

**Baldwin City Chamber: January 2018 Activities Update**  
**Jeannette Blackmar**  
**February 5, 2018 Board Meeting**

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*The Baldwin City Chamber of Commerce provides leadership, promotes and influences economic vitality, and enhances quality of life to benefit the community.*

**JANUARY ACCOMPLISHMENTS**

January's priorities included 1) 2018 membership solicitation and recruitment as well as membership administrative management; 2) implementation of two educational workshops; 2) creation of a City of Baldwin City Mural Grant Program with Ed Courton; 3) planning the Career and Youth Workforce Development & Needs Program with Superintendent Paul Dorathy, USD 348 and; 4) implementation of two community visioning sessions in partnership with Douglas County Extension, Mr. Marlin Bates and City of Baldwin City. Ongoing activities include 1) 2018 Chamber Banquet planning; 2) Douglas County E-Community YEC facilitation with BHS student teams and event logistics planning with Baker University; 3) working with businesses to plan open houses; 4) attending Tourism Bureau strategic planning session (1/4); 2) website redesign with Lynn Hughes and communications and; 5) financial management.

**I. Activities Implemented**

- Business Excellence Workshop – Social Media Marketing Workshop, January 5 in partnership with Eudora Chamber, KU Small Business Development Center, Douglas County E-Community, Lawrence Chamber. Eighteen attendees from Baldwin City, Eudora and Lecompton.
  
- DCCF Community Grant Workshop, January 9, in partnership with Douglas County Community Foundation, attended by seven individuals representing Midland Railway, The Light Center, City of Baldwin City, Lawrence Farmer's Market, Parents as Teachers, New Frontier Tax & Small Business Services.
  
- Chamber Luncheon, January 10, with 52 attendees. Presentation by Scott Schultz, CEO Morningstar Care Homes.
  
- First Impressions Visioning Session, January 10, facilitated by Nancy Daniel, Community Development Specialist, K-State Research and Extension to 26 community members.
  
- Coffee & Conversation, January 26 presentation facilitated by council members Tony Brown and A.J. Stevens with input from Brian Cramer and Ed Courton on the City's Community Development Committee's purpose. 2017 activities and moving forward. Attended by 19 community members.
  
- Researched and wrote City Mural Grant Program Overview and Application with Ed Courton and presented documents to the Community Development Committee, 1/25.

**2018 Chamber Membership Campaign**

2018 membership goals include increasing membership revenue to \$33,000 and doubling the number of Community Leaders. As of January 31, we have secured 100 members including four new Community Leaders resulting in membership revenue of \$21,847.

**Career and Youth Workforce Development & Needs Program**

Presented to the USD 348 school board our partnership to create a youth workforce development program. The overarching goal of the program is to connect students with local businesses, at many

levels throughout their preK-12 tenure, and to provide knowledge, skills and training opportunities required for employability through integrated, rigorous curricula coupled with active engagement of employers. I will be working with USD 348 principals in February and presenting an updated plan at the USD 348 February 12 School Board meeting. See Appendix for DRAFT plan details.

### **Community Visioning is not an esoteric exercise, but core to Baldwin City economic, social and cultural sustainability**

Community visioning is both a process and an outcome. Its success is most clearly visible in an improved quality of life, but it can also give individual citizens and the community as a whole a new approach to meeting challenges and solving problems. Visioning is so important that the National Civic League requires community's to implement a visioning process as part of its All-America City Award process.

Citizens, government, nonprofits, and businesses conduct visioning processes and should be actively engaged in its implementation. Since February 2017, the Chamber of Commerce has been gathering data on a "vision for Baldwin City" through facilitating community forums with various partners including 1) City of Baldwin City with "Coffee & Conversation"; 2) Chamber luncheon, February 14 focused on vision for the business community and 3) Douglas County Research & Extension First Impressions program- gaining perspective on Baldwin City through the eyes of the "outsider" with a public meeting January 10 and planning for an "action plan meeting" February 28. The goal of these partnerships is to create a compelling vision for Baldwin City and along the way:

- Increase the level of citizen participation in community problem-solving
- Reverse the sense of disconnectedness commonly voiced by individual citizens
- Build a community consensus for setting priorities to address community facilities needs

### **We are Baldwin City's Communication and Information Hub**

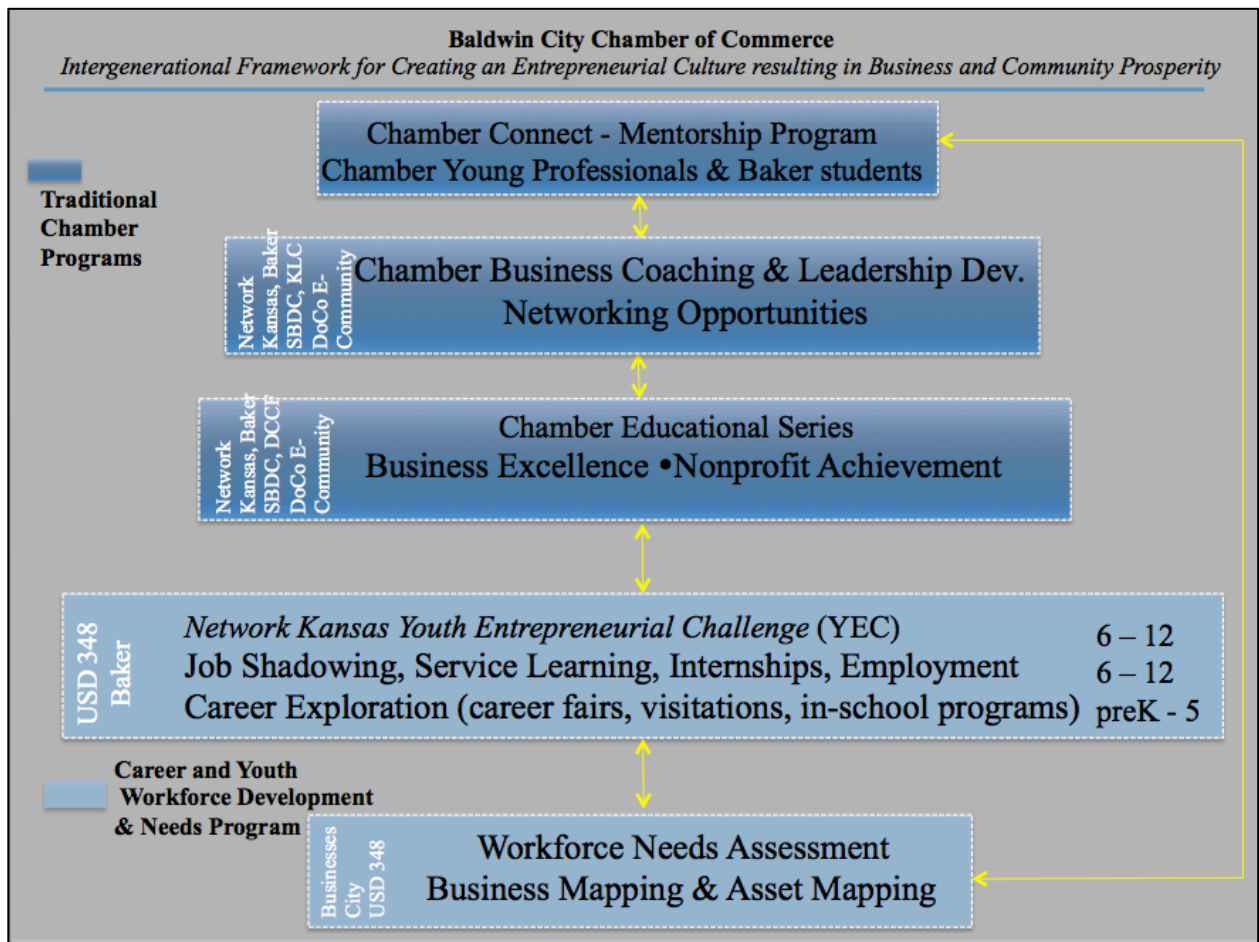
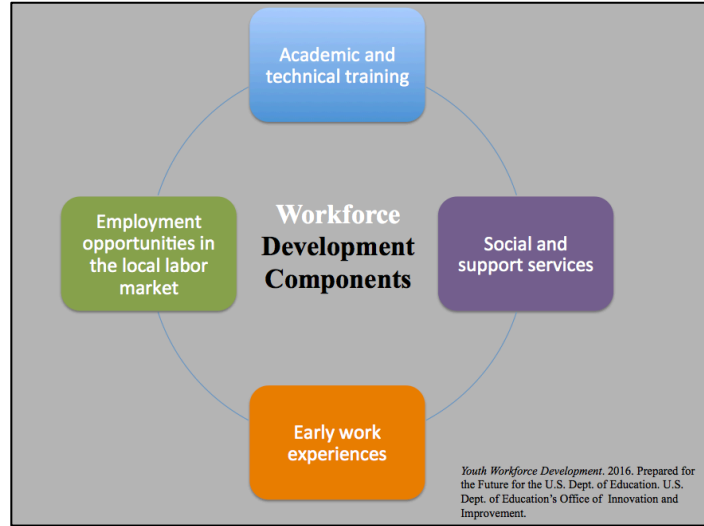
Every single day, the Chamber office is communicating with visitors, residents and members including office visits, phone calls and emails. See Lynn Hughes's communication report for our website and social media activity. On a daily basis the Chamber functions as a vital hub welcoming people to Baldwin City, promoting our community and interacting with businesses building relationships and providing information and resources.

