

Martin Luther King, Jr. Family Outreach Center Letter of Submittal Attachment

The Martin Luther King, Jr. Family Outreach Center is pleased to submit the following proposal to the City of Spokane in response to Request for Proposal (RFP) 4321-17. The proposal includes a proposed organizational chart that demonstrates the capacity building through combining functions from the existing Community Center operations along with the current programs and services offered by the MLK Center. Additionally, a detailed budget is provided that captures integration of services and programs. The MLK Center provides over 40 years of services delivery to the City of Spokane. The MLK Center leadership has the experience, education, and ability to revitalize the East Central Community Center.

1. Name, address, principal place of business, telephone number, fax number, and email address of legal entity or individual with whom contract would be written.

Name of Business	Martin Luther King, Jr. Family Outreach Center 845 S. Sherman St., Spokane, WA 99202
Contract Representative	Freda Gandy, Executive Director Phone: (509) 455-8722 Fax: (509) 455-7801
Board President	Marla Hoskins, Board President Phone: (509)-838-4261

2. Legal status of the Agency. **501c (3)**
3. Identify any current or former City employees employed by or on the Agency governing board as of the date of the Proposal or during the previous twelve (12) months. **None**
4. Acknowledgement that the Agency will comply with all terms and conditions set forth in the Request for Proposals, unless otherwise agreed by the City. I affirm that the Martin Luther King, Jr. Family Outreach Center will comply with all terms and conditions set forth in the Request for Proposal *4321-17*.
5. This submittal includes the following:
 - a. Letter of Submittal
 - b. Technical Proposal
 - c. Management Proposal
 - d. Cost Proposal
 - e. Attachments

Executive Director

Martin Luther King, Jr. Family Outreach Center

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4.3. TECHNICAL PROPOSAL

1. Project Approach/Methodology

a. Community Center Competency: Our business model, experienced executive leadership team enables us to attract, develop, and retain a culturally diverse and competent staff. We demonstrate the ability to eliminate barriers to services through strategic concentration of the vast experience of our staff allowing improved access to services. We have formed collaborative partnerships within the community that allows us to meet the varied needs of our clients. Our use of collaborative community partnerships allows leveraging of funds and other resources that increase the quality and access to services. By following best practices, our non-profit management strategy allows us to be stewards of public funds that reduces wasteful spending and reduce the risk for our partners. Also, our ability to efficiently manage public funds allows us to repeat this efficiency with grant funding. We can meet the needs of our grant funders and established community partnerships that work by developing programs based on evidence-based.

b. Board or Agency Overview:

The board consists of a board president, vice president, secretary, treasurer, and seven voting members. The board is comprised of community members who are passionate about the mission of the Martin Luther King Center. The board is legally responsible for the operation of the Center. Each board member meets standards of conduct. In addition to standards of conduct, as a governing board, they support management and staff and ensure and ensure operations run smoothly and in accordance with the law. Board responsibilities include: establish mission and purpose; select, evaluate and support the

Executive Director; set policies and ensure effective planning; ensure adequate financial resources; protect assets and provide financial oversight. The board also implement best practices for building and running a board efficiently. Bylaws are in place that set forth the structure of the board and the organization and guide the board in conducting business.

Our mission statement states that the Martin Luther King Jr. Family Outreach exist to improve the quality of life for children, youth, and families through an array culturally responsive educational and social services within the framework of Dr. King's vision of equal respect treatment and accessibility.

History: The Martin Luther King Jr. Family Outreach is a non-profit, community based social services organization. The Center was born in the summer of 1970, when a grassroots committee acted upon the realization that Spokane needed a year round program to support the development of children and youth. In its first 10 years, the Center focused on providing recreation, education, and cultural programming for low-income children and youth. Over the next two decades the Center continually expanded its scope, adding services to provide support for children and families while continuing to honor cultural diversity.

Today, the Martin Luther King Jr. Family Outreach is regionally recognized. The Center is a leader in providing research-based best practice services that ensure school success and healthy families, while maintaining a strong neighborhood base to help build a thriving East Central Community. The Center provides youth with access to services, opportunity to succeed and role models to guide them. With educational, health, and social services that are culturally responsive and focused on improving the quality of life

for children, youth, and families. The Center is a dynamic organization making a positive impact on the greater Spokane community.

Services include Early Childhood Education and Assistance Program (ECEAP) a whole-child comprehensive family focused preschool program designed to prepare some of Spokane's most vulnerable 3 and 4 year old children for success in life and in school.

Fulfillment Achievement Maturity Enrichment Program (FAME)-a high quality after school program for children who attend Grant, Sheridan, and Franklin elementary.

Summer Youth Program-a structured 10 week program designed to serve youth between ages 3 and 12 and teens between 13 and 17. We provide programs that serve low-income at-risk families who are striving to make financial security, family stability, healthy relationships and educational success a reality. Services include: Emergency assistance with rent, utilities, school supplies and other basic needs. Crime Victim Advocacy provides advocacy, referral therapy and short term immediate funds to individuals who have been victims of a crime. Parenting classes are offered. The Parent Child Visitation program provides supervised visits for children who are in foster care.

- c. Vision:** Our vision is to return the East Central Community Center to a place where the neighborhood meets. A place where every member of the neighborhood feel welcome, safe, and valued. Our vision places the East Center Community Center as the focal point for citizens to socialize, develop relationships that last a lifetime, enhance their health and wellness, participate in programs and services that improve their livelihoods. Our vision for the East Central Community Center is that it becomes a place that builds on the strengths and uniqueness of the East Central Community.

Our vision is to provide a physically, emotionally, conflict free environment where people of all backgrounds can feel welcome and safe. Our vision ensures the East Central Community Center serves as the cornerstone for a recreation system built on racial and social equity where the doors are always open for all, and the programs and services are delivered at an affordable or free community-centric manner. A place that connects people through cultural events and programs that are multicultural, multi-lingual, and multi-generational

2. Work Plan

- a. Community Engagement:** The Martin Luther King, Jr. Family Outreach Center over 40 years has developed a substantial footprint building community partnerships. We believe that actively engaging citizens in the community we serve, helps us create programs and offer services that meet the needs of all in the community. Community engagement is critical to any social service organization, and we pride ourselves in establishing open lines of communication where community member feel at ease to comfortable sharing their needs and desires. We offer programs and services that meet those needs and desires, and we are persistent with our interactions with the people we serve to ensure that we adjust our programs and services to meet the changing needs of the community. We believe offering the community with a resource that accommodates special events, meetings, recreation, educational, and support programs meet the needs of the community. Our staff, along with our board of directors and community partners are active in fundraising efforts that provide the revenue necessary to expand offerings and meet the diverse needs of the East Central Community. We maintain an active presence on social media that allows the community to know what is going on at the Center for their convenience.

Our belief is that engagement with the community is vital to our success. We believe that everyone in the community has a voice and it is our duty to listen and react to the variety views in the East Central Community. Our business model is barrier free and accommodates interaction in the form that meets the need of the people we serve. Our plan is to immediately engage the community with an open house and informational campaign to educate the community what we bring and more importantly to listen to their needs and desires.

- b. Emphasize Services:** Currently, the Martin Luther King, Jr. Family Outreach Center offers an array of services and programs needed in the City of Spokane. Our goal is to tailor those current offerings to include services and programs that are inclusive of the needs of the East Central Community. We build programs that are evidence-based and incorporate industry best practices. Our approach is to provide "one-stop" access to the community that includes existing programs and services and enhance the offering currently offered by the East Central Community Center.
- c. Capacity Building:** Capacity building requires leadership that listens to the needs of the community. Organizations that are successful in providing social services programs understand that capacity building is not a one-time endeavor. To build capacity, the organization, its leadership, partners, and the community must actively engage in evaluating the current services and programs to see if these offerings meet the short-term and long-term needs of the community. Capacity building is about sustainability and investing in the programs, services, and methodologies that sustain a community. We believe that we have grounded our services and programs towards a growth and sustainable footprint for the community we serve.

We believe our mission meet the sustainability need for the East Central Community. Our partnership with the City of Spokane is proven, and we look forward to continuing to build on the collaboration we have established with the City. We plan to translate our over 40 years of services to building a sustainable and productive relationship with the citizen of the East Central Community. We share the city's goal of providing a central point of access for the East Central Community and look forward to expanding our programs and services to include all citizens of East Central.

- d. **Needs Assessment:** Development of programs and services requires an organization that understand the needs of the people they serve. This understanding acquired from listening to the actual citizens that will benefit from the services and program offered. It is important that individuals in the East Central Community feel they have a voice and that their voice is important to the people providing services. Our belief is that every member of our organization must be accessible and engaged with the community we serve.

Whereas our business model established on proven, evidence-based methodologies, we are eager to listen and tailor our offering to meet the needs of the community. We have staff with managers with the educational, experience, and professional backgrounds needed to engage the community and develop a program tailored to the needs of the community.

Our board is committed to ensuring our business model meets the needs of the communities we serve. We believe that the needs of the community are an on-going process that works when communication, active listening, and engagement is continuous. Our methodology first identifies the demographics of the community. We determine who lives in the community and what are the needs of those that live in the community. We

will work with community partners as a collaborative project to complete the assessment. Collaborating will increase the resources available to conduct a quality and useful assessment. It will also engage more community members in the assessment planning and implementation and establish relationships that will be necessary for leading actions identified in the community assessment findings.

We will collect data. The data collection should result in ample data and information about the community’s needs and assets. Data collection will include surveys and focus groups. The collaborative assessment allows the identification of key findings and gaps in the services and programs currently offered. A prioritize listings of the needs of the community is developed based on the Strengths, Weaknesses, Opportunities, and Threats revealed during the various assessment of the community needs. We will share what we have learned with the community and put a plan into action. Community meetings will be held to increase awareness of the findings that will be shared with the public.

