SPARK CENTRAL

GO ANYWHERE FROM HERE

BEHIND THE CURTAIN

An Operations Manual

with Hippos

Updated August 2019

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1

WHAT DID I GET MYSELF INTO?

And Other Existential Questions

1A. CREATIVE TEAM CULTURE

At Spark Central, igniting creativity is our focus, and we expect every member of our team to be creative and skilled at igniting creativity in others. When you have creativity, you can problem-solve, imagine a different future, and surmount challenges in innovative ways that serve yourself, those around you, and our community.

CHARACTER TRAITS & TEAM CULTURE

All members of our Creative Team are expected to exert:

- **Creativity**
- Strong sense of **ownership** and **integrity**, from small tasks to large projects
- **Collaborative** spirit and **flexibility**
- **Candor** and **curiosity** in conversation (leave personal agendas at the door)
- **Attention to detail**
- Fabulous sense of **humor** and **play**

While each Creative Team member focuses on their areas of expertise 80-90% of the time, each person steps outside their specified roles now and then to do what needs to be done for the good of the team and Spark Central. This could mean stepping into another team member's usual tasks when ill, giving a last-minute tour when it's not your job, or cleaning the kitchen.

While each team member focuses on certain types of tasks, all are held accountable to fellow team members and the executive director, and each should be willing to step outside their usual roles in order to make incredible things happen in pursuit of our mission.

Developing projects of passion that will benefit the organization as a whole is strongly encouraged, with the understanding that team- and board-set priorities come first. Self-management and individual initiative are expected, as is transparency and clear communication with the team.

CORE VALUES

The following values help us focus our team and set us apart from other nonprofits:

- **Play Is Productive** · Creative play is valuable and develops critical thinking, problem-solving, communication skills, and positive future aspirations.
- **Experimentation** · Mistakes lead to ingenuity. Failure is but a step on the way to success.
- **Quality Over Quantity** · Less is more when done well and with focus.
- **Transparency** · As much as possible, information is shared among team members and with our community.
- **Inclusiveness** · When more voices are welcomed and consulted, we all benefit.

FOCUS MEANS SAYING NO

Saying no is saying yes to something else more important. Too often, nonprofits fall into the trap of saying "yes" to everything and everyone in order to please, creating stress when there is not enough time or energy to do it all.

In order for Spark Central to be successful at achieving our strategic goals, we need to practice saying "no" to keep us focused on our priorities. You are expected to say "no" (with friendliness and positivity) to outside requests that do not align with our strategic goals or mission, expressing a strong desire to work together in the future or in small ways now that do not tax our staff time and resources. It can be hard to say "no" to attractive partnerships and ideas, so "not yet," or "we'd love to in the future when we have more bandwidth as an organization" is a good response to outside parties.

SELF & TEAM CARE

Creativity can be taxing, so it is important to **take care of yourself, each other, and Spark Central—in that order!**

Studies have shown that creativity diminishes when we are under stress or feel overwhelmed, so it is important that you care for yourself mentally, emotionally, and physically so that you are ready to support the Creative Team and also the important, challenging work we do in the community.

Take care of
YOURSELF

Take care of
EACH OTHER

Take care of
THIS PLACE

In That Order

PLAY & EXPERIMENTATION

At Spark Central, we believe strongly in the power of play, from which all creativity originates. Play is productive in that it helps us relax and get in touch with "below the surface" ideas our logical mind may have pushed aside too quickly.

In your role at Spark Central and as a team, a healthy level of experimentation and playfulness is a must! If we try something and it doesn't yield the results we hoped for, we use it as an opportunity to learn and better ourselves.

Try to make even boring tasks fun for yourself and for volunteers. Everything can be a game if you have the right attitude. Our assistant book editor is a hippopotamus, after all (see section 10A).

CREATIVE PURSUITS

Projects of passion are encouraged at Spark Central. It is not uncommon for non-program team members to plan and teach a workshop for kids or adults around a creative passion they are eager to share, in collaboration with the Program Manager, of course.

Every team member is encouraged to pursue their creative interests both inside and outside of their job. All that is accessible to Spark Central patrons are also accessible for you to enjoy. Just like patrons, team members get 5 free personal copies/prints per day, can access Adobe software, and can use our public art supplies within reasonable amounts. For unusual requests, please consult the executive director for permission.

As a perk, you may participate free in any paid, structured workshops for adults if you are not scheduled for work and there are seats available. Simply let the program manager know in case seats are limited.

1B. EXPECTATIONS IN AN EVOLUTIONARY ORGANIZATION

At Spark Central, we consider ourselves an evolutionary organization. This means that while legally we have a hierarchical structure with a board of directors and an executive director, we hold each other to these commitments, adapted from *Reinventing Organizations* by Frederic Laloux:

SELF-MANAGEMENT

TRUST

- We relate to one another with an assumption of positive intent.
- Until we are proven wrong, trusting co-workers is our default means of engagement.
- Freedom and accountability are two sides of the same coin.

INFORMATION & DECISION-MAKING

- Every one of us is able to handle difficult and sensitive news.
- Information about progress and goals is shared with the entire team.
- We believe in the power of collective intelligence. Nobody is as smart as everybody, therefore decisions will be made with the advice process (see section 2C on The Advice Process).

RESPONSIBILITY & ACCOUNTABILITY

- We each have full responsibility for the organization. If we sense that something needs to happen, we have a duty to address it. It's not acceptable to limit our concern to our roles.
- Everyone must be comfortable with holding others accountable to their commitments through feedback and respectful confrontation.

WHOLENESS

EQUAL WORTH

- We are all of fundamental equal worth.
- At the same time, our team will be richest if we let all members contribute in their distinctive way, appreciating the differences in roles, education, backgrounds, interests, skills, characters, points of view, and so on.

SAFE & CARING WORKPLACE

- Any situation can be approached from fear and separation, or from compassion and connection. We choose compassion and connection.
- We strive to create emotionally and spiritually safe environments, where each of us can behave authentically.
- We honor the curiosity, playfulness, and fun that is the heart of our mission.
- We are comfortable with vocabulary like joy, play, imagination, and purpose.

OVERCOMING SEPARATION

- We aim to have a workplace where we can honor all parts of us: the cognitive, physical, emotional; the rational and the intuitive; the feminine and the masculine.

- We recognize that we are all deeply interconnected, part of a bigger whole that includes our greater community.

LEARNING

- Every problem is an invitation to learn and grow. We will always be learners. We have never arrived.
- Failure is always a possibility if we strive boldly for our purpose. We discuss our failures openly and learn from them. Hiding or neglecting to learn from failure is unacceptable.
- Feedback and respectful confrontation are gifts we share to help one another grow.
- We focus on strengths more than weaknesses, on opportunities more than problems.

RELATIONSHIPS & CONFLICT

- It's impossible to change other people. We can only change ourselves.
- We take ownership for our thoughts, beliefs, words, and actions.
- We don't spread rumors. We don't talk behind someone's back.
- We resolve disagreements one-on-one and don't drag other people into the problem.
- We don't blame problems on others. When we feel like blaming, we take it as an invitation to reflect on how we might be part of the problem (and the solution).

PURPOSE

COLLECTIVE PURPOSE

- We view the organization as having a soul and purpose of its own.
- We try to listen in to where the organization wants to go and beware of forcing a direction onto it.

INDIVIDUAL PURPOSE

- We have a duty to ourselves and to the organization to inquire into our personal sense of calling to see if and how it resonates with the organization's purpose.
- We try to imbue our roles with energy, not our egos.

PLANNING THE FUTURE

- Trying to predict and control the future is futile. We make forecasts only when a specific decision requires us to do so.
- Everything will unfold with more grace if we stop trying to control and instead choose to simply sense and respond.

SUCCESS

- In the long run, there are no trade-offs between purpose and success. If we focus on purpose, success will follow.

1C. **CONVERSATIONAL CAPACITY**

All Spark Central team members are expected to cultivate and exercise excellent conversational capacity. The section below is taken from Craig A. Weber of the Weber Consulting group:

"Conversational capacity refers to the ability to have open, balanced, learning- focused dialogue about difficult subjects, in challenging circumstances, and across tricky boundaries.

When our conversational capacity is high we can stay on track, productively addressing even our most troublesome issues. If it's too low, even a minor difference of opinion can derail our effectiveness.

THE SWEET SPOT

In any conversation there is a "sweet spot" where conversations are balanced, open, and learning-focused. This is where good teamwork occurs. It's the place where smart people can work smart. We know we're in the sweet spot when there is relative balance between candor and curiosity.

Candor & Courage → ⊙ ← Curiosity & Humility

When facing a tough issue or situation people often move away from the sweet spot toward the extreme ends of the behavioral spectrum. Some people lose candor and shut down. Others drop curiosity and heat up. Conversational capacity can be defined as the ability to work in the sweet spot—both candid and curious—in situations that send most people flying out of it.

We're often pulled out of the sweet spot by two powerful human tendencies: the desire to win and the desire to minimize:

The need to "Minimize" ← ⊙ → The need to "Win"

MINIMIZING (FLIGHT)

On the one hand I want to bring up a tough issue.

On the other hand I want to avoid...

- Looking like a non-team player
- Causing a conflict
- Feeling uncomfortable
- Looking like a jerk
- Hurting feelings
- Damaging a relationship

WINNING (FIGHT)

On the one hand I want to bring up a tough issue.

On the other hand I want to...

- "Win" the conversation
- Be "right"
- Get others to see things my way
- Get others to agree with me

HOW TO STAY IN THE SWEET SPOT

1. Advocate your position clearly & succinctly. Illustrate your position by sharing the Thinking behind it (your data & interpretations)

2. Test Your views. Seek out what you might be missing. Encourage others to share ideas that contrast with your own.

3. Inquire into the views of others & actively explore their thinking. This is especially important when their views differ from your own.

A FEW GOOD TESTS

Feel like you're slipping our of the sweet spot? Here are a few tests and inquiries to use in conversations, courtesy of Craig A. Weber:

- *Do you see it differently?*
- *What is your reaction to what I have just said?*
- *What is your perspective on this? I would be interested in hearing your thoughts on this issue.*
- *I have said what I think and why I think it, and now I would be very interested in hearing what others think, especially those who may disagree with me.*
- *Right now I feel like my idea makes good sense. What might I be missing here?*
- *I'd like to hear from someone who has a perspective that challenges mine.*
- *What does this look like from your angle?*
- *If I've got a blind spot about this issue please help me to see it.*
- *Tell me more about how you're looking at this issue*
- *I'm intrigued by the way you're framing this issue; can you give an additional example or two so I can see your thinking more clearly?*
- *What have you seen or heard that leads you to think this is a bad decision?*
- *Obviously you're looking at this differently. Help me see this through your lens.*
- *How are you making sense out of this predicament?*
- *I may need to expand my thinking on this; tell me how you see this problem.*
- *Can you give me an example that illustrates your view on this issue?"*

2

WHO'S IN CHARGE HERE?

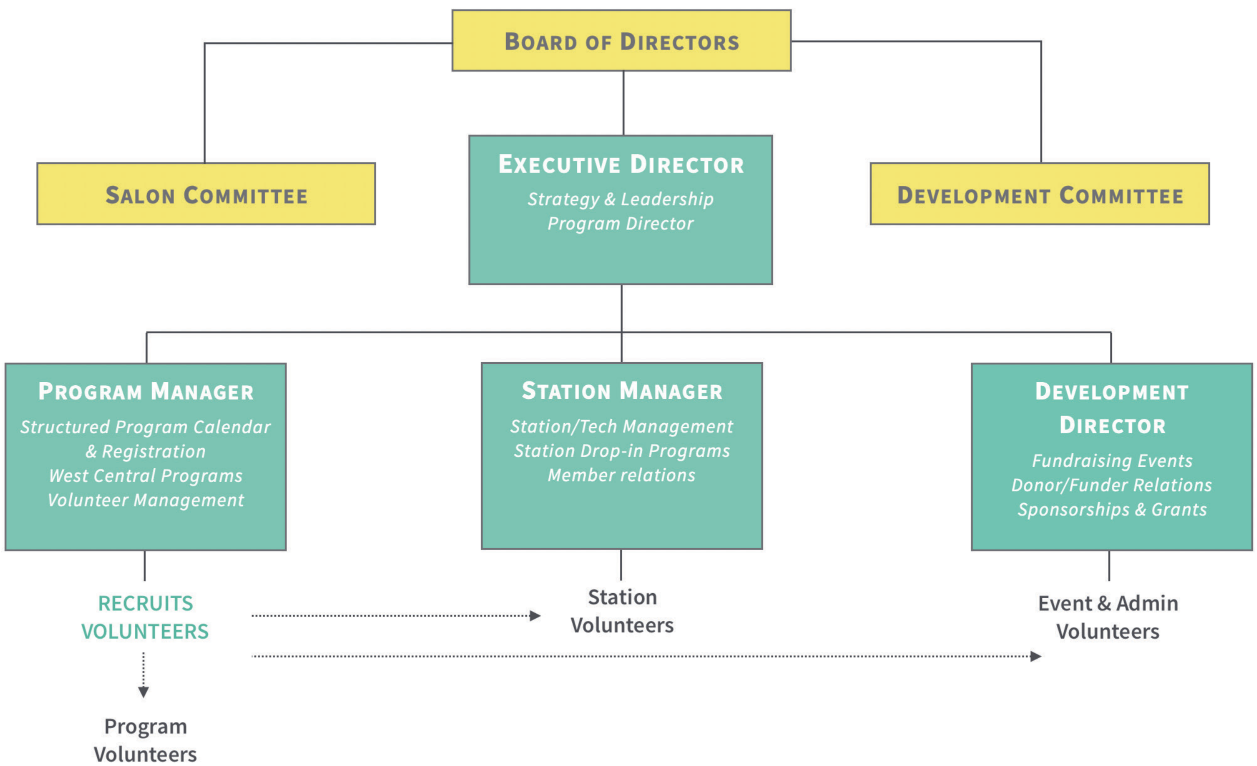
And Is It Me?

