ATTENDANCE
The Mayor and City Council held a Work Session on March 22, 2017 at 4:00 p.m. in the City Hall Second Floor Conference Room of City Hall, 315 Bradley Street, Carrollton Georgia. Members present: Councilmember Rory Wojcik. Members absent: Mayor Walt Hollingsworth, Councilmember Gerald Byrd, Councilmember Jim Watters and Councilmember Met Lane.

Staff present: City Manager Tim Grizzard, City Attorney Chuck Conerly, Community Development Director Erica Studdard, Cultural Arts Superintendent Tim Chapman, MainStreet Director Scott Ballentine, Carrollton Area Convention and Visitors Bureau Executive Director Jonathan Dorsey and Contract Employee Jonathan Reed.

Presenters: Community Branding Consultants - April Saunders of cre8minds LLC and Maggie Worth of WheatGerm LLC.

PURPOSE
The purpose of the Work Session was to discuss the summary report of the results of the City of Carrollton’s community branding project’s research phase. No action was taken. Minutes to a Work Session are not required by law. However, a brief summary of the general discussion is noted, along with any handouts distributed and presentation slides shared are inserted by the Clerk for reference purposes, as well as to provide information to the public.

I. ITEMS OF DISCUSSION

1. Community Branding Project Research Summary
Community Branding Consultants April Saunders of cre8minds LLC and Maggie Worth of WheatGerm LLC reported summary results of the City of Carrollton’s community branding project’s research phase.

The first stage of the project, which is critical to the development of a genuine, relevant brand, began with an extensive review of City plans, marketing materials, websites, and documents, followed by a series of meetings with key stakeholder groups, in which a total of 12 City employees and elected officials participated. The consultants then organized seven focus groups, comprised of more than 55 participants, which included community members, small business owners, and college students. Stakeholder and focus groups were asked a series of open-ended questions designed to elicit perspectives and common themes, and those answers were used to develop an 11-question broad-based survey made available to the public.

The survey opened on Monday, February 27th and closed on Monday, March 13th. An electronic survey was fielded online and paper surveys were available by request at City Hall. In total, 1,724 individuals completed either an electronic or paper survey. According to the consultants, this exceptionally high rate of participation provides evidence of an engaged, active community.
Key survey findings centered around community perceptions of the City, which will be relevant to development and implementation of the brand. For example, when asked to choose three favorites from a list of options, nearly half of respondents selected “small-town vibe.” Other frequently-chosen answers include community spirit and rural surroundings, as well as the arts culture, the availability of recreational options, a strong healthcare system, and educational options. People who chose to enter their own answers typically indicated specific amenities such as The Amp and the GreenBelt.

In response to subsequent questions, participants overwhelmingly indicated that Carrollton is a great place to raise families, that they “love living in Carrollton,” and that the City is “on the cusp of great things.”

More than 50 percent of survey participants chose “friendly” as the word they felt best described Carrollton. Other answers receiving significant response include “safe (38%),” “welcoming,” (37%), and “multigenerational” (28%). Additional words chosen include “giving,” “diverse,” “creative,” “close-knit,” “active,” and “peaceful.”

About one-third of participants responded to the survey’s final, open-text question, “is there anything else you’d like to tell us about Carrollton?” Most participants offered praise for the City, a few expressed concerns, and several made requests for additional opportunities, including more things to do such as bowling alleys, etc. These comments are not central to brand development activities, but were reported as additional information that the City might choose to consider in the future.

In addition to other research activities, the consultants completed an extensive competitor/comparator review.

Key take-aways from the research process included the importance of a small-town environment, in combination with unique amenities, as central to Carrollton’s identity. This finding is significant to the brand development process. The consultants also discovered a need for centralized communication, particularly in relationship to events, and a need to revise and refresh existing perceptions of available amenities. These factors will play a role in development of brand implementation recommendations. The consultants have begun the process of brand and plan development, which represent phases two and three of the project.

The Work Session adjourned at 6:00 p.m.

SEE SLIDES PRESENTED PAGES 3 - 16
INTRODUCTION AND METHODOLOGY

Foundational research is key to any successful branding effort as it helps ensure we develop an authentic brand that communicates Carrollton’s distinctives and resonates with a broad array of target audiences with diverse priorities. In fact, we believe this stage is so important that our standard process goes far beyond the typical marketing agency’s community research practices. As a result, we not only feel extremely confident in the quality of feedback used to inform our brand development, we are also able to offer you, our client, additional insights that may not directly affect brand creation, but that may be quite useful to your departments and in other planning activities.