### **Upcoming Chamber and Chamber-Interest Events**

- Chamber Luncheon - 2/14, 12:00 pm – 1:00pm, Lumberyard Arts Center
- E-Community 2017 Report to Douglas County Commission - 2/14, 4:0 pm, Douglas County Courthouse
- Rodrock Chiropractic Open House- 2/15, 5:00 pm – 6:30 pm
- **ANNUAL BANQUET - 2/22, 5:30 pm, Stony Point Hall**
- **First Impressions Action Plan Meeting - 2/28, 6:30 pm-8:00 pm, Baldwin City Library**
- Midland Railway Celebration -3/1, 5:00 pm-7:00 pm, Midland Railway
- **Douglas County Youth Entrepreneurship Challenge (YEC) - 3/2, 8:30 am-1:30 pm, Baker University**
- Ribbon Cutting Morningstar Care Homes - 3/8, 5:00 pm - 6:30 pm
- Business Excellence Series, "What's Going on with Facebook?"-3/9, 8:30 am- 11:00 am, Eudora City Hall led by Lynn Hughes
- Chamber Luncheon - 3/14, 12:00 pm-1:00 pm, **Vintage Park**

**APPENDIX**

**Workforce Needs Initiative: PowerPoint to be presented 2/12/18**



# MEMO

TO: Paul Dorathy

FROM: Jeannette Blackmar, Executive Director, Baldwin City Chamber of Commerce

RE: **DRAFT PLAN: Career and Youth Workforce Development and Needs Program – A Partnership between USD 348 and the Baldwin City Chamber of Commerce**

DATE: January 22, 2018

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***Where is the source of the future skilled workforce that will fuel the economy?***

*In many areas of the country, employers are already struggling to identify skilled workers to fill entry-level vacancies in high-demand sectors. Middle-skill jobs (primarily in computer technology, nursing, and high-skill manufacturing), which require some postsecondary technical education and training—and will account for nearly half of all new job openings from 2010 through 2020—are in particularly high demand.<sup>1</sup> In fact, a full two-thirds of employers indicate they have difficulty filling job vacancies due to applicants with insufficient experience and substandard work habits.<sup>2</sup>*

Grobe, Martin and Steinberg, 2015

In today's globally integrated, innovation-driven, knowledge-based economy, access to an educated, skilled, and trained workforce is a necessity. Existing businesses need high quality labor to thrive in a competitive economy while a quality workforce is essential to new business attraction. Furthermore, aligning educational and workforce development systems with business and industry demand is critical.

## **Proposed Career and Youth Workforce Development and Needs Program**

The Baldwin City Chamber of Commerce's vision is to be a catalyst for business prosperity. Elevating the educational attainment, workforce skills and increasing awareness of vocational/technical careers is essential to business prosperity and an economically and socially vibrant community. One strategy to achieve our vision is to form a public-private partnership with USD 348 to establish a Career and Youth Workforce Development & Needs Program, in alignment with local business needs, that provides education and training opportunities while supporting academic achievement, educational attainment, and curriculum alignment. *The overarching goal is to connect students with local businesses, at many levels throughout their preK-12 tenure, and to provide knowledge, skills and training opportunities required for employability through integrated, rigorous curricula coupled with active engagement of employers.*

A Career and Youth Workforce Development & Needs Program will equip USD 348 students with an awareness of local businesses, awareness of local career opportunities, awareness of the skill sets and credentials required to secure employment, direct connections with local businesses including in-school programs and experiential learning opportunities as well as knowledge and skill acquisition through USD 348 curriculum to secure employment. Essential is integrating

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<sup>1</sup> Kochan, Thomas, Finegold, David, & Osterman, Paul. 2012. "Who Can Fix the 'Middle-Skills' Gap?" *Harvard Business Review*. Accessed April 2015. <https://hbr.org/2012/12/who-can-fix-the-middle-skills-gap>.

<sup>2</sup> Manyika, James, Lund, Susan, August, Byron, Mendonca, Lenny, Welsh, Tim, & Ramaswamy, Sreenivas. 2011. *An Economy that Works: Job Creation and America's Future*. New York, NY: McKinsey Global Institute. Accessed March 2015. [http://www.mckinsey.com/insights/employment\\_and\\_growth/an\\_economy\\_that\\_works\\_for\\_us\\_job\\_creation](http://www.mckinsey.com/insights/employment_and_growth/an_economy_that_works_for_us_job_creation)

workforce development in the workplace environment by creating opportunities to foster connections to employers. Elements for effective workforce programs include:

- **Academic and technical training**, including a focus on employability skills.
- **Social and other support services** (e.g., counseling; academic advising and tutoring).
- **Awareness and understanding employment opportunities** in the local labor market (career fairs, entrepreneurial competitions, business/industry site visits, professional speaker series, in-school training, job shadowing).
- **Early work experiences** (e.g., paid employment, internship/mentorship, or work-based learning) are especially critical for young people. *The most effective place-based programs have significant and sustained employer engagement.*

## **Program Components**

### **Preliminary -**

- I. Business Owner Needs & Challenges – Since January 2017, the Chamber Director has conducted multiple one-on-one conversations with owners from our manufacturing companies about business challenges. Key responses included lack of student awareness of the range of jobs available in the manufacturing sector; unskilled workforce; lack of education/training and; employee attraction and retention.
- II. Partnership Formation & Planning – In June 2017, the Chamber approached Superintendent Dorathy regarding interest in initiating a youth workforce development and needs program that integrates USD 348 Curriculum – USD 348 Students – Baldwin City Businesses. The goals are to 1) identify business workforce needs and gaps; 2) increase student awareness of Baldwin City businesses and career opportunities in Baldwin City—especially in the manufacturing and technical industries; 2) provide experiential learning opportunities including quality job opportunities to students by providing exposure, training and skills, while helping to sustain and expand manufacturing industry Baldwin City.
- III. Baldwin City Visioning - In 2018, the Chamber in partnership with the City of Baldwin City initiated a “Baldwin City Visioning” initiative with the goal to formally adopt a City vision developed through multiple community forums. Forums will include discussion on the business sector’s challenges and needs that could integrate youth workforce development.