2A. **ORGANIZATIONAL CHART**

As a 501(c)3 charitable organization, we have a legal structure that is lead by our board of directors who empowers the executive director to run all operations and manage staff.

This does not mean, however, that all parties do not relate as a team of equals. While our roles and responsibilities are different, candid and curious conversations (see Section 1) are expected at all levels of our organization.

The chart below demonstrates our legal structure of authority:



2B. **WHOSE JOB IS THIS, ANYWAY?**

Each team member has their own responsibilities (see attached chart), with the caveat that like an organism, the Creative Team flexes to meet critical demands and roles may evolve based on the needs of the organization. These roles can change over time based on team and organizational needs.

See attached chart.

WHOSE JOB IS THIS, ANYWAY?

	EXECUTIVE DIRECTOR *Strategy, Priorities, PR*	DEVELOPMENT DIRECTOR *Fundraising, Relationships, Events*	PROGRAM MANAGER *Structured Programs, Volunteer Management*	PROGRAM COORDINATOR *Structured Programs, Family Relations*	STATION PROGRAM MANAGER *Station, Membership, Library, Tech, Drop-In Prog.*	ADMIN ASSISTANT *Accting paperwork; comm. support for programs*
Strategic Direction	• Determine strategic direction with board • Align staffing, programming, PR, funding, and operations with this strategic direction. • Lead and consult with Advisory Board members	• Create and execute annual Development Plan with support of the Development Committee & Exec. Director				
Funding Priorities	• Set funding priorities in alignment with strategy	• Find & secure funding in alignment with program strategy				
Budget & Accounting	• Set budget with board • Allocate, track, reconcile financials • File taxes and gov. reports • Act as HR and payroll service	• Maintain CRM database				• Manage accounting ledgers, paperwork, and billing for ED
Donor Relations	• Pulled in as needed • Get leads to Development Director	• Lead donor relationships • Execute thanking protocol • Send tax letters/receipts	• Gives leads to Development Director		• Gives leads to Development Director	
Sponsorships	• Strategies • Steward relationships w/ DD	• Lead sponsor relationships • Lead acknowledging/thanking	• Include sponsors on program graphics/ brochure as required			• Include sponsors on program graphics/ brochure as required
Grants	• Review grants for KH, builds grant budgets • Reviews grant reports for DD	• Lead foundation relationships • Acknowledging/thanking • Grant reporting and recording keeping	• Align programming with grant funding as required	• Align programming with grant funding as required	• Align programming with grant funding as required	
Fundraisers	• Rally board for events • Workshop-like development events in collaboration with DD	• Salon and fundraiser lead • Spokesperson at critical mass community events				
Marketing, PR, Communications	• Approval for branding & official marketing language, PR language • Public speaking events • Design general marketing materials and Annual Report layout • Website management	• Market Spark Central to donors • Donor/volunteer newsletter • Speak about ways to support us at key community programs • Collaborate w/ ED on Annual Report	• Design and manage monthly program calendar, collaborating closely with PC and Station PM • Work with admin asst. to ensure program calendar is accurate on website, FB, Eventbrite registration, & monthly program emails • Work with admin asst. on volunteer emails • Collaborate with admin asst. on social media for programs; including program FB advertising	• Collaborate with PM & admin asst. on Eventbrite registration (camps) • Collaborate with PM & admin asst. on monthly program email • Collaborate with PM & admin asst. on social media outreach for programs	• Be first point of contact for general inquiries, calls, emails—forward to correct team or handle if station-related • Format and send volunteer emails	• Create, schedule, and manage social media posts and responses in collaboration with staff • Post monthly program calendar on our website, Facebook, and Eventbrite for programs, creating attractive graphics • Update printed program guides for distrib. • Format and send program emails and special emails
Programming (structured & unstructured)	• Direct program strategy, standards, and align programs with funding • Forge/maintain key partnerships • Lead field trips • Lead community book projects		• Design, plan, and execute structured programs in collaboration with PC, partners, volunteers, & team, esp. Level Up and youth camps • Manage program calendar and registration (with Admin. Asst. support) • Use Eventbrite/Zoom to manage program registration, reminders, and waitlists	• Design, plan, and execute structured programs in collaboration with partners, volunteers, & team, esp. Level Up and youth camps • Assist Station Manager with certain station drop-in programs serving West Central families/ youth • Work Saturday station shifts for Station Manager as needed (+ some weekday shifts)	• Manage station organization, inventory, & cleanliness with delegated volunteer support. • Coordinate volunteer-led drop-in programs. • Lead volunteer library curation team • Manage library overdue issues • Maintain creative kits • Manage station systems (tech/Librarika) with help of IT Volunteers	• Use Eventbrite/Zoom to set-up program registration and waitlists
Data Collection & Evaluation	• Evaluate data & adjust course for success with team and board input		• Track structured program attendance, outputs, and evaluation data, adjust programs to improve impact • Track volunteer retention rates	• Track structured program attendance, outputs, and evaluation data; work with PM to improve impact	• Track station volunteer hours • Track drop-in program attendance • Ensure member (including youth member) data accuracy • Track circulations, station foot traffic	
Volunteers	• Appreciate key volunteers with special attention	• Include volunteers and board members in donor newsletter and mass appreciation efforts	• Recruit, orient, and train volunteers • Connect volunteer talent with opportunities to serve/lead with team • Manage and mentor program volunteers for structured programs • Plan vol. appreciation/social events (1x quarterly) to build appreciation • Seek new volunteer sources	• Manage and mentor program volunteers for structured programs • Recruit volunteers for outreach events or for specific programs you oversee/lead	• Train station volunteers and schedule station shifts • Enlist PC help for drop-in programs • Train and manage volunteers who run our drop-in programs • Format and send volunteer emails with PM and PC input	
West Central Outreach	• Community and partner relations (WCCC, etc.) • Develop new partnerships in collaboration with Program Manager for structured programs		• Collaborate/partner with local schools/partners to carry out off-site West Central programming • Organize parent/school communications with program coordinator support	• Act as Spark Central's family liaison for Level Up and registration-based programs, making calls to families, setting up intake meetings, troubleshooting barriers to attendance, soliciting family feedback, and recruiting for programs • Organize outreach tables/events	• Act as welcomer to new patrons, esp. youth • Work with program team and admin. asst. to market station programming to West Central residents • Work with program team to organize pizza parties/family nights	

2C. ADVICE PROCESS VS. CONSENSUS

Spark Central's Creative Team uses something we call "the advice process": everyone can decide how best to do their role, but are strongly encouraged to consult other team members for advice, as ultimately, each person is responsible for the outcomes of their decisions. **We do not operate on a consensus model as this puts the team at the mercy of one person's preferences.** The advice process is a system meant to encourage input-seeking and collaboration, but also to encourage personal ownership and responsibility.

For example, if the volunteer manager is hosting a volunteer party, that person can (and is encouraged) to ask the team for advice on how to do it; but ultimately, the decision on how to execute the volunteer party will be made by the volunteer manager, not the team, as the volunteer manager is ultimately accountable for the outcome. The executive director should follow this process as well, with the understanding that they may need to make executive decisions with the board in terms of strategy, staffing, and budget for the well-being of the organization.

2D. PERFORMANCE EVALUATIONS

All Creative Team members are expected to commit to—and are evaluated on—the following skill sets. Note that professional skills are only one-third of the picture. The ability to master yourself and to relate positively and effectively with all types of people are equally as important on our Creative Team and allow us to tackle big challenges together:

	SELF-MASTERY	RELATIONAL SKILLS	PROFESSIONAL SKILLS
	You are skillful in your ability to manage your performance and deliver on your intended results	You have "people skills" and have the ability to evoke excellence in others and sustain relationships	You "know your stuff" and have the ability to perform expertly in your designated field
Looks like:	• Keep your word • Follow-through • Deliver/arrive on time • Present/share ideas appropriately	• Appreciate other points of view • Balance candidness and curiosity in conversations • Sustain boundaries	• Understand your field, its systems, its inner workings • Identify opportunities • Make quality decisions
Manifests as:	• Integrity • Curiosity • Vision • Passion	• Empathy • Reliability • Openness • Appreciation	• Rigor • Objectivity • Focus • Creativity
Committed to:	• Self-observation • Self-management • Prioritizing • Sequencing	• Listening to others • Learning from others • Inspiring others • Developing others	• Analyzing • Predicting • Simplifying • Performing
Awareness:	Understand your habits as options and your perspective as one of many available to you	Understand the motivations of others and learn to work productively with them	Face and address knowledge-based blind-spots that hinder your professional growth

3

TEAM COMMUNICATION

Beyond the Sticky Note

3A. MEETING PHILOSOPHY & AGENDA

We do not meet for the sake of meeting, or to fill meeting time. Since team communication happens digitally in Asana for small questions and queries (see Section 3C), our weekly team meetings should be reserved for matters of importance or complexity that affect everyone. Our weekly meetings are a time to check in with each other and address issues than cannot be addressed through digital platforms.

Team meeting are NOT a good time to brainstorm, as this takes up valuable meeting time. If you need ideas, post in Asana and ask for advice. Once you have a solid proposal you want to bring to the team, then add it to our weekly team meeting agenda.

Any team member can add an item to our weekly team meeting agenda in the office (on the whiteboard). **Put it on the team meeting agenda if:**

• It involves/affects the entire team OR a system all team members use (if it only affects part of the team, call a separate meeting)

• It's too complex an issue to post/ask in Asana

• It's too important/critical to post/ask in Asana (example: change of policy)

3B. MOCHA MEETINGS

For upcoming projects that involve two or more team members, we convene what we like to call MOCHA meetings. MOCHA stands for Manager, Owner, Consulted, Helpers, Approver:

M = Manager: assigns responsibility and holds Owner accountable

O = Owner: has overall responsibility for the success or failure of the project; ensures that all the work gets done and that others are involved appropriately

C = Consulted: should be asked for input and/or needs to be kept in the loop

H = Helper: available to help do part of the work

A = Approver: signs off on decisions before they're finalized and approves final product

The executive director typically delegates an owner of the project, who is responsible for convening the first MOCHA meeting and outlining roles. At this first meeting, roles, expectations, and a timeline should be outlined, and then these tasks (including approvals needed) should be assigned in Asana to the appropriate people by the Owner of the project.

The following is an example of our team MOCHA template (see next 2 pages):

MOCHA Project Worksheet

PROJECT:

ROLES:

Manager *Assigns responsibility. Holds owner accountable. Makes suggestions, asks hard questions, reviews progress, serves as a resource, intervenes if the work is off-track.*	
Owner (lead) *Has overall responsibility for the success of the project. Ensures all the work gets done and that others are involved. There should only be one owner.*	
Consulted(s) *Should be asked for input or needs to be bought into the project.*	
Helper(s) *Assists with or does some of the work.*	
Approver(s) *Signs off on decisions before they're final. May be the manager, external partner, or board chair.*	

AGREE ON EXPECTATIONS:

1. **WHAT** does success look like on this assignment?

2. **WHEN** is the project due? How does this fit with other priorities?

3. **WHERE** might the team members go for resources?

4. **WHY** does this work matter, and why is this person/team the one(s) to make it happen?

