



MUNICIPAL MARKETING STRATEGIC PLAN

AUGUST 14, 2013





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Section I

PROJECT OVERVIEW

INTRODUCTION

Background

In October 2012, the City of Carrollton issued an RFP soliciting qualifications from firms/individuals to assist the City in pursuing opportunities to work with the City's assets with the objective of obtaining incremental revenue through appropriate sponsorship and partnership programs.

Through the identification of and generation of alternate revenue sources, the City of Carrollton sought to develop mutually beneficial partnerships with private-sector companies.

In January 2013, LSM made a formal presentation to the City, and then in February 2013, the Carrollton City Council officially selected LSM and formally approved the contract between the two parties.

Scope of Services

The City requested that the selected firm complete the following scope of services:

1. review and identify tangible and intangible assets and events for sponsorship/partnership opportunities;
2. identify and prioritize revenue generating opportunities;
3. assist the City in developing a marketing partnership policy;
4. assist the City in developing a strategic plan to fulfill the goal of achieving alternate sources of revenue generation that is sensitive to community values; and
5. review of existing City contracts to identify revenue opportunities.



City of Carrollton Fast Facts

- Approximately 122,100 residents
- Located in the heart of Dallas-Fort Worth Metroplex
- Located in Dallas, Denton and Collin counties
- Corporate boundaries encompass 37 sq. mi.
- CNN *Money* ranked Carrollton 15th among "Best Places to Live" in 2008
- *Forbes* recently ranked Carrollton 12th among "America's 25 Best Places to Move"
- More than 1,200 acres of park land — one of the highest park-land-per-capita figures in the Metroplex
- Just minutes from DFW, Love Field and Addison airports
- Home of three DART rail stations and connects with Denton's A-Train

Section II

EXECUTIVE SUMMARY

KEY FINDINGS

- Honored numerous times by various publications as one of the best places to live in the country, the City of Carrollton is a thriving part of the Dallas-Fort Worth Metroplex.
- With a population of nearly 125,000, a median household income of almost \$70,000, more than 500 City employees, and a solid corporate base, Carrollton is a strong candidate to launch a meaningful marketing program that produces positive results for the City, residents and businesses.
- LSM has identified five (5) types of partnerships that are common in municipal marketing — Naming Rights Partnerships, Marketing Partnerships, Community Partnerships, Vending Partnerships and Advertising Partnerships — and estimated the City of Carrollton’s likelihood of generating incremental revenue with respect to each.
- LSM believes the City’s top opportunities are Marketing Partnerships and Community Partnerships. Meanwhile, LSM believes the City’s opportunities for Naming Rights Partnerships and Advertising Partnerships are far more limited. And due to the City’s current deal with Coca-Cola, opportunities with Vending Partnerships also appear to be limited (although adding vending machines that sell salty snacks may be worth looking into).
- Naming Rights Partnerships are very common in the sports and entertainment industry but are fairly rare in municipal marketing for a variety of reasons. In order to generate significant revenue from the sale of naming rights, a facility typically must meet one of the following criteria: be a brand-new, state-of-the-art venue; have a sports team as a tenant; or consistently attract high-profile concerts and performances. As such, LSM does not believe that the City of Carrollton has any facilities, including McInnish Park, that will attract interest as it relates to Naming Rights Partnerships. It is important to note that this is in no way a negative reflection on the City’s assets or marketing staff but rather a simple reality of the sponsorship world. There are thousands upon thousands of municipal parks and recreation centers throughout the United States and only a select few have naming rights agreements. As such, Naming Rights Partnerships at the municipal level typically do not provide companies with enough ROI to justify the financial commitment.

Evaluating Carrollton’s Opportunities

Type	Potential for Success				
	Low				High
Naming Rights Partnerships	★				
Marketing Partnerships				★	
Community Partnerships					★
Vending Partnerships			★		
Advertising Partnerships		★			

Although Marketing Partnerships have the most revenue potential, they are also the most difficult to implement. Community Partnerships, which are something the City already has a track record with, are relatively easy to execute but typically offer less revenue potential.



