

CommunityCORE:  
A Case Study and Reflection  
On Community Development  
in Rural, Northeast Kansas

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## **Introduction: Background and Intent**

According to the U.S. Census Bureau, Soldier , KS has 22% of its population living in poverty, double the Kansas state-wide poverty rate (12.6%) and nearly 150% of the national poverty rate. Additionally, the Bureau also found the average per-capita income for residents of Soldier was \$8,719 and that the unemployment rate in Soldier surpassed the state average. As this low income population is forced to travel outside their community for goods and services, it unknowingly bets against itself. Residents invest their limited resources into the economies of neighboring communities that have grocery stores, fuel stations, and other basic necessities that Soldier lacks. A local minister has purchased the building once used to house the Soldier High School gym prior to its closure in 1970. He is currently in the process of clearing the overgrown and garbage strewn grounds where the building sits and will then begin an effort to revitalize the building and refurbish the interior, converting it into a community development center.

The intent of this internship was to join in his effort and not only assist him in the physical renovation of the dilapidated building (a formidable task in and of itself) but also formalize an existing community alliance called Community CORE into a 501(c)(3) non-profit organization with a mission to revitalize the community that this center is meant to serve. Community based assessment methodology employed by programs at the K-State School of

Leadership Studies was used to attain a better grasp of what types of services need be housed inside this community center. This multi-faceted approach involved not only collecting survey-format data about what individual residents need and desire, but also facilitating discussions with the community as a whole at a variety of events. On a more pragmatic level, the process also included seeking-out potential financial supporters for the infrastructure costs, recruiting a formal leadership team for the nonprofit and facilitating meetings of that group, and drafting a mission statement, set of by-laws, and other documents associated with the formal filing process in conjunction with Community CORE. By consensus building among the stake-holders in the community, ownership of this project has been shared among the entire population and lasting change can be visibly being established in this high-need community.

## **Overview of Project Goals, Using the P.A.R.E. Model for Service Learning and Additional Reflection**

### **Preparation (Research) – May 20<sup>th</sup> – 31<sup>st</sup>**

- Develop survey to identify community needs
- Contact and work with Rural Economic Development to ensure survey is directed towards the collection of usable and pertinent data
- Identify survey sample size and body of community members to be surveyed
- Design survey that presents minimal invasion to private individuals, is accessible to entire sample and easily completed
- Identify potential stakeholders for non-profit board of directors
  - Schedule monthly meetings/brainstorming sessions with this group

### **Action (Implementation) – June 1<sup>st</sup> – July 31<sup>st</sup>**

- Implement survey process through mail, digital and face to face means
  - This includes door-to-door sampling and town-hall style facilitated discussions
- Compile data, summarize findings and familiarize CORE and Rural Economic Development Association with data

- Invest in existing local community events (i.e. Soldier Fair, Baseball/Softball games, Soldier Alumni Dinner) as sponsors, presenters or volunteers
- Engage local community through a consistent social media campaign
  - Appropriately leverage: Website, Blog, Facebook Group Page, Twitter & Instagram
- Create opportunities to develop ownership of CORE among community members
  - Facilitate Work Days on current high school gym/future community center site for interested individual volunteers and community groups
  - Develop safe and appropriate job lists for each group
  - Anticipate group(s) need's while serving: Scheduling, Lodging, Meals, Equipment, Appropriate Safety Measures, etc.
  - Honor group(s) or individual's investment through letter of thanks and media documentation via archives, website and social media

#### **Reflection - Late July/Early August**

- Contact community leaders and secure opportunities to share at their respective meetings and activities
- Make data available to local civic government & organizations as needed
  - Prospective Community Orgs: Soldier City Council, Soldier Senior Citizens, Soldier Alumni, Soldier Fair Committee, Kitchen Card Club, Soldier Boosters 4-H, Soldier Christian Church, Soldier Methodist Church, Coffee Club, Soldier Ball Club
- Update and Create promotional materials as needed to aid in educating the public about CORE
- Determine how county and city policies could be changed to support rural development
- Advocate for said changes with a basic economic assessment of how community revitalization efforts could benefit the city and community

#### **Evaluation - Ongoing**

- Meet with Assistance Partners periodically throughout summer: Rural Economic Development, City of Soldier, Jackson County Commission
- Compile data collected into a presentation format as well as in written format to include in filing for 501 (c)(3) status
- Draft mission statement, set of by-laws, and focus goals associated with the formal non-profit application
- Apply for non-profit status with the I.R.S.
- Seek funding for Community Core

### **The Experience: CORE Journal and Reflections**

**May 20 – May 27** - I was really excited at the beginning of this week! I had my first meeting with the community partner: Luke Schreiber. He did a great job of expressing to me the "vision" of what he had for CommunityCORE, the non-profit organization we intend to develop

throughout this summer.

While, in the short run, this organization will focus primarily on starting a community development center in the city of Soldier, Kansas, the long-term goals extend far beyond that. We would like to see CORE as a meeting place for people who care about developing community and acting as a clearinghouse for their resources. We're dreaming of doing small-business min-grants, funding an affordable housing project, or even operating a sustainability certification program. Even more than that though, we'd like to take what we hope will be our successes and replicate them in other communities throughout Kansas and the nation.

That being said, I kind of got a little bored as the week went on; there was not a lot of action and I did a lot of inside work, sitting at a computer... PREPARATION! Most of my week was spent developing blog material, and launching our social media sites.

### **May 27 – June 3**

All along, Luke and I have discussed how we would ideally like to see the Soldier Community Development Center (a.k.a. "The Hub") funded with state and federal grants. We did some basic research about what kinds of grant would be a relevant to our work, and quickly decided on the Kan-Step grant.

Kan-Step works to take federal HUD funding (recovery dollars) and distribute it throughout the state of Kansas on projects that improve public infrastructure in rural communities (community centers, water projects, fire stations, libraries, food pantries, etc.) In our research of this project, we found a point of contact, Nancy Gafford.

We had the opportunity to meet with Nancy, and she gave us a lot of information about Kan-Step and what it would take to be a successful applicant. She helped talk us through whether we wanted to apply in August or next February. She also let us know that we would need to find information about the average income of Soldier citizens. It's called an LMI (Low to Moderate Income) survey. The rest of the week was spent developing that survey, along with another usage survey that asked question about what kind of services people actually need. This was all part of our community needs assessment that we were hoping to use as part of understanding the bigger picture of the problem we are trying to address.

### **June 3 – June 10**

I took this week "off" from CORE work and volunteered as a counselor at a local youth camp.

### **June 10 – June 17**

This week was spent incorporating The CommunityCORE Foundation with the state of Kansas. We had to file articles of incorporation with the State Attorney General's Office and condense our basic vision for CORE in a way that would translate on a form.

We also developed an education booklet and distributed it along with our usage survey, collecting data as we went. This booklet basically told the community who we are, what we intend to do, and how we plan to do it. It also let them know that we would be coming by the next week, and would be asking for information about their family's income. With and understanding that money is always a sensitive issue, we wanted to give people as much of a heads-up as possible and alert them so they'd be quicker to answer when we came by the following week.

Additionally, we met with a representative from the Kansas Rural Water Association, Rita Clary. She gave us more information about the Kan-Step grant and told us that her association would help us process and collate our LMI data.

#### **June 17 – June 24**

We set about collecting our LMI survey. We visited every household in the city of Soldier for the second time in the same week. This time, we asked about their family incomes. Additionally, we worked on drafting by-laws for the Community CORE and researching who we wanted to be asked onto the board of directors for the foundation.

#### **June 24 – July 1**

We met with community partners and did brainstorming about our by-laws. These are the partners we see eventually serving as a Board of Directors for CORE.

Additionally, we found out through some more research that there is an organization called the Kansas Rural Community Foundation that allows Kansas not-for-profit corporations (like CORE) to set up 501(c)3 tax-exempt funds without themselves being 501(c)3 organizations. We met with Glenn Brunkow from this foundation and filed to set up a fund for ourselves.

The benefit of this fund is that it allows us to receive donations from individuals without having to pay taxes on it. Secondly, we can set aside some of our donations into a charitable endowment that will be managed by the Trust Company of Manhattan and grow at a rate of around 3% annually.

#### **July 1 – July 8**

We prepared for a presentation to the Soldier City Council. We learned that as part of the Kan Step grant, we would have to garnish the cooperation of the city. They would apply on our

behalf for the project that we described and would implement. We prepared more informational materials, met with our community partners (i.e. the future Board of Directors) to discuss our presentation and their involvement, drafted a sample inter-local agreement that we would sign with the city upon their agreement, and developed a cost estimate for operational expenses that the building would have in the future.

We then went ahead and met with the City Council. To be honest, we were met with a modest amount of skepticism. I was disappointed by the fact that none of them were willing to simply *dream* with us. They had major concerns about liability, how we would get enough volunteer participation to get the building finished, and how we would pay for ongoing costs. Our job at this point will be to answer these questions for them directly and often over the course of the next few weeks.

### **July 8- July 15**

Through further research and discussion with the state director of Kan-Step grants, we learned, at this point, that the Community CORE Foundation would have to be a registered 501(c)3 tax-exempt organization in order to be listed as a sub-recipient on the Kan-Step grant that we had learned about previously. This came as something of a shock; because, initially, Nancy had said that we only need-be registered with the state of Kansas as a not-for-profit corporation.

Learning of the new task before us, we set ahead to research what it took to get registered with the government and what further hoops we would be required to jump through. At a basic level, we learned that the application itself is between 30 and 120 pages long and the typical waiting time to get registered is between 6 and 12 months. This was enough to throw a major kink in the works. We discovered that not only would it take us too long to make the August pre-application deadline, but also that we were in over our heads when it came to the rigor of the preparation. At a bare minimum, we would have to wait until February to apply for Kan-Step funding.

We explored a variety of different preparation. The University of Missouri at Kansas City has a free legal clinic that help with preparations of this sort; however, they would not be able to complete the preparations in time for us to apply in February. Through further investigation, we discovered a company that offers professional filing services. For \$1200, they would file for us, draft a 5 year budget, draft law-suit proof bylaws, and deal with follow up from the IRS. Overall, this seemed like a great deal, so we decided to go with them.

### **July 15- July 22**

Part of the follow up from our first meeting with the city council was to offer a comparison with how our project would compare to similar Kan-Step projects undergone in other communities.

Our reasoning was, that by demonstrating how other communities had benefitted from this grant process and found success with their community centers, we would be able to help garnish their approval.

For this purpose, we set about researching other successful Kan-Step projects. The three other communities that we decided to use for comparison were Carbondale, Corning, and Whiting, Kansas. Carbondale is similar to our situation in that the building is owned by a non-profit, who applied for the grant and oversaw construction, Corning, in that they offer a variety of services similar to what we intend to offer, and Whiting, because their project was a renovation of a former high school gym.

Our research involved interviewing the directors of each of the three community centers, looking at their funding structures, costs, and construction information through public record, and reviewing their grant applications. All of this information was compiled into a brief and sent out to the members of the city council in preparation for their next meeting.

#### **July 22- July 29**

We scheduled another meeting of what originally had been called The Community CORE Foundation's Board of Directors. At this meeting, we decided to rename this body to an advisory board and outlined what that switch entailed. The change was due to advice given us by our filing service representatives. They suggested that our actual Board of Directors (at least for legal purposes) be a smaller group of unrelated individuals. The advisory board, on the other hand, could be composed of whomever we wanted.

