

The Ishpeming Development Authority

Volunteer Handbook



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The Downtown Development Authority

Vision Statement

Promote economic development by objectively capitalizing on a city's natural beauty, historic past, and atmosphere conducive to business and community. The Downtown Development Authority is a place where all share in the development of this capitalization through open communication and cooperative effort.

Mission Statement

The Ishpeming Development Authority (or IDA) will plan and foster both economic development and fiscal responsibility by creating an inclusive city that is proud of its heritage, honors its past, and is actively building its future.

History of the Program

The IDA is responsible for developing and implementing policy in the following areas:

- Human Resources
- Economic Planning and Development
- Finance
- Community Relations and Operations

The IDA's Board of Directors consists of eight to twelve members, and each member is a key leader in the community. The IDA seeks to strengthen and diversify their city's assets. In order to accomplish this, the IDA provides the legal, financial, and organizational resources needed to revitalize their district through public and private projects. The IDA will focus on long-term revitalization efforts that pay careful attention to every aspect of the town's economy. This long-term focus will ensure that all underlying causes of economic decline are addressed over convenient, short-term (and potentially costly) improvements.

Goals:

- Improve the city's physical appearance and historical value; convert unused commercial space into productive new businesses.
- Provide resources to strengthen existing businesses.
- Attract businesses that will bring new life and interest into the community.
- Act as a clearinghouse for inclusive community activities and events.
- Capitalize a city's strengths: its school system, heritage, diversity, natural beauty, and tourist attractions.

The Five Points

In order to match the need for volunteers with the IDA's ability to initiate projects, the IDA consists of five committees (Five Point Approach) who operate under the Executive Director of the IDA. As an employee of Development Authority, this Director works to ensure that the IDA's goals are being met, all the while providing the IDA with a broad volunteer base. Each committee is tasked with providing specific services that revitalize the area's business core. Committee members may belong to other economic and governmental organizations; such associations are encouraged.

Organization Committee:

The Organization Committee insures that everyone works toward the same goal. They also assemble the appropriate human and financial resources needed to implement a city's revitalization efforts. The Organization Committee develops a work plan of projects that they decide to undertake each year. This work plan is evaluated throughout the year as the committee works with the Ishpeming Development Authority to ensure that goals are being met.

This committee is also responsible for assisting the IDA board in choosing, maintaining, and coordinating the volunteers for the other committees in order to effectively carry out tasks. These volunteers are also coordinated and supported by a paid Director. The Organization Committee aims to build consensus and cooperation among the city's various stakeholders.

Economic Development Committee

The purpose of the Economic Development Committee is to evaluate the downtown economy. It is their role to find out why businesses are not putting money into their buildings and to see what the committee can do help business owners invest in those structures, either through grants, incentives, or other means. This committee also researches the market conditions to find out what businesses are missing from the downtown area. Through this research, they expand and diversify the existing economic assets of downtown as well as strengthening what already exists.

This committee recruits new businesses compatible with existing businesses to build a commercial district that responds to consumers' needs. They also work to create ties with other local and national governmental and economic organizations.

Potential volunteers should have some kind banking, finance, or other economic experience in order to be able to properly input their help with the committee. However, all volunteers are welcomed and needed. Volunteers may do everything from business writing to conducting marketing and research surveys.

Design Committee

The Design Committee enhances the overall beauty of the downtown area. They are responsible for incorporating downtown beautification, ranging from professional talents such as architectural visualization to nonprofessional—street cleaning and basic landscaping. One goal is to create a standard for the aesthetics of downtown by capitalizing on the downtown's best assets, including historic buildings and pedestrian-oriented streets. By providing input ranging from sign design to landscaping and attractive window displays, their work helps instill residents and tourists with a positive image of downtown.

The Design Committee is involved with projects that need both technical and general help. Some of these professional skills include: design, landscaping, architecture, or construction experience. Non-professional skills include gardening, trash pickup, communicating the vision of the Design Committee to businesses and general public, and everything else in between.