KEY FINDINGS (cont'd)

- LSM believes that Marketing Partnerships provide the best opportunity for the City of Carrollton to realize incremental revenue going forward. LSM reached this conclusion for the following key reasons: (1) Marketing Partnerships are the type of municipal marketing agreement that other cities around the country are seeing the most results with, and (2) although the City's other assets and marketing opportunities are likely to generate some degree of interest from the corporate marketplace, LSM does not anticipate that these opportunities are likely to represent *significant* sources of incremental revenue. In order to realize the potential from this type of partnership, the City must be willing to have its marketing staff collaborate with its procurement and must be willing to grant a company access to its residents, employees and retirees. Marketing Partnerships are attractive to companies because they provide something that advertising and impressions do not: access to employees, retirees and residents to market products and services. Marketing Partnerships represent an opportunity to utilize the aforementioned parks and recreation centers in a partner agreement. For instance, companies may see little to no value in naming rights at a park or recreation center on a one-off basis, but a local health system may want access to recreation centers to offer flu shots or launch wellness initiatives. These municipal assets can be valuable in that they can serve as a means of access to employees, retirees and residents.
- Although Marketing Partnerships are the partnership type that municipalities around have had the most success with, many cities never realize the full potential municipal marketing offers. This is typically due to factors such as public and internal resistance, as well as challenges with coordinating and implementing these deals. LSM can assist the City in approaching companies about these types of opportunities.
- LSM believes that Community Partnerships represent a modest opportunity for the City to add several agreements on a one-off basis. The most attractive asset for this type of partnership is the Festival at the Switchyard, and if the City is able to "beef up" the benefits a partner would receive, LSM believes this is a very marketable event. Other candidates for Community Partnerships include capital improvements for Mary Heads Carter Park and a presenting sponsorship for the Carrollton Trails 5K, among others. Community Partnerships represent the bucket into which most past and present City of Carrollton partnership agreements fall, and it is important to note that LSM believes the City and its marketing staff currently do an adequate job of securing Community Partnerships given the available resources and assets. Community Partnerships are driven almost exclusively by relationships developed between City employees and the private sector. It is not likely that a third-party sales agency would have any more success in securing this type of partnership than City employees themselves, as no one has a better feel for the pulse of the local business community than the City itself. These deals are secured by establishing a relationship with a local business, outlining a vision for specific use of the funds — such as refurbishing a small park — and then asking for a financial commitment.
- LSM does not believe that Vending Partnerships presently have the potential to generate incremental revenue for the following reasons: (1) the City is locked into an agreement with the Coca-Cola Bottling Company of North Texas until 2016, and (2) the City's agreement with the Coca-Cola Bottling Company of North Texas is, in the opinion of LSM, already a favorable deal for the City when compared to deals struck by other cities around the country.



KEY FINDINGS (cont'd)

- To the best of LSM's knowledge, the City of Carrollton does not own or operate any outdoor boards present within City limits. Nor does it control any advertising inventory that may be present at the Downtown Carrollton Station, which is served by the DART Rail Green Line trains. Therefore, LSM does not believe that Advertising Partnerships are a viable source for generating incremental revenue. Advertising typically offers municipalities a very low ROI unless the municipality controls a substantial number of high-visibility assets (for example, the City of Chicago has an extensive network of outdoor boards). In LSM's opinion, Advertising Partnerships are not presently worth the City of Carrollton's time.
- LSM conservatively estimates that the City could generate between \$30,000 and \$60,000 from Marketing Partnerships in Year 1 and between \$15,000 and \$30,000 from Community Partnerships in Year 1.
- If the City decides to move forward with its municipal marketing strategy, industries that should be targeted include telecommunications/wireless, healthcare, energy, and banking/financial. These are industries that are most likely to have marketing dollars to spend and would be most interested in the opportunity to market products and services to City employees, retirees and residents.
- The City must also understand the importance of remaining flexible with its marketing program. For instance, the City could pitch a healthcare company on a Marketing Partnership that would provide the company with access to numerous parks, rec centers and perhaps even libraries and schools. Then, in more advanced conversations with the company, the City may come to find out that the company is only interested in marketing its services at rec centers and libraries, but not parks or schools. The ability to stay flexible and open-minded and having the willingness to help companies build customized marketing platforms are traits that will translate well to successfully executing a municipal marketing program. Professional sports teams excel at figuring out the needs and goals of a particular company and then bundling in the necessary assets or building a marketing platform to push a deal across the finish line. An example of this is the City of Plano's deal with Plano Health Presbyterian, which was brokered by LSM.
- Another item the City may be wise to invest some resources in is professional photography. Part of what professional sports teams and major college programs do well is put together sharp, eye-popping presentations to solicit sponsors. And what often makes this very easy is that these teams and college programs have photo servers with thousands and thousands of colorful, exciting photos of players, games, fans and special events. The City of Carrollton could have a wonderful set of assets, but when it comes time to put together a pitch deck that will be a critical element in securing a key long-term partnership, if there is a lack of photos or architect's renderings, it will be incredibly difficult to sell the company on the City's vision. At the present time, there is a lack of professional photos that highlight the City's key assets and events, and if the City is serious about launching and executing a successful marketing campaign, hiring professional photography, even on a part-time basis, would be a relatively cheap but immensely important place to start.