That change being dispensed with, we pushed on with the ideas that each of us were excited about and assigned impact areas that each of us would focus on. These impact areas mostly centered around the service offerings we anticipate being programmatic within the community center, and included developing a small library and seeking grant funding along with inter-library loan affiliation, working on over-all fundraising and developing a capital campaign, and seeking other grants.

#### **July 29 – Aug 5<sup>th</sup>**

I took this week "off" from CORE work and went on vacation with my family.

#### **Aug 5<sup>th</sup> – 12<sup>th</sup>**

At the second City Council Meeting, on August 6<sup>th</sup>, we presented the community comparisons developed earlier. We fielded further questions as to the scope, cost, and timeline of our proposed project. Additionally, we brought in the director of the Carbondale Community Center and had him share about their project's success. Again, we were met with a degree of

reservation. This time, specifically over what long-term funding structures would be in-place to deal with ongoing costs. Although we outlined our intent to establish an endowment with which interest could be earned to help fund the center, our baseline annual cost estimates, and our fundraising strategy to get the endowment established, skepticism still remained.

We also took time this week and did a small amount of long term strategic planning. Per our community based needs assessment, we discovered that residents of Soldier placed a high priority on getting fuel and higher quality housing available in the city. We discussed a variety of different options as to how this would be feasible. Using previous research, we found that we could install a fuel dispensing system for \$100,000 and then contract out the operations of the station to a for-profit entity, all while maintain our non-profit status. We also looked at how other non-profits like habitat for humanity purchased homes, renovated them, and then “sold” them at cost to needy families. We brainstormed about how we might wish to implement similar plans in the future.

### **August 12 – August 17<sup>th</sup>**

This week, we did a major push to get the actual building where the center will be housed cleaned out. We scheduled a work-day and used social media, along with traditional print and radio advertisements to recruit volunteers. In preparation, we established a set of Standard Operating Procedures for dealing with injuries, as well as a release of liability and indemnification waiver. We also organized two meals for volunteers, volunteer management and safety strategies, and coordinated the use of a gift-in-kind donations of a semi-truck and trailer, three skid-steer loaders, a sixteen-ton dump truck, and two full-sized pick-up trucks with smaller trailers.

The gym has been used for a variety of purposes throughout the years and has served as a storage site, an auction house, and a residential space. Unfortunately, as the building changed hands, each previous owner left a good deal of refuse. It was no exaggeration when we say that all of the aforementioned machinery was put to good use. The day of the clean was a major success. We mobilized 42 volunteers who helped remove over ten-tons of scrap metal, 212 cubic yards of land-fill garbage, and approximately 6 tons of flammable refuse for a burn pile. Although more work is still needed, the efforts went a long way toward helping the building get construction-crew ready.

### **Outcomes: How CORE Delivered**

We successfully developed a community-based needs assessment with assistance from the Rural Economic Development association and developed a survey collection and processing strategy that we employed while gathering data. We successfully implemented the survey and

collected data about average income and desired community improvements regarding residents. Results and evaluation are included in the "Documentation" section. The vast majority of surveys were collected in-person using door-to-door surveying methods. We also identified our major stake holders and leadership group for the foundation that we established as a not-for profit corporation with the state of Kansas, The Community CORE Foundation, and drafted a variety of related documents including by-laws, a mission-statement, and core-goals.

We disseminated this information to the Rural Economic Development Association, the public, local civic organizations, and governmental entities in both print, social media, and electronic formatting. We also hosted a variety of community engagement events including an city-wide outdoor film, a bingo night, and a community service weekend where donated funds were used to pour new sections of sidewalk and general community clean-up occurred. The purpose of these events was to immediately serve the community, bring stakeholders together to speak casually about issues affecting them, and to further share about our vision for a community development center in Soldier. We also developed a website, Facebook Group Page, Twitter and Instagram presence.

We facilitated a major workday on the center's building as described in the "Reflection" section and engaged donors who helped fund profession 501(c)3 preparation (which is ongoing) and incidental costs associated with the workday and other operations. We also compiled suggestions with respect to city policies and how they should be changed to support rural development, specifically further housing ordinances to support community beautification. We demonstrated the need of said changes verbally by communicating information from a regional community development organization that studies the economic impact of local investment.

We continually engaged community partners including Kansas Rural Economic Development, the City of Soldier, the Jackson County Commission, the Kansas Rural Water Association, and the director of the Kan-Step program. We compiled economic data in the form of a Low-to-Moderate Income study that is in the process of being compiled and will be presented and used in filing for 501 (c)(3) status as the professional filing service we have contracted continues their work.

Overall, the work accomplished by the Community CORE team this summer has been a true success. As demonstrated in the following "Documentation" section, much can be shown from the effort of a small group of exceptionally dedicated individuals. Through their continued efforts, Soldier, Kansas will become a better place to live, work, play and grow!

## Documentation

*Incorporation*

KRIS W. KOBACH  
Secretary of State



**State of Kansas**

Memorial Hall, 1st Floor  
120 S.W. 10th Avenue  
Topeka, KS 66612-1594  
(785) 296-4564

Not For Profit Articles of Incorporation  
Date: 06/04/2013

RE: The Community CORE Foundation

Dear Business Customer:

Congratulations on filing Not For Profit Articles of Incorporation. Your business is now incorporated with the Kansas Secretary of State.

A few of the responsibilities you will have for the business include: filing an annual report with the Secretary of State each year as well as a K-150 with the Department of Revenue.

Every not for profit corporation must file an annual report each year and pay a filing fee. The annual report and fees are due together on the 15th day of the 6th month after the last day of the corporation's tax year end. Example: If you have a tax year end of December, the annual report will be due every June 15th. An annual report is not required if the not for profit corporation has not been incorporated for six months prior to its first tax year end.

You may save time by filing the annual report online at [www.kssos.org](http://www.kssos.org).

For more information regarding the K-150, which is due to the Kansas Department of Revenue each year, please call 785-368-8222 or visit [www.ksrevenue.org](http://www.ksrevenue.org).

You may view the status and general information for your business, as well as obtain certificates or letters of good standing by visiting [www.kssos.org](http://www.kssos.org).

Sincerely,

Kris W. Kobach  
Kansas Secretary of State

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### **Kansas Secretary of State**

Memorial Hall, 1st floor - 120 SW 10th Ave. - Topeka, Kansas 66612-1594  
phone: (785) 296-4564 - email: [kssos@kssos.org](mailto:kssos@kssos.org) - url: [www.kssos.org](http://www.kssos.org)

**BYLAWS OF  
THE COMMUNITY CORE FOUNDATION**

**ARTICLE I  
LOCATION**

Section 1. Name: The name of the corporation, hereafter referred to as “The Corporation”, is The Community CORE Foundation.

Section 2. Address of Principal Office: The address of the registered office of the corporation is 312 2nd St. Soldier, Kansas 66540-9171. The corporation, by resolution of its board of directors, may change the location of its registered office as designated in the Articles of Incorporation to any other place in Kansas. By like resolution, the resident agent at such resident office may be changed to any other person or corporation, including itself. Upon adoption of such a resolution, a certificate certifying the change shall be executed, acknowledged, and filed with the Secretary of State.

Section 3. Other Offices: Branch or subordinate offices may at any time be established by resolution of the board of directors at any place or places where the corporation is qualified to do business.

**ARTICLE II  
PURPOSES AND ACTIVITIES**

Section 1. Specific Purpose(s): This Corporation has been organized for the purpose(s) of

A. Revitalizing communities through development of spaces to live, work, play, and grow, which shall be conducted exclusively for purposes described in this organization’s original application for tax exempt recognition and its governing documents as expressly recognized and approved by the IRS pursuant to IRC Section 501c(3).

B. Conduct other activities that exclusively further the tax exempt purposes described in the governing documents.

C. Provide a legal entity able to accept and manage donations of cash, securities, other property and grant funds to be used to fund the activities and projects of the corporation.

Section 2. Limitation(s) on Activities: Activities and projects of this corporation are limited to those that further the specific exempt purposes for which tax exempt recognition was granted and are to be conducted by or under the authority of this corporation operating solely and exclusively as a charitable, scientific, literary and educational organization as designated by Section 501 (c) (3) of the Internal Revenue Code

PROVIDED, HOWEVER, that in all events and under all circumstances, and notwithstanding merger, consolidation, reorganization, termination, dissolution, or winding up of this corporation, voluntary or involuntary or by operation of law, the following provisions shall apply: (A) This corporation shall not have or exercise any power or authority either expressly, by interpretation, or by operation of law, nor shall it directly or indirectly engage in any activity that would prevent this corporation from qualifying (and continuing to qualify) as an organization described in Sect. 501 (c) (3) of the Internal Revenue Code of 1986 (or the corresponding provision of any future United States Internal Revenue law). (B) This corporation shall never be operated for the primary purpose of carrying on a trade or business for profit. No compensation or payment shall ever be paid or made to any member, officer, director, trustee, creator, or organizer of this corporation, or substantial contributor to it, except as an allowance for actual expenditures or services actually made or rendered to or for this corporation; and neither the whole nor any portion of the assets or net earnings, current or accumulated, of this corporation shall ever be distributed to or divided among any such persons; provided, further that neither the whole nor any part or portion of such assets or net earnings shall ever be used for, accrue to, or inure to the benefit of any member or private individual within the meaning of Section 501 (c)(3) of the Internal Revenue Code of 1986 (or the corresponding provision of any future United States Internal Revenue law).

### **ARTICLE III MEMBERS**

The Corporation shall not have formal membership, except as described in Article IV.

### **ARTICLE V BOARD OF DIRECTORS**

Section 1. Directors Powers and Responsibilities: Each member of the board of directors is charged with the duties of loyalty and care to the corporation and must act to preserve and further the corporation's best interests. The business and affairs of the corporation shall be managed by the board of directors or by its authorized staff persons. The board shall have the powers and duties necessary or appropriate for the administration of the affairs of the corporation, including but not limited to the authority to employ an executive director and any other staff deemed necessary to the development and operation of the corporation. However, all powers of the corporation are vested in the board and may not be delegated to staff.

Section 2. Election and Appointment of Directors: Directors are to be elected by a majority vote of current members of the Board of Directors. The vote(s) may be cast by written ballots at the first meeting of a calendar year or else submitted prior to said meeting by procedures determined prior by the Board of Directors. The initial Board of Directors shall be appointed by a unanimous vote of The Corporation's legal incorporators. Additional Directors may be appointed by a unanimous vote of current Directors.

Section 3. Number, Tenure and Qualifications: The number of directors shall be no fewer than four (4) and no more than twenty (20) until changed by amendment of this bylaw. The term of office shall be three years. The terms shall be staggered in such a way that the terms of members of the first board of directors may be less than three years. Directors may serve two consecutive terms. After a year off of the board, a director is eligible for reelection to the board. An individual may be

qualified to serve as a director if they are a legal resident of the state of Kansas and have reached at least fourteen years of age.

Section 4. Selection of Nominees for Board Candidacy: Any current Board member may nominate and present candidates for election to the Board of Directors within the requirements and qualifications described in Section 5 above.

Section 5. Place and Manner of Board of Directors' Meetings: Meetings shall be held at any location within the State of Kansas as designated by the Board of Directors annually. The board of directors may provide, by resolution, the time and place for the holding of additional or regular meetings, without further notice than such resolution.