Promotions Committee

The Promotions Committee generates a positive downtown image by creating an atmosphere that encourages people to live, work, shop, play and invest in the community. The Promotions Committee markets the downtown community's unique characteristics to residents, visitors and business owners. It creates a positive image through advertising, special events, and marketing campaigns carried out by local volunteers. These activities improve consumer and investor confidence in the district and encourage commercial activity and investment in the area. This committee plans and carries out events that might not benefit a specific business but the overall business district. These events may include concerts and other social gatherings downtown, uniting businesses for promotional sales, and proactively advertising the downtown to a public that may be unappreciative of what their city offers.

The Promotions Committee needs dynamic and active volunteers. Volunteers will do everything from staffing promotional events, posting flyers for events, designing signs, and spreading the news about the event to the public. Because the needs of the Promotions Committee are always changing, they generally have the greatest need for volunteers. Consequently, volunteer tasks will have the greatest diversification compared to the other committees. A good volunteer will be adaptable and willing to try something new in order to benefit their district.

Financial Planning Committee

The Financial Planning Committee monitors all expenditures and receipts that come into the IDA. By forecasting future earnings, finances for approved projects ensure a balanced budget. Whereas Economic Development works closely with a variety of people on creative solutions, Financial Planning deals with the financial aspect of business itself, particularly budgeting.

Characteristics of Strong Coordinating Programs

Strong coordinating programs exhibit several measures of success. These programs:

- Respond to and meet the needs of local Ishpeming businesses;
- Build a network of local programs that, together, exhibit a high reinvestment ratio of downtown that increases incrementally each year;
- Ensure that local programs remain active over time;
- Embody a strong preservation ethic and successfully preserve and protect historic buildings and other relevant resources;
- Gather resources from public and private sectors to revitalize historical and traditional commercial districts;
- Employ an adequate number of staff who provide the basic services to the community so that locally developed needs and concerns are met.
- Develop and maintain a high level of positive visibility and credibility within their jurisdictions (state, city, or region);
- Garner bi-partisan political support in the jurisdiction's executive and legislative levels;
- Help shape policies and legislation that support the revitalization of traditional commercial districts and the preservation of historic buildings;
- Encourage local programs to evolve and mature so that more complex revitalization issues can be solved.

IDA's Interaction with Committees

The IDA's Executive Director plays an important role as a partner to each committee. The Executive Director facilitates and organizes each committee's projects, but should not be the person to whom all tasks are delegated. Instead, the Executive Director should be a resource for the otherwise autonomous committees. The following pages describe both the Director's general role and specific roles with each committee.

The Executive Director's General Role with All Committees

The Executive Director *does*

Assist with committee development by:

- Helping the committees and Chairs learn the mechanics of committees management and providing expert advice and information on revitalization
- Collaborating with committee members and Chairs as a strategist/planner

Support work plan development by:

- Assisting committee members in developing work plan documents
- Helping committee members complete their projects without assuming responsibility for those activities
- Integrating his/her own work plan with the committees'

Assist with volunteer development by:

- Helping committee Chairs develop good systems for recruitment, supervision, and reward of committee members
- Helping develop volunteer capacity of committees by participating in recruitment efforts

Participate in committee meetings by:

- Attending most committee meetings to provide technical information and professional opinions
- Helping strategize and develop solutions to problems or issues
- Works with Chairs to assure that decisions and assignments are made and completed

The Executive Director *does not*

- Have authority over the committee or its structures

- Serve as the person to whom all committee members' work is delegated

- Become the volunteers' boss

- Convene and/or run committee meetings or take minutes for the committee

Executive Director's Role with the Organization Committee

The Executive Director *does*

- Help coordinate fund-raising campaigns, newsletter production, volunteer communication, and financial systems
- Help members coordinate projects

The Executive Director *does not*

- Raise funds directly; that is the job of the board and volunteers

Executive Director's Role with the Economic Development Committee

The Executive Director *does*

- Help coordinate data collection, analysis, financial incentive programs, and other economic development activities
- Help members coordinate business improvement seminars and workshops

