pose questions from the Town, Town Council, Town Businesses, Property Owners or other DSC partners.

When in doubt, contact the Board President and or other Board members for clarification.

SECTION 5 DSC SOCIAL MEDIA ACCOUNTS

Any and all members of the DSC are expected to act within the DSC's Code of Conduct Policy when interacting with DSC social media platform. Failure to do so may lead to disciplinary action and/or termination.

The following individuals are directly responsible for maintaining and monitoring DSC's social media accounts on a regular basis:

- Executive Director
- Events Coordinator

In addition, the following also have administrative rights to upload or delete posts on the DSC's social media accounts:

- Board President
- Board Vice President



There may be times when other employees or board members may be asked to represent the DSC through the DSC's social media accounts. Due to this, every member of the DSC is required to adhere to the following policies when handling the DSC's social media platforms:

- **Only statements of fact may be posted on pages.** Statements must contain enough detail and explanation that the public can garnish the appropriate information. For example, a post such as a cancelation must be briefly explained.
 - An appropriate posting: *The Town of Sykesville has canceled the parade due to inclement weather.*
 - An inappropriate posting: *The Town of Sykesville has canceled the parade.*
- **Correct or remove** any misleading or false content as quickly as possible. If *any* member of the Board deems a social media post to be in poor compliance with the policy, any board member has the right to have the post removed or request an edit to that post. That member will contact Executive Director and ask for removal or request from administrator listed above.
- **Avoid deleting or ignoring comments** without careful consideration to how it may be interpreted by the community. It is imperative that the DSC replies to criticism in a positive way.
- **Never post discriminatory, offensive or libelous** content and commentary.

In addition to the above, **avoid** the following:

- Making promises.
- Discussing confidential or sensitive information about the DSC or our Partners.
- Damaging the DSC's reputation.
- Acting in a way that increases the DSC's liability.
- Improperly using and/or disseminating the DSC branding or logo.



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