Additionally, the results will be posted on our website and published in a brochure to ensure access by all members of the community.

- e. **Transition Plan**-When awarded the contract; we will immediately meet with the incumbent to start the transitioning process. Our plan is to have all managers hired by November 2017 in advance of taking full control of the center in January 2018. We will conduct at least two job fairs to hire the additional support staff needed to transition the center by January 1, 2018.

Table 1. Transition Plan

Action	Estimated Schedule
Building Assessment Conducted	July

Conduct Needs Assessment	July
Issue RFP for Construction and Renovations	July
Renovations Begin	August
Host Job Fairs	Sept.-Nov
Transition Existing Services	Dec.-Jan

f. Staff Recruitment, Management & Training. We use a multiple step process to hire our employees that include application forms, interviews, references and background checks. We are committed to recruiting and hiring the most qualified candidates while maintaining compliance with all applicable employment laws. We are committed to ensuring equal employment opportunity and diversity. We feel that our staff must represent the population they serve as evident in by the demographics of our current staff represented in *figure 1*.

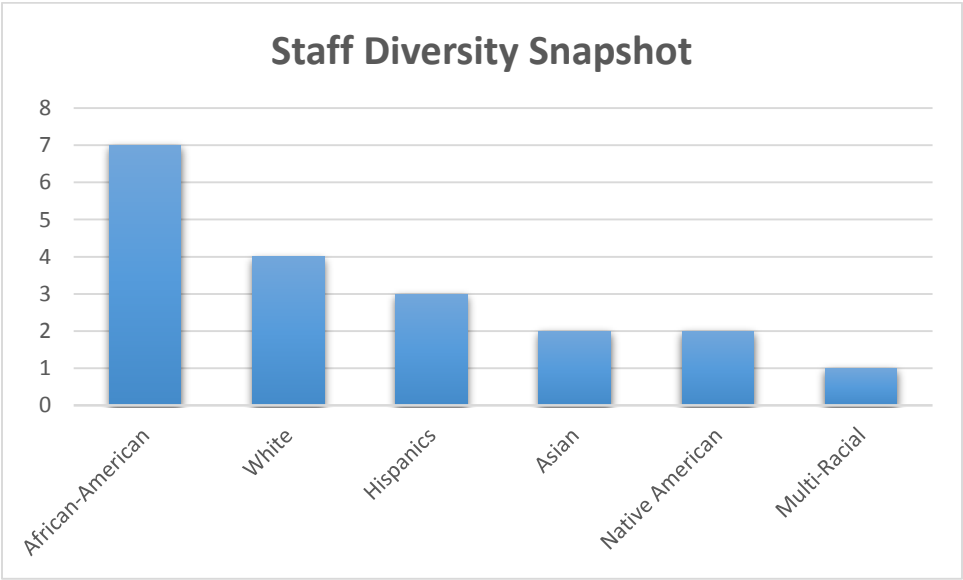


Figure 1. Staff Diversity Snapshot

Our board is comprised of professionals that are passionate about the mission of the Center. The board members bring years of experience that include attorneys, certified public accountants, engineers, university administrators, educators, human resources, and a community advocate. The board adheres to a code of conduct and ethical standards. Each board member is legally responsible for the operations of the Center. The Center, through board oversight, is managed and staff through a board appointed an executive director. The board and executive director ensure operations meet financial standards and all applicable laws. The board responsibilities include, but are not limited to, establishing the mission, purpose, appointing the executive director, providing direct support to the executive director, approval policies, and ensure effective planning. Further, the board, provide financial oversight, maintaining a full board membership, and ensuring Bylaws are established that set forth the structure of the board, the organization, and guide the board in conducting business. The Center's board are conscientious professionals that champion best practices that shape the mission of the MLK Center

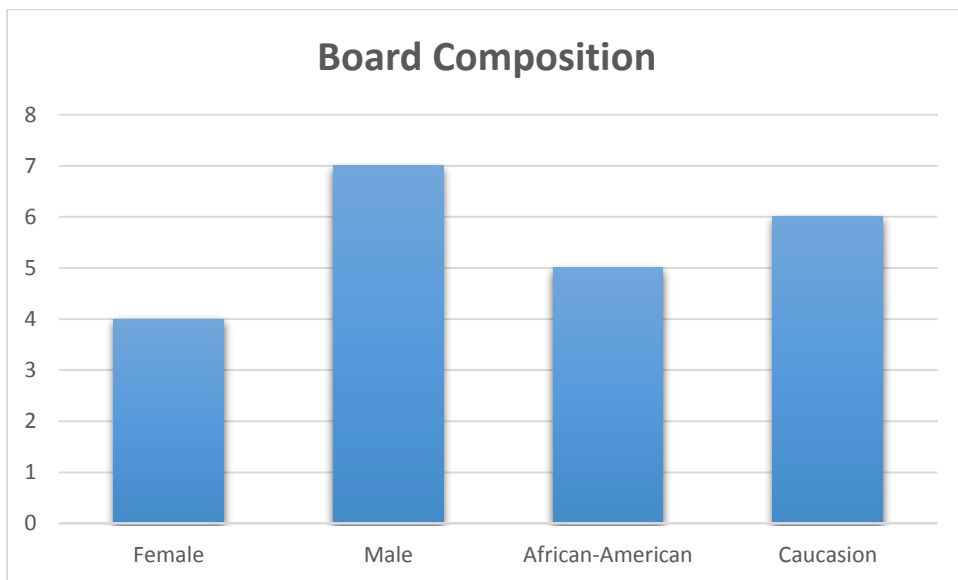


Figure 2. Board Composition

g. Funding/Donation Strategy: We have a competitive fundraising landscape that includes an assortment of funding sources that enables sustainability. Our revenue streams include private donors, foundations grants, small and large business funding, government grants and contracts, earned income from investments, and the United Way. The centers employ a diversification strategy to reduce dependency on a single funding source and to ensure sustainability. We have a proven track record of being excellent stewards of public funds that are supported by our commitment to fundraising and grants funding. Our annual fundraising events provide consistent funding and visibility to the community of the variety of programs and services offered by the Center. To increase our effectiveness in our efforts to secure funding and build capacity, the hiring of a Development Manager with the responsibility to seek funding and donations to continue and build on the current capacity strategy. We include the job description for this position in the attachments. We were unable to evaluate the condition of the building systems (HVAC, electrical, plumbing, etc.) without unrestricted access. Therefore, we request the City of Spokane provide the current condition of the building systems for this building constructed in circa 1978. The City shall provide the current condition of the building systems obtain through an independent building assessor within 30 days of contract award. After the current condition is provided to the Martin Luther King, Jr. Family Outreach Center, a timeline for repairing or replacing all deficiency or end-of-life system, will be developed by the City in conjunction with MLK Center.

3. Project Schedule: The project schedule will be developed in coordination with the City.

4. Deliverables: N/A

4.4. MANAGEMENT PROPOSAL

1. Project Management:

- a. Team Structure/Internal Controls:** We maintain internal control through implementation of separation of duties. Our internal controls ensure no one person controls functions such as writing checks, approving payroll, payment of invoices, and approval of expenditures. For example, all request of check to pay for services must first be approved by the executive director before the financial director writes the check. A similar approval process occurs for other center functions. The board through the financial committee reviews monthly expenditures along with conducting monthly reconciling of financial statements. The various programs offered by MLK are subject to periodic audits from funders to ensure monies are used as appropriated. Additionally, independent audits are conducted yearly to ensure internal controls of funds.
- b. Staff Qualifications/Experience:** The executive director has over 16 years of non-profit management experience, budgeting, contract administration, human resource management, training and development, grant writing, fundraising, program evaluation and development, and capacity building. The executive director holds a Masters degree in Education and Bachelors, in Developmental Psychology . The leadership, education, and experience of the executive director has led to a financial stable, effective, and innovated organization. Financial Director has over 20 years of financial management experience of which seven is with the Center. The financial director has an extensive background overseeing non-profit accounting to include budget development, preparation of financial statements, auditing, account receivable, and the use of formal accounting software.

We have been a United Way partner agency for over 20 years. United Way provides funding for our FAME and Family Emergency programs. Sally Pritchard is the Vice President of Community Impact.

We are subcontractor of the Community Colleges of Spokane to provide ECEAP services. We have been a subcontractor for over 20 years. Stacy Loudermilk is the Director of ECEAP services.

We have partnered with Spokane Public Schools for 3 years to provide afterschool programming at Grant Elementary. Dr. Shelley Redinger is the Superintendent of Spokane Public Schools.

Table 2. References

Name	Address	Telephone	Email
Sally Pritchard	920 N. Washington Ste. 100	(509)838-6581	SallyP@Unitedwayspokane.org
Stacy Loudermilk	3939 N. Freya	(509)533-4835	Stacy.loudermilk@ccs.spokane.edu
Shelley Redinger	200 N. Bernard	(509)354-7364	ShelleyR@spokaneschools.org

2. Experience of the Agency:

- a. Facility Management:** The Martin Luther King Center is a non-profit social service agency. We provide an array of culturally responsive social and educational programs to low-income people. We are a hub for community activity and engagement. The current leadership of the Center has a thorough understanding of non-profit management, accounting, and finance for a non-profit organization as well as budgetary reporting and strategic planning. Current leadership also has experience in program development and evaluation, human resource management, grant writing and fundraising experience.
- b. Personnel Management:** The MLK Center offers an employee benefits package that includes medical and dental, paid vacation and sick time to full-time employees. The Center also offers retirement benefits. We have experience in hiring and retaining staff from diverse backgrounds. Current staff reflects the agency's ability to hire and retain sufficient personnel for service delivery.
- c. Involvement and Engagement:** The Martin Luther Center is a part of the East Central Neighborhood and has a proven track of serving and building positive relationships with community members from diverse backgrounds and providing culturally relevant services. We plan to hire a Community Engagement Coordinator to help facilitate positive relationships and community involvement. He or She will also assist with the development and implementation of community needs assessment.
- d. Fiscal Management and Controls:** We are currently managing public funds and other funding sources which demonstrate our ability to do so. Critical to Internal Controls is an appropriate level of segregation of duties. We have internal controls in place for writing checks, making deposits, payroll, invoices, and approval of expenditures, etc. The

Finance Committee reviews the financial statements on a monthly basis and provide a written report to the board at monthly board meetings.