- a. Special meetings of the Board of Directors may be called by or at the request of the president or a majority of directors. The Secretary may fix any place within the State of Kansas for holding any special meeting of the board of directors called by them. Special meetings of the board may be held by teleconference, either audio or audio-visual, or other similar communication device whether now known or invented in the future, so long as the communication device satisfies Kansas law, proper notice of the meeting has been given, a quorum, as otherwise provided in these bylaws, is present on the teleconference, a written agenda is provided prior to the meeting, the meeting is properly convened, minutes are taken, and other procedures for considering matters before the board and the methods of taking decisions by the board are the same as if the board was meeting face to face.
- b. Emergency Meetings: Emergency meetings of the Executive Committee of the Board of Directors may be called by or at the request of the president or a majority of directors if immediate action is required in order to respond to government action, initiation of litigation involving the corporation or other matter requiring immediate action or response. The Secretary may fix any place within or outside of the State of Kansas for holding any emergency meeting and will provide notice to all members of the board of directors. Emergency meetings of the Board's Executive Committee may be held by teleconference, either audio or audio-visual or other similar communication device whether now known or invented in the future so long as a majority of the members of the Executive Committee are present and can communicate with each other. Action taken by the Executive Committee or other Board members as a result of an emergency meeting must be ratified by the full Board of Directors at or before the next regularly scheduled meeting of the Board.

Section 6. Quorum: At any meeting of the Board of Directors quorum shall consist of at least 75% of the voting members, or their designated proxies. 75% is determined on the basis of current number of total elected or appointed directors, not total number of board positions. If less than a quorum is present at a meeting, a majority of the members present may discuss matters and make recommendations to the board as a whole, or adjourn the meeting without further notice. Elections of directors must be conducted in accordance with the terms described in this Article. At any meeting of directors, each shall be entitled to one vote to be cast by the authorized representative.

Section 7. Notice: Except in the event of an Emergency Meeting or as otherwise specified in these bylaws, notice of the purpose and time of any regular or special meeting of the board shall be given at least ten days and not more than 30 days previous thereto by written notice delivered personally, by email, postal mail or some other written means, sent to each director at their given address.

Section 8. Waiver of Notice: Waiver of notice is required for any meeting not conducted in accordance with notice provisions of these bylaws. Each director in attendance may waive notice of any meeting in writing, including but not limited to a printed email addressed to the Secretary of the corporation. The attendance of a director at a meeting shall constitute a waiver of notice of such meeting, except when a director attends a meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened.

Section 9. Vacancies: Any vacancy occurring in the board of directors may be filled by the affirmative vote of a majority of the remaining directors. A director elected to fill a vacancy shall be elected for the unexpired term of the predecessor in office. In the event of any vacancy on the Board which reduces the number of Board Members to less than the minimum number set by these bylaws, the vacancy (ies) must be filled by appointment made by the President with the advice and approval of the Board within thirty days following the day on which the vacancy occurred. If the Board is unable to agree to or approve the appointment(s) necessary to achieve the minimum number of board members within thirty days, the President shall appoint one or more new directors as necessary to fill the Board's membership to the required minimum of four directors. Each such board member (whether appointed by the President with Board approval or by the President alone in the absence of Board action) shall serve until the next annual meeting and election of new board members. Appointed board members are eligible for election to the board and may serve two (2) consecutive terms

Section 10. Compensation: Directors shall be precluded from receiving compensation for their services as board members but shall be entitled to receive such amount, if any, as the directors may from time to time determine, to cover expenses of attendance to meetings. When the board of directors deems that the financial status of the corporation permits, directors may be compensated for mileage and per diem for attendance at regularly scheduled meetings or special meetings of the board. Directors shall not be precluded from seeking employment by The Corporation in some other capacity and receiving compensation therefore.

Section 11. Directors Removal from Office: A director may be removed from the board, for cause bearing on the director's ability to fulfill his/her duties to the organization and act in the best interests of this corporation, by the vote of not less than 75% of the voting members present at a meeting of the members and after such vote is affirmed by a vote of 75% of the remaining directors at any regular or special meeting of the board of directors, provided notice of such proposed action shall have been duly given in the notice of the meeting and provided the director and member represented by the director, were informed in writing of the charges presented against the director at least 10 days before such meeting. The director involved shall be given an opportunity to be heard at such meeting. Any vacancy created by the removal of a director may be filled by majority vote of the board of directors, which may be taken at the same meeting at which such removal took place. Removal of a director from the board will serve as removal as an officer, employee or other agent of the corporation.

Section 12. Directors Absence from Meetings: Any director who is absent from three (3) consecutive meetings without excuse satisfactory to the board shall be deemed to have surrendered the office of director.

## ARTICLE VI OFFICERS

Section 1. Officers: The officers of the corporation shall be a President, a Vice-President, a Secretary and a Treasurer. Such other officers as may be deemed necessary may be elected or appointed by the Board of Directors. The offices of Secretary and Treasurer may be combined and held by the same person.

Section 2. Election and Term of Office: Officers will be elected by the Board of Directors for a one (1) year term at the first board meeting to be held within a calendar year. Newly elected officers will take office immediately.

Section 3. Removal of Directors and Officers of the Board: Any officer of the board, or agent elected or appointed by the board may be removed by the board for cause by a 75% vote of the remaining directors at any regular or special meeting of the board of directors. Any director who has been automatically removed from the board in accordance with Article V, Section 12 above will also be automatically removed as an officer without a 75% vote of the remaining directors.

Section 4. Vacancies: A vacancy in any office because of death, resignation, removal, disqualification or otherwise, may be filled by the board for the unexpired portion of the term. Vacancies that result in the number of directors falling below the minimum number required by these bylaws must be filled in accordance with the provisions in Article Section of these Bylaws.

Section 5. President: The President shall be the principal executive officer of the corporation and shall in general supervise and control all of the business and affairs of the corporation. The President shall, when present, preside at all meetings of the members and of the board. The President may sign, with the Secretary or any other proper officer or agent of the corporation authorized by the board, any bonds, contracts, deeds, grants, loans, mortgages, or other instruments which the board has authorized to be executed, except in cases where the signing and execution thereof shall be expressly delegated by the board or by these bylaws to some other officer or agent of the corporation, or shall be required by law to be otherwise signed or executed; and in general shall perform all duties incident to the office of President and such other duties as may be prescribed by the board from time to time.

Section 6. Vice-President: In the absence of the President or in the event of death, inability or refusal to act, the Vice-President shall perform the duties of the President, and when so acting, shall state the necessity of assuming the President's duties. When performing the duties of the President, the Vice shall have all the powers of and be subject to all the restrictions upon the President. The Vice-President shall perform other duties as from time to time may be assigned to her or him by the President or by the board.

Section 7. Secretary: The Secretary shall keep the minutes of the members and of the board meetings; see that all notices are duly given in accordance with the provisions of these bylaws or as required by law; be custodian of the corporate records; keep a register of all members and their mailing addresses; prepare and cause to be delivered to the Secretary of State of Kansas, on forms prescribed and furnished by the Secretary of State, between the first day of January and the 15th day of June of each year, an annual report in compliance with the provisions of the statutes of the State

of Kansas; and in general perform all duties incident to the office of Secretary and such other duties as from time to time may be assigned to him or her by the President or by the board.

Section 8. Treasurer: The Treasurer shall have charge and custody of and be responsible for all funds and securities of the corporation; receive and give receipts for monies due and payable to the corporation from any source whatsoever; deposit all monies in the name of the corporation in such banks, trust companies, or other depositories as shall be selected in accordance with the provisions of Article IX of these bylaws; and in general perform all duties incident to the office of Treasurer and such other duties as from time to time may be assigned by the President or by the Board. The Board of Directors may give a bond for the Treasurer for the faithful discharge of duties in such sum and with such surety or sureties as the board shall determine.

## **ARTICLE VII ORDER OF BUSINESS**

Section 1. Order of Business: The order of business at any regular or special meeting of the members or the Board shall be a) Reading and disposal of any unapproved minutes, b) Reports of officers and committees, c) Unfinished business, d) New business, Adjournment

Section 2. Decision Making: Directors of the board may declare all or a portion of any meeting a "discussion period" during which no rules apply, and during which free and open discussion of issues and other matters may occur without decisions being made.

Section 3. Rules of Procedure: The Board of Directors will adopt rules of procedure for use during the fiscal year by resolution at each and every annual meeting of this organization.

## **ARTICLE VIII COMMITTEES**

Section 1. Committees of Directors: The board of directors, by resolution adopted by a majority of the directors then in office, may designate one or more committees composed of board members; which committees, to the extent provided in said resolution, shall have and exercise the authority of the board in the management of the corporation; but the designation of such committees and the delegation thereto of authority shall not operate to relieve the board, or any individual director, of any responsibility imposed upon her/him by law. All committee actions must be ratified or approved by the board or a committee composed solely of board members.

Section 2. Standing Committees: The standing committees of the board of directors shall include but are not limited to an Executive Committee; and Finance Committee.

a. The Executive Committee will be composed of the Officers of the Board, specifically President, Vice-President, Treasurer and Secretary for the purpose of managing situations when immediate action is required in order to respond to government action or initiation of litigation involving the corporation or other emergency. Emergency meetings will be conducted in accordance with the procedures set forth in Article V, Section 5 of these bylaws.

b. The Finance Committee will be composed of no fewer than five members of the Board of Directors for the purpose of assisting staff with budget preparation, annual financial statement and any other matters approved by resolution of the Board of Directors.

Section 3. Advisory Committees: The board of directors, by resolution adopted by a majority of the directors then in office, may designate one or more committees composed of board members and others; which committees, shall not have or exercise the authority of the board in the management of the corporation. Any recommendations or findings of any such advisory committees will not be binding.

Section 4. Term of Office: Each member of a committee shall continue as such until a committee has completed its work and made a report to the board or until the next Annual Meeting, whichever occurs first. Committee assignments/appointments may be renewed.

Section 5. Chairperson: One member of each committee shall be appointed chairperson by the President when the members of the committee are appointed.

Section 6. Vacancies: Vacancies in the membership of any committee may be filled by appointments made in the same manner as provided in the case of the original appointments.

Section 7. Quorum: Unless otherwise provided in the resolution of the board of directors designating a committee, a majority of the committee shall constitute a quorum.

Section 8. Rules: Each committee may adopt rules for its own government not inconsistent with these bylaws or with rules adopted by the board of directors.

## **ARTICLE IX CONTRACTS, LOANS, CHECKS, DEPOSITS, AND FUNDS**

Section 1. Contracts: No contract or instrument in the name of and on behalf of the corporation shall be effective until authorized by the Board of Directors by a resolution of the board. The resolution of the board may be general or confined to specific instances. Such authority may be general or confined to specific instances.

Section 2. Loans: No loans shall be contracted on behalf of the corporation unless authorized by a resolution of the board. Such authority may be general or confined to specific instances.

Section 3. Checks, Drafts, Etc.: All checks, drafts or other orders for the payment of money, note or other evidence of indebtedness issued in the name of the corporation, shall be signed by such officer or officers, agent or agents of the corporation and in such manner and at a designated depository as shall from time to time be determined by resolution of the board. In the absence of such determination by the board, such instruments shall be signed by the Treasurer and countersigned by the President.

Section 4. Deposits: All funds of the corporation shall be deposited from time to time to the credit of the corporation in such bank, trust companies, or other depositories as the board may select by resolution.