5. **WHO** else should be involved? *Add them to the Consulted or Helpers list above.*

MOCHA Project Worksheet

6. Tips on **HOW** to do it (if any):

7. How will you make sure you and your team members are aligned on key points and next steps? Verbal or written repeat-back? Project plan? Other ways?

Products and Tasks

What specific products or tasks (e.g., outlines, data, rehearsals, etc.) will the Manager or other parties need to review or see in action to monitor or approve progress?

***PUT TASKS IN ASANA** once you've hashed a task timeline out on paper so everyone is in the loop. **Assign the Manager "Review Tasks"** that you need approval on before moving forward.*

	PRODUCTS, TASKS, ACTIVITIES:	Reviewer:	Due by:
Early on			
Mid-stream			
Post-Project			

Debrief & Review

When and how will you check with Manager and/or others to debrief how things went? Can you schedule that now? Weekly meeting are a great time to check in.

3C. **E-COMMUNICATION**

EMAIL & ASANA TWICE PER DAY

Brain studies have shown that multi-tasking is a myth; the time you spend switching between tasks is actually counter-productive (see Brain Rules by John Medina, MD).

To make sure everyone can carve out productive focus time, the team does not expect immediate responses on emails. Instead, **each team member should check email and Asana twice (minimum) during each working day**—for example, at 11 AM and 4 PM. This allows team members to have focused work time while also keeping on top of communication.

Forwarding emails from outside parties to other team members whose job it is to respond to such inquiries is encouraged, as it will cut down on email chains.

TEXT IF URGENT

Team members may text one another during work hours (9 AM to 9 PM) in time-sensitive situations (i.e. "Running late!"), questions, or emergencies. Please reserve this privilege for time-sensitive matters.

ASANA FOR TEAM COMMUNICATION

Rather than clog each other's email inboxes, intra-team digital communication should happen in Asana, which keeps searchable records of conversations and files for convenience. **The Creative Team group in Asana is private and is only used by staff.** Do not invite or tag outside Asana users except in the INTERNS project, where our official interns can be assigned tasks by Creative Team members for the time they are interns. They should be removed after their internship ends.

Volunteer teams can be formed in Asana (for example, the IT Maintenance team), but these should be created separate from the Creative Team group for security purposes.

If you are assigning a task with a hard deadline (cannot be pushed back), write "DUE:" before the task title so the assignee knows they must meet this deadline. Examples include timecards, grant reports, or monthly email blasts.

WHEN AWAY FROM WORK

If you are going to be gone during a day you typically work, **set your Gmail vacations responder AND your voicemail to an away message** stating when you are going to be out of the office and who to contact with urgent issues.

EMAIL SIGNATURES

For consistency, make sure your email signature resembles the following. Note that "Spark Central" is hyperlinked to our homepage:

> **Brooke Matson** (she/her)
> *Executive Director*
> Spark Central · 509-279-0299
> 1214 W Summit Pkwy; Spokane, WA 99201
>
> GO ANYWHERE FROM HERE.

3D. **A NOTE ON GRAMMAR**

All team members are expected to demonstrate excellent grammar and writing conventions both with outside parties and with other team members. To support this goal (and because we all miss hitting a few keys), please install the **Grammarly** extension in the web browser you use for work and set up a free Grammarly account. This will cross-check your grammar as you type in both email and web forms. You can also download the desktop Grammarly app and use it as a secondary check for Word documents before publishing/submitting.

It is also recommended that you set your UNDO email send feature (see Gmail settings) to 30 seconds in case you realize a second too late that you may have misspelled a key volunteer or supporter's name.

3E. **GOOGLE DRIVE & FILE SHARING**

Spark Central uses Google Suite to manage our organization files. Each team member has a private Google Drive as well as a Shared Google Drive folder to which all employed staff have access. All work files should be synced regularly to the Shared Google Drive folder in case of computer crashes, staff emergencies, or malfunction. If you lose files that were there in the past, see the executive director about a way to access past files via our paid backup service.

Specific documents you want a volunteer to access for a task can be shared with station@spark-central.org on Google Drive. Most volunteers do not have access to the password for this account, but can access it from the help desk computer where it should always be logged in.

Do not log in to station@spark-central.org or your own Spark Central Google account on any computer used by patrons without logging out afterwards! Not logging out will be considered a security breach.

Please do not share Spark Central files with outside parties unless the person is a key volunteer working on a specific task, a board member, or someone with authority or security clearance within Spark Central (determined by executive director).

3F. **INBOXES (THE LITERAL KIND)**

Each staff member has the following for physical file storage and transfer:

OFFICE INBOX: Located on the office wall and good for papers, books, etc. Each team member should check this each day they're in the building.

MESSAGE BOARD: Located on the white board of the wall unit in the office, this spot can be used to leave written messages or post sticky-note messages. Each team member should check and respond to messages regularly.

SHELF & PROJECT BOX: In the storage unit, each team member has a shelf for binders, office projects, files, etc. to use at their discretion. Located on the bottom shelf of the storage unit, each team member has a project box where they can store works in progress that do not fit on their shelf.

Should you require more box or inbox space, please consult with the executive director.

4

PUBLIC RELATIONS & MARKETING

First Impressions Matter

4A. EVERYONE IS A DONOR (YES, EVERYONE)

Treat every patron, phone call, and person walking in the door as if they were a donor. Many people you may not expect give generously to Spark Central or support us through partnerships, so even if someone is cranky, use your best customer service skills.

4B. WHY SPARK CENTRAL?

Below are just a few of the reasons why Spark Central's work in the community matters:

SPARK CENTRAL BREAKS THE OPPORTUNITY BARRIER.

We believe that everyone, regardless of income, deserves access to creative learning opportunities and innovative technologies. According to the U.S. Census Bureau, one-third of Spokane's West Central residents live in poverty. Spark Central offers membership, youth programs, and community events at no charge so that everyone has the chance to explore visual and literary arts, engineering, and robotics and follow where their creativity leads.

SPARK CENTRAL FILLS THE ACHIEVEMENT GAP FOR LOW-INCOME YOUTH.

We often confuse giftedness with opportunity. High-income parents spend 85% more than low-income families on their children's extracurricular enrichment due to cost barriers. By sixth grade, youth born into poverty typically suffer a 6,000-hour learning gap. Spark Central stands in this gap with programs where youth across socioeconomic boundaries come together and learn without limitations.

SPARK CENTRAL INSPIRES TOMORROW'S CREATIVE THINKERS.

Schools' high-stakes test prep comes at a steep cost to the arts and creative thinking. Many extracurricular programs are "pay-to-play," so under-resourced youth miss out on chances to flex their creative muscles. At Spark Central, youth develop the problem-solving skills and the confidence needed for an ever-changing tomorrow.

SPARK CENTRAL GROWS COMMUNITY CONNECTION.

By bringing people together for inspiring community events and creative learning activities, we invite volunteers, residents, teachers, and students to learn from and inspire one another. This community builds a sense of belonging, confidence, and ignites learning that benefits everyone.

4C. **MARKETING & PR GUIDE**

OFFICIAL BRAND LANGUAGE

EXTENSIVE (LITERATURE & WEBSITE)

Spark Central is a 501(c)3 nonprofit that ignites the creativity, innovation, and imagination necessary for people to forge the path to their best future.

We break barriers to creativity like cost, confidence, and access by offering transformative programs, access to innovative technology, and a welcoming creative community for people of all economic backgrounds.

Everyone deserves the opportunity to forge the future they imagine. As a 501(c)3 charitable organization, we rely on the generosity of people like you to keep our membership and programs available at no cost so income is never a barrier to opportunity.

STANDARD (PRINT & PUBLIC EVENTS)

Spark Central is a 501(c)3 nonprofit that breaks barriers to creativity so that people can forge the future they imagine. We offer transformative programs, access to technology, and a welcoming creative community at no cost thanks to generous support from people like you.

CASUAL (CONVERSATIONS)

Spark Central is a nonprofit that breaks barriers to creativity by offering transformative programs, access to technology, and a welcoming creative community—all free thanks to community support from people like you.

BRAND I.D.E.A.

BRAND INTEGRITY

- Include Standard Language (above) for print at minimum. This may be replaced with the Extensive Language above.
- Include "Go Anywhere From Here" tagline in designs whenever possible.
- Emphasize the words "create," "innovate," and/or "imagine" in designs.
- Emphasize "free/at no cost thanks to generous community support"
- Images are positive, family-friendly, and inclusive of low-income and minority groups.
- Aim for 70% youth images, 30% adult/family images to match programming allocation.
- Focus on target-audience strengths, not deficits.

BRAND DEMOCRACY

- Make current marketing materials available—both in-station and online—to anyone who wants them.
- Give volunteers a "talking points" card with Casual Language (see Official Brand Language above) and FAQ so they are confident in talking about Spark Central.
- Encourage volunteers/patrons to share their own Spark Central experiences with others. In station and online, have a way for volunteers/patrons to share stories and experiences of Spark Central (i.e. What effect is Spark Central having on you/the community? We want to know!)
- Share success stories with volunteers/patrons whenever possible so they can share with others in the

community via word-of-mouth.

- Encourage people to post/share what they are creating at Spark Central, how they're benefitting, how they've seen their kids impacted, etc. Prompt this and offer ongoing hashtags whenever possible on social media.

BRAND ETHICS

- Avoid images or language that exploits, belittles, or segregates low-income families from others (see Integrity section for more info). Using the terms "low-income families" or "youth born into poverty" are appropriate in funding literature and grants where we are making a case for support as this is the target-audience we serve and the main reason we exist.
- Talk about self-empowerment versus "empowering" others.
- Attribute power to both those we serve and those making the work possible (donors, sponsors, funders), knowing these two groups often overlap.
- When explaining why our work matters, focus on individual impact (stories) rather than big numbers or generalities.
- Avoid affiliation with any organization or product that involves weapons, PG-13+ violence, or adult-only content.

BRAND AFFINITY

- Embrace culture of gratitude: treat volunteers, donors, partners, and patrons with equal gratitude and thank them whenever possible in person, on social media, and in marketing or program materials.
- Publicize West Central school and neighborhood partnerships in our materials and website, using partner logos when appropriate.
- Speak of our West Central neighborhood and its residents with pride in person, in print, and on social media (see Ethics section for more info).

4D. STYLE GUIDE›

All official Spark Central graphics and print materials should follow our Style Guide, included on the next two pages.

SPARK CENTRAL STYLE GUIDE

2018 UPDATE

FONTS

TITLE: SOURCE SANS PRO BLACK

SUBTITLE: SOURCE SANS PRO BLACK

Fun font: Selima

HEADING: SOURCE SANS PRO BLACK

Body: Garamond or Adobe Garamond Pro. Use regular font weight most of the time and bold for emphasis.

FORMATTING

LETTER SPACING

Title, Subtitle and Heading Font: 250
Fun Font: 0
Body Font: 0

LINE SPACING

Title, Subtitle and Heading: 100% of font size between lines (e.g. 12 pt. font, 12 pt. line spacing); 150% of font size after title or heading (e.g. 12 pt font, 18 pt. line spacing).

Body: 150% of font size (e.g. 12 pt font, 18 pt. line spacing).

STYLE NOTES

Our "look" is clean and modern — with a little artsy flair. You can achieve it by choosing just a few colors and font sizes for each design piece and using them consistently throughout. Then, add your creative touch: An impactful font, color or graphic in a sea of simplicity will create *pop!* exactly where you want it.

Have a lot to say? To keep your (probably skimming) reader's attention, use shorter sentences and paragraphs than you normally might — and vary sentence length to keep things visually engaging.

FONT AVAILABILITY

Source Sans and Garamond are available on most computers. Download Selima for free at fontsquirrel.com.

LOGO

LOGO NOTES

For print materials made using Adobe Creative Suite, use .eps logo files for crisp lines. Use .png files for websites and email. Solid-color logos in brand colors or white can be used when the logo isn't central to the piece. Use the black logo only for black-and-white pieces.

COLORS

HEX #3EBFAC
PANTONE 7465 C

HEX #E0D355
PANTONE 610 C

HEX #EB6851
PANTONE 7416 C

HEX #4A4E53
PANTONE 7540 C

COLOR NOTES

For print materials made using Adobe Creative Suite, the Pantone swatches are truest. If colors look "off," the printer may need to be calibrated. Use the Hex code for websites and emails.

4E. OUR DESIGN PROCESS

To ensure that we don't waste time designing materials that are not what the team needs or are riddled with typos, we follow the MOCHA process for new major publications or marketing materials:

1. GOALS: MOCHA Owner calls meeting to set goals for the publication with affected parties
2. COPY & ASSETS: Text copy and assets (photos, maps, etc.) are approved by the Approver
3. ARTWORK: Artwork and layout design is completed with the approved text and assets
4. PROOFING/APPROVAL: Team proofreads the content/design, suggests any changes, and the Approver gives final approval to publish.