Section III

DEMOGRAPHICS

MARKET SNAPSHOT

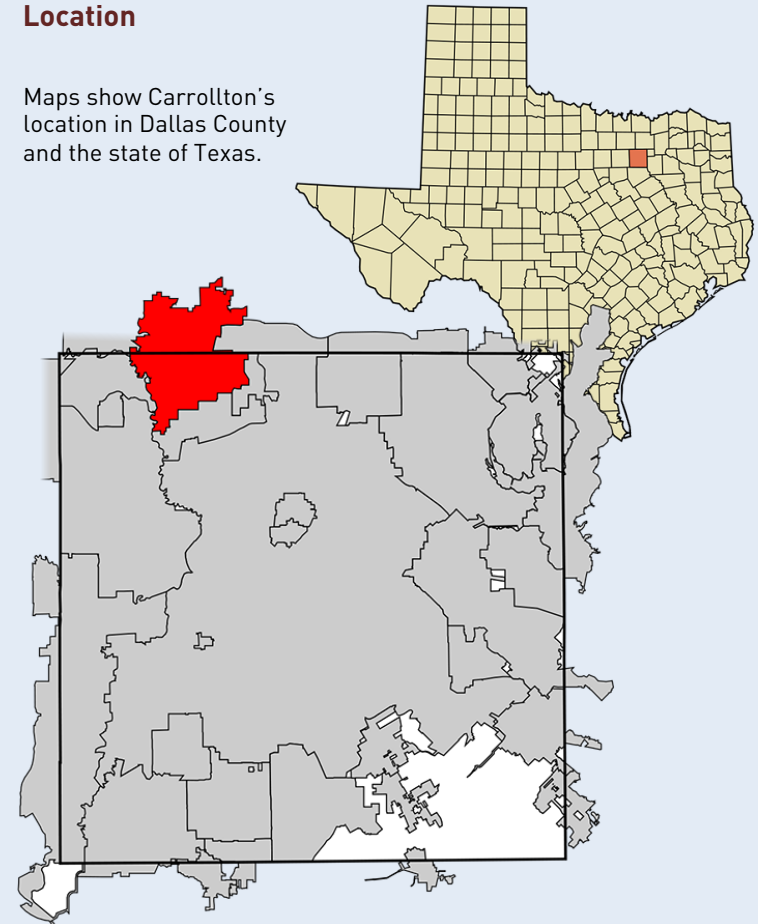
Market Demographic Summary

Demographic Variable	City of Carrollton
POPULATION	
2000 Population	107,024
2013 Population	124,096
2018 Population	133,866
AGE	
Median Age	36.6
Age Distribution:	
Under 18	25.3%
18 to 34	22.3%
35 to 54	30.9%
55 & Over	21.5%
HOUSEHOLD INCOME	
Median Household Income	\$68,139
Income Distribution:	
\$0 to \$24,999	13.3%
\$25,000 to \$49,999	22.1%
\$50,000 to \$74,999	20.0%
\$75,000 to \$99,999	13.3%
\$100,000 to \$149,999	18.6%
\$150,000 & Over	12.6%

Source: Claritas.