- e. **Operations:** The Martin Luther King Center plans to renovate East Central Community to accommodate its existing programs and services. We also plan to offer programs and services currently offered by East Central Community. Tenants such as WIC and SNAP will remain as well. We propose a longer contract period of 15 years because of the significant amount funds that will be invested in renovations. We also plan to identify future projects and seek additional capital funding to address those needs. However, to seek funds for capital projects, the Martin Luther King Center will have to demonstrate that it has entered into a long-term lease. Funding sources for renovations include funds from our capital campaign to build a new facility, multi-year pledges, cash on hand (reserves), and CDBG funds that were awarded for the new facility project. Also, we are working with a financial institution to secure a line of credit if needed.
- f. **Relevant Experience:** The Martin Luther King Center has been in operation for over 40 years. We began as a drop in recreational center and evolved over the last 40 years into a more comprehensive social service agency.
- g. **Contracts Last 5-Years:**

Table 3. Contracts Last 5 Years

Contract Number	Period of Performance	Point of Contact	Phone/Fax	Email
Spok-018	July 1, 2015-June 30, 2017	Stacy Loudermilk	509-533-4835	Stacy.Loudermilk@ccs.spokane.edu
United Way	July 1, 2015-June 30, 2017	Sally Pritchard	509-838-6581	SallyP@unitedwayspokane.org
PCVPilot 2016-08	Nov.1, 2016-Dec. 31, 2017	Lisa Mann	509-309-3431	lisa@familyimpactnetwork.org
Office of Crime Victim Advocacy	July1, 2016-June 30 th , 2017	Heather Sutter	360-720-2884	Heather.shutter@commerce.wa.gov

4.5. Cost Proposal

1. Identification of Cost: We are requesting the \$350,000.00/per year for the initial 2-year base term and funding to remain the same through the option renewal terms. Funding is required from the beginning of the base term which beginning January 1, 2018. The option renewal terms shall begin January 1, 2020, and we request funding for the \$350,000.00/per year each option renewal year. Please reference the attached *Proposed Annual Operating Budget for East Central Community Center (RFP-#4321-17)*. Our capacity growth requires hiring additional program managers outlined in *MLK Center Proposed Organizational Chart* necessary to provide quality programs and services in the East Central Community. Alternatively, we proposed the City award the MLK Center a 7-year base term without option renewals funded at the \$350,000.00/per year. Our plan is to be self-sustaining within seven years allowing the City to reduce financial support comparable to the level of funding of the other City-owned Community Centers.

A one-time inlay of funds is requested of \$450,000.00 to address the deficiency in the current WIC and SNAP space allocation. Currently, both agencies lack free access to their lease space that hinders the effectiveness in delivering services and client access to those services. Further, the funds requested will be used to update the space used by the Senior Program. The current space lacks to attractiveness and accessibility standards needed to provides an efficient program for our elders. We intend to partner with the City of Spokane Police Department to provide office space and a law enforcement presence in the East Central Community. The addition of law enforcement enhances our Crime Victim Advocacy program which provides resources and referrals to community members that are victims of crime. After contract award, additional

temporary staffing will be needed to account for any incumbent staffing departures to prevent interruption of services currently provided by ECCO. These funds will meet that temporary need. In partnership with Community Colleges of Spokane, we are proposing adding their Early Head Start program. The additional \$450,000.00 will be used to design a space to house this program. The Community Colleges have committed to contributing to space development and renovation. There has been no solicitation of bids for the spaces designs and renovation. After contract award, formal solicitation for space design and renovation will be undertaken by MLK. We will work with the City to determine the actual cost of the renovation project. We estimated our cost along with our community partners to be \$1.5m-2.4m with the City's contribution estimated to be \$450,000.00.

Attachments

- Current Board Roster and Affiliation
- Articles of Incorporation
- Corporate Bylaws
- IRS determination letter
- One copy of the most recent audit
- Addendums
- Proposed Annual Operating Budget for East Central Community Center
- MLK Center Proposed Organizational Chart
- Job Descriptions
- Resumes
- Preliminary Schematic Drawings



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 Spokane, Washington 99202
 P: 509-455-8722 | F: 509-455-3643
www.mlkspokane.org

Board of Directors

Board Members	Profession	Affiliations
Alexis Alexander	Engineer	Avista Utilities
Nicole Bishop	Director of Community Relations	Jonah Project
Jeffrey E. Carrol	Community Advocate	(Retired)
Erin N. Denney	Certified Public Accountant	Eide Bailey, LLP
William (Bill) Etter	Attorney	Etter, MaMahon, Lamberson, Van Wert, and Oreskovich, P. C.
Marla Hoskins	Attorney	Ewing Anderson, P.S.
William (Bill) Maxey	Attorney	Maxey Law Office, PLLC
Travis Messinger	Associate Wealth Advisor	Fulcrim Financial Group
Robert (Bob) Minnix	Senior Associate Director of Athletics	Washington State University
Denise Osei	Educator (Retired)	Spokane Falls Community College
William (Bill) Sweigert	Human Resource, Employment Law	Sweigert Management Associates, LLC



BYLAWS
as of
February 2006

**BYLAWS
OF
MARTIN LUTHER KING, JR. FAMILY OUTREACH CENTER**

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BYLAWS
OF
MARTIN LUTHER KING, JR. FAMILY OUTREACH CENTER

ARTICLE I. NAME AND OFFICE

Section 1. Name. The name of this non-profit corporation shall be the Martin Luther King, Jr. Family Outreach Center, Inc. (Hereinafter referred to as “the Center or Corporation.”)

Section 2. Office. The principle office of the Corporation shall be located at South 845 Sherman Avenue, Spokane, Washington 99202.

ARTICLE II. PURPOSE

Section 1. Purpose. The purpose of the Martin Luther King, Jr. Family Outreach Center is to improve the quality of life for youth and families through an array of educational and social services. Special emphasis is placed on providing accessible and culturally relevant services to economically disadvantaged individuals.

Services that are offered by the Center spring from the commitment to Dr. King’s dream -- that all human beings are unique and deserve the opportunity to pursue their dreams regardless of race, creed, color, national origin, religion, sex, or economic status.

ARTICLE III. PARTNERS

Section 1. Partners. Defined as individuals, groups, and businesses that are committed to the Center’s mission by an annual donation.

- a. Individual Partners: Donate \$50.00 or more annually,
- b. Group Partners: Include civic clubs, and service organizations that donate \$500.00 or more annually.
- c. Corporate Partners: Include businesses and other organizations that donate \$1000.00 or more annually.

ARTICLE IV. BOARD OF DIRECTORS

Section 1. General Powers. The affairs of the Center and its business and property shall be managed by the board of directors. The board of directors may accept on behalf of the Center, any contribution, gift, bequest, or device for any purpose of the Center.

Section 2. Numbers. The board of directors shall consist of not less than ten (10), or more than twenty (20) persons. Five (5) additional volunteer members, (advisors and future members) shall be appointed by the President. Volunteer/Advisory members do not have voting privileges. Recruitment efforts should be made to maintain the maximum number of active members.

Section 3. Term. Each member shall serve a two-year term. There shall be no limit to the number of terms served if the member remains in an active position and committed to the Center’s mission.

Section 4. Qualifications of Board Members. Potential board members are to be nominated by active board members and must be approved by a majority vote, not to include the nominee’s vote. Board members must be committed to the Center’s mission, and are encouraged to contribute \$200.00 or more annually (with exception of ex-officio members).

Section 5. Removal of Board Members. A board member may be removed from the board at any time upon a majority vote at any regular or special board meeting. A notice will be sent to the individual prior to the meeting that will state the purpose of the termination.

Section 6. Regular Meetings. Monthly meetings will be held on the third Thursday of each month. The agenda shall include minutes of the previous board meeting and of any meetings of the executive committee held in the interim. It shall include reports and information needed for board action upon old and new business, and for keeping the board informed about the work of the Center.

Section 7. Special Meetings. Special meetings may be called at any time by the president, vice president or by two board members. The notice of the meeting shall state the matters to be considered, and no other business shall be transacted.

Section 8. Annual Meeting. An annual meeting will be held in November of each year at a time and place designated. The Center's executive director will present an overview of the Center's progress, plans and annual budget developed for the following year.

Section 9. Notices of Meetings. Notices of regular meetings shall not be necessary.

Section 10. Quorum. A majority of the presently serving members of the Board of Directors shall constitute a quorum for the transaction of business of any meeting of the Board of Directors. A majority of the quorum would be needed to take action on a matter open for a vote.

Section 11. Voting. Each member shall possess one vote. Voting by proxy is not allowed.

Section 12. Action Without a Meeting. The executive board, along with other voting members, may take action without a meeting by a written or oral consent. Such consent shall have the same force and effect as a vote and will be recorded with the board's secretary.

Section 13. Attendance. Meetings of the board of directors are attended by members of the board, both elected and ex-officio, and by the executive director. Other professional staff members attend board meetings when feasible, and shall attend when items on the agenda deal with their responsibilities. The board of directors may invite other persons to attend a regular or special meeting of the board.