4F. EMAIL BLAST SCHEDULE

We don't want to bombard the inboxes of our volunteers, members, donors, and followers with Spark Central emails, especially because these groups often overlap. To avoid sending multiple emails to someone in one week, we follow the email schedule below:

DATE	SUBJECT	Station Vol.	Program Vol.	Members	Donors	Teachers
1st week	Volunteer Email	X	X			
2nd week (Qtrly)	Donor Newsletter				X	
3rd week	Fundraising emails	X	X	X	X	
4th week	Program + Teacher Blast	X	X	X	X	X

Note that Teacher emails are sent to a different email list in MailChimp than our other emails. The Program Manager can determine if there are programs that justify sending a Teacher email that month with those programs for youth.

5

HANDLING MONEY

Never Trust a Pirate

5A. **STAYING ON BUDGET**

The executive director is responsible for keeping Spark Central on budget, and may assign staff to manage their portion of the budget. For instance, the library budget will be managed by the Stationmaster. Every month, the executive director will share our Budget-to-Actual with the entire team so we can work together to stay on budget.

For budget categories shared by multiple team members, like Program Supplies and Office Supplies, a Google Sheet exists under Shared > Accounting > Expense Tracking so that purchases can be totaled and coded correctly to avoid going over-budget. In addition to this track, all receipts must be turned in within 5 days of purchase.

5B. **RECEIPTS**

All receipts MUST be turned into the "Receipts" accounting tray within 5 days of purchase.

Spark Central credit card receipts should have CREDIT written at the top to distinguish them from Credit Cards.

If a team member purchases supplies on their personal dime for a program, this should be submitted to the executive director for approval along with a Reimbursement Request form (paper clip—do not staple). Submit this on accounting tray labeled "Ready to Sign." If the amount is under $25, the executive director may reimburse the employee using cash from the petty cash fund in the safe.

No staff should reimburse themselves from the petty cash fund! Always have another staff do this for you.

5C.**CREDIT CARD POLICY**

The Spark Central Board has authorized one credit card with a limit of $1,000. The cardholder may use a Spark Central card only for official purposes directly related to the needs of the organization.

In order to use the credit card, the cardholder must follow these procedures:

- Cardholder Agreement. By being issued a Spark Central credit or debit card, the cardholder agrees that they have read and understood this Credit Card policy and will reimburse the corporation for any personal charges on the card.
- Debit Authorization Form. The cardholder's Debit Authorization Form should describe the purchase, reason, date, and cost.
- Original Receipts. The cardholder must attach each original receipt to a Debit Authorization Form that describes the purchase made on the card. The card receipt alone is not sufficient.
- Expense Form. Within 5 days of a credit card purchase, the Executive Director will sign the Debit Authorization Form with attached original receipts; the purchase will be coded to match Spark Central's budget codes and forwarded to our Accounting Service for bank statement reconciliation. In the case of pre-authorized meals, the statement must include the names of all persons at the meal and a brief description of the business purpose. The Executive Director will follow up on any inconsistencies.
- Notification of Loss/Theft. The cardholder must notify STCU and Spark Central immediately in the event that the card is lost or stolen.

The cardholder should also follow these security precautions:

- Do not give your card or your card number to volunteers or anyone else to use. At the direction of the executive director, the cardholder may allow other staff use the card for pre-approved Spark Central purchases, but care of the card should remain with the cardholder.
- Do not write your card number on a piece of paper, etc, where it can be found or used by others.

5D. **FINANCIAL CONTROLS**

Revised and approved August 17, 2017

Spark Central is a 501(c)3 nonprofit organization. We are committed to protecting and using our assets for our nonprofit mission. Good financial practices also assure our donors that we use their gifts for the purposes for which they were intended.

I. GENERAL PRACTICES

The Spark Central Board will review these policies each year to consider whether operations have changed. Such changes may include receipt of grant monies for the first time, receipt of grants with restrictions, a change in nonprofit regulations, hiring of employees or a major change in our programs. If so, the Board will identify any new risks and adopt appropriate procedures to minimize those risks. The Board shall consult with a professional as necessary to ensure that it is properly addressing the risks.

Segregation of Roles | There are several fiscal "roles" in our organization—custody, authorization, execution, and monitoring. The Board as a whole acts in an authorizing role when it approves the annual budget. As much as possible, the Board seeks to separate the responsibilities for fiscal roles so that at least two individuals fulfill these roles. It is particularly important that the same person does not authorize, execute, and monitor any transaction. At each step of handling funds, the Board and Executive Director shall ensure that more than one person verifies that the step is done correctly.

II. RECEIPT OF FUNDS

POLICY | All funds which the organization receives shall be deposited intact into the bank account, with no monies removed to make payments or for other purposes. All funds should be deposited into the bank as soon as possible. This allows for a complete accounting and independent verification of what happens to our funds. Communications from donors that establish restrictions on the use of their contributions will be saved. If we believe that a donor has restricted the use of funds in a conversation, we will follow up and get written confirmation of the donor's intent.

PROCEDURES:

1. **Receipt of Checks in Spark Central** | The Executive Director opens all mail addressed to the organization, makes a photocopy of all checks received and all deposit slips. The Executive Director will endorse all checks "For Deposit Only." The Executive Director or her designee will complete a Contribution Form for accounting.

2. **Receipt of Cash** | For all cash payment which comes into Spark Central, the person accepting the cash must provide a written receipt (using the receipt book) when taking the cash, except payment for photocopies. The receipt should state the person's name, the date, the amount of the cash and the purpose of the payment. The Executive Director or her designee will complete a Contribution Form for accounting.

    - No pages may be removed from the receipt book.
    - The receipt book shall be kept in the cash drawer and cash over $25 shall be locked in the safe until the Executive Director can retrieve it. The Executive Director or designee shall train all staff in these procedures.

3. **Deposit Slips** | The Executive Director will deposit all funds as follows:

    - Prepare a deposit slip and photocopy.
    - Photocopy the checks and staple the photocopies to the copy of the deposit ticket. Deposit documents will be forwarded each week to our Accounting Service, with a copy remaining in the in-house Budget Binder.
    - Accounting will consult the copied deposit ticket(s) and attached copies of checks when making the

Bank Reconciliation.

4. **Bank Deposit** | All deposits will be made at the bank by the Executive Director.

5. **Receipt of Checks and Cash Outside Spark Central** | If checks and/or cash come in outside the office (such as at a fundraising event), we will take special precautions to protect these receipts.

- Two people need to prepare or review the deposit slip within 48 hours of the event.
- Both should count the cash and initial the cash count on the copy of the duplicate deposit slip kept by the organization.
- If the staff accepting the contributions at the event know the names of the individuals making gifts in cash, they will provide a tax receipt via email or postal service. If the funds are received through a "pass the hat" style collection in which it is not possible to know who gave what amount, the individuals accepting the contributions will note "cash donations" on the Contribution Form for accounting.
- It is not necessary to write out a receipt for contributions made by check unless the donor requests a receipt. However, the staff accepting the contributions should include the name of the donor and the amount of the contribution on each Donor Contribution Form. They will compare the Contribution Forms to the deposit slip to be sure all checks have been included in the deposit.
- The individuals accepting the checks should be sure that the Contribution Forms they prepare includes the donor's address as well as name.
- The Executive Director shall train all staff in these procedures.

6. **Credit Card Contributions** | We use Square, Eventbrite, Kindful, or Stripe to handle credit card payments, including program registration. The Executive Director or designee will complete a Contribution Form for these contributions for accounting.

7. **Acknowledging Donations** | Our policy is to provide a tax receipt for every donation or cash gift we receive over $20. The Executive Director or designated staff shall respond to each donation per our Thank-You Protocol (established August 2016).

- If the gift was cash/check, the letter should include the amount of the gift and state that the gift was cash and no good or services were exchanged for the gift.
- If the gift was donated property or in-kind services, the letter should not value the property or service (per law) but rather list items/services donated.

8. **Posting Donor or Sponsor Names on Website** | The Executive Director or designated staff shall post the names of all donors (except those requesting anonymity) on our website without any indication of the amount given.

III. DISBURSEMENT OF FUNDS/USE OF CORPORATE PROPERTY

A. PAYMENTS BY CHECK

All disbursements from the organization's funds will be made by check via a Check Request Form signed by the Executive Director, with the exception of petty cash. This allows us to track how our funds are spent, who is spending them, and who is authorizing expenditures.

PROCEDURES:

1. **Opening Bank Accounts** | Bank accounts may be opened only upon authorization by the Board of Directors.

- All bank accounts must be opened with the organization's employer identification number (EIN).
- The Board shall approve the authorized signers on the organization's bank accounts.

2. **Check Authorization** | All invoices will be forwarded immediately to the Executive Director for review

and authorization to pay.

- The Executive Director will review all invoices for accuracy, agreement with a written invoice, conformity to budget or Board authorization, and compliance with grant fund requirements.
- The Executive Director will ensure that all conditions and specifications of a contract or order have been satisfactorily fulfilled, including inventorying items received against packing slip counts.
- The Executive Director or designee will complete a Check Request Form and code the invoice with the appropriate budget code and other information as needed for accounting.
- By signing the Check Request Form, the Executive Director indicates that he/she has reviewed the invoice or W-9 and authorizes a check.
- The Executive Director is responsible for timely follow-up on discrepancies and payment.
- The Executive Director or designee will send Check Request Forms and attached invoices to our Accounting Service for accounting and check preparation.

3. **Expenses Not Invoiced** | In some cases, expenses may not be routinely invoiced. When such expenses are due, our Accounting Service will confirm with the Executive Director to authorize payment.

4. **Payment by Checks** | Upon approval of the invoice and coding from the Executive Director, the Accounting Service is authorized to prepare all checks.

5. **Duties of Check Signers** | All checks over $500 will be signed by an authorized Spark Central Board Member as designated by the Board of Directors. Checks in the amount of $500 or less may be signed by the Executive Director.

6. **Prohibited Practices** | No invoices will be paid unless approved by the Executive Director. No blank checks will be signed in advance or checks be made out to “cash,” “bearer,” etc.

7. **Online Payments** | If online payments are made, the Executive Director will still authorize the payment and submit the invoice to our Accounting Service for bank statement reconciliation.

B. PETTY CASH FUNDS

As of July 2016, Spark Central has established a Petty Cash fund. The Executive Director will be responsible for the administration of the Petty Cash Fund. The Executive Director will record all cash deposits and purchases in a journal and save the receipts. The Petty Cash Fund would be fed by photocopy payments and small cash donations. The Petty Cash Fund will remain under $400.

C. EXPENSE REIMBURSEMENT

POLICY | In proper circumstances, Board members, employees, and volunteers are entitled to be reimbursed for expenses related to the organization that they incurred on behalf of the organization. To receive reimbursement, you must meet the following requirements:

- All expenses must have been authorized in advance by the Executive Director and authorized by the Executive Director via a Reimbursement Form.
- The expense must have been incurred for goods or services purchased for the organization.
- If the expense is for travel, the travel must be for work related to the organization and be pre-authorized by the Executive Director.

PROCEDURES | To be reimbursed for expenses:

- Documentation. One must provide reasonable documentation showing the date, amount, and what the expense was for. Credit card receipts and store receipts that do not describe the purchase are not reasonable documentation.

- Timely Submission. The individual must submit documentation with a request for payment within 30 days from the date the expense was incurred.
- Overpayment. If Spark Central overpays, the individual must return any excess reimbursement within a reasonable period of time.

D. PURCHASING

The Spark Central Board wants to ensure that all purchases on behalf of the organization are made pursuant to the Board-approved budget or Board rules.

PROCEDURES | The Executive Director is authorized to purchase amounts which conform to the Board's budget. The Executive Committee or Board President will be consulted regarding purchases not anticipated in the approved budget. The Board must authorize any purchase which does not conform to the Board's budget.

E. USE OF CORPORATE PROPERTY

Property and equipment owned by Spark Central may only be used for corporate activities or activities approved by the Board or Executive Director. They may not be used for personal purposes.

PROCEDURES | If a Board member, officer, employee, or volunteer wants to use corporate property or equipment for any purpose other than a corporate purpose, that individual must obtain permission from the Executive Director.

IV. CREATION OF CORPORATE OBLIGATIONS

Spark Central needs to ensure that any obligation undertaken in the corporate name is authorized by the Spark Central Board and is for a Spark Central purpose.