Section 5. Gifts: The board may accept on behalf of the corporation any contribution, gift, bequest, or devise for the general purposes or for any special purpose of the corporation.

Section 6. Disposal of Assets: Upon the dissolution of this corporation, the governing body shall, after paying or making provision for the payment of all of the liabilities of the corporation, dispose of all of the assets of the corporation exclusively for the purposes of the corporation in such manner as the board of directors determines or to such Kansas organization or organizations organized and operated exclusively for purposes similar to those of this corporation and recognized as tax exempt under IRC Section 501 (c) (3) or the assets shall be distributed to a Kansas organization or organizations organized and operated exclusively for charitable, educational, religious, or scientific purposes as shall at the time qualify as an exempt organization or organizations under Section 501 (c) (3) of the Internal Revenue Code as the governing board shall determine. Any such assets not so disposed of shall be disposed of by the District Court of the county in which the principal office of the corporation is then located, exclusively for such purposes or to such organization or organizations, as said court shall determine, which are organized and operated exclusively for such purposes.

## **ARTICLE X BOOKS AND RECORDS**

Section 1. Books and Records: The Corporation shall keep correct and complete books and records of accounts and shall also keep minutes of the proceedings of its members, the board, and committees having any of the authority of the board of directors, and shall keep at the registered or principal office a record giving the names and addresses of the members. All documents required to be made available pursuant to tax regulations, state or other statutes may be inspected by any member, or his or her agent or attorney, for any proper purpose at any reasonable time during business hours subject to reasonable prior notice or other appointed time arranged by the party requesting inspection and by the corporation's custodian of records and books.

Section 2. Form 990: As soon as the corporation's annual proceeds regularly exceed \$25,000.00, the board will designate staff or select outside professionals to prepare Form 990 and any other financial reports deemed necessary.

Section 3. Audit: As soon as the corporation's annual proceeds regularly exceed \$25,000.00, the board will consider and will recommend for or against obtaining the services of a competent and disinterested auditor, who shall audit the books and records and render a report in writing, submitted to the Board at the annual meeting. Nothing in this provision will preclude or in any way limit the authorization of an audit at any time regardless of the amount of the corporation's annual proceeds.

## **ARTICLE XI FISCAL YEAR**

Section 1. Fiscal Year: The first fiscal year of the corporation shall begin on June 29<sup>th</sup>, 2014 and end on December 31<sup>st</sup> of the same year. Subsequent fiscal years of the corporation shall begin on January 1<sup>st</sup> and end on December 31<sup>st</sup> of each year.

## **ARTICLE XII REPEAL OR AMENDMENT**

Section 1. Repeal or Amendment: These Bylaws may be altered, amended or repealed in whole or in part by a vote of a majority of the directors then in office at any regular meeting of the Board of Directors or at a special meeting of the Board of Directors called for such purpose, at which a quorum is present; provided, however, no such action shall change the purposes of the corporation so as to allow its purposes to be broadened beyond those allowed for an organization recognized as a "supporting organization" as defined by the IRC and IRC Regulations, nor to otherwise impair its right and powers under the laws of the State of Kansas, other regulations of the Internal Revenue Service, or to waive any requirement of bond or any provision for the safety and security of the property and funds of the corporation or its members. Pursuant to Kansas law, notice of any amendment to be offered at any meeting shall be given not less than 10 nor more than 60 days before such meeting and shall set forth such amendment(s). Notice of any change in these bylaws must be provided to the IRS upon the Board's approval of the changes.

## **ARTICLE XIII INDEMNIFICATION**

Section 1. Indemnification: This corporation may voluntarily indemnify any trustee, officer, director, employee or agent of the corporation who was or is (because of said relationship with this corporation) threatened to be made a party in any legal proceedings whether civil, criminal, administrative or investigative if successful on the merits or otherwise in defense, or even if unsuccessful in defense, for his or her reasonable expenses, including attorneys' fees incurred in the defense of the proceeding, if such person is successful in whole or in part, or the proceeding against said person is settled with the approval of the court; and the court finds that the person's conduct fairly and equitably merits such indemnity. The amount of such indemnity, which must be approved by the court in the same or separate proceeding, shall be so much of the expenses, including attorneys' fees incurred in the defense of the proceeding, as the court determines and finds to be reasonable. Application for such indemnity may be made either by the person sued or by the attorney or other person rendering services to him or her in connection with the defense, and the court may order the fees and expenses to be paid directly to the attorney or other person, although he or she is not a party to the proceeding. Notice of the application for such indemnity shall be served upon the corporation, its receiver, or its trustee, and upon the plaintiff and other parties to the proceeding. The court may order notice to be given also to the members in the manner provided in these bylaws for giving notice of members' meetings, in such form as the court directs.

## **ARTICLE XIV CONFLICTS OF INTEREST**

Section 1. Conflict of Interest Policies and Procedures: No contract or transaction between this corporation and one or more of its directors or officers, or between this corporation and any other corporation, partnership, association or other organization in which one or more of its directors or officers, are directors, officers, owners, employees, or spouse of any such person or have a personal, (including but not limited to financial) interest, shall be void or voidable solely for this reason, or

solely because the director or officer is present at or participates in the meeting of the board or committee thereof which authorizes the contract or transaction, or solely because his or her or their votes are counted for such purpose, if either of the following are true:

A. The material facts as to his or her relationship or interest in the contract or transaction are disclosed or are made known to the board of Directors or the committee, or

B. The contract or transaction is fair as to the corporation and has been reviewed in accordance with the statutory duties of loyalty and care owed to this corporation and if applicable, with Internal Revenue Regulations pertaining to economic benefit transactions involving disqualified persons, as of the time the contract or transaction is authorized, approved or ratified by the board of directors or a committee thereof duly authorized. All Directors, including those not voting due to the existence of a possible conflict of interest or for any other reason or not participating in discussing or reviewing the matter to be approved, authorized or ratified, may be counted in determining the presence of a quorum at a meeting of the Board of Directors or of a committee which authorized the contract or transaction.

Section 2. Code of Ethical Conduct Policies and Procedures: The Board of Directors may adopt a Code of Ethics, Policies and Procedures applicable to members of the Board of Directors and/or the corporation requiring a higher standard of behavior than described in Section 1 above. The Board of Directors may address issues of conduct permissible under applicable federal and state laws. Those issues may extend beyond conflict of interest, including but not limited to anti-harassment and anti-discrimination policies, duties of confidentiality and privacy, publicity or any other matter relevant to the corporation's activities, employees, volunteers and property.

#### **CERTIFICATE OF AUTHENTICITY**

I, the undersigned, do hereby certify:

A. That I am the duly elected Secretary of The Community CORE Foundation, of 312 2nd St. Soldier, Kansas 66540-9171, a not-for-profit corporation; and

B. That the foregoing bylaws, comprising nine (9) pages, constitute the current bylaws of said corporation, as duly approved and adopted at the meeting of the Acting Board of Directors of The Community CORE Foundation thereof duly held on the 29<sup>th</sup> day of June, 2013.

IN TESTIMONY WHEREOF, I have hereunto subscribed my name this \_\_\_\_\_ day of \_\_\_\_\_, 2013.

\_\_\_\_\_  
Secretary

## Community Based Needs Assessment Survey



### COMMUNITY BASED NEEDS ASSESSMENT SURVEY

The Community CORE Foundation, a Kansas not-for-profit dedicated to community development, is conducting a survey on behalf of the City of Soldier to determine the need for improvements in public facilities and services. Some improvement projects may be eligible for Federal funding. Your answers will be kept confidential and a public hearing will be held regarding potential improvement projects prior to any grant applications being submitted. **Funding of up to \$2,000 per resident may be awarded, based partially on participation in this survey.**

Address: \_\_\_\_\_  
\_\_\_\_\_

How many persons within each age range live at this address?

0-18 yrs. \_\_\_ 18-25 yrs. \_\_\_ 25-30 yrs. \_\_\_ 30-55 yrs. \_\_\_ 55-70 yrs. \_\_\_ ≥70 \_\_\_

Is this address in the city limits? (circle one) YES NO

Email Address (opt-in for e-newsletter) \_\_\_\_\_

What do you see as the highest priority for growth in the city of Soldier? Rank from most important (1) to least important (4).

- |   |  |
|---|--|
| ___ Increased employment opportunities          | ___ More affordable/higher quality housing               |
| ___ Recreational opportunities ("things to do") | ___ Basic retail availability (fuel, food staples, etc.) |

In general, what do you like about Soldier? What would you change?

How long have you lived in the Soldier community? (Check the most appropriate answer.)

- < 1 year     1-3 years     3-5 years     10+ years

Complete the following statement, "I foresee my family **remaining in Soldier** for..." (Check the most appropriate answer.)

- Less than one year     1-3 years     3-5 years     5-10 years     The foreseeable future

If you anticipate **leaving** the Soldier community within the foreseeable future, please explain why. (Optional)

Please enter the zip code of and travel time to your place of work (Enter response in the spaces below.)

Zip Code of workplace: \_\_\_\_\_ - \_\_\_\_\_      Travel time: \_\_\_\_\_ hours and \_\_\_\_\_ minutes

If available, which of the following health resources would you take advantage of in Soldier? (Mark all that apply.)

- |   |   |  |
|---|---|--|
| <input type="checkbox"/> Free health screenings | <input type="checkbox"/> Strength training        | <input type="checkbox"/> Physical therapy        |
| <input type="checkbox"/> Aerobics class         | <input type="checkbox"/> Limited mobility fitness | <input type="checkbox"/> Cooking/nutrition class |

If available, which of the following social-service resources would you take advantage of in Soldier? (Mark all that apply.)

- No-cost food pantry     Low-cost Laundromat     Community closet

If available, which of the following educational resources would you take advantage of in Soldier? (Mark all that apply.)

- |   |  |  |
|---|--|--|
| <input type="checkbox"/> Book checkout      | <input type="checkbox"/> Community office (printing, copies, etc.) | <input type="checkbox"/> Non-credit classes (computer, language, personal finance, etc.) |
| <input type="checkbox"/> Free Wi-Fi hotspot | <input type="checkbox"/> After-school program                      |  |
| <input type="checkbox"/> Free computer lab  |  |  |

If available, in which of the following recreational opportunities would you take-part in Soldier? (Mark all that apply.)

- Movie nights     Dances     Community theatre     Concerts     Open gym hours     Youth sports     Adult sports

How connected do you feel to your community? (Check the most appropriate answer.)

- Very connected     Somewhat connected     Neutral     Somewhat disconnected     Not at all connected

What community organizations/events do you participate in? (Mark all that apply.)

- |   |  |  |
|---|--|--|
| <input type="checkbox"/> Soldier Ball Club          | <input type="checkbox"/> Soldier Christian Church  | <input type="checkbox"/> Coffee Club             |
| <input type="checkbox"/> Soldier Senior Citizens    | <input type="checkbox"/> Soldier Boosters 4-H Club | <input type="checkbox"/> Soldier Fire Department |
| <input type="checkbox"/> Soldier High Alumni Assoc. | <input type="checkbox"/> Soldier Fair              | <input type="checkbox"/> Other _____             |
| <input type="checkbox"/> Soldier Group Ministry     | <input type="checkbox"/> Kitchen Card Club         |  |

If the Soldier Gym were to be repurposed, would you be willing to contribute, either as a volunteer or financially? (Check the most appropriate answer.)