Section 14. Absence. Absence of a board member from three (3) regular meetings, for which no sufficient reason is presented, shall, after due consultation, be considered equivalent to resignation, and the place of the board member so absenting him or herself shall be considered vacant.

Section 15. Vacancies. A board member may nominate a qualified nominee to fill a vacancy at any board meeting. The board of directors fills vacancies occurring on the board during the interim between annual elections by the board, and by electing candidates presented by the nominating committee of the Center.

Section 16. Ex-officio Members. Upon action of the board of directors, chairpersons of elected committees of the corporation (except the nominating committee) and chairpersons of special committees may be elected as ex-officio members of the board of directors to serve during their tenure as chairpersons, but without the right to vote.

Section 17. Board Advisor. A person who has a diverse and varied background with broad areas of expertise and a strong desire to be an advocate in the community for the mission and programs of the Center, may serve as an Advisor to the Board. Board Advisors are appointed by the Board President and may serve until the purpose of their appointment has been accomplished. Board Advisors may attend Board meetings and may participate in Board discussions, but do not have voting rights

Section 18. Honorary Advisor. A person who has a strong commitment to the Center and has demonstrated their allegiance through five or more years of service as active members of the Board of Directors may be appointed by the President as an Honorary Advisors. Honorary Advisors shall continue to be advocates in the community for the mission and programs of the Center, and will be asked to meet with the Board representatives and the Executive Director at least once each year to provide wisdom and guidance. Honorary Advisors may be called upon at any time to serve as ad hoc committee members, consultants or ex officio board members in compliance with the corporation's bylaws.

Section 19. Student Advisor. High school senior students may be selected for their interest in community service and leadership to provide a diverse representation for the mission and programs of the Center. Student Advisors are selected in the same manner that Board members are selected and represent different geographical areas of the community that the Center serves. Student Advisors may serve until they graduate from High School and are encouraged to attend all Board meetings and activities relating to Board business, but they do not have voting rights.

ARTICLE V. BOARD OFFICERS

Section 1. Officers. The board of directors shall elect from its own number, a president, one or more vice-presidents, a treasurer, and a secretary. The general role of each officer shall be set forth in this article.

Section 2. Election, Term of Office and Qualifications. The following offices shall be elected: President, Vice-President, Secretary and Treasurer. The officers of the corporation shall be elected by the board of directors at the annual meeting in November. Members may be appointed by the President, with the board's approval to fill a vacancy at any time. The appointee shall hold office until the position is assumed by a member through an annual election. Elected officers shall take office on the first of January following the election. Officers-elect may utilize the time between election and assuming office for training and transition.

Section 3. President. The President of the board shall be the chief executive officer of the Center. The President is subject to the board's control, and shall supervise and control all of the assets, business and affairs of the Center. Other duties include:

- a. To preside at all meetings.
- b. Preserve order.
- c. Enforce the Center's mission.
- d. Direct the affairs of the Center and appoint committees.
- e. Act as an ex-officio member of each committee, except for the nominating committee, or may delegate to the Vice-President.
- f. Call special meetings of the board and executive committee.
- g. Signs deeds, mortgages, bonds, contracts, or other instruments, except when the signing and execution thereof have been expressly delegated by the board or by these bylaws to some other officer or agent of the corporation or are required by law to be otherwise signed or executed by some other officer or in some other manner.
- h. To serve as Past President for at least one year following expiration of an elected term as President.

Section 4. Vice-President. The Vice-president shall have all the powers of and perform the duties of the President in his or her absence. In addition, the Vice-President shall:

- a. Represent the President and board in specific situations and projects as delegated.
- b. Be an ex-officio member of and guide the efforts of key committees as delegated by the President.

Section 5. Past-President. The Past-President position shall be filled for a minimum of one-year by the individual completing any term as President who is not elected to another office. This officer will have all the powers of and perform the duties of the President in the absence of the President and Vice-President, provide necessary continuity and assistance to the executive committee in the governance of the Center, and serve on the nominating committee.

Section 6. Secretary. The Secretary shall perform all of the duties incident to the office of Secretary and such other duties as from time to time may be assigned to him or her by the President or the board. Other duties include:

- a. Properly keeping the minutes of all meetings of the board of directors, executive committee, and records of the Center, including the record of attendance.
- b. Conducting the correspondence of the board of directors and notifying officers and committee chairpersons of their election or appointment.
- c. Seeing that all notices are duly given in accordance with the provisions of the bylaws or as required by law.
- d. Signing with the President, or other officer authorized by the President or the board, deeds, mortgages, bonds, contracts, or other instruments.

Section 7. Treasurer. The Treasurer shall perform all the duties incident to the office of Treasurer and such other duties as from time to time may be assigned to him or her by the president of the board. The Treasurer shall:

- a. Be responsible for the preparation, revision, and presentation of the annual budget.

- b. Coordinate and review the annual audit; aid in the selection of the auditors.
- c. Oversee and review all financial statements and activities of the Center.
- d. Prepare reports for the executive committee and board meetings.
- e. With the board President, sign leases, contracts and other documents that commit the Center to financial obligations or create a fiduciary duty for the Center.
- f. Be bonded by a blanket position bond, as with all members of the board or staff authorized to sign checks for their protection and that of the Center.
- g. Be an ex-officio member of the finance committee.

Section 8. Removal of an Officer. The procedure to remove an officer shall be the same as removal of a board member. (See Article IV Section 5).

Section 9. Limitation of Function. No employed staff member is eligible for membership on the board of directors, or for election to any office, or for appointment to the chair of any committee accountable to the board of directors. This limitation is applicable to all staff -- professional, clerical and maintenance, full and part time. It shall also apply for six months following a staff member's resignation or retirement from employment of the Center.

ARTICLE VI. COMMITTEES

The board of directors may designate and appoint such committees, either standing or special, as it deems necessary to assist it.

Section 1. Executive Committee. The President of the board shall chair the executive committee. The executive committee shall consist of the officers enumerated in Article V, and other members of the board of directors that the president shall select.

- a. The executive committee shall handle necessary business between regularly scheduled board meetings and a majority of the members shall constitute a quorum.
- b. The executive committee may hold meetings for emergency action in the interim between regular meetings of the board of directors, and shall have all the powers of the board, except that it shall not reverse any action of the board or approve of any expenditure not previously authorized by the board.
- c. Actions of the executive committee must be ratified by the board of directors at its next regular meeting, except where advance authority for such action has been granted. Advance authority may be granted for reasons such as and not limited to; the appointment of a new executive director, emergency building repairs, approval of contracts under negotiation, and other actions on which the need for decisions before the next scheduled board meeting is anticipated.
- d. The executive committee shall report all policy decisions, either orally or in writing at the next board of directors meeting. These minutes and or actions, when approved, shall become the actions of the board.

Section 2. Standing Committees. The board of directors shall establish and determine the functions of any standing committees, deemed necessary to assist the board of directors in carrying out its functions.

- a. The president, with the advice and approval of the board of directors, shall appoint a chairperson for each standing committee.
- b. The chairperson of each standing committee is appointed by the president to serve for two years, or until a successor is appointed. Chairpersons of special committees may be made ex-officio members (without voting rights) of the board under the provisions of Article IV, Section 16.
- c. Members on each standing committee shall not be limited to board members, but may be recruited from the community by the committee's chairperson. Responsibilities can be carried by special project committees, other ad hoc groups, or individual volunteers.
- d. The members of standing committees must meet the bylaws of the Center and shall be appointed by its chairperson, in consultation with the president.
- e. Chairpersons and members of standing committees shall be appointed for a one year term, and shall be eligible for reappointment.

- f. The following standing committees shall function throughout the year:
1. Board Nominating and Membership Committee. Shall submit nominations for each office at the September meeting to be voted on at the November meeting and shall actively recruit and maintain interested and qualified potential board members.
 2. Budget and Finance Committee. Shall study and make recommendations regarding all financial procedures and controls, assist in the preparation and presentation of budgets, and review all financial statements.
 3. Building and Grounds Committee. Shall oversee the facility in terms of major repairs and seek and develop funds and resources to expand the facility.
 4. Fundraising Committee. Shall develop funds for the operation and capital needs of the Center's programs and services through fundraising and sponsorship.
 5. Personnel Committee. Shall oversee personnel actions, establish update and monitor policies and procedures, bylaws and Articles of Incorporation. Shall make recommendations regarding the executive director.
 6. Planning Committee. Shall coordinate long-range planning with the Center's mission and goals.
 7. Program Review Committee. Shall perform an annual assessment of the community's needs and make recommendations to the board regarding programs and services to be implemented, based on the Center's resources to meet those needs.
 8. Special Events Committee. Shall plan, promote, and implement special and annual events.

Section 3. Special Committees of the Board of Directors. The board of directors may establish special committees to perform a specific, limited purpose. The president shall appoint a board member to serve as chairperson, who in turn shall appointment its members. Special committee members shall serve until the purpose of the committee has been accomplished.

Section 4. Accountability. The chairpersons of standing and special committees shall report to and be accountable to the board of directors through the President.

Section 5. President, Ex-Officio. The President shall be an ex-officio member of all committees except for the board nominating committees.

ARTICLE VII. EXECUTIVE DIRECTOR

Section 1. Employment and Release.

- a. The board of directors, by a vote of the majority of those present, provided that there is a quorum, shall be responsible for the employment of an executive director.
- b. The board of directors by a vote of the majority of those present, provided that there is a quorum, shall have the authority to release the executive director, provided that previous notice has been given to the entire board.