The Executive Director *does not*

- Assume responsibility for organizing economic restructuring projects or completing reports

Executive Director's Role with the Design Committee

The Executive Director *does*

- Help coordinate information on design assistance and financial incentives for building owners
- Act as first contact for the public on preservation issues in the commercial district

The Executive Director *does not*

- Take the lead on motivating design change in downtown

Executive Director's Role with the Promotions Committee

The Executive Director *does*

- Help coordinate production of public relations, graphic image, and other promotional materials
- Help members coordinate special events, retail/business promotions, and advertising projects

The Executive Director *does not*

- Take responsibility for taking the lead on organizing or running events

Executive Director's Role with the Financial Planning Committee

The Executive Director *does*

- Foster creative and constructive brainstorming
- Display an ability to research potential funding sources (grants, potential investors)

The Executive Director *does not*

- Raise money or set budget items

What it Means to be a *Volunteer*

General Volunteers

When you hear the word volunteer, what comes to mind? Communities across the country rely on volunteers to accomplish essential tasks and services. Some people are able to utilize their professional experience while others may not have a professional trade, yet each volunteer is as unique and important as any other. The Ishpeming Development Authority needs your help; whatever you are able to provide is as much as we'll demand. Why? Because our volunteers are doing just that: *volunteering*, and as such they have their own priorities and interests that the IDA will respect. All we ask in return is your honesty.

Because projects vary within communities and from time to time, it is impossible for us to predict what it is that volunteers will do. To help us find the projects that will match your interests and needs, please fill out the Volunteer Interests Worksheet. We will do our best to find projects that you'll enjoy working on; remember, as a volunteer, *you can always say no*.

As you consider volunteering, please take into account that the benefits of your service involve more than just monetary value. You have the opportunity to make your community better, to have a hand and a voice in the direction of your downtown district.

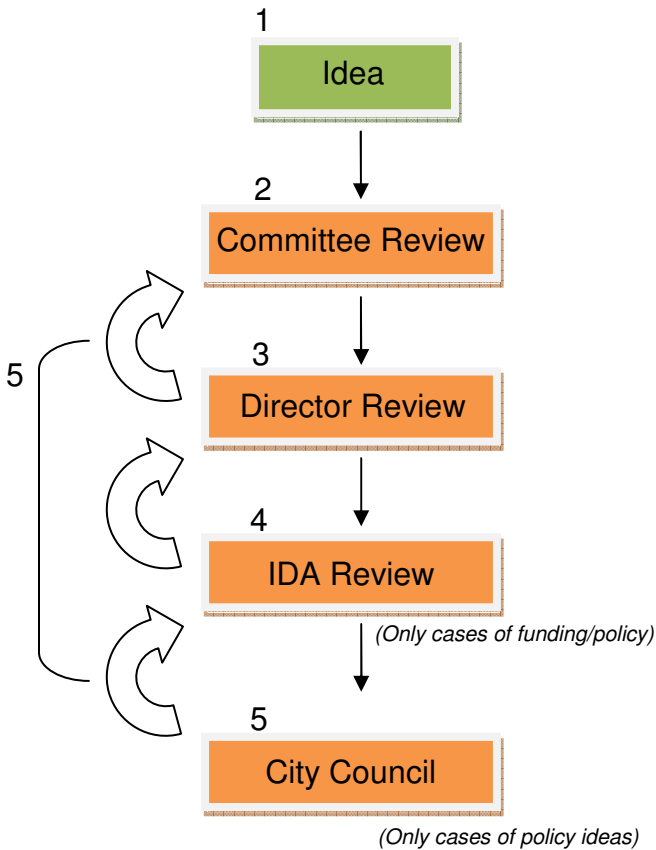
Committee Volunteers

Volunteers with the Development Authority and its subcommittees must show initiative in getting projects done on time. Whereas the dedication of regular volunteers is expected and encouraged, commitments of time and service on the part of committee volunteers are *required*. As a committee volunteer, you will be asked to plan, organize, and initiate the projects that are essential to the economics of your city. Your duties may include the following:

- **Finances:** provide the criteria for approving and implementing new initiatives, ensure financial accountability, engage in fund-raising as appropriate, and participate in the process of creating and approving a budget.
- **Community:** ensure that programs and services address the needs of the community, promote the IDA to the general public, and promote cooperation with other organizations toward joint projects.
- **Leadership:** determine the policies regarding volunteer involvement, facilitate the recruiting, training, and orientation of board members, and maintain IDA operations within proper legal and resource restrictions.