Our community-based research protocol consists of several steps:

- Reviewing planning and goals documents provided by the client
- Developing a question set for stakeholder groups and focus groups (which may or may not vary, depending on the project)
- Conducting meetings with stakeholder groups as identified by the client
- Organizing and conducting focus groups of general and targeted community members
- Analyzing stakeholder and focus group field notes to develop a brief, broad-based survey for community members
- Fielding the broad-based survey, electronically, physically, or via a combination of methods
- Analyzing survey results to determine key findings
- Using those findings to determine brand implications as well as any other implications useful to the client

We began our research phase by reviewing provided documents including the City of Carrollton Comprehensive Plan 2008-2028, the Carroll County Tourism Team Resource Report, the Carroll Area Visitor Profile for FY2011, the City of Carrollton Parks and Recreation Master Plan, the City of Carrollton Multi-Family Housing Assessment, the Carrollton State of the City 2016 report, the News Carrollton 2016 document, all 2016 and 2017 resolutions, and an assortment of brochures, catalogs, and other departmental publications. We also reviewed the city website and several city social media accounts, and probed for goal and restriction information in our initial meeting with the planning department.

We then interviewed key city employees representing parks and recreation, the convention and visitors’ bureau, the Cultural Arts Center, city planning, and the Main Street program, as well as the city’s five elected officials, over the course of five meetings. Twelve total individuals participated in these meetings. Using the same nine-question interview set, we held seven focus groups including general community members, small business owners, community leaders, and college students. Approximately 55 total individuals participated in these meetings. Demographic and experiential diversity was considered when forming groups. Complete field notes, blinded in the case of focus groups, are available in appendices A and B.

The 11-question broad-based survey was fielded via a combined print and web-enabled strategy, using random snowball sampling. We used SurveyMonkey to deliver the web-based option, and paper surveys were made available at City Hall. Seventy-eight people completed the paper survey and 1,646 completed the electronic survey, for a total of 1,724 total respondents. All paper surveys were entered into SurveyMonkey manually. Fixed-selection questions (Q1-Q8) were analyzed using SurveyMonkey’s built-in assessment tool; text-entry questions (Q9-Q11 and “Other” option text entries) were analyzed using standard database tools. Print and electronic versions of the surveys are available in appendices C and D.

Simultaneous to community research, we also research comparator and competitor cities. For this project, we assessed roughly 50 city and town websites in addition to relevant articles and aggregator/ranking, tourism, and relocation sites.

Key findings and implications follow.
KEY DOCUMENTARY RESEARCH FINDINGS

In reading through various documents, exploring the sites, and talking with city employees, we discovered the following important points relevant to the city’s branding initiatives:

1. **Carrollton is in a period of transition.** Whether framed as being “on the cusp” of great things, as growth or progress, or as development, this state of transition plays a significant role in Carrollton’s current identity. This is important to branding efforts in two ways. First, because the city is quite different in many ways than it was five years ago -- and has plans to evolve further over the next several years -- perceptions of Carrollton, both those held by locals and those held by people and entities outside the area, are likely to be incomplete or outdated. Second, change inevitably evokes tension and concern for many people, so it is likely that different groups of residents will have very different ideas of what Carrollton is and should be -- and how it should be branded (if at all).

2. **Carrollton is committed to implementing a brand, but has limited resources.** Like many cities, Carrollton runs on a very small staff and has a limited budget for marketing and branding activities. We understand, however, that city leadership recognizes both the social and the economic benefits of strong branding, and is committed to dedicating some resources toward bringing the brand and implementation plan we leave you to fruition. This may include a full-time individual dedicated to centralized marketing and branding activities, and we will make professional recommendations about the qualifications and duties of this position as part of the implementation plan.

3. **The City must constantly appeal to multiple audiences with varying needs and priorities.** Carrollton is not unique in this aspect; it’s quite a common dilemma. It’s an important one to keep in mind, however, because Carrollton as a place to visit is somewhat different than Carrollton as a place to live or Carrollton as a corporate headquarters location. This makes uncovering the root of Carrollton’s appeal particularly critical.