Section 2. Responsibilities / Accountability. The executive director is responsible for the execution and administration of policies and programs approved by the board, and shall administer the work of the Center as delegated by the board. The executive director shall:

- a. Act as an agent of the board of directors and shall have the responsibility for the selection, appointment, direction, supervision and release of staff according to the policies and procedures established by the board of directors.
- b. Be accountable to the board of directors through the President.
- c. Be charged with the responsibility of advising the board on matters of policy and executing the policy decisions of the board.
- d. Attend and participate in discussion in all meetings of the board of directors, and of the executive, standing and special committees, except when matters concerning her or his own employment are under consideration.
- e. Seek authorization by the board of directors, expenditures by the executive director exceeding \$1,000 which are not specifically designated or are not included in the Center's current approved budget.

Section 3. Board and Executive Committee Participation. The executive director shall be an advisor to the board of directors, the executive committee, standing and special committees and may attend and participate in all meetings of those groups.

Section 4. Elimination of Director Liability. A director shall have no liability to the Corporation or its members, if any, for monetary damages for conduct as a director, except for acts or omissions that involve intentional misconduct by the director, or for any transaction from which the director will personally receive a benefit in money, property or services to which the director is not legally entitled. If the Washington Nonprofit Corporation Act is hereafter amended to authorize corporate action further eliminating or limiting the personal liability of directors, then the liability of a director shall be eliminated or limited to the full extent permitted by the Washington Nonprofit Corporation Act, as so amended. Any repeal or modification of this Article shall not adversely affect any right or protection of a director of the Corporation existing at the time of such repeal or modification for or with respect to an act of omission of such director occurring prior to such repeal or modification.

ARTICLE VIII. EMPLOYEES

Section 1. Employment. Professional, clerical and maintenance staff are employed according to policies established by the board of directors.

Section 2. Professional Leadership. The professional leadership of the Center is entrusted by the board of directors to the executive director and to such other professional staff as may be required.

Section 3. Function. The function of the professional staff and their relationship to the board of directors are defined in the bylaws of the board of directors and are governed by the policies and procedures specified and documented in the Center's job descriptions.

ARTICLE IX. FISCAL YEAR

Section 1. The fiscal year of the Center shall commence on the first day of January of each year and end on the last day of December of each year. (January 1st and December 31st)

ARTICLE X. PROPERTY AND CAPITAL FUNDS

Section 1. Real Property Rights.

- a. All property shall be acquired, maintained transferred or sold in the corporate name. No property of the Center shall be sold, leased, or mortgaged without a majority vote of the board members.
- b. The board shall hold all trust funds of the Corporation, administering them with legal advice, in accordance with the requirements of state law, and for the purposes indicated by the donors.

ARTICLE XI. AMENDMENT OF THE BYLAWS

Section 1. Amendments. These bylaws may be amended by a majority vote of the board of directors at a regular or a special meeting called for that purpose provided the following requirements have been met:

- a. The amendment was approved by the board of directors.
- b. Copies of the amendment, or amendments, were made available to the voting members at least two weeks in advance of the meeting.
- c. The meeting notice stated that amendments to this document would be considered and voted.
- c. Amendments to the bylaws shall become effective thirty (30) days after their passage unless an emergency is determined by a majority vote by the board of directors. In the case of an approved emergency situation, amendments to these bylaws shall become effective immediately.

ARTICLE XII. DISSOLUTION OR REORGANIZATION

Section 1. Dissolution or Reorganization. Any action to dissolve the Center or to reorganize may be made by a majority vote of the executive board after the following requirements have been met:

- a. The board adopted a resolution proposing dissolution or reorganization that includes a plan for the distribution of assets in compliance with state laws, the articles of incorporation, and these bylaws.
- b. Written notice stating that the purpose, or one of the purposes, of such meeting is to consider the advisability of dissolving or reorganizing the Center was sent to the voting members within the time and in the manner provided by law and in these bylaws for giving notice of meetings of members.
- d. Board members, partners, or staff shall not acquire any interest in the Center's assets upon termination of membership and shall not be entitled to any interest in such assets. Upon dissolution of the Center, any assets remaining after the payment of lawful debts shall be distributed to a tax exempt, non-profit organization designated by the board.

ARTICLE XIII. INDEMNIFICATION OF DIRECTORS, OFFICERS, EMPLOYEES, AND AGENTS

Section 1. Right to Indemnification. Except for acts or omissions that involve intentional misconduct by a director or a knowing violation of law by a director, where the director votes or assents to a distribution which is unlawful or violates the requirements of the Articles of Incorporation or by-laws, or for any transaction from which the director will personally receive a benefit in money property, or services to which the director is not legally entitled, each person who was, or is threatened to be made a party to or is otherwise involved (including, without limitation, as a witness) in any actual or threatened action, suit or proceeding, whether civil, criminal, administrative or investigative, by reason of the fact the he or she is or was serving at the request of the Corporation as a director, trustee, officer, employee or agent of another corporation or of a partnership, joint venture, trust or other enterprise, including service with respect to employee benefit plans, whether the basis of such proceeding is alleged action in an official capacity as a director, trustee, officer, employee or agent or in any other capacity while serving as a director, trustee, officer, employee or agent shall be indemnified and held harmless by the Corporation, to the full extent permitted by applicable law as then in effect, against all expense, liability and loss (including attorney's fees, judgments, fines, ERISA excise taxes or penalties and amounts to be paid in settlement) actually and reasonably incurred or suffered by such person in connection therewith, and such indemnification shall continue as to a person who has ceased to be a director, trustee, officer, employee or agent and shall inure to the benefit of his or her heirs, executors and administrators; provided however, that except as provided in Section 2 of this Article with respect to proceedings seeking solely to enforce rights to indemnification, the Corporation shall indemnify any such person seeking indemnification in connection with a proceeding (or part thereof) initiated by such person only if such proceeding (or part thereof) was authorized by the board of directors of the Corporation. The right to indemnification conferred in this Section 1 shall be a contract right and shall include the right to be paid by the Corporation the expenses incurred in defending any such proceeding in advance of the final disposition; provided however, that the payment of such expenses in

advance of the final disposition of a proceeding shall be made only upon delivery to the Corporation of an undertaking, by or on behalf of such director or officer, to repay all amounts so advanced if it shall ultimately be determined that such director or officer is not entitled to be indemnified under this Section 1 or otherwise.

Section 2. Right of Claimant to Bring Suit. If a claim for which indemnification is required under Section 1 of this Article is not paid in full by the Corporation within sixty (60) days after a written claim has been received by the Corporation, except in the case of a claim for expenses incurred in defending a proceeding in advance of its final disposition, in which case the applicable period shall be twenty (20) days, the claimant may at any time thereafter bring suit against the Corporation to recover the unpaid amount of the claim and, to the extent successful in whole or in part the claimant shall be entitled to be paid also the expense of prosecuting such claim. The claimant shall be presumed to be entitled to indemnification under this Article upon submission of a written claim (and, in an action brought to enforce a claim for expenses incurred in defending any proceeding in advance of its final disposition, where the required undertaking has been tendered to the Corporation), and thereafter the Corporation shall have the burden of proof to overcome the presumption that the claimant is not so entitled. Neither the failure of the Corporation (including its board of directors, independent legal counsel or its members, if any) to have made a determination prior to the commencement of such action that indemnification of or reimbursement or advancement of expenses of the claimant is proper in the circumstances nor an actual determination by the Corporation (including its board of directors, independent legal counsel or its members, if any) that the claimant is not entitled to indemnification or to the reimbursement or advancement of expenses shall be a defense to the action or create a presumption that the claimant is not so entitled.

Section 3. Non-exclusivity of Rights. The right to indemnification and the payment of expenses incurred in defending a proceeding in advance of its final disposition conferred in this Article shall not be exclusive of any other right which any person may have of hereafter acquire under any statute, provision of the articles of incorporation, bylaws, agreement, vote of members, if any, or disinterested directors or otherwise.

Section 4. Insurance, Contracts and Funding. The Corporation may maintain insurance at its expense to protect itself from any director, trustee, officer, employee or agent of the Corporation or another corporation, partnership, joint venture, trust or other enterprise against any expense, liability or loss, whether or not the Corporation would have the power to indemnify such persons against such expense, liability or loss under the Washington Business Corporation Act, as applied to nonprofit corporations. The Corporation may, without membership action, enter into contracts with any director or officer of the Corporation in furtherance of the provisions of this Article and may create a trust fund, grant a security interest or use other means (including, without limitation, a letter of credit) to ensure payment of such amounts as may be necessary to effect indemnification as provided in this Article.

Section 5. Indemnification of Employees and Agents of the Corporation. The Corporation may, by action of its board of directors from time to time, provide indemnification and pay expenses in advance of the final disposition of a proceeding to employees and agents of the Corporation with the same scope and effect as the provisions of this Article with respect to the indemnification and advancement of expenses of directors and officers of the Corporation or pursuant to rights granted pursuant to, or provided by, the Washington Bureau Corporation Act, as applied to nonprofit corporations, or otherwise.

ARTICLE XIV. EXEMPT ACTIVITIES

Section 1. Exempt Activities. Members, officers, employees or representatives of the Center shall not conduct any business on behalf of the Center without board approval.

ARTICLE XV. INSURANCE

Section 1. Insurance. All executive officers and board members are insured through the Center, but only with respect to their duties as the Center's offices and directors.

ARTICLE XVI. REVIEW OF BYLAWS, POLICIES AND PROCEDURES, AND ARTICLES OF INCORPORATION

Section 1. Review of Bylaws. Shall be reviewed each **even numbered** year and be board approved before but no later than April 15th of that year.

Section 2. Review of Policy and Procedure manual. Shall be reviewed each **odd numbered** year and shall be board approved before but no later than April 15th of that year.