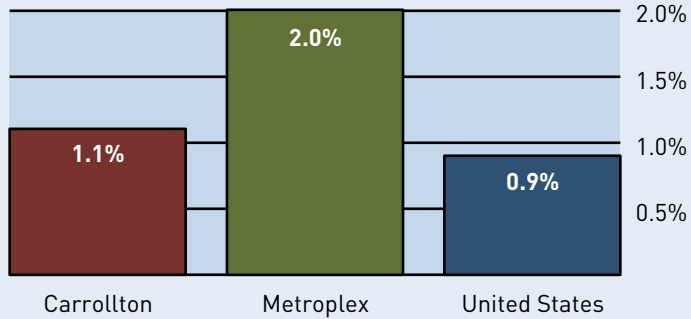
Location

Maps show Carrollton's location in Dallas County and the state of Texas.

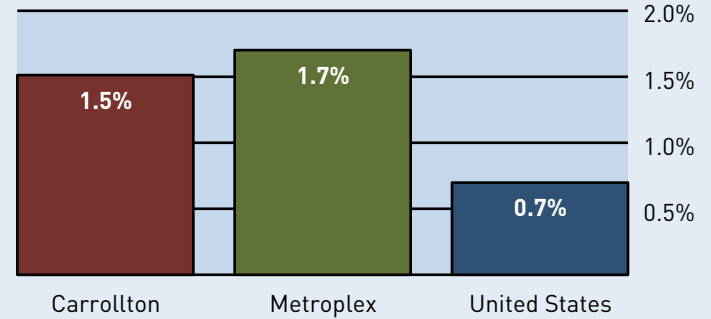


MARKET COMPARISON

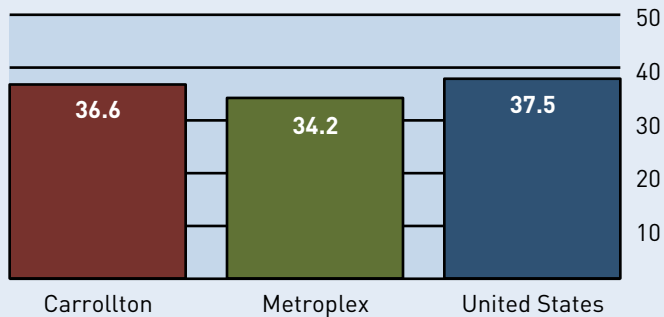
Historical Annual Pop. Growth Rate (2000–13)



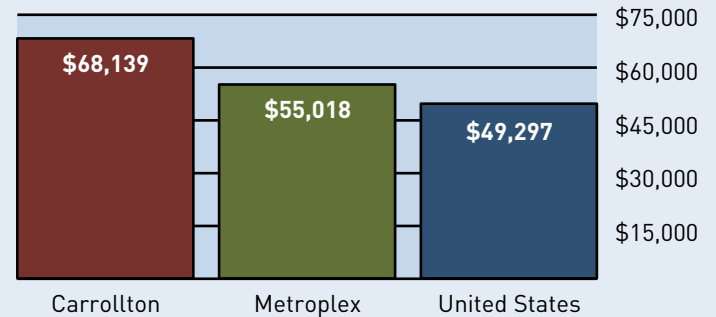
Projected Annual Population Growth (2013–18)



Median Age



Median Household Income



Source: Claritas.



CORPORATE BASE

Corporate Inventory

Annual Sales	No. of Companies
\$1.0 million to \$2.4 million	268
\$2.5 million to \$4.9 million	141
\$5.0 million to \$9.9 million	94
\$10 million to \$24.9 million	75
\$25 million to \$49.9 million	24
Over \$50 million	20
Total Corporate Inventory ¹	622

1. Includes all corporations with at least 10 employees and \$1 million in annual sales within the City of Carrollton. Excludes certain industries such as government entities, membership organizations, religious organizations, non-profits and private households.