### **Phase I: Research, Planning and Program Development (January 2018 – August 2018)**

- I. Workforce Needs Assessment Survey – Conduct a Baldwin City business community survey to determine the current and future skill sets required as well as deficiencies in the workforce. The survey seeks to understand the areas of workforce education and training that need improvement to ensure that Baldwin City employers have access to adequately educated workforce. This information will be provided to the education community (USD 348 as well as area technical schools) in order to begin adapting programs to these requirements. The information from businesses will be essential to providing the educators with the ability to create programs of value to the local business community.
- II. Establish database on current business-USD 348 programs, activities that contribute to youth workforce development.
- III. Develop an integrated youth workforce development program based on workforce needs assessment survey, focus groups with Baldwin City businesses and USD 348 staff and faculty input.

## **Phase II: Implementation of Career and Youth Workforce Needs Program (August 2018 – in perpetuity)**

### **Reference**

Grobe, Terry, Nancy Martin and Adria Steinbert. 2015. *Creating Pathways to Employment – The Role of Industry Partnerships in Preparing Low-Income Youth and Young Adults for Careers in High-Demand Industries*. Jobs for the Future and National Fund For Workforce Solutions.

### **Baldwin City Chamber: February 2018 Activities Update Jeannette Blackmar March 12, 2018 Board Meeting**

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*The Baldwin City Chamber of Commerce provides leadership, promotes and influences economic vitality, and enhances quality of life to benefit the community.*

### **FEBRUARY ACCOMPLISHMENTS**

**February's priorities** included 1) implementation of the 2018 Chamber Awards Banquet; 2) production of the 2017 Chamber Annual Report; 3) Douglas County E-Community YEC facilitation with BHS student teams; event logistics planning with Baker University and implementation of March 2 event; 4) implementation of final community visioning/action plan session in partnership with Douglas County Extension, Mr. Marlin Bates and Ed Courton, City of Baldwin City.

### **Ongoing activities included:**

- 1) 2018 Chamber Membership;
- 2) planning and research with USD 348 staff for a Career and Youth Workforce Development & Needs Program;
- 3) working with businesses to plan open houses and meeting with business owners;
- 4) attending Tourism Bureau monthly meeting (2/1);
- 5) participant at Baldwin City Leadership Summit (2/1);
- 6) planning Chamber website redesign with Lynn Hughes;
- 7) communications (weekly eblast, social media posts, blog posts) with Lynn Hughes;
- 8) financial management;
- 9) Co-chair of the Baldwin City Mural Committee (committee meets on a monthly basis to facilitate the production of murals in Baldwin City)
  - *The BC Mural Program was sought out by the Ottawa CVB and Ottawa Mainstreet as an exemplary model for their initial mural project. Jeannette met with these entities to discuss the Ottawa mural project, 2/20.*
- 10) Supervisor – Baker intern, Carol Soria, who is assisting the Chamber with communications, data collection on businesses to be incorporated into the Chamber's website and the Vist Baldwin City website;
- 11) Partnering with Baldwin City Business & Professional Women (BPW) to present the BPW Individual Leadership Program, April 14. This is the beginning of planning a leadership program for Baldwin City that will include BPW, Douglas County Community Foundation; and Kansas Leadership Center (KLC) and Baker University.

## Activities Implemented

- Chamber Luncheon, 2/14, with 53 attendees. “Visioning Baldwin City Business Prosperity” facilitated by Marlin Bates, Executive Director, Douglas County Extension. Information gathered from this participatory conversation will be compiled into a comprehensive report to be shared with the community.
- Presentation to USD 348 School Board, 2/12. Updated the Board on the Chamber’s Career & Youth Workforce Development & Needs Program.
- Presentation of Baldwin City Chamber 2017 Activities to Douglas County Commissioners, 2/14. This presentation was part of the E-Community presentation by Jill Jolliceur providing information on 2017 activities of Douglas County E-Community.
- Promoted and facilitated H&R Block “New Tax Law Q&A”, 2/21, BADV.
- 2018 Chamber Annual Awards Banquet, 2/22, Stony Point Hall. A total of 161 people registered to attend the annual bank. The event celebrated the accomplishments of the community recognizing 29 nominees in 8 categories. Recipients included: McFarlane Aviation, Business of the Year; Steve Friend and Marilyn Pearse, Community Service; Pete Carr, Horizon; YEC-Bronte Bailey, Tyler Wolf and Becky Weaver, Partnership; Tim DeMott-Hometown Hero; Rob Culley, Outstanding City Employee; Martha Harris, Higher Education; Kathleen Dorsey, USD 348. The Chamber presented its 2017 annual report and recognized outgoing board members—Becki Dick and Casey Simoneau.
- “First Impressions Baldwin City Visioning and Action Planning Session”, February 28, facilitated by Marlin Bates to 18 community members. Information gathered from this participatory conversation will be analyzed by Marlin, Jeannette and Ed Courton and compiled into a comprehensive report to be shared with the community. Time was invested to meet with City staff and Marlin during February to design the workshop and discuss future action steps.

## 2018 Chamber Membership Campaign

2018 membership goals include increasing membership revenue to \$33,000 and doubling the number of Community Leaders (2017 = 6 members). As of March 1, we have secured 125 members resulting in membership revenue of \$31,412.50. We have eleven community leader investment-level members. We have 35 less members than 2017. However, four of these are USD 348 schools. These schools are now within the USD 348 community leader investment level.

## 2018 Douglas County Youth Entrepreneurship Challenge (YEC) (3/2)

Throughout February, final preparations were directed by the Chamber of Commerce including event logistics and information dissemination. **The Chamber with Douglas County E-Community was the clearinghouse for the implementation of this event.** Throughout February, Jeannette and Brian Cramer, City Council Member, led Wednesday workshops with BHS YEC teams to prepare them for the March 2 event. Business mentors also worked with students on their business plans and critiqued presentations. Business owners involved included: Mike Bosh, RG Fiber; Kelsey Kreutzer, Mid America Bank – Kelsey facilitated a finance workshop as well; Cheryl Kurtz, McFarlane Aviation; Kelly Gibson, Jenni Leisti and Joanne Morgan, Sunflower Publishing; Bryan Rice, RPM; Robb Ferguson, New Frontier Tax & Business Services. A total of nine teams participated included six teams from Baldwin City and

three teams from Eudora. A total of seven judges scored each team in the following areas: 1) Tradeshow; 2) elevator pitch and 3) formal presentation. Two judges represented Baldwin City—Ethan James, Elite Chiropractic and Kevin McCarthy, Baker University. The winners included:

- First Prize, \$1,500: Dogs Unleashed, Lily Beach, BHS
- Second Prize, \$1,000: Built My Way, Bobby Lounsbury, Eudora
- Third Prize, \$500: Katie's Bath Bombs, Katie Bono, BHS
- Best Rural Benefit: \$500, James Brannon, BHS

Lily Beach will compete at the Kansas Entrepreneurship Challenge, April 24, Manhattan, KS.