Section 3. Articles of Incorporation. Shall be renewed every year upon receipt of a statement from the Secretary of State Office.

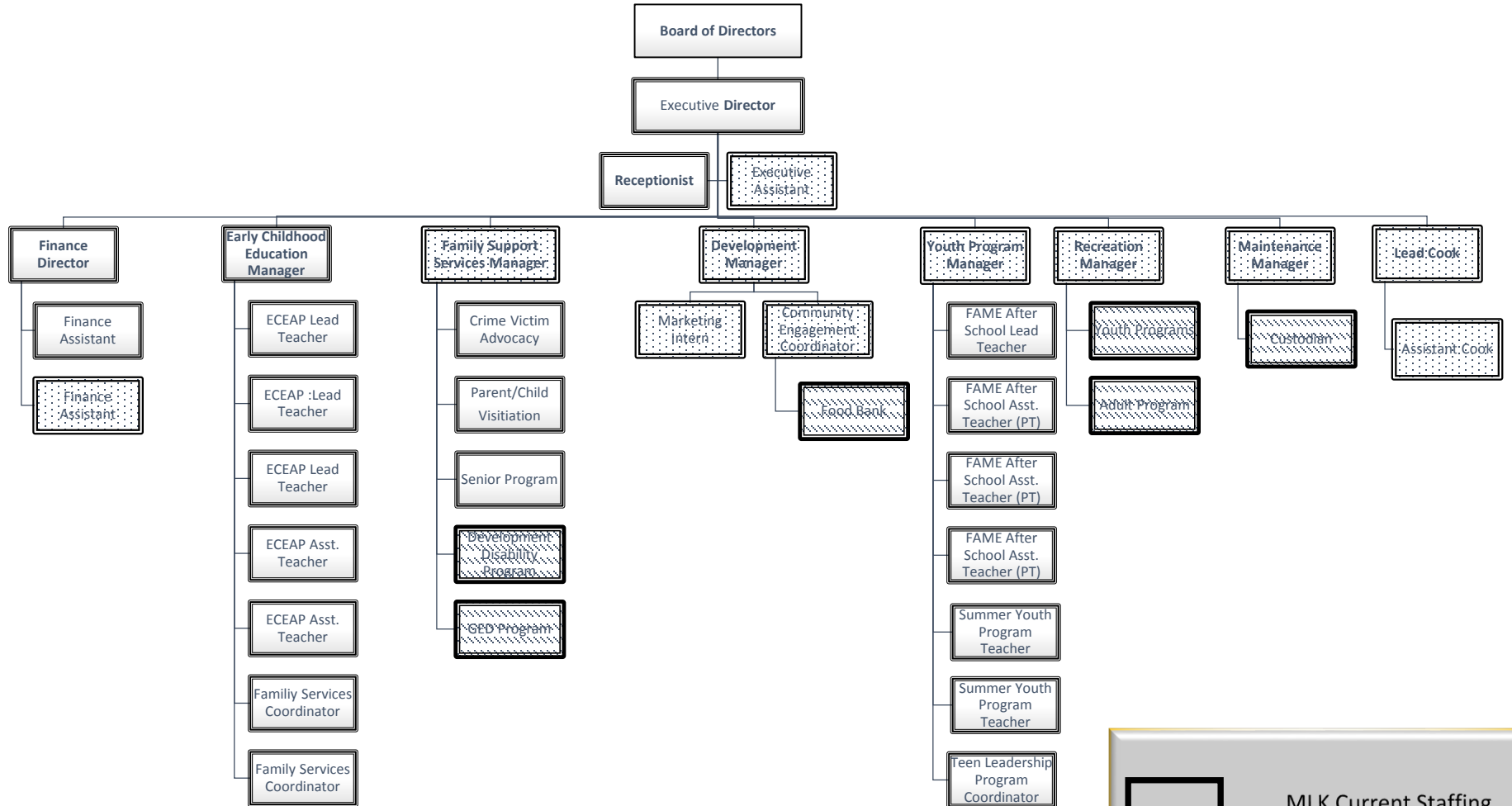
ARTICLE XVII. RATIFICATION




Section 1. Ratification. These bylaws of the Center become effective pursuant to Article XI by a majority vote of the board of directors held in Spokane, Washington on this 16th day of February, 2006.

(Signed by) ***Bill Sweigert***, Board President

MLK Center Proposed Organizational Chart

(Capacity Building)



	MLK Current Staffing
	Capacity Building
	ECC Programs Kept



Development Manager

Summary: Under the supervision of the Executive Director, the Development Manager will manage and oversee the implementation of the organization's annual fundraising program. The Development Manager will provide input into fundraising strategies that increase the organization's support from individuals, foundations, corporations and other sources. The Development Manager plays a key role in identifying, cultivating, and soliciting annual gifts, as well as help with major gifts, grants, and sponsorships for programs, operations, and capital needs. The Development Manager will work in close collaboration with the Executive Director and Board Members to achieve the fundraising goals of the organization. Responsibilities include, but are not limited to, developing and implementing a fundraising plan; maintaining and enhancing the annual donor program; establishing and maintaining strong donor relations starting with gift receipt, acknowledgement and tracking; writing and tracking grant proposals, researching new funding opportunities (corporate and individual); developing and maintaining close working relationships with donors, board members and volunteers.

Duties and Responsibilities

1. Plan and implement all fundraising activities, including special events, donor cultivation and planned giving.
2. Promote events to the community and provide support to those groups that want to host an event.
3. Create and update collateral materials to support gift cultivation.
4. Develop and implement all aspects of direct donor mailings, appeal letters and other donor mailings as needed.
5. Coordinate special events to involve potential and current donors and prospects. Review special events annually to develop strategies for increased effectiveness.
6. Work with Community Engagement Specialist and staff to ensure all aspects of a successful event are coordinated towards a common goal.
7. Effectively lead and manage all annual fundraising events; maintain an active leadership role in ongoing fundraising.
8. Develop and maintain an annual donor recruitment plan.
9. Manage all grant including researching, writing and reporting requirements; preparation of proposals, reports and presentations.
10. Work closely with leadership to ensure grant funded programs are being implemented as outlined and evaluation methods are effective.
11. Ensure donor database information is current and accurate.



12. .Write press releases and media alerts.
13. Develop and maintain media contacts with area media outlets.
14. Create marketing materials and social media advertising campaigns as part of a public relations strategy.
15. Responsible for branding-strategy that expands the target audience through community relations, speaking engagements, newsletters and events.
16. Performs other duties, as assigned.

QUALIFICATIONS

1. B. A./ B. S. preferred with an emphasis or concentration in business, marketing, public relations, non-profit management or related field.
2. 2-5 years of professional development and fund raising experience.
3. Advanced PC skills and proficiency in Microsoft Office Suite (Donor database experience desirable).
4. Ability to work with minimal supervision-self-motivated and confident.
5. Ability to handle multiple projects simultaneously..
6. Ability to work well with people from all backgrounds with varying degrees of experience.
7. Confident public speaking and able to express ideas verbally and in writing.
8. Have a current valid driver's license and proof of automobile insurance as required by state law and regulation.
9. Complete a Criminal History and Background Inquiry Form within seven days.

I have read the Development Manager's position of the Martin Luther King, Jr. Family Outreach Center and understand the duties and responsibilities, and the qualifications required for the position. My signature indicates my intention to comply with its directives.

Employee
Signature _____ Date _____



Early Childhood Education Manager (ECEAP)

Summary: Under the guidance of the Executive Director, the Early Childhood Education Manager is responsible ensuring the Martin Luther King, Jr. Family Outreach Center's mission of providing comprehensive child and family services are provided. This position is accountable for the Center's compliance with federal laws and regulations, ECEAP Performance Standards, Washington Law, Washington Administrative Code, policies and guidelines established by the Martin Luther King, Jr. Family Outreach Center.

Duties and Responsibilities

1. Responsible for the day-to-day operations of the ECEAP Program that provide programs and services to primarily low income children, youth and families throughout Spokane.
2. Responsible for maintaining minimum licensing requirements, ECEAP Performance Standards, and other program requirements.
3. Prepare required site reports and provide information to the Executive Director to be used in overall reports.
4. Responsible for submitting proper records or reports for child care licensing, ECEAP and all other contractors.
5. Monitor ECEAP program for compliance with Child and Adult Care Food Program (CACFP).
6. Responsible for the maintenance and oversight of assigned budgets. Review and approve expenditures following the allowable costs stated in contracts ensuring fiscal responsibility of the budget/monies. Project center funding needs for staffing, programs, services, equipment etc., informing the Executive Director of future needs. Participate in center-wide budget planning as needed.
7. Assist in the recruitment of program participants.
8. Conduct and coordinate annual assessments with staff, parent surveys, and any other evaluation tools used by the Center with staff, parents, and parent participants.
9. Work with Executive Director and other staff to coordinate and integrate systems, operations and services promoting consistency across the program.
10. Responsible for establishing and maintaining collaborative relationships within the community as well as Center marketing and recruitment when necessary.
11. Represent the Center within the community, business, and professional groups as needed.
12. Responsible for choosing and overseeing the curriculum used in the Center.
13. Responsible for ensuring all children's files are updated and maintained.



14. Maintain personnel files on ECEAP staff members to ensure records are in compliance with contract and grant requirements.
15. Responsible for instituting fire and disaster preparedness drills as required.
16. Responsible for the hiring, training, and supervision of ECEAP staff.
17. Other duties as assigned.