Top Companies by Annual Sales

Company	Annual Sales (\$M)
Woot, Inc.	\$2,115.8
Carlson Restaurants Worldwide, Inc.	772.4
IBL Limited, LLC	691.0
Accor North America	586.9
TGI Friday's Inc.	417.9
Schneider Electric Buildings Americas, Inc.	323.1
RealPage, Inc.	322.2
McLane Foodservice, Inc.	258.5
The Brandt Companies LLC	143.4
Hilton Reservations Worldwide, LLC	127.9
Thomson Reuters (Tax & Accounting) Inc.	122.5
Motel 6 Operating Partnership L.P.	99.9

Source: Hoovers.



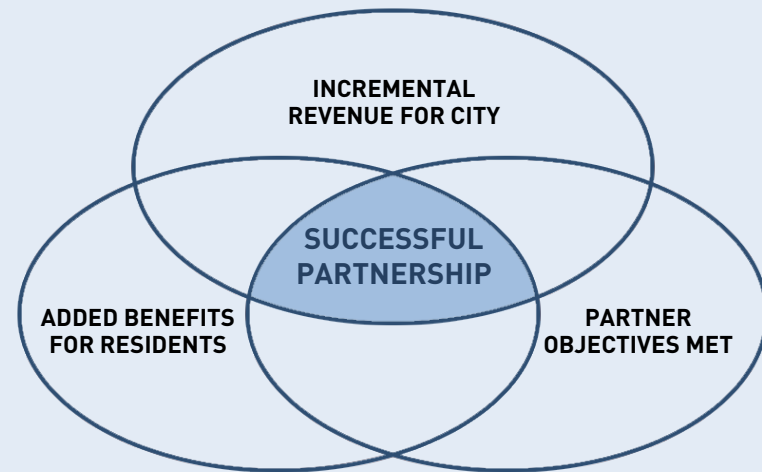
Section IV

MUNICIPAL MARKETING

OVERVIEW

- Municipal marketing refers to any mutually beneficial public-private relationship whereby the external organization contributes cash, goods or services to a project or program in return for recognition, acknowledgment or promotional consideration.
- Over the past 15 years, municipal marketing has become an increasingly popular vehicle by which cities have attempted to generate incremental revenues to fund programs and services without raising taxes and fees.
- Although cities have long dabbled in various forms of municipal marketing, the launch of San Diego's successful program in 1999 is widely credited with being the trigger for the current municipal marketing movement.
- Locally, municipalities such as Dallas, Arlington, Lewisville and Plano have all experienced at least some degree of success as it relates to municipal marketing.
- However, municipal marketing is not without its challenges. Many cities have struggled to successfully execute programs due to a variety of reasons ranging from public resistance to internal politics to issues with implementation.
- LSM believes municipal marketing can often be broken down into five (5) partnership types: Naming Rights Partnerships, Marketing Partnerships, Community Partnerships, Vending Partnerships and Advertising Partnerships.
- In this strategic marketing study, LSM takes an in-depth look at each of the partnership types outlined above and provides recommendations on how the City of Carrollton can exploit them in a productive and sustainable manner.

Successful Municipal Marketing Partnership



LSM defines a successful public-private partnership as one in which the City generates incremental revenue or budget-relieving goods, residents receive added benefits, and the partner achieves its marketing objectives.

NAMING RIGHTS PARTNERSHIPS

WHAT THEY ARE: Naming Rights Partnerships are agreements in which a company places its name on a specific venue. Local examples of Naming Rights Partnerships include the American Airlines Center, Dr Pepper Ballpark and Verizon Theatre at Grand Prairie.

HOW THEY WORK: Negotiated in a manner similar to Community Partnerships, the City seeks agreements on a one-off basis. However, these types of deals are typically done on a more intermediate or long-term basis. Most naming rights agreements are at least 5 to 10 years, while some at the professional level may even be 20- or 25-year deals.