**The YEC is an essential component of the Chamber's Career and Youth Workforce Development Program as it provides experiential learning opportunity and creates connections between Baldwin City youth and the business community.**

### **Career and Youth Workforce Development & Needs Program**

Interviewed all USD 348 principals to present the Chamber's program and understand the curriculum needs and articulation at each level of public education. Information was presented at the February 12 USD 348 School Board meeting. Next steps include 1) creating and implementing a workforce needs survey and 2) gathering data from USD 348 on current intersections with the Baldwin City business community. The overarching goal of the program is to connect students with local businesses, at many levels throughout their preK-12 tenure, and to provide knowledge, skills and training opportunities required for employability through integrated, rigorous curricula coupled with active engagement of employers.

### **We are Baldwin City's Communication and Information Hub**

Every single day, the Chamber office is communicating with visitors, residents and members including office visits, phone calls and emails. See Lynn Hughes's communication report for our website and social media activity. On a daily basis the Chamber functions as a vital hub welcoming people to Baldwin City, promoting our community and interacting with businesses building relationships and providing information and resources.

### **Upcoming Chamber and Chamber-Interest Events (see calendar for long-term events)**

- First Impressions Action Plan Meeting – 2/28, 6:30 pm – 8:00 pm, Baldwin City Library
- Midland Railway Celebration – 3/1, 5:00 pm – 7:00 pm, Midland Railway
- Douglas County YEC – 3/2, 8:30 am – 1:30 pm, Baker University
- Ribbon Cutting Morningstar Care Homes – 3/8, 5:00 pm – 6:30 pm
- Business Excellence Series—"What's Going on with Facebook?" – 3/9, 8:30 am – 11:00 am, Eudora City Hall
- Chamber Luncheon – 3/14, 12:00 pm – 1:00 pm, Mayor Simoneau, **Vintage Park**
- Ad Astra Alpacas Open House – 3/15, 5:00 pm – 7:00 pm
- Coffee & Conversation – 3/23, 8:00 am – 9:00 am, "Conversation with Mayor Simoneau," BADV/Dance Café
- Chamber Board Strategic Planning – 3/29, 3:00 pm – 5:30 pm, location TBD
- Epic Vision Ribbon Cutting – 4/5, 5:00 pm – 6:30 pm
- Jeannette is a panelist along with Jay Wachs, Baldwin City Radio, as part of a K-State School of Journalism, Huck Boyd Lecture, "Saving community journalism from the rising threat of news deserts" and Panel Session– 4/11
  - <https://www.k-state.edu/media/newsreleases/2018-02/Abernathy21418.html>
- Chamber Luncheon – 4/11, 12:00 pm – 1:00 pm, *Douglas County Jail Improvement & Mental Health Expansion: A Conversation with Nancy Thellman*, Lumberyard Arts Center



- Baldwin City Fitness Open House and One Year Anniversary Celebration – 4/12, 5:00 pm – 6:30 pm
- Baldwin City BPW “Individual Leadership Development Program” – 4/14, 8:00 am – 5:00 pm, Baldwin City Library
- DCCF Nonprofit Workshop, “Governance” – 4/17, 12:00 pm – 1:00 pm, Lumberyard Arts Center

**Baldwin City Chamber: March 2018 Activities Update**  
**Jeannette Blackmar**  
**April 9, 2018 Board Meeting**

*The Baldwin City Chamber of Commerce provides leadership, promotes and influences economic vitality, and enhances quality of life to benefit the community.*

**MEMBER SERVICES, COMMUNITY ACTIVITIES, & GOVERNANCE ACTIVITIES IMPLEMENTED**

- Midland Railway Celebration with Baldwin City Tourism Bureau, Midland Railway, Kansas Belle and Lumberyard Arts Center – 3/1, 5:00 pm – 7:00 pm, Midland Railway
- Douglas County YEC with Douglas County E-Community and EDC – 3/2, 8:30 am – 1:30 pm, Baker University \*\*See April 2018 executive director report for full summary.
- Ribbon Cutting Morningstar Care Homes – 3/8, 5:00 pm – 6:30 pm
- Business Excellence Series—“What’s Going on with Facebook?” with Eudora Chamber and Douglas County E-Community – 3/9, 8:30 am – 11:00 am, Eudora City Hall \*\*Led by Lynn Hughes
- Chamber Luncheon – 3/14, 12:00 pm – 1:00 pm, Mayor Simoneau, Vintage Park
- Ad Astra Alpacas Open House – 3/15, 5:00 pm – 7:00 pm
- Coffee & Conversation with City of Baldwin City– 3/23, 8:00 am – 9:00 am, “Conversation with Mayor Simoneau,” BADV/Dance Café
- Community Mural Meeting – 3/28, 5:00 pm – 6:00 pm, LAC, facilitating the development of Baldwin City’s third mural with the Lumberyard Arts Center.
- Chamber Board Strategic Planning – 3/29, 3:00 pm – 5:30 pm, Baker Alumni Center, \*\*2018-2019 strategic plan part of April executive director report.

**MEMBERSHIP UPDATE**

Currently, 2018 membership is 127 members with revenue \$31,695. For comparison, March 2017 membership was 131 members with membership revenue of \$28,637. Additional verbal commitments from 13 members and one community leader would bring an additional \$3,375. April Chamber activities will prioritize membership.

**COMMUNITY VISIONING**

Chamber prepared a draft of action plan development process that was discussed with Marlin Bates, Director, K-State Research & Extension and Ed Courton. As a result of our ten community visioning sessions, five priority areas were identified. Ed and Jeannette contacted Baldwin City point organization for each of these priority areas to move the plan forward by May 31, 2018. Appendix A provides details on the process.

**DESTINATION DOWNTOWN—BALDWIN CITY MERCHANTS ASSOCIATION**

In the fall 2017, Chamber staff and City staff, Ed Courton, initiated this grassroots business organization to revitalize downtown Baldwin City. Since then, the Chamber has facilitated conversations among Baldwin City businesses regarding drawing visitors to Baldwin City by collaborating together for downtown events, creation of a “shop, eat, stay” rack card, implementation of a “second Saturday, third Friday” initiative, blade signage and other business concerns such as pros/cons of a business registry.

**CITY TOURISM FUNDS AT WORK EVERY DAY: The Chamber is Baldwin City’s Visitor Center, Communication and Information Hub**

- Every single day, the Chamber office is communicating with visitors, residents and members including office visits, phone calls and emails. On a daily basis the Chamber

functions as a vital hub welcoming people to Baldwin City, promoting our community and interacting with businesses building relationships and providing information and resources. In March, phone call inquiries consisted of Maple Leaf, business relocation, business startup, facility rentals, residential relocation, visitor information request, business services.