QUALIFICATIONS

1. Master's Degree in Early Childhood Education, Social Work or related field and four years experience in program management and supervision.
2. Acceptance of the responsibility to promote the welfare and best interests of children, youth and families at all times.
3. A demonstrated understanding and acceptance of the mission, values, goals, and objectives of the Martin Luther King, Jr. Family Outreach Center.
4. The ability to perform assigned duties in a manner consistent with applicable laws, regulations and goals of the Center.
5. An understanding of the ECEAP program performance standards, policies and procedures.
6. An understanding of Washington State child care licensing regulations.
7. Knowledge of early childhood education and family support services.
8. Ability to manage budgets, contracts, and grants.
9. Ability to supervise employees.
10. Ability to collect and interpret data for reports.
11. Excellent oral and written communication skills.
12. Ability to implement and follow policies and procedures.
13. Ability to use computer software related to an office environment.
14. Experience in program management or supervision.
15. Ability to foster an environment that focuses on quality results while motivating, developing, and supporting a diverse staff encouraging continuous improvement and working effectively as a member of a diverse team.
16. Ability and desire to establish positive relationships with persons regardless of race, gender, physical limitation, sexual orientation, or religious belief with an active commitment to equal opportunity for all persons.
17. Ability to incorporate culturally competent strategies and utilizing culturally responsive communication and engagement strategies with all people.



18. Ability to work flexible hours.

19. Ability to work under pressure to meet deadlines.

I have read the Early Childhood Education Manager's Job Description of the Martin Luther King, Jr. Family Outreach Center and understand the duties and responsibilities, and the qualifications required for the position. My signature indicates my intention to comply with its directives.

Employee
Signature _____ Date _____



Family Support Services Manager

Summary: The Family Services Program Manager is responsible for development, oversight, and supervision of Family Services Department. The Family Services Program Director represents the mission of the Martin Luther King Jr. Family Outreach Center in a professional manner. Conduct all activities congruently with Center Policies and Procedures. Perform all duties using culturally-sensitive, research-based best practices. Participate in training and discussions on cultural values and needs of families, and continue to develop professional skills and expertise.

Duties and Responsibilities

1. Supervision of direct service program staff, including training, evaluation, hiring, and support for team and professional growth and development of staff members.
2. Oversight of program quality and outcome evaluation of each service. Ensuring that all services meet program-related legal and contractual requirements of funding sources.
3. Grant writing to support program development and help ensure a steady funding stream for services.
4. Working with the Executive Director and Finance Director to plan program budgets, and operate programs within budget guidelines.
5. Promote continuity of care by working with the Executive Director and Children's Services Program Director, to promote family centered integration of Children's and Family programs.
6. Represent the Center in community settings related to collaborative efforts with other service providers.
7. Provide direct services to families by conducting parenting assessments and maintaining a caseload of 4-5 clients.
8. Provide guidance and leadership in program development and implementation in each program area to include:
 - Ongoing evaluation of service delivery.
 - Collaborative development of new services as needs are identified.
 - Clearly identify desired outcomes and align resources.
 - Strategic planning for short term and future needs.
9. Assure systems and procedures are in place to conduct regular program evaluation; compile and distribute service outcome data to interested stakeholders.
10. Make program changes as required by funders and in response to stakeholder feedback.
11. Explore and develop new options for service delivery that position the organization in the community to meet the needs of children, families and stakeholders.
12. Monitor program budgets, adjust as necessary, and communicate concerns to agency leadership
13. Hire and retain qualified staff.
14. Ensure new employees are oriented to the department and their individual work assignments



15. Provide ongoing staff development and training, to ensure each staff has necessary skills to perform essential duties and functions of their position; ensure training requirements are met and kept current.
16. Support staff in managing performance of direct reports.
17. Ensure performance reviews are conducted for all employees within their anniversary month.
18. Ensure staff attend agency and other meetings as appropriate
19. Administer grants/contracts as designated by the funding source, assuring compliance with contractor requirements, accountability for program outcomes and the development of required reports.
20. Effectively allocate resources for service delivery and manage revenue and expenses.
21. Oversee collection, storage and retention of records consistent with organization, funding source and other needs.

QUALIFICATIONS

1. Masters degree in Social Work, human services or other closely related degree, or equivalent training and experience.
2. Minimum of five years combined experience in direct service and/or supervision, with at least two years of supervisory experience.
3. Have a current valid driver's license and proof of automobile insurance as required by state law and regulations.
4. Complete a Criminal History and Background Inquiry Form as required by DSHS within seven days of employment. Employment subject to suitability approval by DSHS.



Maintenance Manager

Summary: The MLK Center's Facilities Manager is a hands-on position requiring performance, efficiency, and cost effective stewardship to ensure facilities are maintain at the highest quality. Comprehensive knowledge of painting, plumbing, HVAC, general electrical, troubleshooting, safety, as well as proficiency with computers application is a must. The position requires a person that is proactive and exhibits the willingness to oversee building systems, preventative maintenance scheduling, reports, troubleshooting to resolve issues, communication to ensure all business systems are maintain at the highest level of quality and cost effectiveness. This position requires a person that communicates effectively with leadership and provide timely updates on issues to building tenants. Knowledge of best practices related to janitorial needed to supervise custodial personnel, general knowledge of landscaping and snow removal protocols to ensure contracted out services are performed in accordance to establish guidelines The MLK Center's Facility manager must stay current on all applicable safety, building codes, and general maintenance requirement needed to effectively exercise the duties of Facility Manager.

Duties and Responsibilities

1. Provide overall coordination of facility maintenance and custodial services, including planning and developing preventative maintenance.
2. Manages, trains and hires custodians
3. Ensures the proper operation of all mechanical systems (e.g., HVAC systems.)
4. Monitors work-order system and completes repair work and projects in a timely manner. Oversees all contractors that work in the facility and grounds. May request and review bids, and recommend selection of contractors.
5. Works with outside agencies such as fire, health, and the City to ensure compliance with all local, state and federal regulations related to facilities and grounds.
6. Develops budgets supporting the preventative and annual maintenance plans and monitors expenditures.
7. Advises management on maintenance issues and projects as requested.
8. Develop, implement and monitor program budget.
9. Ensure the compliance with the local, state and federal applicable codes, regulations, and compliance and standards pertaining to operations, elevator, fire safety systems, security systems and more.



10. Manage inventory and purchase of janitorial supplies and tools and equipment necessary to run and maintain the facilities.
11. Daily inspections of buildings and grounds.
12. Source quotes to price labor, materials, replacement parts, etc. for all facilities maintenance and repair projects.
13. Hands on tasks include maintenance and repair of doors/door hardware, rudimentary electrical repair, ballast and bulb replacement, office furniture repair, furniture assembly, basic carpentry, replacing air filters and more.
14. Manage maintenance contracts, regulatory and government inspections, compliance standards, landscaping, snow removal, HVAC systems, elevators.
15. Responsible for issuing, storage of inventory of and processing of keys and swipe cards.
16. Other duties as assigned by the leadership or Executive Director.

QUALIFICATIONS

1. High School graduate or Graduate Equivalent Diploma (GED).
2. A minimum of 5 years' work experience in a high traffic environment required (must submit at least 2 references to demonstrate past experience).
3. Oral and written communication skills and experience working with a diverse population.
4. Comprehensive, documented knowledge of methods and techniques of the trades (HVAC, electrical, plumbing, etc.) is essential.
5. Experience in vendor management/performance and contracts management, experience with vendor bids to determine best value and use of center resources.
6. A minimum of 3 years of facility operation budgetary responsibility. Understand the development, management and implementation of program budgets.
7. Expense tracking and reporting expenditure related to assigned budget.
8. Hands-on experience performing minor repairs and maintenance such as paint, door hardware, light carpentry work, HVAC, plumbing and more.
9. Have a current valid driver's license and proof of automobile insurance as required by state law and regulations.
10. Successfully complete a drug screening test prior to employment as required by the Policy and Procedures Manual of the MLK Center.
11. Complete a Criminal History and Background Inquiry Form as within seven days of employment.



I have read the Facilities Manager Job Description of the Martin Luther King, Jr. Family Outreach Center and understand the responsibilities, essential functions, and the qualifications required for the position. My signature indicates my intention to comply with its directives.

Employee
Signature _____ Date _____

Lead Cook

Summary: Under the guidance of the Executive Director, the Lead Cook implements the cycle menu, purchases and prepares food, completes the Child and Adult Care Food Program (CACFP) paperwork and supports center staff with nutrition activities. The Lead Cook is responsible for serving nutritious, good tasting and appealing meals and snacks. It is the Cook's responsibility to prepare these meals and snacks by methods that maintain high nutrient levels and that are sanitary. It is also the Cook's duty to deliver meals to classrooms ready for family style meal service and suitable for the children's age and development. The Cook purchases all food and supplies and keeps records required by the CACFP. This position involves extensive organizing, problem solving, record keeping, and time management.

Duties and Responsibilities

1. Implements cycle menus for breakfast, lunches and snacks in accordance with Center policies, procedures, and established practices; budget requirements; Head Start/EHS/ECEAP and the guidelines established by CACFP.
2. Post menus.
3. Purchases food needed for meals and snacks served on site and for field trips.
4. Ensures meals are prepared and placed in appropriate serving containers to facilitate serving meals family-style.
5. Prepares, organizes, and sets up the food for meals and snacks (including meeting the "time of day meal service" guidelines required by the CACFP).
6. Cleans and maintains kitchen, food service utensils, equipment, and food storage areas to standards mandated by Childcare Licensing, Health Department, CACFP and best practices with regards to food safety and sanitation.
7. Maintains required CACFP paperwork. Paperwork includes menu production records, monthly adjustment sheets, inventories, cycle menus, and food purchase receipts. Compiles monthly reports accurately. Turns in all monthly CACFP documentation on time.
8. Maintains established standards of sanitation, safety and food preparation and storage as set by the local and state health departments; maintains an orderly, sanitary, and safe kitchen.
9. With the guidance of the staff, modifies menus and recipes and prepares foods to meet dietary needs and food allergies.
10. Maintains cost control, budget and inventory systems based on CACFP procedures including records of food production and service.
11. Assures the proper care and maintenance of all food service equipment; identifies equipment; identifies equipment needs for food preparation and service and assists in purchasing as needed.