- Yes, as a volunteer     Yes, financially     No, unable to contribute at this time

Survey sample size

For population defined as Soldier (city) residents:

**101 individual or 43 household** participant sample size needed given...

- 95% CL, ± 5% CI, Population: 48 households comprised of 136 individuals

For population defined as Soldier (Township) residents:

**225 individual or 136 household** participant sample size needed given...

- 95% CL, ± 5% CI, Population: 209 households comprised of 540 individuals

Source: U.S. Census Bureau, 2010 Census. 2010 Census Redistricting Data (Public Law 94-171) Summary File, Tables P1 and H1

Methodology:

$$SS = \frac{Z^2 * (p) * (1-p)}{c^2}$$

Where:  
 Z = Z value (e.g. 1.96 for 95% confidence level)  
 p = percentage picking a choice, expressed as decimal (.5 used for sample size needed)  
 c = confidence interval, as decimal (e.g., .05 = ±5%)

Calculated using: <http://www.surveysystem.com/sscalc.htm>

Population to Sample

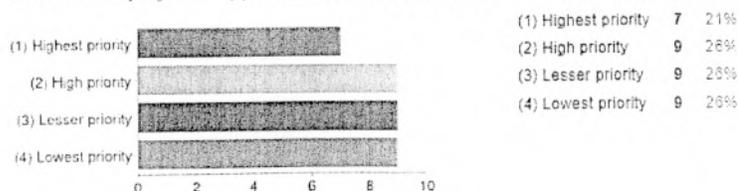
In determining population to sample via survey, we considered not only the population of the City of Soldier, but also the surrounding community (defined as residents of Soldier Township). For purposes of the KanStep Grant application, we will consider the LMI (Low to Moderate Income) rate of only city residents. In defining our broader community need; however, we will consider both city and township residents by collecting data from them regarding potential community-center usage information, perceived needs of the community, and general perception of Soldier.

Collection Methodology

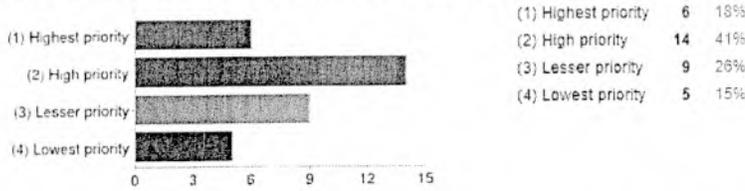
Survey data will be collected via door-to-door solicitation, and online in conjunction with the Kansas Rural Water District. Each household survey will have a unique identifier attached to its address. Unique identifiers will not be released publicly.

*Partial Survey Results*

**Increased employment opportunities [What do you see as the highest priority for growth in the city of Soldier?]**



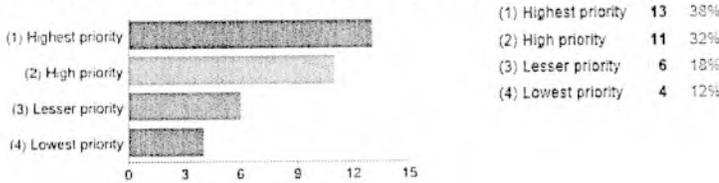
**More affordable/higher quality housing [What do you see as the highest priority for growth in the city of Soldier?]**



**Recreational opportunities ("things to do") [What do you see as the highest priority for growth in the city of Soldier?]**



**Basic retail availability (fuel, food staples, etc.) [What do you see as the highest priority for growth in the city of Soldier?]**



**In general, what do you like most about Soldier?**

Close knit rural community. Enjoy the quiet community. Love that we're like a family; folks take care of each other! Peace and quiet/friendliness. Country Farm Community, Post Office, People are friendly. Caring, rural community. The wonderful caring people. It's quiet. Small town. Country feel. Peaceful and quiet - good community. Everyone watches out for each other. You know everybody. Quiet, rural. Little town feel overall, private and safe. Quiet and safe. Small town friendly atmosphere. I am related to a lot of residents :). I grew up 3 miles north & 1 1/2 miles west of Soldier on the Wesley farm. When I was 14 we moved into the town of Soldier on Friend Street. I am related to all of the Hollidays! :) People are friendly. Quiet. My children love the church and the programs that it offers. I like that we are a small community and that we know our neighbors. Friendly. Small town, friendly people. Others quick to help. "Community" is a really great word to describe Soldier. It's not just a small town, but a collection of families of various diversities living in a small town and surrounding area...always ready to support each other and whatever the community is offering. Tranquility - good people - small town living. The people in this community are, for the most part, the salt of the earth. There is a strong sense of true community. I believe most of the people in this area would truly help a fellow person out in any way he/she could. My neighbors who will always lend a hand in crisis with no hesitation. The people of the community. Small town, quiet, friendly. The close community and family feeling. I like how neighbors still check on each other and help provide for others needs.

**In general, what would you change about Soldier?**

The city government does not do enough to help itself. We need to get a wind-power generator in Soldier; it'd provide jobs and get free electricity for the city. The roads also need chip-n-sealed, or at least to get treated with a dust reducer. We also need a cafe-type restaurant. Closer family activities. Appearance, keeping up properties. The average age is a high number. This will eventually balance itself out, but if there is not some movement toward bringing in youth, there will simply no longer be a Soldier community. Gas and groceries nearer. We also need a community parking lot to park semi trucks. Need things to do. Need swimming pool. Need closer grocery store. Need fitness center. NO MORE TRAILERS! The appearance of the town itself. Higher standard of living. Public facilities/property upkeep and landscaping. Paved streets. Grocery/Gas availability, more community activities. We need things for our youth to do. I wouldn't change a gosh-darned thing! We need a place for the kids to go and things to do. Cleaning the face of the town including my home. Soldier could use a good community center where organizations and groups could hold larger get-togethers, shows, etc. more businesses. This place is boring - we really need things to do. It needs to have more things for the children to do. Needs paved roads. I would like to see soldier hold more activity opportunities for the youth and other age groups right here in our city instead of having to drive do. Yards need cleaned. Clean it up make it an attractive place to live. We have a transient population. Yards have gotten dirty looking and cluttered. Bring back the grocery store & gas stations. We need more renters. And we need wind energy in Soldier. We also need to become a drop site for Harvesters and a community garden.

**Complete the following statement, "I foresee my family remaining in Soldier for..."**



**How long have you lived in Soldier?**



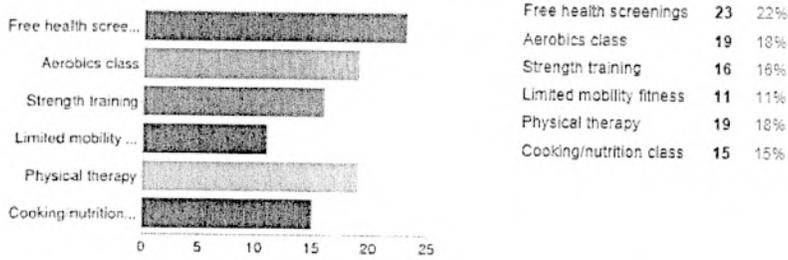
**If you anticipate leaving the Soldier community within the foreseeable future, please explain why.**

One day anticipate leaving the city, but will remain in the Soldier community. Retirement- moving to nicer climate. I am living in Topeka now because there are things to do here. work. Need to move closer to job. Health reasons. The only reason I would leave the Soldier community would be because my kids move to areas with jobs and activities to attract them. At that point, I may desire to live closer to my children that I desire remain in this pleasant neck of the woods.

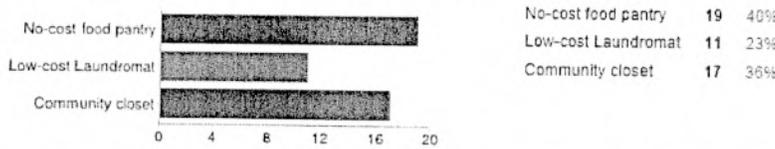
Please enter the travel time to your place of work



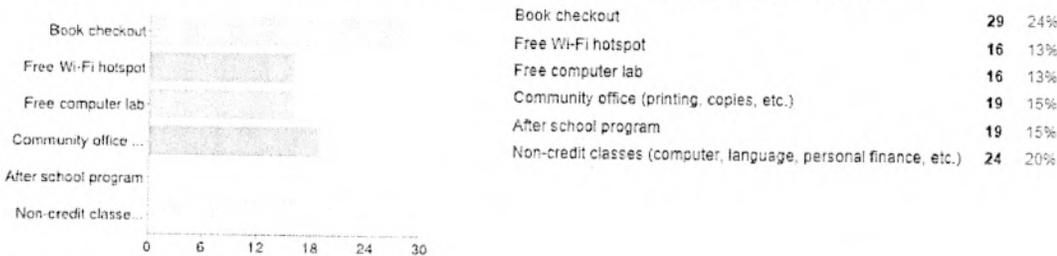
If available, which of the following health resources would you take advantage of in Soldier?



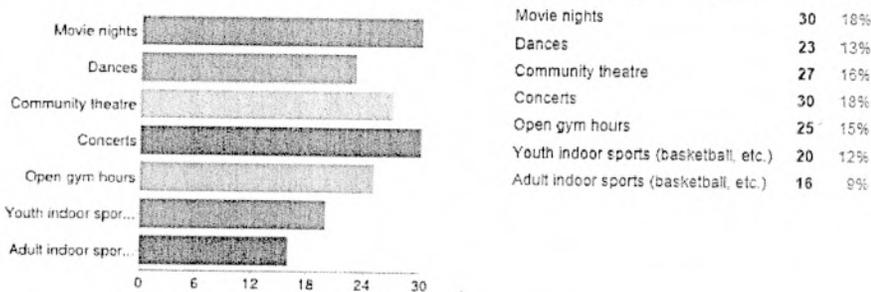
If available, which of the following social-service resources would you take advantage of in Soldier?



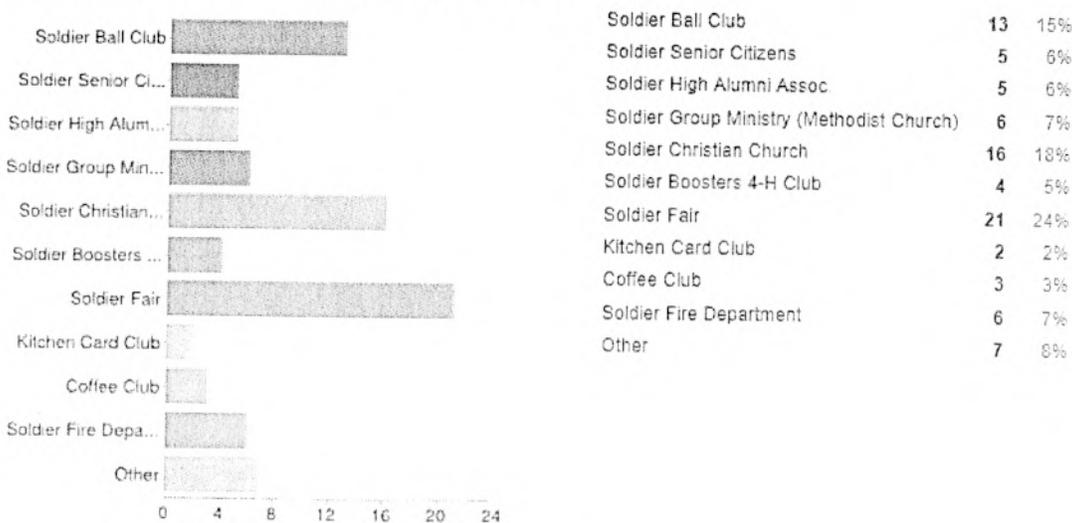
If available, which of the following educational resources would you take advantage of in Soldier?