- March initiated content building for the Chamber's new website to be launched by June 30 that will include information for relocation, economic development resources in addition to our member directory and calendar of events. At the same time, we manage the Visit Baldwin City website. Our Spring intern is adding business content information to the site as well as adding information to the Explore Lawrence website.
- Transient Guest Tax proceeds to the Chamber function in four broad categories: 1) Administrative/Operations Support; 2) Implementation of Tourism Bureau activities; 3) Relationship building with County, State, and Regional tourism entities and; 4) the development and leadership of tourism initiatives that promote Baldwin City. See Appendix B for details.

### **MIDLAND RAILWAY TRAIL EASEMENT AGREEMENT**

- On March 1, the Chamber was presented with a proposal prepared by Dave Hill, EDC, that outlined a funding strategy to secure the "Midland Railroad Trail Easement Agreement" noting financial contribution by the Chamber. Jeannette prepared a memo to the board with an overview of the situation that was presented at a special Chamber board meeting April 5. The meeting was attended by Glenn Rodden and A.J. Stevens as well. At the April 6 City Council meeting, Phil Hannon presented the Chamber's support letter to the Council within the Chamber's mission and activities.

### **PROFESSIONAL DEVELOPMENT**

- Participated in the Kansas Sampler's We Kan Conference, April 24-25, Newton KS and networked with folks across the state from local government economic development offices, tourism and chamber personnel as well as Network Kansas representatives and other state agencies such as Kansas Department of Wildlife, Parks and Tourism. Talked at length with Elizabeth Burger, Sunflower Foundation, about trail planning and grant funding.

### **UPCOMING ACTIVITIES**

- 4/11: Jeannette is a panelist along with Jay Wachs, Baldwin City Radio, as part of a K-State School of Journalism, Huck Boyd Lecture, "Saving community journalism from the rising threat of news deserts" and Panel Session—
  - <https://www.k-state.edu/media/newsreleases/2018-02/Abernathy21418.html>
- 4/12: Baldwin City Fitness Ribbon Cutting, 5:00 pm – 6:30 pm
- 4/14: Baldwin City BPW "Individual Leadership Development Program" – 4/14, 8:00 am – 5:00 pm, Baldwin City Library: Jeannette leading a leadership session
- 4/17: DCCF Nonprofit Workshop, "Governance" – 12:00 pm – 1:00 pm, BADV
- 4/18: Chamber Luncheon -- 12:00 pm – 1:00 pm, *Douglas County Jail Improvement & Mental Health Expansion: A Conversation with Nancy Thellman*, Lumberyard Arts Center
- 4/26: JAW Bats Open House – 5:00 pm – 6:30 pm
- 4/27: Eggs & Issues, Dr. Lynne Murray, KSB
- 4/27: Community Leader Update, KSB – following "Eggs & Issues"
- 5/4: Business Excellence Series- Data—Access, Interpret, Apply- Eudora Chamber, 8:30 am – 10:30 am

## APPENDIX A

### VISIONING BALDWIN CITY

Marlin Bates, Jeannette M. Blackmar, Ed Courton – 3-26-2018

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#### Summary

In 2017, the Baldwin City Chamber of Commerce partnered with the City of Baldwin City to facilitate community forums, "Coffee and Conversations," on community development topics recognizing the need to develop a VISION FOR BALDWIN CITY. Coffee and Conversations among other community conversations beginning in Spring 2016 and into 2017 - 2018 had an overarching goal of obtaining broad community input on Baldwin City's strengths, weaknesses, and vision for the future. In the fall 2017, we also partnered with K-State Research & Extension to facilitate Extension's "First Impressions" program. This program provided input from first-time visitors to Baldwin City regarding Baldwin City's strengths and weaknesses. In total, ten community conversations attended by 244 individuals have been facilitated including:

- **Baldwin City Community Mural Project:**
  - "Visioning Baldwin City": May 25, 2016, n= 24
  - "Visioning Baldwin City": April 5, 2017, n= 32
- **Baldwin City Rotary Club**
  - "Visioning Baldwin City" Discussion: June 1, 2017, n= 16
- **Coffee & Conversation**
  - "Growth: April 2017, n=22
  - "Developing a City Growth Plan": May 2017, n= 19
  - "Vision Baldwin City: June 2017, n= 17
  - "Community Development Committee Projects": January 2018, n= 20
- **K-State Research & Extension's First Impressions**
  - "How Does a First Time Visitor View Our Community": January 10, 2018, n= 23
- **Baldwin City Chamber Luncheon**
  - "Visioning Business Prosperity in Baldwin City": February 14, 2018, n= 52
- **K-State Research & Extension "Action Plan" Development**
  - "Action Plan Development": February 28, 2018, n=19

#### Methodology

Community input from each forum was documented and analyzed by frequency tabulation in the categories of Baldwin City strengths, Baldwin City opportunities, Baldwin City weaknesses and the future vision of Baldwin City. The Rotary Club conversation and Chamber Luncheon also captured community values. Table 1 presents the most frequent topics compiled across these nine forums in the categories of Baldwin City strengths, Baldwin City challenges, Baldwin City opportunities and the future vision of Baldwin City. From this, four key themes emerged:

- Economic Development- Tourism & Downtown Vitality
- Healthy Lifestyle/Recreation
- Arts, History, Culture
- Community Vitality

At the final forum, February 28, citizens self-selected into groups representing each of the four themes and were asked to identify specific topics in each theme, assets to support the theme, champion(s) and timeframe<sup>3</sup>. At the conclusion of the forum, participants were asked to identify

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<sup>3</sup> It should be noted no citizen tackled "community vitality."

their top two priorities across the four themes. **This information was integrated and analyzed with the previous data. The result was the identification of five GOAL AREAS:**

- Tourism
- Local Business Growth
- Healthy Lifestyle/Recreation
- Arts, History, Culture
- Community Vitality

### **Moving Forward**

On March 26, 2018, Marlin, Ed and Jeannette identified a community champion<sup>4</sup> to facilitate the development of each of the five themes. In order to standardize the action steps, community champions will be asked to provide the following information by May 31, 2018:

1. **Description of Goal Area** (one page overview)
  - a. Describe the current state
  - b. Describe the ideal
    - i. Utilize data to support
  - c. Identify opportunities (i.e. grant funding)
  - d. Identify challenges/gaps (i.e. staffing; data)
2. **Assess and edit “items” within goal area**
  - a. Review data collected from visioning sessions, integrate existing work of the organization
3. **For each item, identify community partners**
  - a. What organization and/or individuals could partner?
4. **For each item, identify objective(s)**
  - a. Define a specific strategy(ies) to guide action to achieve item.
5. **For each item, identify timeframe**
  - a. Short term, 1-3 years
  - b. Medium term, 4-7 years
  - c. Long term, 8-10 years
6. Reflect on items 1-6 and articulate a succinct statement regarding the goal area—a vision to achieve.

**Table 1. Goal Area with Key Champion**

<b>Goal Area</b>	<b>Champion (in bold)</b> with core partners
Tourism	<b>Baldwin City Tourism Bureau</b> , Destination Downtown, Chamber, EDC, City, Baker
Local Business Growth	<b>Chamber</b> , City, EDC, Destination Downtown
Healthy Lifestyle/Recreation	<b>Baldwin City Recreation Commission</b> , City
Arts, History, Culture	<b>Lumberyard Arts Center</b> , Tourism Bureau, Destination Downtown, Black Jack Battlefield, Santa Fe Historical Society, Baker
Community Vitality	<b>City, Community Development Committee</b> , Chamber, Baker

<sup>4</sup> Within certain goal areas, multiple champions were identified but the primary champion is identified first in bold (see tables).