A. CREDIT AND DEBIT CARDS

POLICY | The Spark Central Board has authorized one debit card and one credit card with a limit of $1,000. The Board may determine whether there is a compelling need for the organization to obtain more than two cards. The cardholder may use a Spark Central card only for official purposes directly related to the needs of the organization. Aggregate monthly purchases via the debit card shall not exceed $4,000.

PROCEDURES | In order to use the debit card, the cardholder must follow these procedures:

- **Cardholder Agreement.** By being issued a Spark Central credit or debit card, the cardholder agrees that they have read and understood this Credit And Debit Card policy and will reimburse the corporation for any personal charges on the card.
- **Debit Authorization Form.** The cardholder's Debit Authorization Form should describe the purchase and cost.
- **Original Receipts.** The cardholder must attach each original receipt to a Debit Authorization Form that describes the purchase made on the card. The card receipt alone is not sufficient.
- **Expense Form.** Within 5 days of a credit card purchase, the Executive Director will sign the Debit Authorization Form with attached original receipts; the purchase will be coded to match Spark Central's budget codes and forwarded to our Accounting Service for bank statement reconciliation. In the case of pre-authorized meals, the statement must include the names of all persons at the meal and a brief description of the business purpose. The Executive Director will follow up on any inconsistencies.
- **Notification of Loss/Theft.** The cardholder must notify the bank and Spark Central immediately in the event that the card is lost or stolen.

V. BANK RECONCILIATION & ON-LINE MONITORING

POLICY | Our Accounting Service will monitor the organization's accounts regularly and will prepare a reconciliation of all bank or investment accounts monthly which proves that the balances presented in our financial reports agree with the records of the financial institution.

Online Banking | Our Accounting Service, the Spark Central Treasurer, and the Executive Director have online, read-only access to the bank account. The Accounting Service will review the account online regularly to check for identity theft that is diverting organization funds. Our Accounting Service will reconcile bank statements monthly and spot-check the online payments as described above.

6

SECURITY & DATA PRIVACY

How to Not Get Sued

6A. **KEYS & CODES & PASSWORDS, OH MY!**

Keys, door codes, and passwords are strictly confidential and shared only amongst Spark Central staff. **NEVER** lend anyone your key, a door code, or a MASTER password unless directed to by the executive director. **NEVER** keep a handwritten list of all your codes and passwords.

Spark Central's Google Drive and all the files contained therein is also private to staff and proprietary to Spark Central.

SHARING DOCUMENTS WITH VOLUNTEERS

Specific documents you want a volunteer to access can be shared with station@spark-central.org. Volunteers do not have access the password for this account, but can access it from the help desk computer where it should always be logged in. Do not log in to station@spark-central.org on any computer used regularly by patrons.

PASSWORD LEVELS

On our Google Drive Shared Folder, there is a Google Sheet called "Password Considerations" which outlines usernames and the type of password used to log into the various accounts Spark Central uses. All such accounts should be documented on this sheet and use the MASTER password *UNLESS* it is an account that will be accessed by a trusted volunteer. In such a case, the SUPER VOLUNTEER password is used. The current MASTER password and SUPER VOLUNTEER password should never be listed on this Google Drive sheet.

MASTER | For staff—strictly confidential. **NEVER** share this.

SUPER VOLUNTEER | Allows trusted volunteers to access the admin panel on our computers or other key online accounts. Do not give this to all volunteers—the team must approve volunteers.

VOLUNTEERS WITH DOOR ACCESS

At the executive director's discretion, a small number of trusted volunteers can be given a special door code and key to enter the building for regular volunteer duties such as cleaning.

6B. **KEEPING THE SAFE SAFE**

We do have a safe at Spark Central. Only staff have the code, so please shield the safe from public view whenever possible, especially when entering the code. We use this safe for our petty cash as well as for keys to the donations box, Ergotron computer case, and mailbox.

6C. **PRIVACY POLICY**

Spark Central takes privacy seriously and does not share the personal information of its patrons with outside parties or individuals.

A patron can be defined as a member, donor, drop-in program attendee, parent, or any person who shares their own email, phone number, or other personal contact information with Spark Central via email, Eventbrite, Spark Central's website, a Spark Central form, or drop-in program sign-in sheet.

It is the responsibility of all Spark Central staff and volunteers to protect the privacy of patron information both in hard copy and online form. No staff or volunteer may share patron information outside of Spark Central or with any third-party email or mail service.

PATRON INFORMATION USE

Contact information collected from patrons (including drop-in program attendees) may be used by Spark Central to:

1) Send communications about the program the patron attended or registered for;

2) Send communications about other Spark Central programs, opportunities, giving campaigns, or events; and

3) Maintain Spark Central records.

Spark Central staff and volunteers may not use patron contact information for personal use or for private business solicitation.

EMAIL PRACTICE

Volunteers may not use patron information collected by Spark Central to contact patrons using without express permission of Spark Central staff, and only then for the Spark Central uses outlined above.

In such a case, the volunteer should protect the patrons confidentiality by putting their own email address, or an official Spark Central email address, in the "TO" field of the email and use the "BCC" field for all patron email addresses so that other people receiving the email do not see the emails of other patrons.

IF A PRIVACY BREACH SHOULD OCCUR

If a staff or volunteer realizes that a breach of patron privacy has occurred or been compromised, they should alert the executive director immediately.

6D. **PIRATES WHO WANT TO STEAL OUR MAGIC**

Spark Central's program curriculum and design files are proprietary, and staff are strictly prohibited from sharing these with any outside parties.

It is not uncommon for other educational organizations to request that we share our program plans, lessons, or curriculum materials with them so they can replicate our flagship programs. Such pirates are to be thwarted, even if they are nice people.

If you are unsure of whether sharing a resource or information on how we execute our programs is appropriate, consult with the executive director.

7

PROGRAMS & IMPACT

Quality Over Quantity

7A. DESIRED PROGRAM OUTCOMES

Our desired outcomes for all participants in our programs (but especially youth) are to report improvement in the following categories, which we measure via our Program Feedback forms:

CREATIVE CONFIDENCE

- Confidence in one's ability to learn new skills
- A willingness to take risks
- A positive self-concept

PROBLEM SOLVING & ADAPTABILITY

- Persistence in solving problems
- Viewing failure as an opportunity for learning and growth
- Collaborative problem-solving skills
- Creative problem-solving skills

PERSONAL EMPOWERMENT

- A strong sense of personal power
- Envisioning potential for personal growth
- Envisioning possibilities of the future
- A positive view of personal future

7B. ESSENTIAL ELEMENTS FOR STRUCTURED PROGRAMS

Unlike a library, we do not contract with outside program providers, but rather, work with our volunteers to offer our OWN programming that ignites creativity. What sets Spark Central programs apart is our Essential Elements, listed below, as well as a sense of fun and play.

To ensure a positive and meaningful student experience, each structured program:

- **Begins with an introduction to Spark Central and an age-appropriate icebreaker.** Informal programming like drop-ins can do this informally as people arrive.
- **Provides modifications** to ensure everyone is able to participate and is challenged.
- **Is 20-30% direct instruction, 70-80% hands-on practice, lab activities, or workshop.**
- **Ends with a product** students walk away with — whether it be a short story, paper circuit, digital work or memorized poem — or with a public, collaborative project to which each student contributed, like a performance, publication or public display.
- **Ends with a Spark-provided evaluation** of the learning experience.
- **For Youth playshops/camps, includes a Spark-provided snack** at the program's mid-point (if program is 2 hours or longer).

7C. PROGRAM STAFF VS. VOLUNTEERS

The Spark Central program staff are responsible for the quality, essential elements, and outcomes of our programming. They coordinate and facilitate all programming, but this does not necessarily mean they need to be the person delivering all the instruction or leading all the activities. Program staff can recruit instructors or activity leaders from our many passionate volunteers, community members, and local experts to lead instructional portions of workshops, playshops, and community events.

For instance, if a volunteer is passionate about code-breaking, the volunteer can work with a program staff to design a code-breaking workshop for kids in which the program staff ensures that instructional quality, essential elements, and desired program outcomes are present, but in which the volunteer is the lead instructor/activity-leader of code-breaking activities. The program staff may lead the icebreaker, some of the playshop elements, lead snack time, manage evaluations, and the volunteer may lead all other instructional activities. The program and volunteer staff could also split these roles in any way the program staff deems appropriate or desirable.

A program staff should always be present during a Spark Central program to ensure quality and consistency in outcomes.

Anyone who will be providing instruction at a Spark Central program is considered a volunteer and should complete a Volunteer Form and background check if they are not a volunteer already. Instructors are encouraged to attend a Volunteer Orientation, and if they wish to volunteer regularly this is a requirement. No Volunteer Form is needed for musicians or photographers, or other non-direct services.

For hard-to-find skills or special services, offering honorariums of $50 to $200 is at the Program Manager's discretion (must stay within program budget). We have a talented pool of volunteers, and often people are eager to be part of our mission in the spirit of giving. If an instructor is to be paid, they must complete the Instructor Honorarium Agreement and a W-9 Tax Form.

PROGRAM INSTRUCTOR CHECKLIST

(all forms on Google Drive Shared folder):

- Volunteer Form for background check
- Instructor Guide
- Instructor Expectations (signed)

**If being paid, Instructor Honorarium Agreement with W-9 Form*

WHO TO TRUST

Program staff should ALWAYS meet and orient instructors (volunteer or otherwise) prior to asking them to help lead a program or activity to ensure they understand Spark Central's desired program outcomes and essential elements.

Often you will be approached by community members seeking to do a program they designed—one they do all over town—at Spark Central. Many want to be paid. Explain to such people that unlike a library, we do not contract with outside program providers, but rather, work with our volunteers to offer our OWN programming that advances our mission.

Encourage such parties to begin volunteering at Spark Central first so they can better learn if their program is a fit for our program goals and hands-on learning focus, and so they can learn our expectations for all volunteers/instructors. Explain that if they lead a program here, they will have to go through the volunteer process anyway, and once they do, you will be happy to meet with them about potentially leading a program. This gives us a chance to meet them and test their reliability and follow-through, as we have been burned by such people offering to teach and then not showing up the day of a program, people who ignore our desired program outcomes or essential elements, or who teach in a way inconsistent with our mission and values.

7D. **INSTRUCTOR EXPECTATIONS & ETHICS**

Below is a copy of the Instructor Expectations that should be given to and signed by every instructor who will lead the majority of a workshop or playshop offered by Spark Central.

Thank you for contributing your time and talents as a Spark Central instructor or drop-in program leader! We ask that you read and agree to our Instructor Expectations to ensure our patrons have a positive, quality experience at Spark Central.

ETHICAL AGREEMENTS

As a guest instructor, you are representing Spark Central's values and our policy of being a safe space for all ages to grow creatively and build meaningful community connections. We ask that you:

- Do not use our workshops to solicit clients for your business or partners for dating. Such behavior, if observed, may be grounds for terminating our relationship with you as an instructor/volunteer.
- Choose language, jokes, and workshop content appropriate to ALL ears. We welcome all types of people and belief systems and it is not unusual for teens to attend our adult workshops. If you would like to use literature or media with potentially offensive content, please run it by a staff.
- Make sure your language is inclusive and welcoming of all races, genders, sexualities, and spiritualities so that all patrons feel welcome. Please do not single out individuals to speak for all people of their race, gender, country of origin, etc.
- Treat potentially triggering subjects like rape, violence, prejudice, and abuse with compassion and sensitivity as these subjects can be potentially re-traumatizing for survivors.
- If an adult shares a traumatic experience like the above, verbally recognize their courage and thank them for trusting the group. It may be appropriate to ask them after the program if they need any help or have the resources they need. Staff members can assist with such resource referrals.
- If you have reason to believe a child or teen was or is being abused in any way, is having suicidal thoughts, or has expressed a desire to hurt others, notify a staff member immediately.

PATRON PRIVACY

- Do not ask participants for their private contact information. Adults will offer it to you if they desire.
- Instructors or volunteers may not use patron contact information collected by Spark Central to contact patrons without the express permission of our staff, and only then for official Spark Central purposes *(see our full Privacy Policy for more information).*

INSTRUCTOR SIGNATURE

By signing, I have read, understand, and agree to follow the Spark Central Instructor Expectations above. *(signature block on form)*

7E. PROGRAM CALENDAR CONSIDERATIONS

BALANCE OF AGE GROUPS SERVED:

Pre-K and their parents

- Masterpieces Made by Two (quarterly)
- Imaginarium (monthly)

Grades K-2

- LEGO WeDo 2.0 Summer Camp (annual)
- Invention Connection (quarterly during school year)
- Fort Party (quarterly)

Grades 3-6

- Code Kids (bi-monthly)
- Girls Code @ Spark (bi-monthly)
- Origin Stories (annual)
- Girls Rock Lab (annual)
- LEGO Mindstorms Summer Camp (annual)
- Invention Connection (quarterly except summer)
- Girls Rock Lab Jam Session (quarterly during school year)

Grades 7-8

Grades 9-12

Adults (16+)

Families (all ages or 12+, depending on the program)

BALANCE OF GENDERS SERVED

We offer girls' only programs due to lack of opportunities for girls in some fields, but it's ideal to have just one of those per month.