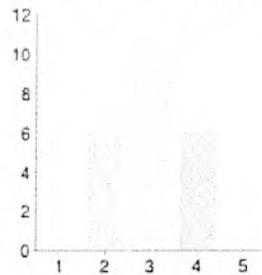
If available, in which of the following recreational opportunities would you take-part in Soldier?



What community organizations/events do you participate in?

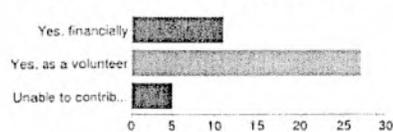


How connected do you feel to your community?



1	1	3%
2	6	17%
3	11	31%
4	6	17%
5	12	33%

If the Soldier Gym were to be repurposed, would you be willing to contribute, either as a volunteer or financially?



Yes, financially	11	26%
Yes, as a volunteer	27	63%
Unable to contribute at this time	5	12%

Is there anything else you would like to share?

Go Team! I'd be willing to donate land if someone would put a wind turbine on it. Few things are more powerful than seed funds allowing individuals to put in sweat equity, following dreams, and enabling others to help others more effectively. I think this would be a great asset to this community. I Keep the hope alive If there are free non-credit classes offered, we believe the community would benefit from having a parenting class offered. Also, have always thought an after school program involving senior citizens helping with snacks and homework would be a great inter generational community project. I love my hometown of Soldier Kansas! I believe you are on the right track just let me know if there is anything I can do to help. Would love to get involved again with the community. I have done some research earlier this year on a community garden and there are grants available most every year for such causes. As those that know me know that I love to grow and preserve food. Would be happy to share that knowledge and experience.

Community Presentation Materials

**WE NEED YOU!**

Right now, *Community*CORE is looking at applying for that grant mentioned in this pamphlet to fund materials and professional services for the Soldier Gym Project. As part of the grant, we are required to collect information on the people who would benefit from the money we're asking for. We collect this information using two surveys.

One is the Soldier Community Survey that was delivered with this pamphlet, asking you questions about what unmet needs you see in Soldier and where you see our city improving. This one is for us and we'll use it to help fix our direction going forward. You can complete it by either filling out the paper copy (a volunteer will be around to pick it up or you can call Ross at the number below to have him pick it up) or going online at [bit.ly/SoldierSurvey](http://bit.ly/SoldierSurvey). The second survey is called an LMI Assessment - this one is for the State of Kansas to prove that our community needs the money. Volunteers will come by and ask you a series of questions about your income level. Your information will go directly from them to the folks with the grant - there are no middlemen involved to stick their noses in your business.

We understand that nobody likes surveys, but please hang with us on this one.

For **EACH PERSON** in your household, this project could be granted \$2,000. Not a bad take-home for three minutes, right? The key here is that we only have access to those funds *if we get the survey information we need*. Every survey counts, please consider participating.

We value your time, respect your privacy and thank you for making Soldier a better place to live, work, play and grow!

# 3 EASY WAYS TO HELP OUT...

## **STEP ONE: Survey**

Fill out the "Soldier Community Survey" and wait for volunteer pick-up on the morning of Saturday, June 22<sup>nd</sup> or the evening of Monday, June 24<sup>th</sup>. Alternatively, visit [bit.ly/SoldierSurvey](http://bit.ly/SoldierSurvey) (this option is preferable if you have access to a computer).

## **STEP TWO: Sign-Up**

This project is all about COMMUNITY-our success will be achieved when we all come together to make it happen. If this is a vision you're excited about and want to get involved, VISIT: [bit.ly/TheHub\\_GetInvolved](http://bit.ly/TheHub_GetInvolved) CALL/TEXT: 785.734.0123 with your name.

## **STEP THREE: Spread the Word**

Follow us on social media and share our pages (found in the pamphlet) with your friends and followers. We need data from that first survey for everyone who has a 66540 zip code, so give friends, family, and neighbors

*Presentations to the City*

### **The Bottom Line**

We are asking the City of Soldier to apply on behalf of The Community CORE Foundation for the KanStep Grant for the project earlier described. This would entail...

- Co-signing the application that CORE drafts. The preliminary submission would be on February 28<sup>th</sup>, 2014 with a final application to be submitted September 1<sup>st</sup> of 2014
- Distributing funds once they appropriated. The City would write a check as each specific bill for services came in, directly to the company providing the labor. In this way, they would maintain oversight for the funds on behalf of the state of Kansas.
- Keeping a balance of all payments made. Records of the disbursements would be made in keeping with state and federal law. These records would be maintained over the course of three years, by the city, with a potential for audit.
- Signing an inter-local agreement like the one found later in this packet. This would be written to suite both the City's and the Foundation's needs. In essence though, it would make sure that the Foundation took responsibility and had decision making ability for the building post-construction and that the City maintains no liability or fiduciary responsibility for the building.

Project like this one have been successfully completed by governments and other stakeholders throughout Kansas for the betterment of their communities. Towns both larger and the same size as Soldier have been able to engage a volunteer base to finish the job. We hope to learn from their success and find our own. For examples of case-studies that are similar to Soldier, please continue on through this packet and read about other small communities that have taken advantage of the KanStep grant.

Thank you for your continued dedication to Soldier; we appreciate your efforts to keep our town a vibrant community! - The *Community*CORE Team

## Three Peer Applicant Case Studies

	<b><i>Soldier (proposed)</i></b>	<b>Carbondale</b>	<b>Corning</b>	<b>Whiting</b>
<b>Property Owned By</b>	<i>The Community CORE Foundation</i>	The ELMS Foundation	City of Corning	City of Whiting
<b>Total Project Cost</b>	N/A	\$575,720	\$450,115	N/A
<b>Annual Income (Deficit)</b>	N/A	Income: \$200	Deficit: \$478	Deficit: \$7,000
<b>Amenities</b>	<i>Gym, meeting space, conference space, stage area, showers, classroom, library, computer lab, kitchen</i>	Meeting space, kitchen	Meeting space, conference space, library, kitchen, examination room, conference room	Gym, meeting space, and kitchen
<b>Size of Community</b>	135	1,440	156	187
<b>Basis for Comparison</b>	N/A	Owned and operated by an independent non-profit	Amenities offered	Former high-school gym

# KAN STEP: Carbondale Community Center

The City of Carbondale, located in Osage County in east central Kansas, has been awarded a KAN STEP grant through the Kansas Department of Commerce to construct a new community building. Construction began early in 2004.

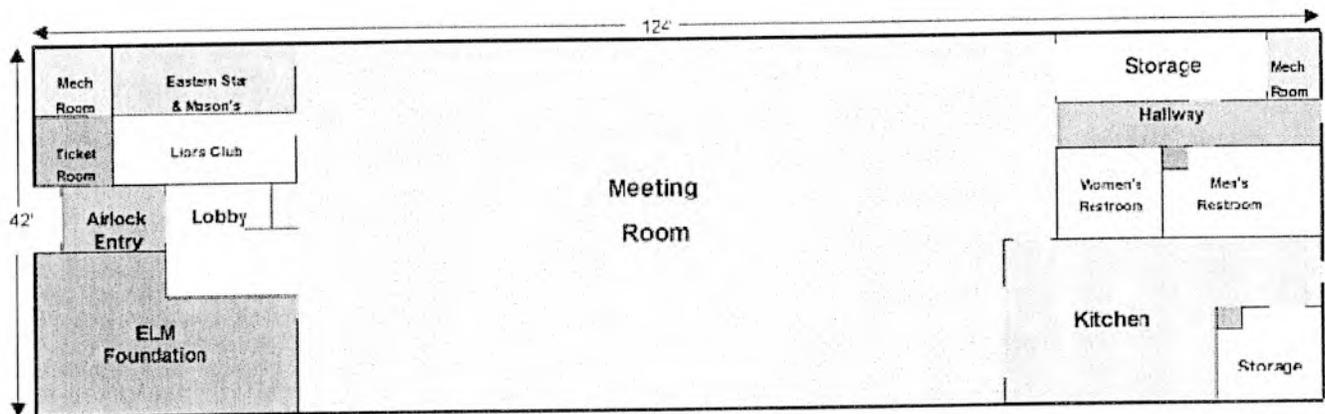
Carbondale's project, which was formulated through the local E.L.M. Foundation (Eastern Star, Lions and Masons), has an estimated retail

value of \$575,720. The city received a KAN STEP grant not to exceed \$342,339, which left a local contribution of \$233,381. KANSTEP is an acronym Kansas Small Town Environment Program. KANSTEP has successfully used "sweat equity" to help communities reduce cost of water systems and now community centers and fire stations.

The project representatives at Carbondale are Scott Fulton, President of the E.L.M. Foundation and John Ryan, who is also Mayor. Grant administration was by Donna Crawford of Governmental Assistance Services. Dan Hall with BG Consultants, Manhattan, was architect. Kansas Rural Water Association will provide inspection services and technical assistance. – Ref: Text and Images, Kansas Rural Water Association



## The Floor Plan for the new Community Center



Discussion With John Ryan,  
City Council Member and Sparkplug for Carbondale Community Center:

Who owns the building? How is liability handled? Who pays for insurance?

*The ELMS Foundation owns it. No inter-local agreement, registered with the state . Had engineer and grant-writer.*

How much extra work did it make for your city government? City clerk?

*The city had no other responsibilities other than doing disbursements and maintaining records. It was not bad for our clerk at all; we wrote a check, and maintained simple records.*

Did the idea begin with your organization or with the city government?

*It began with our ELMS Foundation; we were the main push for it.*

What was your experience with volunteer follow through? How did you engage people? How did you keep them engaged?

*We had public meetings where there was a sign-up. We kept that volunteer list and it acted like an MOA – a memorandum of agreement. Having their name signed and us keeping up with them kept them involved.*

What was the biggest challenge you faced overall with the project?

*Getting the 501(c)3; it took some time. You also can't be too hurried – you have to cater to when people can help out. Also, make sure you have somebody to sign for deliveries, building materials, etc.*

Do you have any advice in general?

*Have a good plan, and you'll be really successful. Request an exemption for property tax. Charge a suggested user fee, and demand a deposit before people rent the building.*

How is your leadership for the building structured?