## APPENDIX B

### CHAMBER INFRASTRUCTURE to Support TOURISM

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- I. **Administrative/Operations Support – 40 hours+/week**
  - Staffing Chamber/Visitor Office, M-F 8:00 am – 5:00 pm
    - Phone Calls, Visitations, Email Correspondence
  - Mailing visitor materials
  - Financial management – process invoices, deliver monthly reports
- II. **Implementation of Tourism Activities**
  - Marketing and Promotion
    - Social Media postings
    - Website content - maintain event calendar
    - Product Development: Designs and develops promotional materials including brochures and flyers
    - Develops special marketing projects- Wine Fest, Car Show, Festival of Lights, Downtown Halloween
    - Collaborate with attractions and events – Maple Leaf Festival, Midland Railway, Kansas Belle, LAC, Pokemon Event
    - Design, develop and conduct tours - lead contact to facilitate and participate in tour events
    - Distribute materials throughout Baldwin City, Lawrence CVB
  - Coordinating (staffing) Visitor Tours – 4 in 2017
  - Creation and Distribution of Visitor Bags – USD 348 faculty recruitment, Baker Conferences
- III. **Build Relationships with County, State and Regional Tourism Partners**
  - Sought resources from KDWPT, Explore Lawrence
  - Attend conferences on very limited basis – We Kan, Kansas Sampler
- IV. **Development of Tourism Initiatives & Chamber Initiatives to promote BC**
  - Directed the Community Mural Program
    - Recognized by Ottawa CVB and Ottawa Mainstreet as a MODEL to emulate in their development of a mural program
  - Directed the creation of Destination Downtown—Baldwin City Merchants Association
  - YEC Event – While not a tourism event, per se....Our work was CHAMPIONED as a premier event by Network Kansas Staff who have promoted the Baldwin City event to other county YEC programs across the state—promoting BC to folks as a “happening” community

#### **INSUFFICIENT TIME, BUT NEEDED:**

##### **STRATEGIC PLANNING**

- Identifying market opportunities
- Develop strategies, programs and policies to promote tourism
- Developing long and short term marketing plan

##### **Marketing & Public Relations**

- Oversee create message development
- Prepare press kit to media; build campaigns and stories
- Work with frontline motel staff, restaurants; Customer Service Training
- Create ads for attractions and businesses for tourism publications
- Develop relationships with county, state and regional tourism entities
- Attend meetings, seminars, conventions and workshops to further knowledge, stay informed of the change in the tourism industry and exchange information

# Baldwin City Communications Specialist

## Promoting Baldwin City Life

- I. **Strategic communications planning** - local connections as well as visitor promotion
- II. **Build & maintain collaborative relationships** with key local & regional entities (eg, Baker, local public library, schools, city staff, Explore Lawrence, VisitKC, Travel KS, local & regional news outlets, influencer outreach)
- III. **Development & promotion of content in various formats**, such as: press releases, blog & website content, travel & visitor promotions, social media content & campaigns, email newsletters
- IV. **Branded event promotion & planning assistance** for both community-level events and “destination” events
- V. **Graphic design projects** such as: event flyers, promotional brochures, other print collateral, social media graphics, website graphics & photos
- VI. **Establish & promote a strong & consistent brand presence** across all platforms, through use of colors, language, images, & logos
- VII. **Development of a strong communications hub** for the promotion of Baldwin City living to include both internal (within Baldwin City directed to citizens) and external (outside Baldwin City directed to visitors) - using the most appropriate tools available for the target markets
- VIII. **Basic Chamber/Visitor Center infrastructure** & staffing

## Baldwin City Communications

promoting Baldwin City life



This position is partially funded  
and therefore partially loaded.

If it were fully loaded...  
what would that make possible?

Basic tool list to facilitate communications

Adobe Creative Cloud - \$600/year

Canva subscription - \$180/year

Less than 2 year old iMac

Hootsuite

New version of Excel - for spreadsheets to facilitate analytics



**Baldwin City Chamber: March 2018 Activities Update**  
**Jeannette Blackmar**  
**May 14, 2018 Board Meeting**

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*The Baldwin City Chamber of Commerce provides leadership, promotes and influences economic vitality,  
and enhances quality of life to benefit the community.*

## **APRIL ACCOMPLISHMENTS**

### **MEMBER SERVICES, COMMUNITY VITALITY & OUTREACH**

- Ribbon Cuttings & Open houses
  - Epic Vision Eye Center, 4/5
  - Baldwin City Fitness, 4/12
  - JAW Bats, 4/26
- 18<sup>th</sup> Annual Huck Boyd Lecture & Panel Discussion, “Silent Signal—Baldwin City Rural News Desert” - Invited panelist on the topic of community communications and rural news deserts, K-State School of Journalism, 4/11
- BPW Leadership Development: Speaker at the 1<sup>st</sup> annual Baldwin Business and Professional Women’s leadership workshop, 4/14
- Chamber Luncheon – 4/18, 12:00 pm – 1:00 pm, County Commissioner Nancy Thellman, *Douglas County Jail Expansion & Mental Health Services Expansion*
- Eggs & Issues with City of Baldwin City and Kansas State Bank– 4/27, 8:00 am – 9:00 am, “Conversation with Superintendent Paul Dorathy”, 7:30 am – 8:30 am, KSB
- Planning 2018 Baldwin City WineFest, 6/15 – with Baldwin City Tourism Bureau; City event application submitted and approved, securing wineries and working with insurance requirements.
- Working with Destination Downtown—Baldwin City Merchants Association on downtown business activity and events for May – October including “2<sup>nd</sup> Saturday, 3<sup>rd</sup> Fridays, Sidewalk Sales.”
- Visioning Baldwin City – Ten visioning sessions throughout 2017-2018 resulted in five priority areas—Tourism, Local Business Growth, Healthy lifestyle/recreation, Arts, Culture, History and Community Vitality—for Baldwin City. In April, meetings with community champions identified for each priority area—Baldwin City Recreation Commission, Lumberyard Arts Center, City Community Development Committee and Tourism Bureau—occurred with the goal to develop each priority area into action steps. Once compiled, this information will be presented to community leaders including the City of Baldwin City and the USD 348 School Board.

### **CAREER AND YOUTH WORKFORCE DEVELOPMENT PROGRAM**

April continued research and planning with USD 348 faculty, school board members and principals as well as with KansasWorks and Kansas Department of Commerce. April launched the first of three surveys pertaining to workforce development. A blog was produced to provide background information : <https://www.baldwincitychamber.com/2018/04/career-and-youth-workforce-development-needs-program-creating-connections-between-baldwin-city-businesses-and-usd-348/>. The first survey launched Monday, April 16 and was focused on ways businesses are currently integrated with USD 348 and ways businesses would like to be integrated with USD 348 in the future. See Appendix A.