12. Attends and participates in grantee-sponsored trainings, center pre-service and in-service trainings, and other continuing education, career and professional development opportunities.
13. Trains Assistant Cook and volunteers in the CACFP paperwork and in all other aspects of the cook's roles and responsibilities.
14. Encourage parent input in recipes and menus.
15. Performs other duties, as assigned.

QUALIFICATIONS

1. Must be a high school graduate.
2. Basic cooking skills plus experience in food service and volume meal production.
3. Must be able to read and follow a recipe and a cycle menu.
4. Knowledge of CACFP requirements is desirable.
5. Demonstrated skills in preparing these foods in a nutritious, good tasting and appealing manner.
6. Must possess organizational skills, time management, skills and the ability to prioritize.
7. Must possess the math ability to increase or decrease recipe quantities.
8. Must provide evidence of reliable transportation which is available for travel during working hours.
9. Must provide evidence of a valid driver's license.
10. Must obtain a food handler's card.
11. Understand the development, management and implementation of program budgets.
12. Have a current valid driver's license and proof of automobile insurance as required by state law and regulation.
13. Complete a Criminal History and Background Inquiry Form within seven days.

I have read the Lead Cook position of the Martin Luther King, Jr. Family Outreach Center and understand the duties and responsibilities, and the qualifications required for the position. My signature indicates my intention to comply with its directives.

Employee
Signature _____ Date _____



Recreation Manager

Summary: The recreation Coordinator is responsible for management of all recreation facilities in order to provide clean and safe opportunities for sport and recreation and promote a healthy lifestyle for all community residents. The Recreation Coordinator reports to the Executive Director. He/she will manage all recreation facilities and assist with sport, recreation and leisure programs in the community. The Recreation Coordinator will monitor the care and maintenance of any equipment and facilities in the community.

Duties and Responsibilities

1. Ensure recreation facilities are maintained in order to ensure a safe, clean and appropriate environment for recreation activities.
2. Ensure that recreation facilities are operated and maintained effectively and safely
3. Prepare facility schedules
4. Develop preventative maintenance programs
5. Ensure facility policy and regulations are adhered to
6. Book all sport rental and community events
7. Manage contracts associated with the recreation program
8. Monitor the use of recreation equipment and facilities
9. Assist with planning and developing sport and recreation programs in order to ensure that activities and events are made available for all community members.
10. Assess the recreation requirements of the community
11. Communicate with community members to determine their needs and interests
12. Research sport and recreation programs, funding sources and project requirements
13. Access funding and prepare funding proposals
14. Ensure a variety of sport, recreation and cultural programs are planned and implemented
15. Ensure recreation information is available
16. Develop recreation and sports organization
17. Evaluate the effectiveness of programs and identify areas where new programs are needed
18. Implement recreation programs to ensure that residents have access to sport, recreation and leisure activities

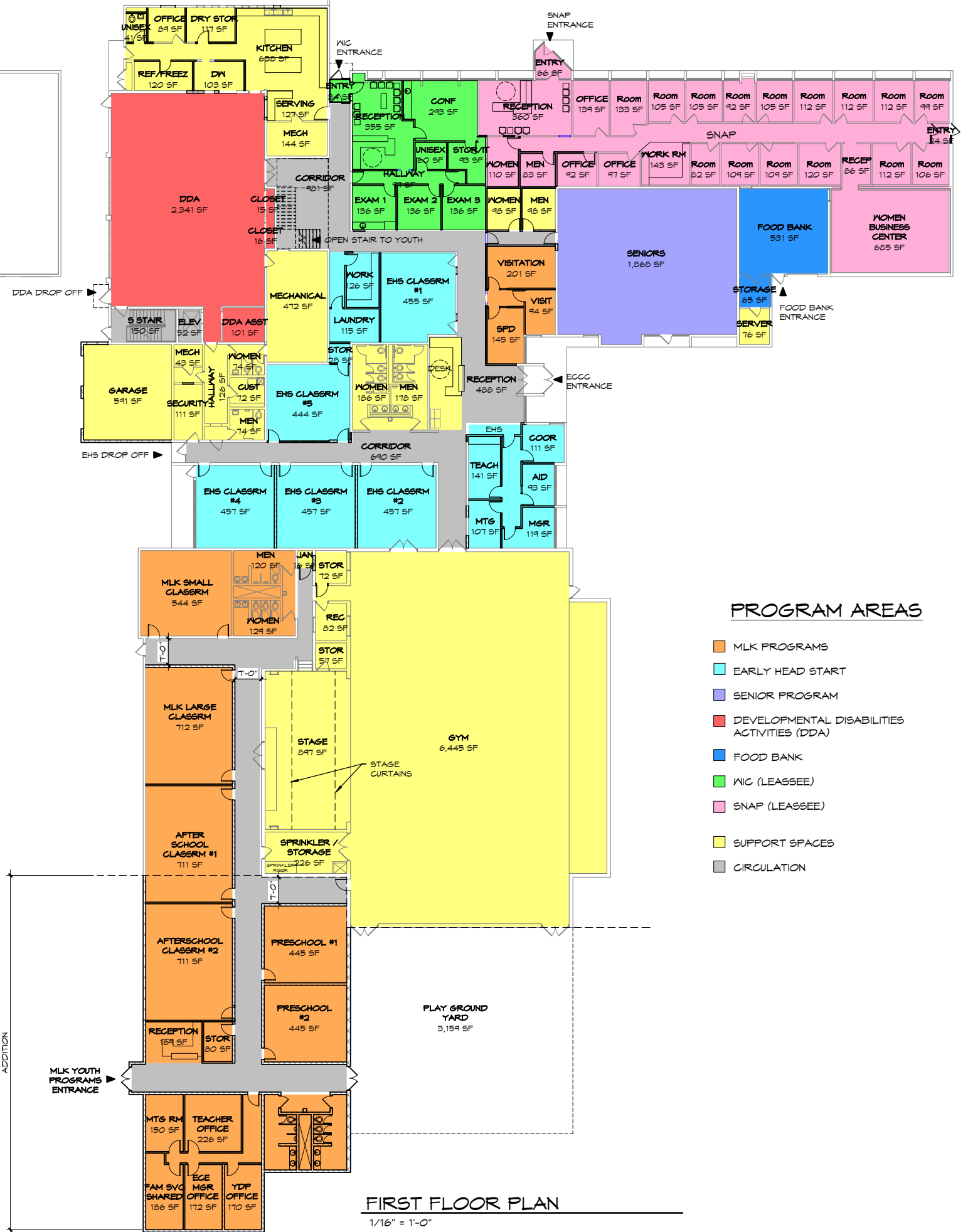
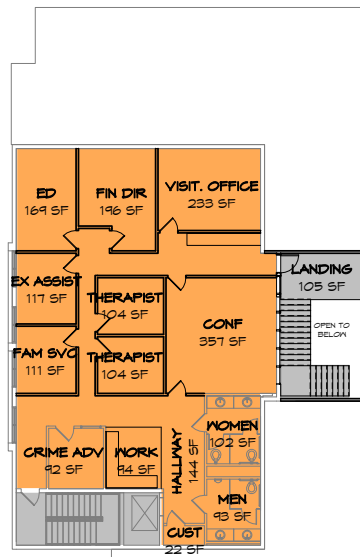
19. Schedule activities, facilities and volunteers as required
20. Supervise and lead activities, particularly for youth and elders
21. Assist with recruit, train and oversee volunteers
22. Administer recreation programs to ensure that programs are delivered within guidelines and budgets.
23. Prepare a recreation plan
24. Prepare the recreation program budget
25. Prepare programs reports
26. Record information on and prepare reports concerning community programs, costs, numbers of participants and equipment and facility use
27. Provide monthly and yearly reports about recreation programs and opportunities
28. Ensure that all programs and activities are implemented according to relevant policies and procedures
29. Promote recreation and sport programs in order to ensure that residents are aware of available opportunities and activities
30. Coordinate an active community relations campaign to promote recreational and cultural programs
31. Arrange for advertising of programs
32. Maintain constant community liaison including contacts with local, regional and territorial sport and recreation organizations
33. Perform other related duties and requirements

Qualifications

1. Bachelor's degree in Recreation Management
2. Management and operation of recreation facilities and equipment
3. Recreation, sport and leisure program administration, management and delivery
4. Recreation, sport and leisure program evaluation
5. Coaching theory and practice
6. Volunteer training, development and recognition
7. Events coordination and planning



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PROGRAM AREAS

- MLK PROGRAMS
- EARLY HEAD START
- SENIOR PROGRAM
- DEVELOPMENTAL DISABILITIES ACTIVITIES (DDA)
- FOOD BANK
- MIC (LEASSEE)
- SNAP (LEASSEE)
- SUPPORT SPACES
- CIRCULATION

SECOND FLOOR PLAN

1/16" = 1'-0"

FIRST FLOOR PLAN

1/16" = 1'-0"

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NO.	DATE	BY
REVISIONS		

PROJECT NO.	P1121
DRAWN:	MSK
CHECKED:	MSK
DATE:	05/05/17
DRAWING NO.	

SHEET TITLE: OVERALL FLOOR PLAN
 PROJECT TITLE: EAST CENTRAL COMMUNITY CENTER
 SPOKANE, WASHINGTON
 MLK JR FAMILY OUTREACH CENTER

A112