*Our initial board was made up of the steering committee who wanted to get things started. The ELMS Foundation is now in charge of the building; it has representation from each of the groups housed in the building and two "at-large" positions for whoever would like to help.*

## **KAN STEP: Corning City Library**

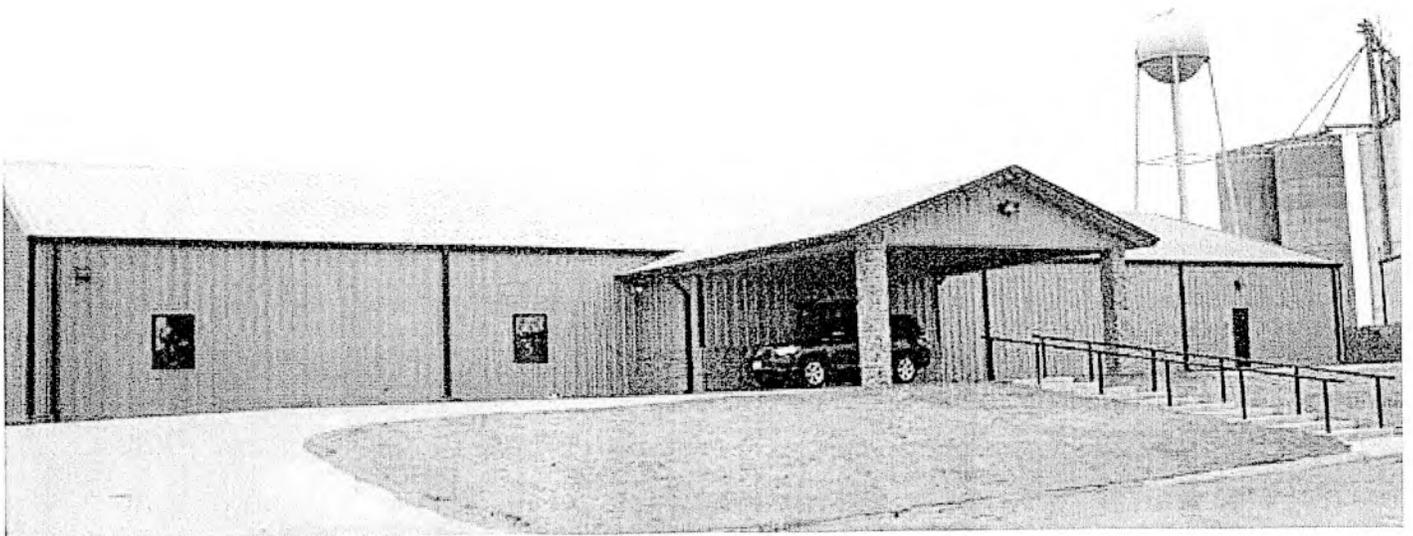
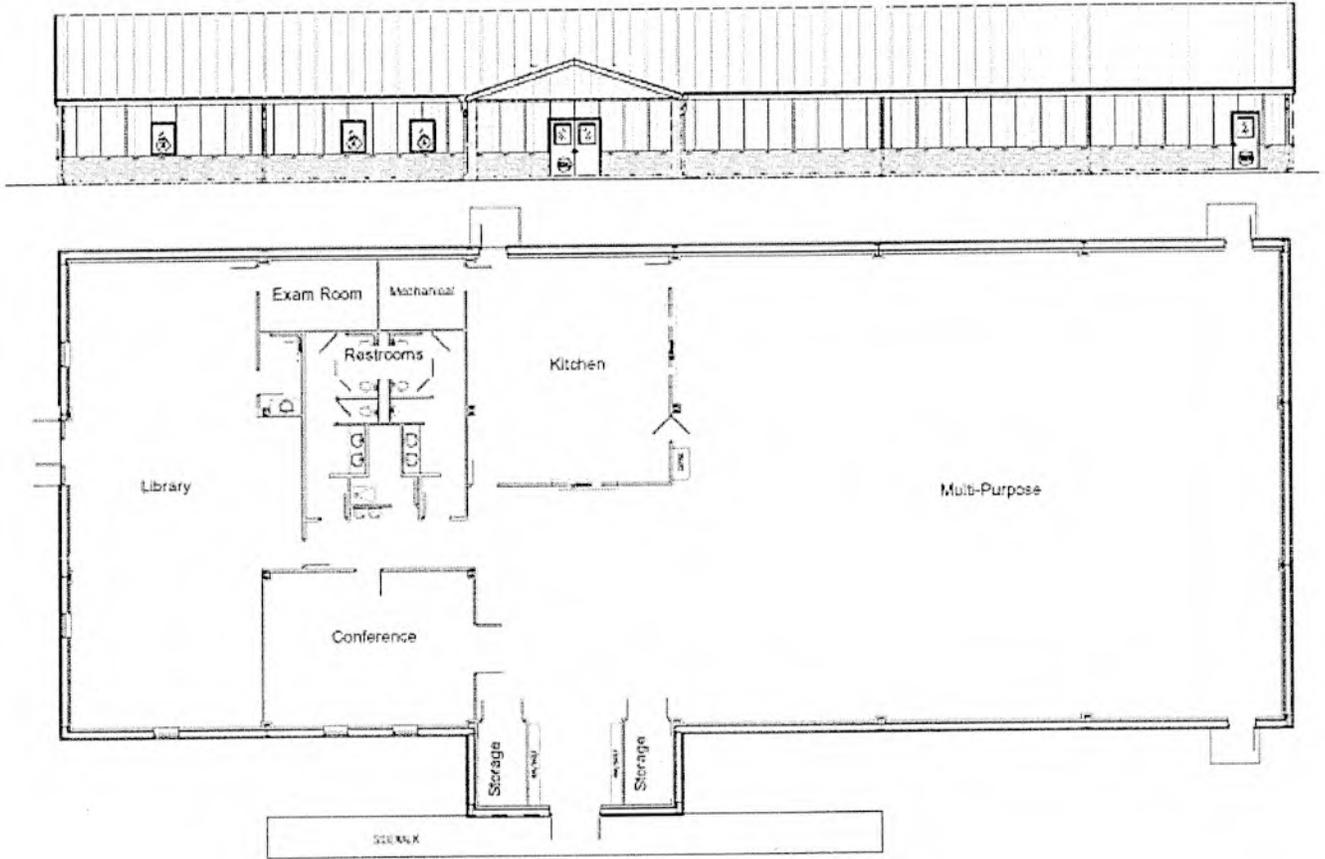
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### **Corning to construct 9,400 sq. foot community center through KAN STEP Program**

The Kansas Department of Commerce has awarded a \$269,229 KAN STEP Grant to the City of Corning to construct a new community center. Corning is located in Nemaha County in northeast Kansas.

The building will be a 9,400 sq. ft. structure (60' x 150'). It will include a library, a conference room, kitchen and medical exam room. Cost of the project is estimated to be \$450,115; \$180,885 will be provided by volunteer labor with the \$269,229 from KS Dept of Commerce to cover the costs of materials, architect, inspection and grant administration. Corning's present library is in a WPA constructed stone building that is difficult to heat and cool. The library contents will be moved to the new building with the present library to then store and display items from the existing museum that will be demolished to make room for the new community building. Architect for the project is M. J. Rigby of Rosemann & Associates, Overland Park, KS. Kansas Rural Water Association will provide inspection and assistance on the project. Rural Development Association of Northeast Kansas will provide Grant administration. Sparkplugs for the project are Roger Haug, Diane and Travis Haverkamp and Joe Niehues.

KAN STEP is a self-help program that enables small communities to make major infrastructure improvements. Local people volunteer labor and services, while the Kansas Department of Commerce provides funding for materials and technical services. An acronym for Kansas Small Towns Environment Program, KAN STEP gives small Kansas communities an opportunity to do projects they could not otherwise afford. The funding is provided through the federal Community Development Block Grant (CDBG) program. – Ref: Text and Images, Kansas Rural Water Association



## Completed Project

# KAN STEP: Whiting Community Center

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The City of Whiting, located in Jackson County in northeastern Kansas, will re-model an existing building into a community center. KAN STEP is an acronym for Kansas Small Town Environment Program that is funded through the Kansas Department of Commerce and Housing. KAN STEP has successfully used "sweat equity" to help communities reduce costs of water system improvements and now, fire stations and community centers. The Project Representatives at Whiting are Kay Flint and Bonnie Eubanks - (785) 873-3186; the Grant Administrator is Jonathan Wimer with the Jackson County Development Corporation; the Architect is Dan Hall of BG Consultants. The Kansas Rural Water Association provides Inspection Services and Assistance. – Ref: Text and Images, Kansas Rural Water Association

### Discussion with Kristen Watkins – Whiting City Clerk

Who owns the building? How is liability handled? Who pays for insurance?

*The City of Whiting owns the building, which is insured for \$450,000. For us, this is full coverage. No alcohol is allowed on the property and we make everyone sign an individual liability and indemnification release. Our insurance is through maximum realty in Horton – costs around \$4,500 per year and increases annually to be adjusted for inflation.*

How much extra work did it make for your city government? City clerk?

*Not much; the grant administrator made our responsibilities pretty easy.*

What was your experience with volunteer follow through? How did you engage people/keep them engaged?

*We had a good volunteer base; our real success was in making people feel welcome and invited to participate. If you want to get the whole community to buy-in, you have to make sure that every single person in that town knows about it and feels like they can bring their skills and resources with them to contribute.*

What are operational expenses? Do you net a profit? If you could go back and change one thing, what would it be?

*We lose about \$7,000 every year because of compliance costs (fire marshal, pest control, insurance, etc.). We bring in \$1500 in rental payments. I'd renovate that sucker to make it airtight and focus on energy efficiency. Even with geothermal heating, we still struggle to keep the building at 50 degrees all winter. Look at doing passive solar heating or stuff like that, because once it's built, you can't really effect the energy costs and you'll just be stuck with them.*

How is your leadership for the building structured?

*A city employee is the manager, she handles sign ups and users clean the building. Other than that, the city makes the decisions.*

Inter-Local Agreement

This Agreement is made and entered into this \_\_\_\_ day of \_\_\_\_, 2013, by and between the City of Soldier, Kansas, hereinafter called the "Applicant," and The CommunityCORE Foundation, hereinafter called the "Sub-applicant."

Whereas, the Undersigned believe that the construction of the Community Development Center will substantially benefit all of the Undersigned and is a project that is urgently need in order to provide necessary community development opportunities for communities in the Soldier Township of Kansas and the City of Soldier, Kansas.

Whereas, the Applicant has applied to receive a 2014 Community Development Block Grant from the State of Kansas, and it is the Applicant's desire to relinquish certain responsibilities as allowed by the program and the State statutes,

Whereas, the Sub-applicant will benefit from the gran proceeds and finds it is in the best interest of both parties to assume these responsibilities.

Now, therefore, the parties agree as follows:

1. The Sub-applicant shall assume all grant responsibilities listed in the applicant's grant agreement applicable hereto, except those financial responsibilities which cannot be assumed by the Sub-applicant, according to the requirement of KDOC.
2. The Sub-applicant shall be responsible for 100% of the operation and maintenance expense associated with facilities being constructed for Sub-applicant as a result of the community Development Block Grant.

The applicant also acknowledges, as part of the Agreement, that liability for the grant is wholly within its realm; and the Sub-applicant hereby assumes responsibility to see all terms listed herein are met, with the above exceptions.

IN WITNESS WHEREOF, the parties hereto have executed the Agreement as of the day and year indicated above.