How to Get Things Done

Anybody can have a great idea that will benefit the Ishpeming Development Authority. This chart illustrates the process that each idea must go through in order to be approved.



1. Someone has a great idea.
2. The appropriate committee reviews the idea before bringing it to the Executive Director.
3. If the idea requires funding, the Executive Director brings the idea to the IDA board.
4. The IDA then forwards the idea to the City Council if the idea involves policy changes.
5. The approval then travels back down the hierarchy, until reaching the appropriate committee.

Volunteer *Rights and Responsibilities*

Volunteers have the following rights:

- To be treated as a coworker, not free help.
- To decide which projects you will or will not participate in.
- To voice your ideas and opinions.
- To try a task to learn a new skill.
- To receive projects that attempt to best match your interests.
- To terminate your volunteer status at any time.

As a volunteer, you are expected to:

- Become familiar with the organization and purpose of Ishpeming Development Authority and its components as outlined in the volunteer handbook.
- Be honest about your likes and dislikes on the Volunteer Interests Worksheet.
- *Stay for the entire duration of the event* for which you have volunteered.
- Dress appropriately for the weather and the event.
- Conduct yourself, in attitude and appearance, in a way that reflects you, the community, and the IDA positively.
- Schedule your volunteer commitments *ahead of time* so they do not conflict with prior commitments (birthdays, appointments, school, etc).
- Inform the appropriate committee Chair of your inability to volunteer (illness, family emergency, etc.) during a previously scheduled event as soon as possible.
- Perform your best at any needed task—you should enjoy what you are doing.

Internships have the same volunteer rights but different expectations. As an Intern, you are expected to:

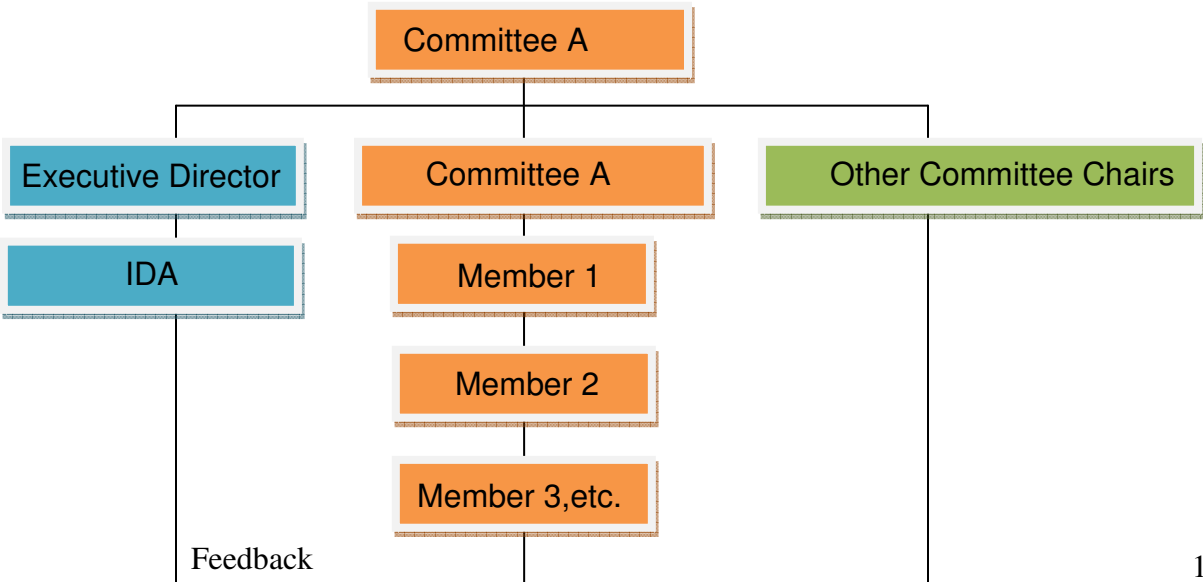
- Carry out anything the committees and Executive Director require in the time they specify.
- Show up on time for volunteer service.
- Treat your internship as a job; you are not allowed to skip volunteer commitments.
- Conduct yourself, in attitude and appearance, in a way that reflects you, the community, and the IDA positively.
- Become familiar with the organization and purpose of the IDA and its components as outlined in the volunteer handbook.
- Abstain from any illegal behavior which will result in your expulsion from the program.