- Workforce Integration with USD 348 <https://www.surveymonkey.com/r/HWGPTD3>
- Your Current Workforce <https://www.surveymonkey.com/r/ZL9WJWS>
- Recruitment and Training <https://www.surveymonkey.com/r/ZLY9TZB>

### **DOUGLAS COUNTY ECONOMIC DEVELOPMENT SUPPORT**

- Presentation and conversation with County Administrator, Craig Weinaug, regarding the

Chamber's submission of its 2019 County Community Partner support request. Pending outcome of the County's Proposition 1 ballot initiative, Craig requested a statement of urgency of need and community partners may be requested to present to the Commission.

### **CITY TOURISM FUNDS AT WORK EVERY DAY: The Chamber is Baldwin City's VISITOR CENTER, COMMUNICATION AND INFORMATION HUB**

- Every single day, the Chamber office is communicating with visitors, residents and members including office visits, phone calls and emails. On a daily basis the Chamber functions as a vital hub welcoming people to Baldwin City, promoting our community and interacting with businesses building relationships and providing information and resources. In April, phone call inquiries consisted of Maple Leaf, business startup, facility rentals, residential relocation, business startup inquiries, library citywide garage sale, Vinland Hog Roast, visitor information requests, Baldwin City fitness membership, apartment/house rentals.
- April continued content building for the Chamber's new website to be launched by June 30 that will include information for relocation, economic development resources in addition to our member directory and calendar of events. At the same time, we manage the Visit Baldwin City website. Our Spring intern completed adding business content information to the site as well as adding information to the Explore Lawrence website.
- Transient Guest Tax proceeds to the Chamber function in four broad categories: 1) Administrative/Operations Support; 2) Implementation of Tourism Bureau activities; 3) Relationship building with County, State, and Regional tourism entities and; 4) the development and leadership of tourism initiatives that promote Baldwin City.

### **PROFESSIONAL DEVELOPMENT**

- Participated in State of Kansas Department of Commerce Rural Opportunities Conference, April 24-25, Newton KS and networked with folks across the state from local government economic development offices and Department of Commerce. Topics covered included improving quality of life, e-connectivity, supporting a rural workforce and developing a rural economy. Key conversation with Dr. Diane DeBacker, Executive Director of Business and Education Innovation, Kansas Dept. of Commerce and have set up follow-up meeting in May to discuss Baldwin City's Workforce Development Program.

### **May & June Chamber Events**

- 5/9: Chamber Luncheon -- 12:00 pm – 1:00 pm, *Marketing your Business*, Mark Kern, Kern Marketing, Douglas County Local Area News, Lumberyard Arts Center
- 5/19: Mai Fest, 11:00 am – 4:00 pm, Clearfield Farmhaus, Eudora & Baldwin City Chamber sponsored event
- 6/1: Eggs & Issues, 7:30 am, *Launching a Baldwin City Newspaper*, Vern Brown, Editor, Kansas State Bank
- 6/2: Dunn's Vista Open House, 1:00 pm – 3:00 pm
- 6/5: Kansas International Trade Day, Governor's Exporter of the Year Award, Lawrence, KS.
- 6/5: Steve Friend Farewell Reception and Welcome Matt McClure, 5:00 pm – 8:00 pm, BADV
- 6/13: Chamber Luncheon -- 12:00 pm – 1:00 pm, Lumberyard Arts Center
- 6/15: Baldwin City WineFest, 5:00 pm – 9:00 pm, Lotatorium

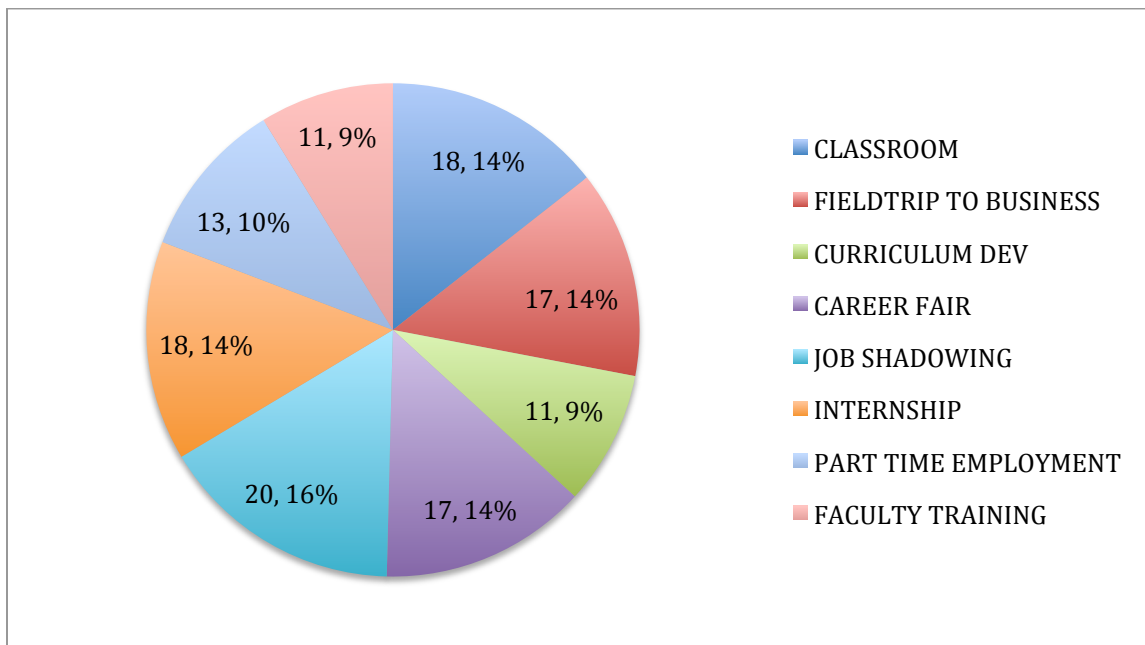
**APPENDIX A.**  
**Career and Youth Workforce Development Program**

**Table 1. Mechanisms with associated Grade Levels for Workforce Development Integration**

Mechanism	Grade Level
In school classroom visitations – share information about business, career	Elementary
Student fieldtrips – class or grade level excursions to business	Elementary
Project Planned Learning - curriculum development inclusive of experiential learning opportunity with business	Elementary- -IC
Business site visits with focused group of students during “Career and Life Planning” class	Junior High
Career Fair	Junior High
Apprenticeships/Internships	Junior High, High School
Summer Employment	High School
Faculty “Extraship” – faculty business immersion during summer for training and employment	All

**Figure 1. Business integration with USD 348**

Local businesses (n=28) from a diversity of industries including engineering, manufacturing and technology, healthcare, entertainment and leisure, food and beverages, banking, professional services, retail sales, construction, machinery and homes, automotive and communications and information systems indicate interest participating in multiple ways to integrate with USD 348 career and youth workforce development.