BALANCE OF DISCIPLINES REPRESENTED

Programs do not need to fall cleanly into any one category. In fact, they shouldn't! Innovation happens at the intersection of creative disciplines — or "creative crossings," as we call them. We just want to make sure we are offering a strong variety:

- Writing & Reading
- Visual Arts & Media
- STEM

PARTNER ORGANIZATIONS' PLANNING HABITS

We like to plan far in advance, but not every organization does. Leave a little room on the calendar each month for spontaneity and cool partnership opportunities! These can be program we simply provide space for and do not need to meet our Essential Elements or program outcomes (examples: Artist Trust, Laboratory Spokane, EWU Visiting Writers Series).

7F. REGISTRATION MANAGEMENT

USING EVENTBRITE

1. **Copy a similar event** — either one that's live or a past event. Youth Playshops, Camps, Adult Workshops, and Pre-K + Parent Playshops (e.g. Masterpieces Made by Two) all have different event set-ups. It's safest to copy the most recent version of each event.

2. Update:

a. Title

b. Image — graphics for existing events are in Google Drive under "Shared > Design > Graphics > *Current Graphics."

c. Text — using the "copy and paste" function into the visible text box will, due to problems with Eventbrite's system, revert the design of the event to an older, uglier version. So, click on "HTML", copy the text into that box where you want it, then return to the original box to format.

d. Ticket Quantity — change the "Quantity Available" field for each ticket type and the "Total Capacity" field to match the maximum number of tickets available or this event.

e. Ticket Sales End — Click on the cog next to each ticket type and look for "Ticket Sales End." Change that date and time to match the starting time of the workshop.

f. Event Type & Topic — update to match the type and topic of the event as closely as possible.

g. Save

h. Double-check — click on "View" to see what the public event looks like.

NOTE: You'll be prompted to publish the event on Facebook, but the way the integration works means Facebook registrants don't answer any questions other than contact and payment info as they sign up. Since our commitment to attend and other policies are required to register, it's best to add the events to Facebook manually and include an external link to the Eventbrite registration page.

7G. RUNNING PROGRAMS

SETTING UP THE PROGRAM

1. If needed, create an Eventbrite event 8 weeks prior. Playshops and workshops require registration and work well with 15-20 people. There are often a few no-shows, so over-fill by 5 to be safe. Make sure you double-check the types of registration and the overall registration allowed.

2. If there is a volunteer instructor, send them a copy of the Program Instructor Guide. We generally ask that all of our instructors volunteer their time. If we are paying an instructor (should be rare), send them a blank copy of the W-9 form and ask them to complete the form and return it to you.

3. Recruit volunteers. Include the event in the monthly volunteer email sent out the first week of the month. If you don't get enough volunteers that way, contact your all-star volunteers directly by phone or email. It sometimes takes two asks to get enough volunteers, so start asking two months prior.

4. Market the program. List the event on:

- Spark-central.org
- Spark Central program guide
- The monthly Mailchimp program email
- Inlander.com
- Spokanepublicradio.org
- Anywhere else you'd like

If it seems like interest is lagging, you can run a targeted Facebook ad with a small budget ($15-30) to help spread the word.

5. Gather Supplies. Check on supply levels for things you will need in the class. Set aside anything you'll need for the class that might be used up if left out in the station, and buy any additional supplies. To use funds (and our small space) most efficiently, try to buy things that will be used often.

6. Fill any cancellations with people on the waiting list. If there is a waiting list for the event in Eventbrite, you can use their system to release tickets to people — although the process is clunky and it's worth contacting parents directly as well.

PREPARING FOR THE PROGRAM

Program staff are expected to arrive at least 30 minutes prior to the start of a program to set up and brief volunteers, who should also be instructed to arrive also arrive 20-30 minutes prior. This is important, as inevitably some program participants will arrive 15-20 minutes early or the station may need rearranging/straightening if it was busy the night before. Tech setup requires more time.

1. Print the sign-in form (can be done the day before):

- Download the Attendee Summary in Eventbrite by going to Manage > Analyze > Event Reports. Select "Custom Question Responses" under the Common Reports section of the Event Reports page.
- Open the downloaded spreadsheet as CSV and open.
- In Google Docs, open "Program Sign-in Template." Select the Playshop tab.
- Copy the "First Name," "Last Name" and "Child's First Name" columns into the template, then "Paste Values Only" to preserve the template's formatting.

2. Set up a sign-in area. Set out name tags, the sign-in form, markers and pens near the door.

3. Prepare the room as needed and set up any technology or supplies you need with the help of volunteers. Test all tech.

4. Brief volunteers on the plan and assign roles, even if it's greeting people at the door. Volunteers like to have specific jobs, even if it's being the photographer. Introduce volunteers to each other to build relationships.

RUNNING THE PROGRAM

1. Create a welcoming environment by greeting people at the door and let them know what to do next. Encourage volunteers to do the same. Having an entry task for youth (such as looking at books on the playshop topic or coloring an image that relates to the playshop) is encouraged.

2. Each program should contain our Essential Elements. If someone other than you is leading the program, they'll read these in the Program Instructor Guide. Check in with them about the plan in advance to avoid unwelcome surprises:

- Begin with an introduction to Spark and an age-appropriate icebreaker. (Informal programming like drop-ins can do this informally as people arrive.)
- Offer modifications to ensure everyone is both able to participate and challenged.
- Be 20-30% direct instruction, 70-80% hands-on practice, lab activities or workshop.
- End with a product students walk away with — whether it be a short story, paper circuit, digital work or memorized poem — or with a public, collaborative project to which each student contributed, like a performance, publication or public display.
- End with a Spark-provided evaluation of the learning experience.
- Youth playshoes and camps also include a snack at the program's mid-point (for programs over 2 hours).

3. Pass out and collect feedback forms to participants, explaining that we would love to know how their experience was today. Feedback forms are located in the office. These should be collected and recorded in our Program Data sheet with the data entry help of a volunteer.

AFTER A PROGRAM (ONE DAY TO TWO WEEKS AFTER)

1. Enter program data into the Program Data Google Sheet (Shared > Data > Program Data). This includes attendance by age, volunteer participants, and feedback data. The feedback data can be tallied and entered by a skilled volunteer who does this weekly or at most, monthly.

2. Upload photos to the iPhoto account shared by staff. Also send a few to the staff member who manages social media so they can show the community the great work we're doing. Make sure you have signed Student Permission Forms if the photos have a kids' face (all parents sign our playshop media waiver).

8

VOLUNTEERS

The People Behind Our Powers (and Hippos)

8A. **GRATITUDE GRATITUDE GRATITUDE**

Volunteers are giving us a very valuable resource: their time. Thank them profusely for this before, during, and after their service. Our aim is to make every volunteer feel valued and necessary, and that the time they give to Spark Central is meaningful.

Friendly relationship-building with volunteers is encouraged, such as sending an email to volunteers after a program with a pictures to thank them for what they made happen, or grabbing a coffee with volunteers with whom you share a common interest. We offer quarterly volunteer appreciation or social events to build this community amongst volunteers and staff, and to help our volunteers feel how valued they are.

Keep track of volunteer hours and names so we can reward these volunteers using our ribbon system, with different colors indicating time given to Spark Central.

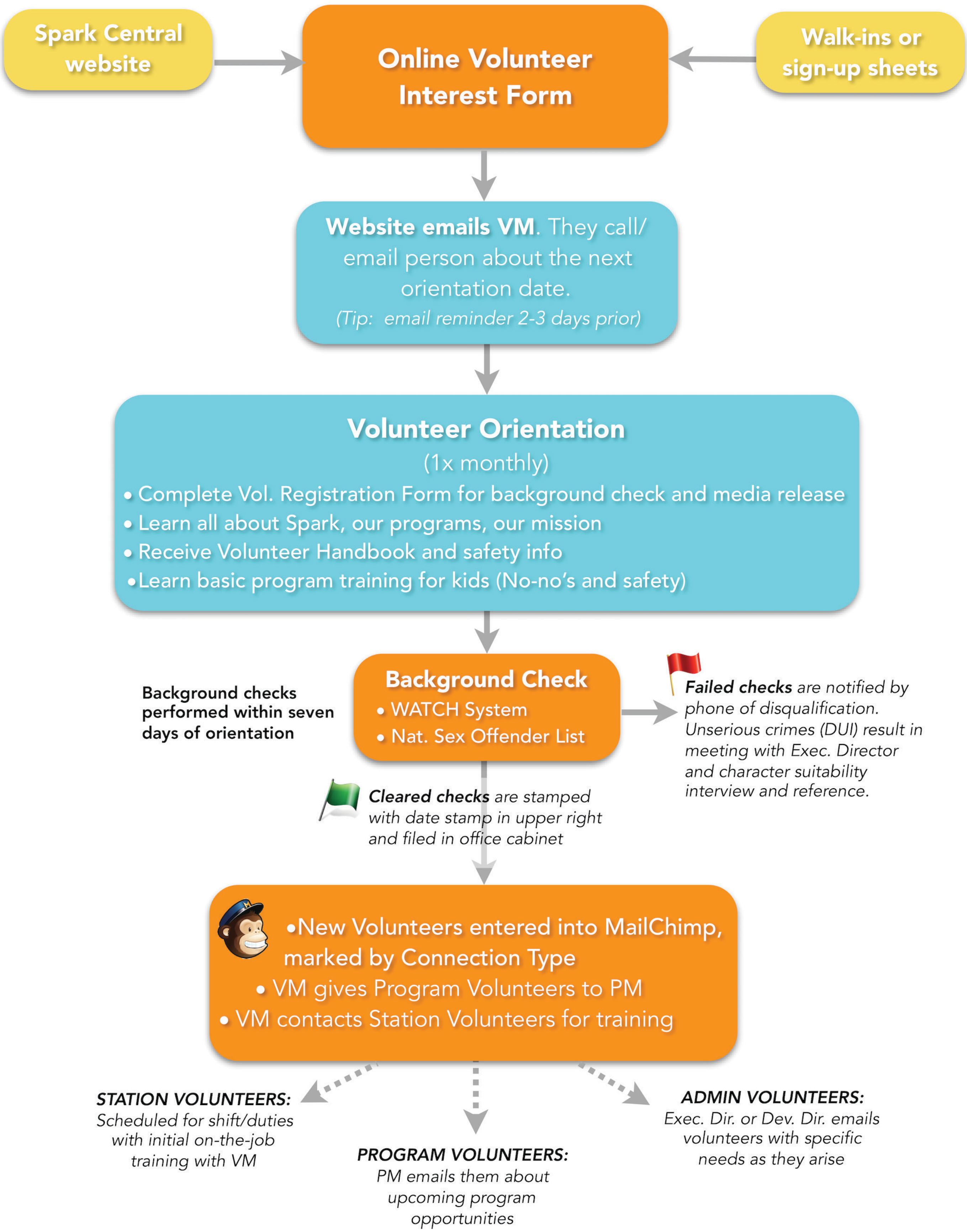
8B. **VOLUNTEER ORIENTATION & TRAINING**

All our volunteers should go through one of our monthly volunteer orientations to learn about Spark Central's mission and the expectations for our volunteers. **See the flow chart on the following page for a description of this process.**

Instructors for workshops are encouraged to attend a volunteer orientation, and if they wish to instruct more than once, this is a requirement.

No background check is needed for musicians or photographers, or other non-instructional services.

VOLUNTEER FLOW CHART



8C. VOLUNTEER BACKGROUND CHECKS

Criminal Background Checks (both WATCH check and NSO searches) will be used to determine if any potential volunteer has a criminal history that could jeopardize the safety and welfare of any child or person participating in any Spark Central program or visiting Spark Central, and that could put private patron or financial records at risk of exposure.

Background checks must be conducted before the volunteer is permitted to volunteer and must be done annually on all volunteers regardless of their position or the number of years they have been involved. Should new charges appear, the volunteer will be treated as a pending volunteer (no duties) and undergo the disqualification or interview process below based on the charge.

DISQUALIFICATION

A person will be disqualified and prohibited from serving as a volunteer for Spark Central if he/she has been found guilty of the following crimes. Guilty means the individual was found guilty following a trial, entered a plea of guilty or nolo contendere, entered a no contest plea accompanied by court's finding of guilty, regardless of whether there was an adjudication of guilt (conviction) or a withholding of guilt or the record has been expunged. This policy does not apply if criminal charges resulted in acquittal or dismissal.