4. **Carrollton has an unusual number of assets, connected in unusual ways.** From a branding perspective, Carrollton does not fit comfortably into any universally understood category. It’s neither a suburb of Atlanta nor part of its designated market area, yet is geographically as close as some of Atlanta’s most peripheral counties. It is both urbane and rural in environment, a small town with amenities typically seen in a much larger area. It is a town with two colleges, but is not a college town. It is also strong in areas that tend to be at odds: sports and arts, historical architecture and modern flavors, respect for tradition and progressive approaches. Carrollton cannot -- and should not -- be branded using terms familiar to the marketplace.
KEY RESULTS OF STAKEHOLDER AND FOCUS GROUP INTERVIEWS

Interviews with stakeholders and focus groups revealed a surprising degree of unanimity across ethno-racial, gender, and age boundaries. While priorities and opinions certainly differed to varying degrees, various parties largely agreed in terms of what makes Carrollton Carrollton. Participants were fairly equally split between individuals born here and those who moved here later, and these groups, too, had largely the same outlook, though natives expressed markedly more opposition to change. This group tended to ask many questions about how the brand would be used, with particular concern over whether city leadership wanted to bring more new people to town. While change-leery individuals represented a distinct minority of those interviewed, they do represent a large enough group to warrant consideration during the implementation phase.

Top-mentioned favorites and strengths include the following, which were used as the options for the broad-based survey:

- Educational opportunities
- Employment options
- Small business support
- Strong healthcare system
- Recreational opportunities
- Shopping
- Restaurants
- Arts & culture
- Variety of things to do
- Community spirit
- Athletic events & programs
- Small town vibe
- Faith-based community
- Sense of history and tradition
- Rural surroundings

Specific favorites mentioned repeatedly include The Amp, the GreenBelt, the Cultural Arts Center, Adamson Square, and live music. Additional recurring themes are convenience, proximity to Atlanta, a caring/giving community, involved corporations/employers, many free things to do, character and charm, partnership among business and government entities, volunteerism, variety, geography, social and physical climate, good place to get a fresh start/start a business/start a family, financial stability, sense of community, affordable cost of living, and engaged elected officials.

In terms of what sets Carrollton apart, nearly all answers tied back to what we found in the documentary research: the city is a very unique blend of cultures, amenities, advantages, and opportunities. Similarly, when asked what individuals wish people knew about Carrollton, answers centered around another point uncovered during the document review stage: many people, including those who live here, hold outdated and incorrect opinions of Carrollton, its opportunities, and its people.

When asked about desired changes and additions, participants overwhelmingly cited the need for public transportation and the need to connect the GreenBelt to areas like downtown. Several respondents also mentioned amenities that already exist, and we will discuss this trend further in the planning and execution implementation section, later. In addition, people asked for more ethnic, unique, and healthy restaurant choices, more big-box shopping (but, specifically, in outlying areas), more nightlife, including for teens and under-age young adults, and more affordable housing options. The need for increased diversity -- and for strengthening connections between existing populations -- was also expressed recurrently. Some people also expressed concerns with the relationship between the colleges, specifically the university, and the town, often in connection with rising crime rates. Some concern over growing traffic was also reported. Additional specific amenities requested can be found in appendices A and B, and may be of particular interest to those responsible for economic development.
Words commonly used to describe Carrollton by these groups, and which were used in the survey, include:

- Unique (sometimes expressed as different, quirky, special, neat, or unusual)
- Progressive (sometimes expressed as forward-looking or innovative)
- Vibrant
- Welcoming (sometimes expressed as hospitable)
- Giving (sometimes expressed as charitable)
- Inclusive
- Thriving (sometimes expressed as growing or strong)
- Unified
- Friendly (sometimes expressed as courteous)
- Diverse (sometimes specifically in terms of ethnicity, age, interests, experiences, priorities)
- Safe
- Creative
- Open
- Multigenerational
- Active
- Different
- Exciting
- Collaborative (sometimes expressed as cooperative)
- Caring
- Supportive
- Close-knit
- Peaceful

Other commonly-used words and phrases included civic pride, tradition, dreams, quality of life, faith, values, character, honesty, safe, and home. In this area, the 20-person college student focus group expressed a somewhat different perspective and used words like “boring” and “country” in addition to “green” and “outdoors.”
KEY SURVEY FINDINGS

It’s important to note that the survey component is somewhat atypical for a project of this size. We had three main goals in including this step for this project:

1. Assess community engagement
2. Collect community perceptions, both as freestanding data and in context of reality
3. ‘Soften’ the brand launch by inviting people in at the earliest stages

Given the strong, broad-based response, and the number of people who noted appreciation for the survey, we feel comfortable saying all three goals were attained. However, the relatively low minority response (the vast majority of African American respondents completed the paper survey), do indicate that minority communities may not be as actively engaged with the community as desired. We will address this later in this report and in detail in the execution plan.