**Baldwin City Chamber: May 2018 Activities Update**  
**Jeannette Blackmar**  
**June 11, 2018 Board Meeting**

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*The Baldwin City Chamber of Commerce provides leadership, promotes and influences economic vitality, and enhances quality of life to benefit the community.*

**MAY ACCOMPLISHMENTS**

Besides producing member events, facilitating community conversations, securing membership, May was “gearing up month” for 2018-2019 programming including 1) planning the business excellence series with Kansas Small Business Development Center and; 2) planning “Leadership Baldwin Douglas County with the Lawrence Chamber and Douglas County Community. A significant amount of time was spent working with New Frontier Tax & Business Services preparing a worker’s comp audit, social security administration request, and federal compliance. Finally, a Chamber “tourism subcommittee” (Jeremy and Lori) met to explore tourism in Baldwin City and, specifically, Chamber resources allocated to tourism and tourism infrastructure. Accomplishments:

- Produced final 2018 Business Excellence Series Workshop – “DATA—finding data, understanding data and using data effectively” with Douglas County E-Community and the Eudora Chamber, 5/4, Eudora Chamber.
- Facilitated Chamber Luncheon – 5/9, 12:00 pm – 1:00 pm, Mark Kern, Douglas County Local News Source
- Launched Young Professionals! First YP social mixer at the Salt Mine, 5/11. A second meeting, 5/30, was devoted to discussing YP goals.
- Website Development – Research and building content toward new Chamber website to launch in July 2018.
- Submitted \$2,000 grant proposal to support Baldwin City’s third mural to City of Baldwin City, Community Mural Grant Program with Lumberyard Arts Center.
- Facilitated meeting with Elizabeth Burger, Sunflower Foundation, with community leaders to explore planning grant for the Baldwin City – Ottawa Trail Project, 5/23.
- Contributed to \$10,000 grant proposal to the Sunflower Foundation working with Ed Courton and Marilyn Hall to support a planning grant for the Baldwin City - Ottawa Trail Project. See letter of support and overview (Appendix A).
- Facilitated Newspaper Communications community leader gathering to explore print newspaper, 5/16, with Vernon Brown, editor of Anderson County News.
- Planning 2018 Baldwin City WineFest, 6/15 – with Baldwin City Tourism Bureau; City event application submitted and approved, securing wineries and working with insurance requirements.
- Planning 2018 Car Show, 7/7 – working with Baldwin Insurance Services to figure out reasoning for \$600 charge for beer tent.
- Working with Destination Downtown—Baldwin City Merchants Association on downtown business activity and events for May – October including “2<sup>nd</sup> Saturday, 3<sup>rd</sup> Fridays, Sidewalk Sales.”
- Participated in the 2018 Harvesting Opportunity – A Symposium on Building Community Wealth through Food and Farming, 5/31, a conference produced by Douglas County Food Policy Council and hosted by the KU School of Business.

**CITY TOURISM FUNDS AT WORK EVERY DAY: The Chamber is Baldwin City’s VISITOR CENTER, COMMUNICATION AND INFORMATION HUB**

- Every single day, the Chamber office is communicating with visitors, residents and members including office visits, phone calls and emails. On a daily basis the Chamber functions as a vital hub welcoming people to Baldwin City, promoting our community and interacting with businesses building relationships and providing information and resources. In May, phone call inquires consisted of Maple Leaf, facility rentals, residential relocation, library citywide garage sale (n=53 calls!), Thomas the Train, visitor information requests (Staten Island, NY; Enid, OK; Jackson, MS; Ames, IA among others located in MO), apartment/house rentals, notary locations, WineFest, and senior housing.
- Transient Guest Tax proceeds to the Chamber function in four broad categories: 1) Administrative/Operations Support; 2) Implementation of Tourism Bureau activities; 3) Relationship building with County, State, and Regional tourism entities and; 4) the development and leadership of tourism initiatives that promote Baldwin City.

### **June & July Chamber and Chamber-Interest Events**

- 6/13: Chamber Luncheon - 12:00 pm – 1:00 pm, LAC, McFarlane Aviation 2018 Governor’s Exporters Award Finalist and 2018 Business Excellence Award Finalist
- 6/15: Baldwin City WineFest, 5:00 pm – 9:00 pm, Lotatorium
- 6/28: Chamber Young Professionals Mixer, 5:00 pm. Location TBD
- 7/7: Baldwin City Car Show, 5:00 pm – 9:00 pm, Downtown Baldwin City
- 7/11: Chamber Luncheon – 12:00 pm – 1:00 pm , LAC, Cyber Security & Kansas Small Business Development Center Services with Brian Dennis, Will Katz and Kristina Mease
- 7/27: Eggs & Issues – 7:30 am, KSB, Logistics Park Intermodal Kansas City Update

APPENDIX A

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May 25, 2018

Ms. Elizabeth Burger  
Sunflower Foundation  
1420 SW Arrowhead Road, Suite 2N  
Topeka, Kansas 66612

Dear Ms. Burger and Sunflower Foundation Board:

The Baldwin City Chamber of Commerce strongly supports the City of Baldwin City's Sunflower Foundation grant application to support funding for the Ottawa to Baldwin City Rail & Trail Project.

The Chamber strives to be the catalyst for business prosperity accomplishing this through our mission *to provide leadership, to promote and influence economic vitality to enhance the quality of life*. The Ottawa to Baldwin City Rail & Trail Project is an exciting economic development opportunity that expands on our strong railway tourism industry via Midland Railway and Kansas Belle. Key is that the project provides additional community benefits through completion of a trail providing public health benefits, increased economic benefits and increasing community pride and identity. Based on the Chamber's series of visioning sessions throughout 2016 - 2018, the community strongly supports a rail and trail project. Absolutely essential to the project's success is Sunflower Foundation funding to support the hire of an experienced and knowledgeable consultant to establish a strong base of constituent organization, planning and project identity development.

Without reservation, the Chamber offers its support to the City's pursuit of furthering progress toward the successful planning and implementation of the Ottawa to Baldwin City Rail & Trail Project.

Sincerely,

Jeannette M. Blackmar  
Executive Director

## **\$10,000 Sunflower Grant: PROJECT OVERVIEW**

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The City of Baldwin City seeks a consultant to establish a strong foundation for planning, funding, community engagement and construction of a two-county, 11.8-mile rail-with-trail project running alongside the Midland Railway tracks between Ottawa and Baldwin City. When completed, the trail will provide health, economic and cultural benefits to Douglas and Franklin County residents and visitors.

The City of Baldwin City (and Baldwin City stakeholders) will work with the hired consultant to bring on board the other three governmental partners, including Douglas County, Franklin County and the City of Ottawa to achieve these goals:

1. Local government support: Gain the support of city and county government officials in the City of Ottawa, the City of Baldwin City, Franklin and Douglas Counties.
2. Oversight and leadership: Establish a well-functioning oversight body to provide leadership for the trail project.
3. Plan: Establish a high-level plan for engaging community members, funding, constructing and maintaining the trail.
4. Communications: Develop basic messaging and tools to be used to build community support for the project.

### **Specific Grant Activities**

#### 1. Local government support

- 1a. By 10/15/18, gain preliminary support from the two municipal and county administrators
- 1b. By 1/15/19, obtain a resolution of support from all four governing bodies
- 1c. By 2/15/19 get representatives of all four governing bodies to attend kick-off meeting of the oversight body

The project consultant's activities will include engaging public and community stakeholders, building relationships, organizing and facilitating meetings, and producing written materials to support the objectives outlined above. The consultant will also be responsible for keeping planning on schedule and regularly updating the grantee and key contacts on progress and next steps.

### **As a result of this project:**

1. Public officials will understand the trail project, have positive attitudes towards it, and begin looking for specific ways to support it.
2. An oversight body of enthusiastic trail supporters will mobilize to lead all aspects of the project, including community engagement, funding, technical planning and construction.
3. An attractive brand identity and key messaging will be ready to help generate long-term community support among area businesses, funders, nonprofits and residents.