- All sexual offenses, regardless of the amount of time since the offense. Examples include, but are not limited to child molestation, rape, sexual assault, sexual battery, sodomy, prostitution, solicitation, indecent exposure.
- All felonies that constitute offenses against the person, regardless of the amount of time since the offense. Examples include, but are not limited to murder, manslaughter, aggravated assault, kidnapping, robbery, aggravated burglary.
- Any crimes involving children, regardless of the amount of time since the offense.

INTERVIEW

All offenses other than those against the person or sexual within the past 10 years require a mandatory appearance before the Spark Central Executive Director and the Background Check Subcommittee as defined below. Examples include, but are not limited to:

- Drug offenses, theft, embezzlement, fraud.
- All misdemeanors that constitute offenses against the person within the past 7 years. Examples include, but are not limited to simple assault, battery, domestic violence, hit & run.
- All misdemeanor drug and alcohol offenses within the past 5 years or multiple of such offenses in the past 10 years. Examples include, but are not limited to driving under the influence, simple drug possession, drunk and disorderly, public intoxication, possession of drug paraphernalia.

9

STATION & PATRONS

Buckle Your Seatbelt

9A. COMMUNITY AGREEMENTS

We teach all patrons, volunteers, and visitors our community agreements, which are posted on the wall to the right upon entering Spark Central. Remind people of these when needed:

- **Contribute to a safe and welcoming space for all.**
- **Create, play, and make a mess — then clean it up.**
- **Consider others with your volume, words, and actions.**
- **Experiment! Mistakes lead to ingenuity.**

SAFE SPACE = NO VIOLENT VIDEOGAMES

As a safe space for families and youth, Spark Central does not allow any video games on our computers that glorify violent crimes or auto theft. This includes games that feature automatic weapons or profuse blood. The Volunteer & Program Manager of the station (Stationmaster) is in charge of determining which games meet our "safe and welcoming" criteria with input from the Creative Team.

9B. HOLIDAY CLOSURES

Spark Central observes the following eleven holidays as station closures. It is the Stationmaster's job to post these closures prominently the week prior and make them visible on our Google Business Page and on social media.

New Years Day*	January 1st
Independence Day*	July 4th
Veterans Day*	November 11
Thanksgiving Day	Fourth Thursday in November
Day after Thanksgiving Day	Fourth Friday in November
Christmas Day*	December 25th
Day After Christmas*	December 26th

*When the holiday falls on a Sunday, it is usually observed on the following Monday (example: Veteran's Day). Spark Central is closed on Mondays, but should our hours change to include Mondays, these closures will be applicable:

MLK Jr. Day	Third Monday in January
George Washington's B-day	Third Monday in February
Memorial Day	Last Monday in May
Labor Day	First Monday in September

9C. OPENING & CLOSING THE STATION

The staff on duty is responsible for making sure the station is properly opened and closed, but volunteers should be trained on how to do the majority of these tasks on their own except where a staff key is required.

OPEN PROCEDURES

Arrive at least 5 minutes prior to open time.

- Unlock front door.
- Unlock door to bathroom, top and bottom (if not done already).
- Unlock office and turn on lights (Front Windows, Center Rear, Maker Lab, AND Stage).
- Turn on TV above copier (press button on back in lower right).
- Unlock Ergotron computer storage box (STAFF).
- Log into computer.
- Turn on Amazon music. Use Apple TV to sync with Onkyo sound system. (in cupboard)
- Open Librarika in Chrome & log in. (refresh page if you get an error)
- Turn sign on door to "OPEN."
- Put sandwich board outside
- SUMMER: Put BOTH sidewalk games outside with sandwich board.
- Start tallying visitors on Station Tracking clipboard—update whenever someone new walks in.

CLOSE PROCEDURES

10 minutes prior to closing:

- Let patrons know we are closing soon. All patrons must log off by 6:55 PM.
- Turn off Mr. Coffee, dump coffee, and throw away old filter/grounds.
- Turn sign on door to "CLOSED."
- Bring sandwich boards and sidewalk games (summer) inside.
- Turn off Amazon music & Onkyo sound system (in cupboard)
- Turn off TV above copier (hold down button on back in lower right)
- Sterilize keyboards, mice, headphones. Hang headphones on monitors.

At Closing (after patrons are gone):

- **Lock BOTH DOORS** on the street (Summit Parkway). ALWAYS check both!
- Bring in the stage ramp and **GENTLY** set against the computer wall.
- **Lock the top AND bottom locks on the door to the bathroom foyer.** This makes 4 locks total with the two street doors.
- Log off help desk computer, then all wall computers. Only shut down computers on Saturday.
- Count all laptops & iPads to ensure none are missing. Lock Ergotron computer storage box (STAFF).
- Take out garbage and recycling & replace with new liners. You can take the trash out with you when you leave & deposit in the 3rd storage unit west.
- Turn off lights (Front Windows, Center Rear, Maker Lab, AND Stage) and **lock the office door.**
- As you leave the building, double-check that doors are locked behind you! **If you're not sure, check again!**

9D. EMERGENCY PROTOCOL & BLOOD SPILLS

FIRE OR HAZARDOUS INCIDENT: CALL 911!

1. In the event of any Fire or Hazardous incident, always call 911.
2. Know the address of Spark Central (1214 W Summit Parkway) and the phone number you are calling from (if Spark Central, 509-279-0299).
3. Know where all exits are located (see Emergency Evacuation Map).
4. Calmly escort all Spark Visitors/Staff to nearest safe exit.
5. One person should meet the first arriving Fire Dept. and give them an update. This may include where/what is burning, or if the sprinkler system has activated.
6. Let Fire Department know if all visitors/staff are accounted for.

HOW & WHEN TO USE A FIRE EXTINGUISHER:

- Only if the fire is small (trash container or other small item)
- Extinguisher is located on the back wall near bulletin board.
- Remove it from Holder, pull Pin and hold unit Upright.
- Stand back eight (8) feet. Aim at base of fire.
- Squeeze lever & sweep side to side.
- **Call 911** if fire continues to grow, safely exit through nearest exit.

EVACUATION (GAS LEAK, ETC.): CALL 911!

1. Emergency Evacuation Map is located near bulletin board. Be familiar with exits and emergency meeting point (far north side of parking lot, away from this building).
2. Escort all Spark Central visitors/staff out of nearest safe exit.
3. Close all doors as you leave (do not lock) and meet at the far north side of parking lot, away from this building.
4. **Do not go back into building.**
5. If possible, one person should meet the Fire Dept. to give a situation update.

PERSON BEARING A WEAPON: CALL 911!

1. Emergency Evacuation Map is located near bulletin board. Be familiar with exits and emergency meeting point (far north side of parking lot, away from this building).
2. Escort all Spark Central patrons/staff out of nearest safe exit to a safe place as far from the building as possible.
3. Once in a safe place, a staff should note any missing persons and communicate this information to police/911.
4. **Do not go back into building.**
5. Allow law enforcement to secure the building.

MEDICAL EMERGENCIES: CALL 911!

1. If you are trained and comfortable in handling the situation, you may elect not to call 911.
2. Use rubber gloves (in first aid kit) if blood is involved.
3. The first aid kit is located to the right of the storage room door. Another kit (the portable red kit) is located on the second shelf up behind the help desk.
4. Familiarize yourself with contents of the kit before an emergency.
5. Try to make the patient as comfortable as possible prior to the arrival of paramedics.

FIRST AID & BLOOD SPILLS

TREATING BLEEDING PERSONS

1. Avoid contact with the blood while comforting the person, moving them to the kitchen area if the wound does not require 9-1-1 paramedics.
2. Put on single-use gloves (in first aid kit).
3. Flush the wound using warm water.
4. Wash the wound using warm water and soap.
5. Pat dry the wound and apply a sterile dressing ensuring the wound is covered completely. If bleeding continues, apply additional pressure using either a hand or firm bandage.
6. Remove any linen stained with blood or body fluids and substances. Place them in leak-proof plastic bags until they can be cleaned by a commercial laundry or linen cleaning service, or dispose of.
7. Remove gloves and place them in an appropriate garbage container.
8. Wash hands in warm soapy water and rinse before pat-drying thoroughly.

MANAGING BLOOD SPILLS

Blood spills should be treated as if the blood is potentially infectious. The steps below describe how to manage blood spills. Note that all cuts and abrasions should be covered with a sterile dressing.

1. Put on single-use gloves (in first aid kit) and avoid direct contact with blood or other
2. body fluids.
3. Use paper towels to mop up the spill. Dispose of the paper towels in a new garbage
4. bag separate from the public garbage cans in our station.
5. Wash the area with warm water and soap (or carpet cleaner if needed), then rinse and dry the area. Take care not to splash.
6. Remove gloves and place them in the trash bag. Put this trash in the large garbage bin outside Spark Central, where we take the trash at the end of the day.
7. Wash hands in warm soapy water and rinse thoroughly before drying.
8. If reusable items were used such as scissors or single-use tweezers, then an assessment must take place to consider how the item was used and determine the appropriate decontamination method. For example, if metal re-usable items are contaminated with blood, they should be washed and sterilized with alcohol. If reusable cloth bandages are contaminated, they should be disposed. Single use items should be disposed of appropriately and replaced.

9E. UNATTENDED CHILD POLICY

Spark Central holds parents / guardians, or care providers responsible for the safety and security of their children while visiting. Neither Spark Central nor the programming offered by Spark Central for children is intended to take the place of care and supervision by a parent or caregiver.

Spark Central allows children over the age of 8 to be in the center without parent supervision. We ask that children 8 years or younger be accompanied by a parent or caregiver over the age of 14.

An exception to parent supervision is during Spark Central playshops, when parents can leave for the duration of the staff-supervised playshop after signing a Spark Central Student Permission Form, which includes parent contact information and a medical release that is valid for the duration of the program.

If an unaccompanied child is in need of assistance that the Spark Central staff and volunteers do not or cannot provide, is disruptive to other patrons, or is at-risk, a staff member will first contact the child's parents. If the staff member cannot reach the child's parents they will then contact the necessary authorities. If the child is in need of immediate emergency assistance the staff member will call 911.

9F. DEALING WITH KID BEHAVIOR

KEY POINTS

- The fact that kids act out at Spark means they feel safe to do so (a good thing), but we need to also need to show firm boundaries so they get consistent messages from all volunteers and staff.
- Kids WILL push boundaries, always. Don't take it personally. Your job is to be the padded wall they throw themselves against. Be firm, but kind.
- Relationships make respect possible. Build the friendly relationship with kids so you have their trust when you enforce discipline. Not comfortable enforcing? Grab a staff.
- Explain the issue using OTFD (Observe, Think, Feel, Desire) and ask their advice on how to solve.
- Ask for their advice on every day stuff, as well as "how they can make it right" when they cause harm or cause unsafe feelings. This build relationships and respect.
- There is a difference between behavior adjustment (running but stopping when they are reminded) and defiant behavior (ignoring your requests repeatedly or flagrantly disobeying to get a reaction). Defiance should always be dealt with a staff present or by a staff. Deal with it as far as you are comfortable.

ALWAYS...

- Maintain a caring attitude. Greet kids when they come in and be happy to see them.
- Maintain firm positions on boundaries. If we are inconsistent with boundaries, we confuse kids.
- Thank kids and praise them for good actions: "You guys are really helpful today. Thank you."
- Distract by faking enthusiasm: "I'm dying to play Jenga (pull out game). Walter, will you play with me? I bet I can beat you!"
- Say things like, "You know we care about you, so I need to ask you to stop."
- Offer choices. If they insist on doing X, say, "I'm sorry, that's not a choice. Would you like to …. or …?" or "I'm sorry you don't like either of those choices. Maybe you're not ready to be here today."

NEVER...

- Act angry or raise your voice. This will only trigger their emotional response and escalate behavior.
- Touch a child when they're in trouble or grab their arm.
- Mirror their bad attitude or hostility. This will only show they have power to get a rise out of you.
- Take their actions personally. 95% of their actions—even defiance—have nothing to do with you but are cries for attention or acting out deeply rooted anger.
- Retaliate or unnecessarily bring up past days/behavior as this instills shame and negativity. Treat every day like a fresh slate. Even if they were awful last week, greet them happily this week.

LET'S NOT DO THAT...