Demographics
Inclusion is a critical component of any brand survey and it’s something we regularly heard as a priority from stakeholders. Questions five through ten were specifically designed to tell us whether the survey had reached a broad base of people. Results are as follows.

Question 5: Where do you live? (mandatory)
- 44.18% live in the City of Carrollton
- 45.36% live in Carroll County
- 10.46% chose “other”
  - Given the scope and nature of the project, this is a solid geographic mix

Question 6: Do you own a small business in Carrollton?
- 14.22% chose “yes”
- 85.78% chose “no”
- 114 individuals skipped this question
  - These numbers provide a solid degree of confidence that the small business community has a voice in the process

Question 7: Do you have children under the age of 20 who live with you?
- 43.29% chose “yes”
- 56.71% chose “no”
- 114 individuals skipped this question
  - This represents a good mix of those with and without children

Question 8: What is your age?
- 1% chose “under 18”
- 6.27% chose “18-24”
- 37.78% chose “25-39”
- 39.41% chose “40-59”
- 15.54% chose “60+”
- 128 individuals skipped this question
  - Only the under 18 and 18-24 age groups are statistically underrepresented, but this is highly typical for survey activities
Question 9: What is your gender? (text entry)

• 63.98% identified as female, woman, etc.
• 26.51% identified as male, man, etc.
• 4 individuals identified as genderfluid, non-binary, or trans
• 7 individuals indicated a preference for not answering
• 154 individuals skipped this question

Obviously, significantly more people identifying as female participated, but this is not unusual for a survey of this kind

Question 10: How do you identify in terms of race/ethnicity? (text entry)

• 74.83% identified as white, caucasian, etc.
• 6.32% identified as African American or Black
• 1.57% identified as Hispanic, Latinx, etc.
• .99% identified as multiracial, biracial, multiethnic, etc.
• .46% identified as “Asian”
• .23% identified as Native American or Pacific Islander
• 2 individuals specifically identified as Jewish
• 10 individuals specifically identified as “other”
• 7 individuals indicated that they preferred not to answer
• 52 individuals provided alternative answers
• 199 individuals skipped this question

• As mentioned, race and ethnicity were not as diversely represented as other demographic segments, such as age.

Opinions

Questions one through four were designed to elicit opinions and perceptions. Results follow.
Q1 - WHAT ARE YOUR TOP THREE FAVORITE THINGS ABOUT CARROLLTON
Answered: 1,724 - Skipped: 0

About “Other” options:
• About a third of those selecting “other” specified the Greenbelt
• About a dozen mentioned Adamson Square or “downtown”
• About a dozen mentioned local music and/or the Amp
• Several people mentioned the farmer’s market, co-op, local food sources, local farming, and similar features

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Q2 - CARROLLTON IS GREAT FOR (CHECK ALL THAT APPLY):
Answered: 1,724 - Skipped: 0

About “Other” options:
- A few people mentioned animals, dogs, etc.
- About a quarter of those selecting “other” entered “everyone”
Q3 - HOW MUCH DO YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENTS:
Answered: 1,649 - Skipped: 75

- Carrollton is a great place to live
- Carrollton is a great place to work
- Carrollton offers a wide variety of things to do
- Carrollton offers a lot of affordable things to do
- Carrollton is on the cusp of great things
- Carrollton is very different from other towns in Georgia
- Carrollton has more to do than most other towns our size
- Carrollton is welcoming to everyone
- It's easy to get around Carrollton
- I can get everything I need in Carrollton
- I love living in Carrollton
Q4 - WHICH OF THE FOLLOWING WORDS BEST DESCRIBE CARROLLTON? CHOOSE NO MORE THAN FIVE.
Answered: 1,616 - Skipped: 108

About “Other” options:
- Several individuals expressed concerns about a lack of inclusion
Comments

Question eleven was designed to provide participants an opportunity to offer additional opinions. Adjusted for non-answers (e.g. “N/A,” “no”), about one-third of respondents left additional comments. **Main themes are identified here.**

Praise for the town in the comments section was extremely high. More than 100 respondents used the word “love” in the comments. Many reported leaving Carrollton as a youth only to return a few years later, and many cited the area as a great place to raise a family. Participants also specifically mentioned The Amp, the Farmer’s Market, the GreenBelt, the arts community, the thriving local music scene, and the CSA. Numerous people talked, in some way, about the idea that Carrollton is in the process of becoming something special, something different. Sometimes identified as “progress” or “evolution,” and at other times as “potential,” a definite feeling of being “on the cusp” shone through.