Committee Member Responsibilities

Committee members are volunteers, but they differ from the volunteers that work under them. Committee members hire and coordinate volunteers; they also have unique responsibilities. Not only do they follow through with the responsibilities of their specific committee, but each committee must communicate with one another.

- Committee members must dedicate *five hours* of volunteer service a month.
- *One additional hour* must be dedicated to meetings among the committee and its respective members.
- It is strongly recommended that every member of a committee have an e-mail address that they know how to use and *use regularly*.
- The Committee Chair is responsible for coordinating the meeting time for his or her committee. They must periodically remind members about the meeting time.
- Committee Chairs are required to deliver the meeting minutes to their respective members, all Committee Chairs, and the Executive Director no later than one week after the meeting.
- The five committees must hold a joint meeting at least once every six months.
- Each committee must submit a short evaluation to the Executive Director every six months that includes the following:
 - What goals were set during the six months?
 - What goals have been met during this period?
 - What goals have not been met in six months and why?
- Committee members must treat the volunteers that work under them as coworkers, not free help.

Flowchart for Communication Between Committees



Ishpeming Development Authority

Liability Clause

The Ishpeming Development Authority operates as a nonprofit organization. Because volunteers are not employees, they are not covered by Workers' Compensation in the event they are injured while with the IDA. As a volunteer, every task can be refused and therefore the IDA is not liable for any sickness that occurs due to an allergy or any other type of health issue that may arise from your service. If an on-site accident should occur, it may be necessary for a volunteer to seek medical attention through the city's insurance, and to file a claim through his/her own private health insurance. The DA will assume no liability for payment or reimbursement for medical expenses.

I have read and understood the above statement, and agree to its conditions.

Signature _____ Date _____

Privacy Policy

The IDA values and respects your private and personal information as a volunteer. All personal information collected by the IDA will remain confidential and will not be distributed to third parties unless ordered to do so by a court of law. Personal information includes any information about you as an identifiable individual. It is information that can be used to distinguish, identify, or contact you as an individual. Such information would include resumes and/or applications, and personal contact information. This information does not include business contact information and other publicly available information.

You agree to maintain the confidentiality of other volunteers and will not state, either explicitly or through implication, the reasons for an individual's choice to do volunteer service, their performance, personal information, and any other information that IDA deems inappropriate to a third party. To violate this rule may result in your expulsion from the program.

I have read and understood the above statement, and agree to its conditions.

Signature _____ Date _____

Volunteer Interests Form

Name: _____ Date: _____

Check all that apply:

- | | | |
|--|---|--|
| <input type="checkbox"/> Advertising | <input type="checkbox"/> Surveys | <input type="checkbox"/> Web Design |
| <input type="checkbox"/> Media Relations | <input type="checkbox"/> Graphic Design | <input type="checkbox"/> Gardening |
| <input type="checkbox"/> Maintenance | <input type="checkbox"/> Editing | <input type="checkbox"/> Writing (General) |
| <input type="checkbox"/> Business Writing | <input type="checkbox"/> Business Relations | <input type="checkbox"/> Banking |
| <input type="checkbox"/> Promoting Events | <input type="checkbox"/> Carpentry | <input type="checkbox"/> Business Writing |
| <input type="checkbox"/> Record Keeping | <input type="checkbox"/> Architecture | <input type="checkbox"/> Organizing |
| <input type="checkbox"/> Project Leadership | <input type="checkbox"/> Guided Tours | <input type="checkbox"/> Fund-raising |
| <input type="checkbox"/> City Beautification | <input type="checkbox"/> Cooking | |

Other (specify): _____

Are you able to provide physical labor? Yes No
 If yes, the maximum you will lift: _____

Do you prefer to work indoors or outdoors for the following:

- | | | | |
|---------|----------------------------------|-----------------------------------|--|
| Summer: | <input type="checkbox"/> Indoors | <input type="checkbox"/> Outdoors | <input type="checkbox"/> No Preference |
| Fall: | <input type="checkbox"/> Indoors | <input type="checkbox"/> Outdoors | <input type="checkbox"/> No Preference |
| Winter: | <input type="checkbox"/> Indoors | <input type="checkbox"/> Outdoors | <input type="checkbox"/> No Preference |
| Spring: | <input type="checkbox"/> Indoors | <input type="checkbox"/> Outdoors | <input type="checkbox"/> No Preference |

Circle the times you are generally available to volunteer:

Monday	8am-10am 10am-12pm 1pm-3pm 3pm-5pm Evenings
Tuesday	8am-10am 10am-12pm 1pm-3pm 3pm-5pm Evenings
Wednesday	8am-10am 10am-12pm 1pm-3pm 3pm-5pm Evenings
Thursday	8am-10am 10am-12pm 1pm-3pm 3pm-5pm Evenings
Friday	8am-10am 10am-12pm 1pm-3pm 3pm-5pm Evenings
Saturday	8am-10am 10am-12pm 1pm-3pm 3pm-5pm Evenings
Sunday	8am-10am 10am-12pm 1pm-3pm 3pm-5pm Evenings

Volunteer Application Form

Name: _____

Home Address: _____ City: _____ ZIP: _____

Home Phone: _____ Work Phone: _____

Occupation: _____ Employer: _____

Note: Occupation and Employer are optional.

Education: _____

Personal and Community Activities:

Preferred volunteer assignment:

Organization Committee

Fundraisers, community leaders, chamber of commerce officials, salespeople, business and property owners

Economic Development Committee

Bankers, insurance professionals, real estate professionals, community and economic developers, chamber of commerce officials, business and property owners

Design Committee

Architects, landscape designers, builders, historic preservationists, planners, interior designers, civil engineers, gardeners, property owners

Promotions Committee

Marketers, graphic designers, salespeople, media representatives, local celebrities, events coordinators, visitor's bureau representatives, chamber of commerce officials, business owners

Financial Planning Committee

Accountants, investors, grant writers, bookkeepers, bankers, business owners, developers

Please return this form to:

The Ishpeming Development Authority
119 West Division Street
Ishpeming, MI 49849

Volunteer Tracking Form

Keeping accurate records of volunteers is vital to the success of the IDA. In doing so, it ensures that volunteers are recognized, that they can be contacted in case of an emergency, and volunteer contributions are reported accurately.

Each volunteer needs to sign in every time he/she volunteers.

Sign-in Sheet

Volunteer Information:

Name: _____ Date: _____

Home Address: _____ City: _____ ZIP: _____

Phone Number: _____ E-mail: _____

Place of volunteer work:	Duty:	Time & Date:	Initials:

Internship Application Form

Name: _____ Date: _____

Address: _____

Home Number: _____

Fax Number: _____

E-mail Address: _____

Times generally available:

See attached Volunteer Interests Form.

Your interests as an Ishpeming Development Authority volunteer:

See attached Volunteer Interests Form.

Other: _____

Please return this form to:

The Ishpeming Development Authority
119 West Division Street
Ishpeming, MI 49849