ATTEST:

CITY OF SOLDIER, KANSAS

By: \_\_\_\_\_

Mayor, Grantee

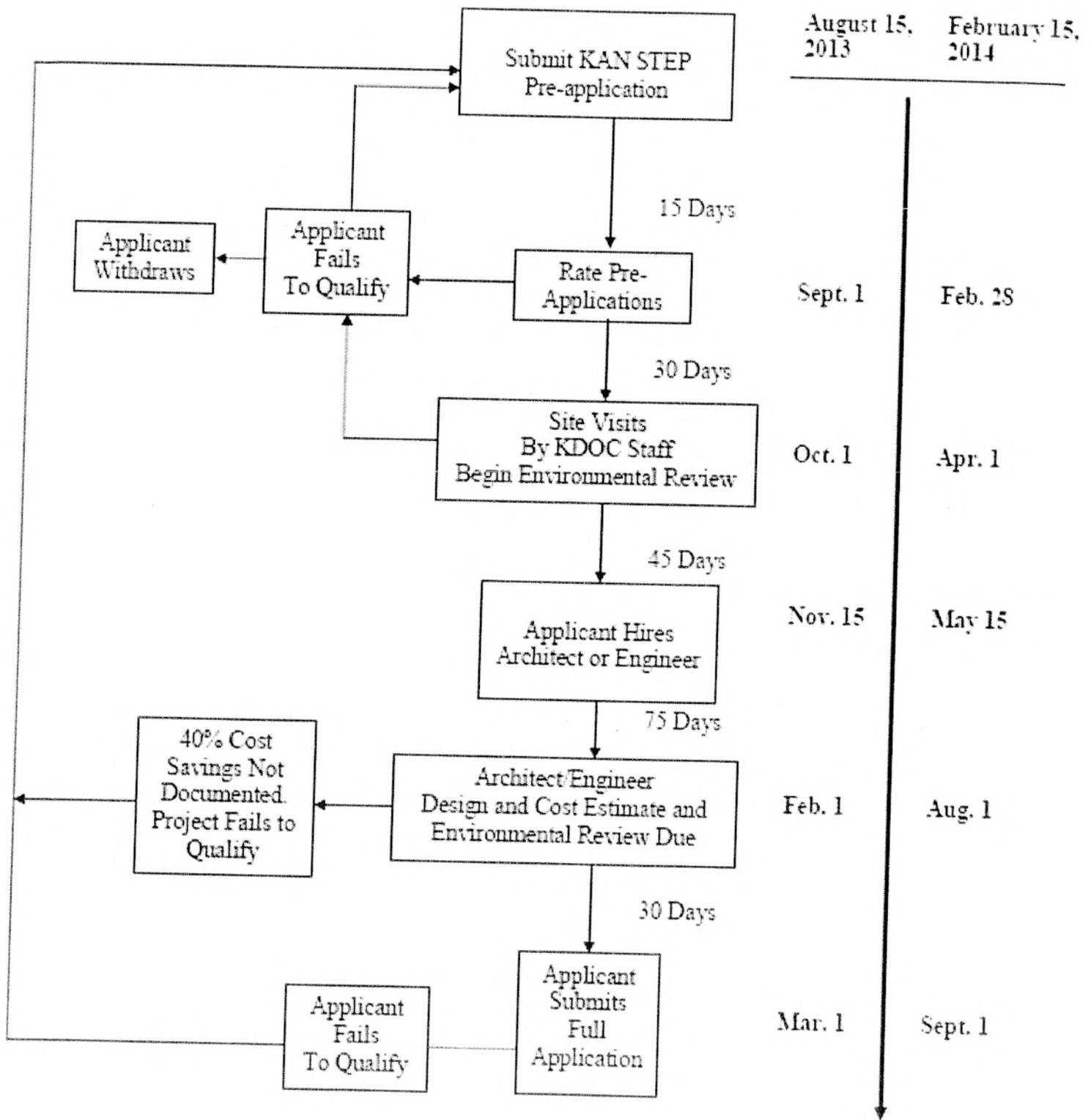
By: \_\_\_\_\_

City clerk

By: \_\_\_\_\_

The CommunityCORE Foundation  
President, Sub-Applicant

Kan Step Flow Chart- Taken from Kansas Kan-Step Program Booklet



May be viewed at...

<https://www.facebook.com/CommunityCOREorg>

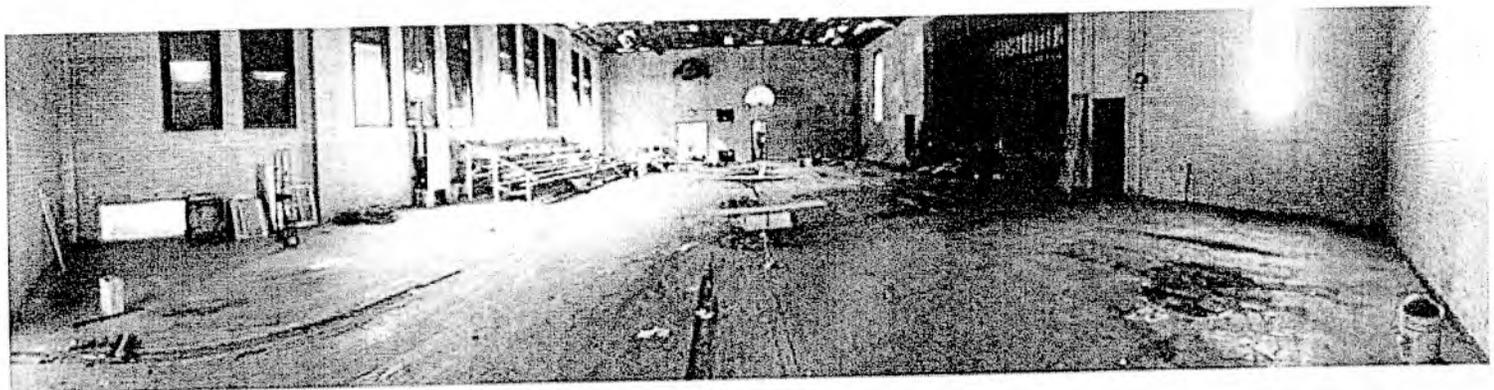
<http://communitycoreorg.wordpress.com/>

[https://twitter.com/Community\\_CORE](https://twitter.com/Community_CORE)

*Photographs*



**THE POWER OF NEIGHBORS.**





# Soldier City Council hears group's plan to renovate old high school gymnasium

By Ida Nadeau  
Soldier City Clerk

Mayor Penny Ludlow called the July 9 Soldier City Council meeting to order at 7:02 p.m. at the Soldier city office. In addition to Mayor Ludlow, those present were council members Jack Tannahill, Joe Denny, Brenda Holliday and Brandi Fritz. City employees present included Jim Ludlow, Anthony Brenner and Ida Nadeau.

Tannahill made a motion to accept the minutes of the June 11, 2013, council meeting as presented. Holliday seconded the motion, which was approved 4-0.

A newly formed community organization called Community CORE was explained by Luke Schreiber and Ross Allen, an intern with the School of Leadership Studies at Kansas State University. CORE's mission is "cultivating community through local strengths, structures and passions." An initial plan of CORE is to take the old Soldier Gym on the north side of town and re-purpose it for the community's use.

The Community CORE Foundation was registered with the State of Kansas as a not-for-profit corporation on June 4. The incorporators of record are Luke Joseph Schreiber, Charles William Brown IV and Ross Michael Allen. CORE volunteers have completed a "Soldier Community Survey" to determine the wants and needs of the community.

The City of Soldier is being asked to apply on behalf of the Community CORE Foundation for KanStep funds through the Kansas Department of Commerce. The council had concerns regarding this project, since the location of the old high school is outside of the city limits, as well as what would be the financial liability to the city if not enough grant funds and donations are received to complete the project and who would be responsible for any costs prior to the grant award such as publications for

a public hearing and costs associated with hiring a grant administrator.

In order for the city to apply on behalf of CORE, they would have to be registered as a 501(c)(3) tax exempt corporation. CORE will be applying for that designation and will keep the city council informed on its progress.

Gary Keehn and Luke Schreiber gave a presentation on what will be done during the "2013 Soldier Project." The Soldier Project is a group of volunteers that get together for three or four days each summer and make improvements to city property as well as private property. The dates for this year's project will be July 18, 19 and 20.

Volunteers went door to door to ask residents if they had any projects that they would like to see accomplished, and they will be doing some minor repairs on homes as well as cutting down and trimming trees. The council expressed their appreciation of this project, as it has made many improvements to the city.

They want to put in a new sidewalk on the west side of First Street in the 200 block and the south side of Jackson Avenue in the 100 block, and would like the city council's approval. Jack Tannahill's motion to allow replacement of the sidewalk was seconded by Brenda Holliday and approved on a 4-0 vote.

Fred Bailey asked the council if he could remove five trees on the city right of way in front of his house on Friend Street and replace them. There were no objections. Tannahill's motion to allow Bailey to replace these trees was seconded by Brandi Fritz and approved on a 4-0 vote.

City Clerk Ida Nadeau reported that the city received a thank you letter from the Jackson Heights Post Prom Committee. Steve Seawall from Custom Micro Works was here to install the data for Government Suites to the new computer. Beginning with the July meeting, unofficial minutes will be sent to *The Hol-*

*ton Recorder* for publication.

Water/Wastewater Operator Jim Ludlow reported that before the city can begin the mudjacking project at the Community Building, refrigerators, stoves and the bottom cabinets must be removed. Ludlow would also like to resign his position but will continue to work until a replacement can be found. The city will need to hire someone who is a certified water and wastewater operator or is willing to attend classes to be certified.

Anthony Brenner, meter reader, presented a list of residents to be sent letters advising them of the need to cut weeds around their water meters.

Nadeau presented the bills to be paid. Fritz made the motion to pay the bills as presented. Joe Denny seconded and the motion carried on a 4-0 vote.

Nadeau gave the treasurer's report; Tannahill made the motion to accept the treasurer's report; Brenda Holliday seconded and the motion carried on a 4-0 vote.

In old business, bids for a handicapped accessible ramp to be constructed at the front of the Community Building were reviewed from Sullivan Construction and F&L Construction. This project will be a memorial to former council member Rodney Brenner and contributions have been made to the city to partially pay for this.

The bid from Sullivan Construction in the amount of \$2,774 was accepted on a motion by Brandi Fritz,

seconded by Tannahill and approved on a 4-0 vote.

Bids for mudjacking at the Community Building kitchen, hallway and restrooms were reviewed from Fisher Mudjacking and Kolde Construction Inc. with a motion being made by Denny to accept Kotke's bid of \$2,758. The motion was seconded by Tannahill and approved on a 4-0 vote.

A discussion was held on the need to replace tile in the Community Building after mudjacking is completed. Fritz made a motion to replace the tile, seconded by Brenda Holliday and approved on a 4-0 vote.

Three residents were considered for the vacant council position: Dakota Keating, Aaron Jones and Jim Winters. Jones was appointed by the mayor to fill the term vacated by David Reed. Tannahill made a motion to accept the appointment; it was seconded by Denny and approved on a 4-0 vote.

It was announced that the Soldier 4-H Fair was to be held on Saturday, July 13.

With no new business to conduct, Tannahill made the motion to adjourn. The next meeting will be held at 7 p.m. Tuesday, Aug. 13 at the city office.

*Editor's note: The preceding was compiled from unofficial council minutes as submitted by Soldier City Clerk Ida Nadeau. The Holton Recorder encourages all city councils in Jackson County to submit meeting minutes for publication.*

## Sommers to present pro-life

"Finding Peace Within" is the title of a message that will be presented by Dawn (Lehew) Sommers at an interfaith gathering of adults and youth at 7 p.m. Wednesday, July 24, at St. Leo's Catholic Center, 1320 First Ave. East in Holton.

Later, an amniocentesis test confirmed that possibility, resulting in a difficult decision for them to make: whether to continue with the pregnancy or whether to choose to have an abortion.

"The thought that it could all be over quickly was appalling," says