The most frequently reported concern was crime, which is extremely common for a city in Carrollton’s stage of growth. This is counterpointed by the fact that, at about 38%, “safe” was the word second-most commonly chosen as representative of the city. Additional concerns include lack of jobs, particularly at the professional level, and increasing traffic. Several participants also expressed a strong desire to see the next areas of city focus occur outside of downtown.

In the “wants” category, two things stood out as highly significant. About 70 people mentioned more things to do, particularly for kids, teens, and at night, but also across the lifetime spectrum. This included a need for indoor activities for children and families. Suggested options included a bowling alley, laser tag, Skyzone, an adult arcade, and, on the nightlife side, higher-end bars and non-bar options. About two dozen people reported a need for public transportation in their comments, and a few also added a request for more regional connectivity or connectivity to the airport. Additional wants included connectivity to downtown via sidewalks and/or a Greenbelt extension, Bankhead Highway and Maple Street revitalizations, additional affordable housing, additional ethnic and organic/healthy restaurants, more events, and enough big-box stores to keep people from needing to drive to Douglasville or Newnan for shopping.

Two frequently mentioned topics on which people seemed somewhat divided were growth and the question of identity as it relates to the university. A significant number of people mentioned growth, and almost all did so as a positive. A few voices, however, are concerned about change for the sake of change, or that the growth will eliminate the small-town feel so many people have highlighted as a significant part of Carrollton’s appeal. A smaller, but distinct, set of people mentioned UWG specifically, but seem somewhat divided as to whether Carrollton is becoming -- or should become -- a college town or remain distinctly a town with a college. Crime concerns were also closely tied to the university by several people. The question of college town or no will be one the city must address as it begins to build its reputation and identity, inside and outside the region.

One of the more complex issues identified is that of inclusivity. About 40 people indicated that Carrollton is not as inclusive, welcoming to everyone, or open to diversity as it could be. At the same time, some people did express the opinion that this was changing. It’s important to note that about 19% of respondents chose “diverse” as a top-choice descriptor, but only about 4% chose “inclusive.” We will talk more about this important point in implications sections, following.

Overall, comments response was quite positive, and even those making suggestions or expressing concerns also expressed a high degree of attachment to the city. This is a significant point as it does reinforce the idea that people are invested in Carrollton.
KEY COMPARATOR/COMPETITOR FINDINGS

Review of towns similar to Carrollton in terms of size and amenities reinforced the universal thread common to all aspects of this research project: Carrollton’s amenities are highly atypical, both for a town its size and for a town in its geography.

Some important points:

• It’s unusual to find both a doctoral-comprehensive university and a strong technical college in the same town (research and metropolitan universities excepted)
• It’s unusual to find such a strong arts program in a town Carrollton’s size, unless it is specifically an arts-centric community (eg: Ashland, OR or Fairhope, AL)
• Towns with high tourism potential tend, to a large degree, to be “one-trick ponies”; Attractions are centered specifically around one aspect, such as outdoor recreation, history, restaurants, etc. Carrollton has a variety.
• Towns (not including major cities) that include a university tend to be very much “college towns.” While amenities and options are often broad-ranging, extensive, and diverse (Newark, DE; Storrs CT; Athens, GA; Fairfax, VA), they tend to be highly college-centric. Carrollton is unique in that it is not a college town, but a town with a college -- two, in fact.
• Except along the NE I-95 corridor, near Chicago, and near Dallas/Fort Worth, it’s extremely unusual to find a small town with big amenities in relatively close proximity to a major metropolis that is not a suburb or exurb of that metropolis.
• The vast majority of towns that most closely match Carrollton’s progressive amenities, size, and geographic advantage are in the northeast or in California. Almost none of them pair strong amenities with a very affordable cost of living. Those that do are almost inevitably in the northeast and, therefore, less attractive in terms of weather and climate than Carrollton may be.