- Running games (unsafe)
- Throwing things at people (unsafe)
- Swearing (feels unsafe)
- Threats (feels unsafe)
- Going behind help desk (boundary)
- Using staff computers (boundary)

ACTION STEPS (1, 2, 3)

Volunteers should grab a staff if they are uncomfortable. ***DO NOT TOUCH KIDS during steps 2 or 3, even in a friendly way! They may interpret it as aggression.***

1. **Initially, take a playful attitude toward boundaries.**
   "Whoa! You're better than that kind of language! How about we get creative, like 'What the flaming hippopotamus!' What is the wildest image you can think of, Sam?" OR "Wow! You have tons of energy today, but I need to ask you stop running please."
2. **Warn twice. The second warning should be a conversation.**

   - **The first warning is kind but firm**: "Jenny, we cannot run inside because it makes this space unsafe for you and others. Can you help us be safe and walk, please?"

   - **The second warning should provide a choice and consequence** (pulling kid aside and squatting to be on their level if possible) "Jenny, can I have your eyes, please. it's important that this be a safe space for everyone, and I observe you are having trouble being safe today andcan't stop running. You didn't stop when I asked, so that makes me think that you're not ready to be here, and it makes me feel that you don't respect me. If you can't stop running, I'll have to ask to you go home ask to you go home for the day, and I don't want to do that. Do you think you can make a better choice?"

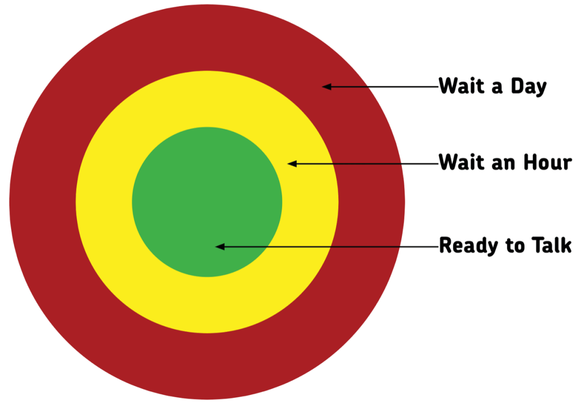
   Volunteers should let a staff know before they enact Step 3 so we can witness and back the volunteer up should behavior escalate. Staff should also do a report afterwards.
3. **Kindly but firmly enforce the consequence (away from crowd if you can).**

   "Jenny, I can see that you're not ready to be here today. We can try again tomorrow when you're ready to be safe. Do you want to walk home or for me to call your parent?"

   If they beg for another chance, ask how they can make it right. "Jenny, you've shown you're not ready to be here today. Can you think of a way to make it right with me and the rest of the people here?"

WHEN FEELINGS ARE HURT

1. Use the **Trigger Target** to assess if kids feel ready to talk about it. —>
2. Use the **OTFD** process (see below) to help people explain how they feel and why they are upset.
3. Try to come to a solution that "**makes it right**" for the hurt party. Leaving unresolved feelings can contribute to the same situation happening again.



OTFD (OPEN THE FRONT DOOR)

This can be a great strategy for helping kids to express their feelings to one another.

Observe: Concrete, factual observations, not evaluative, "I noticed…"

Think: Thoughts based on observation, "I think..."

Feel: Emotions, "I feel..."

Desire: Specific request or inquiry about desired outcome, "I would like..."

For example:

Observe: "I observed some raised eyebrows and shaking of heads just now."

Think: "I think some people are reacting strongly to the comments just shared."

Feel: "I feel uncomfortable moving forward with our discussion until we talk about this some more."

Desire: "Staying true to the discussion norms and guidelines we've set out for ourselves, I hope some of you can share what you are thinking and feeling right now so we can have a productive conversation about this."

9G. **YOUTH IN TRAUMA POLICY & LOG**

The goal of this support system is to (1) identify and support youth in trauma before their risk escalates either inside or outside of Spark Central, and (2) refer youth and their families to appropriate resources/services that Spark Central itself does not offer, and (3) collaborate with local schools to ensure youth in trauma are supported within the school system.

This support system should not be used as a way to "get kids in trouble," but rather to collaborate with families and school counselors to better meet the social-emotional, mental, or physical needs. The unique behavioral and emotional needs of each youth should inform how the Spark Central staff responds, consulting the executive director in "yellow heart" situations.

The staff will maintain an online and printed list of resources to share with families and youth who require support. This list will include resources for counseling/mental health, sliding scale medical clinics, food banks, etc.

IDENTIFYING YOUTH IN TRAUMA

Youth in trauma will be identified by staff. This identification is the culmination of observed behavior that suggests a youth is experiencing:

- mental health issues
- violence towards self or others
- bullying (verbal or physical)
- emotional turmoil or outbursts
- food insecurity or physical neglect
- other behavior that suggests the youth may be in emotional or physical distress

IDENTIFICATION SYSTEM & DOCUMENTATION

Youth in trauma will be identified by first name only on a private chart in the office (not viewable from the station) and marked with a blue or yellow heart for the reference of the next staff on duty.

BLUE: Youth has exhibited signs of trauma (see above list) in the past month and should be monitored for signs of escalation and checked-in with daily.

Action: The Spark Central staff on duty will share a list of existing resources with the youth and/or their family, and notify school personnel of observations if appropriate/necessary. Document in log.

Who: Any Spark Central staff may provide a youth or their family with a list of community resources or contact the youth's school counselor to share observations of concern. The Executive Director should be CCed on emails to school counselors.

YELLOW: Youth has exhibited severe signs of trauma (see above list) in the last 48 hours that requires an intervention with the youth's family and/or school. This may include, but is not limited to, behavior that suggests danger to the youth or to others is potentially imminent.

Action: The Spark Central staff on duty will contact the youth's school counselor and/or family with the observed signs of trauma, and if appropriate, an appropriate authority such as Child Protective Services. All evidence of child abuse should be reported to Child Protective Services.

Who: The Spark Central staff on duty should attempt to reach the Executive Director by cell phone to consult about appropriate action. The Executive Director should be CCed on any emails and briefed by phone or email on the situation as soon as possible if not available by cell phone.

DOCUMENTATION: The Spark Central staff on duty will log the flagging incident and/or the actions taken by staff in our Youth In Trauma Log, a private Google Document where staff can document incidents and actions taken over time for future reference.

KEY PHONE NUMBERS

Executive Director cell: 509-466-0376

First Call for Help: 509-838-4428

First Text for Help (great for teens): Text HOME to 741741

Child Protective Services: 1-800-557-9671

For clearly stated threats of self-harm AND the means (access to weapon, pills, etc), call 9-1-1 or encourage parent (if present) to take their child to Sacred Heart ER for intake.

9H. PATRON CONDUCT & ANIMAL POLICY

In order to provide the best possible experience for all those visiting, volunteering or working at Spark Central, patrons are requested to abide by the following rules of conduct listed here.

Patrons who are noncompliant with Spark Central policies and staff requests will be asked to leave our station.

PATRONS MUCH REFRAIN FROM:

- Disruptive or disturbing behaviors as well as inappropriate personal displays of affection
- Removal of library material without proper procedure or the mutilating or defacing of station material, furniture, or equipment
- Smoking or the use of smokeless tobacco, or electronic cigarettes
- Beverages containing alcohol during regular open hours
- Illegal drugs
- Use of personal photographic equipment without prior permission from Spark Central staff or the volunteer(s) in charge. This applies to cameras and phones with cameras
- Soliciting
- Personal cell phones conversations inside the station
- Posting of notices on library windows or the community bulletin board without permission from staff or volunteers
- Use of skateboards or roller skates (roller blades, etc.) inside the station

Spark patrons who have been asked to leave the station may return the next day with full privileges, unless a disciplinary action was required. If that patron is asked to leave three times within a year, use of and borrowing privileges at the library will be revoked. At that time, the patron will be required to petition the Spark Board for reinstatement to library privileges.

Staff and station volunteers will document the name and other identifying information of the person involved in an incident and share the documentation with the station manager.

If a patron believes their self wrongly accused of violating the Patron Behavior Policy, they may petition Spark Central Board, whereupon the board and staff will hear the patron and any witnesses the patron desires to bring forward.

When staff observe a guest not abiding by the Patron Conduct Policy, they are instructed to approach that patron privately and inform him/her that he/she is not in compliance. This will be the only warning given. If this behavior or others like it continue, the individual will be asked to leave. Any abuse or threats against staff in the performance of their duty will result in the notification of law enforcement.

Pet/Animal policy:

No pets are allowed in Spark Central with the exception of service animals or animals who are part of an educational program.

Comfort or emotional support animals are not considered service animals under Washington State law. The Americans With Disabilities Act (A.D.A.) defines a service animal as any guide dog, signal dog or other animal individually trained to work or perform tasks for an individual with a disability. If a dog is trained and works within this definition, the dog is considered to be a service animal under the A.D.A. regardless of who trained the animal, and whether or not it has been "certified" by an agency. Service animals need to be on a leash, under the person's control; extendable leashes are not appropriate.

If a service animals exhibits aggressive behavior, is not on-leash, or disrupts other patrons, the owner will be asked to remove the animal from the space; the owner is welcome to remain in the space after removing the misbehaving animal.

FOOD POLICY:

Patrons may bring non-alcoholic beverages into the library as long as they are in secure, covered containers. Food may be brought in at the discretion of the staff or volunteer on duty (toddler's "quiet snacks" administered by parents/care givers are exempt from requiring permission). Neither food nor beverages may ever be used while at the computers, even if the patron is only observing.

CLOTHING POLICY:

Appropriate attire for patrons of all ages shall include but not be limited to shirts and footwear. Uncovered bathing suits shall not be considered adequate attire.

9I. NO WEAPONS POLICY

As a safe space for families and youth, Spark Central does not allow the open carry of weapons of any kind and prohibits armed persons from entering our building with the exception of law enforcement officers. A sign prohibiting weapons is posted at the front entrance to Spark Central.

Should a peaceful patron enter Spark Central with a weapon, the staff on duty should inform the patron of our No Weapons Policy and respectfully ask them to remove the weapon from the building.

If that patron refuses, then the staff should calmly call law enforcement (9-1-1).

Persons who refuse to respect our No Weapons Policy will be formally trespassed from our building and subject to arrest for trespassing after being put on notice.

EMERGENCY PROTOCOL IF PERSON BECOMES VIOLENT:

- Call 911!
- Emergency Evacuation Map is located near bulletin board. Be familiar with exits and emergency meeting point (far north side of parking lot, away from this building).
- Escort all Spark Central patrons/staff out of nearest safe exit to a safe place as far from the danger as possible.
- Once in a safe place, a staff should note any missing persons and communicate this information to police/911.
- Do not go back into the building.
- Allow law enforcement to secure the building.

See full Emergency Protocol & Blood Spill Policy (section 8D) for more information.

9J. SPACE RESERVATIONS

We do rent our space to outside parties if they pay fees (see Space Reservation Form) to cover our staff time for preparing, opening, and closing the space for them. Using our space without a staff present requires pre-authorization by the executive director.

Spark Central is under no obligation to approve any request for use of its space, and does so as is suitable to our calendar and availability. We are a busy nonprofit and our own programs and staff capacity always take precedence before we consider outside applications for using our space.

To reserve the space, the Responsible Person must (1) fill out a Space Reservation Form (available on the Google Drive Shared folder under FORMS) and (2) submit the complete form to the executive director for approval along with (3) payment at least 48 hours prior to the event, and if they will have alcohol, then proof of a banquet permit or the appropriate license.

10

HIPPOS, ETC.

The Skinny (But So Not Skinny)

10A. **THE HIPPO IN THE CLOSET**

Sir Hamish Snozzelwit III, affectionately known as Snoz, is a hippopotamus amphibius who is also our assistant editor on book publishing field trips, under the direction of Ms. Penelope Bucket, Editor in Chief (see section 9B). Snoz prefers swamp lettuce to the iceberg kind, and admits a partiality to parsnips. Having written twenty-two essays on the subject of the Oxford comma, Snoz will sit on anyone who forgets to put it in its proper place. No one is allowed to see Snoz except on rare, carefully controlled occasions, because hippos are deadly and kill more people than sharks each year. That said, he has been known to write editorials and letters, and responds to fan mail at snoz@spark-central.org.

Snoz himself does NOT make appearances outside of book publishing field trips, but his framed picture may be shown to guests or taken into local schools.

10B. **MS. PENELOPE BUCKET**

Editor Penelope Bucket has been an editor of books for nearly 77 years, is a Virgo, and loves water chestnuts. She highly recommends time travel, particularly the Cretaceous Period. She prides herself on having good taste in imaginative stories, and wishes everyone to know that Snoz owes her a new desk for chewing away the left corner of hers—an aggressive habit that simply MUST stop. She has the final say on what books get published during book publishing field trips.

We do not recommend getting to know Ms. Bucket, as she represents the worst internal critic we all have.