While it’s not specifically relevant to the branding project, we did discover that towns that most closely match Carrollton do tend to have four features that Carrollton does not currently offer:

• Mass transit within the city
• Connectivity to regional mass transit
• Specialty lodging options (eg: bed & breakfasts, inns, lodges, guesthouses, a strong Airbnb presence, etc.)
• A natural waterway attraction (proximity to a beach or seashore, etc.)

Based on the Carrollton Comprehensive Plan, the first two bullets are already on the city’s radar and the lake area could certainly be refined to meet the fourth.

As Carrollton continues to plan and evolve, we would encourage the city to take a look at the towns listed in the following recent, annual, or semi-annual rankings. You might be surprised at how much you have in common with some of the places featured and may uncover some ideas you’d like to emulate.

• BudgetTravel.com’s annual “10 Coolest Small Towns in America” (2017 will be year 12; 10-year curation at http://www.budgettravel.com/slideshow/photos-coolest-small-towns-in-america,7627/#pic=1)
• Livability.com’s annual “10 Best Small Towns”
• Southern Living’s annual “Best Small Towns in the South”
BRAND IMPLICATIONS

Evaluated as a whole, the research clearly highlights two main distinctives central to Carrollton’s identity:

- Small-town
- Unique

Interestingly, while the former is almost universally acknowledged and embraced, neither residents nor non-residents are broadly aware of just how unusual Carrollton is. While Carrollton’s uniqueness is demonstrably established by comparisons to other markets, and while the concept of uniqueness arose in every stakeholder meeting and focus group, only about 20% of people who took the survey selected “unique” or “different” as one of their top five words to describe Carrollton. This does not, of course, mean that Carrollton is not unique; in fact, most people selected city features that are incredibly unique -- without seeming to quite recognize that they were doing so. The city’s marketing and communications efforts -- and possibly the brand itself -- should work toward awareness of Carrollton’s unique culture, location, and blend of amenities and features.

Additional key considerations:

- Brand must be usable for multiple audiences: current residents, potential relocations, resident retention targets, small and large business owners, tourists, event planners
- Brand must take into account the tradition and heritage of the city as well as its progressive mindset and amenities
- Brand must be capable of evolving and remaining authentic based on planned growth across the next 10-20 years
- Brand must accurately reflect Carrollton’s current status as well as the town it is becoming

One issue that requires careful consideration is that of inclusivity. Virtually all stakeholder groups and most focus groups stressed inclusivity as a key city priority. At this time, however, general perceptions do not align with this vision. While part of the power of a brand is to help change perceptions, it’s important that the brand be genuine to reality or people will feel disconnected and possibly deceived. Regarding topics such as inclusiveness, advertising that runs counter to reality can also make people feel unheard or intentionally ignored, which is clearly the opposite of the city’s intent. That said, we witnessed a genuine desire to move to an ever-more inclusive space from most corners, and we appreciate the emphasis the city and its people alike have placed on this issue. For all these reasons, our goal will be to incorporate the move to increase inclusiveness in the messaging portions of the city’s strategy, rather than making them an explicit part of the expressed brand.
PLANNING AND EXECUTION IMPLICATIONS

One of the key areas of opportunity uncovered is improved communications, particularly about events and activities. This need was clearly expressed by various people in a number of ways including:

- Outright statements about the difficulty of learning about events, even by people well-connected to one or more central groups
- Lack of minority participation in the survey, which may mean that information is not reaching large portions of those populations
- Significant numbers of requests for addition of amenities already available within the city or county

With this in mind, we will be providing strategies and recommendation for improved communication in our proposed execution plan. We will also suggest pros and cons the city many need to consider before deciding on a course of action in this area.

Another major factor in terms of implementation is the need to update (change) perceptions of both residents and non-residents who believe they know Carrollton. As a result, we'll be making several recommendations geared toward educating all audiences.

Additional important considerations for plan development:

- Limited budget and labor for execution requires a range of tiered options, staggered over time
- Suggestions for introducing/popularizing new features will be critical because of Carrollton’s planned continuing evolution
- A significant portion of city residents are not connecting and/or engaging via current social media and web strategies; some are unlikely to connect electronically
- Audience-specific tactics will be important due to the city’s various goals and audiences
- Either/or options based on strategic city decisions should be incorporated