WHAT THE COMPANY GETS: The company typically receives a plethora of benefits, including on-site signage, highway directional signage, digital marquee signage, opportunities for activation and product sampling, inclusion in the venue's media buy, and in most cases broadcast exposure.

WHAT THE CITY GETS: The City receives cash to offset operating expenses, pay down debt service or fund capital improvements. An example of a Naming Rights Partnership brokered by LSM at the municipal level is the City of Lewisville's Toyota of Lewisville at Railroad Park. In that 2010 deal, Toyota of Lewisville paid \$1.5 million over 10 years for naming rights to the new 225-acre outdoor athletic complex. The revenue has been set aside to fund ongoing maintenance of the facility. Occasionally, the benefits received by the City may include products and/or services as well. For instance, the telecommunications company Cox Communications agreed to pay \$1.7 million in goods, services and monies over 7 years to put its name on Oklahoma City's convention center in 2002. At the time, Cox sought to promote its IT capabilities and it just so happened that the convention center was in tremendous need of a modernized IT infrastructure.

OUTLOOK FOR CARROLLTON: LSM does not believe any City properties have enough presence in the marketplace to warrant interest as it relates to Naming Rights Partnerships.



Cox Communications' \$1.7-million deal for naming rights at Oklahoma City's convention center revolved around a massive IT infrastructure upgrade.



LSM negotiated a \$1.5-million, 10-year deal with Toyota of Lewisville for naming rights to the City's Railroad Park athletic complex.

MARKETING PARTNERSHIPS

WHAT THEY ARE: Marketing Partnerships are citywide deals between the City and a specific company in which the company is entitled to the designation of “Official Partner” in a particular business category.

HOW THEY WORK: The City develops Marketing Partnerships in conjunction with the procurement of products and/or services, and as the name suggests, only one company can be a partner in each business category. For example, Snapper could be the “Official Lawn Care Equipment Partner” of the City of Carrollton. Popular categories for pursuing these partnerships include automobiles, banks, healthcare, office supplies and utilities.

WHAT THE COMPANY GETS: The main benefit received by the company is the right to market its products and/or services directly to City employees through the City’s various internal communications channels, often times at a special discount. Companies typically engage in Marketing Partnerships in order to utilize special access to these marketing channels to generate a return on their investment. However, other motivating factors may exist. For instance, in the early 1970s, Ford Motor Company provided the City of Dearborn (Mich.) with a number of Lincoln Town Cars equipped with early airbag systems in order to accumulate engineering data in real-world conditions.

WHAT THE CITY GETS: The main benefit received by the City is typically cash but can also include products and/or services. In the Ford Motor Company example above, the City of Dearborn received free police cruisers. Another example: According to the IEG Sponsorship Report, the City of Huntington Beach (Calif.) has saved more than \$500,000 over the past four years as a result of its partnership with Toyota Motor Sales U.S.A., Inc., which provides 17 vehicles for the City’s marine safety and beach operations divisions.

OUTLOOK FOR CARROLLTON: LSM estimates that the City could generate \$30,000 to \$60,000 from Marketing Partnerships in Year 1 and \$60,000 to \$90,000 each ensuing year.



For years, Ford Motor Company has supplied the City of Dearborn (Mich.) with police cruisers. Ford’s world headquarters are located in the Detroit suburb.

COMMUNITY PARTNERSHIPS



GPS technology company Trimble Navigation partnered with Santa Rosa (Calif.) City Schools for a \$50,000, three-year deal sponsorship at the new Science and Technology Center.

WHAT THEY ARE: Community Partnerships are marketing agreements between the City and a company that are tied to a specific program, project, facility or event. The company receives the designation of “Community Partner.”

HOW THEY WORK: The City seeks partnerships on a one-off basis. For example, the City could choose to pursue an agreement with a company to serve as presenting partner for the Festival at the Switchyard or it could seek funds for capital improvements at Mary Heads Carter Park. Unlike the previously outlined Marketing Partnerships, more than one company may be a Community Partner within a given business category, and no RFP is required.

WHAT THE COMPANY GETS: The benefits can vary widely. For instance, the presenting partner for Festival at the Switchyard may receive backlit signage above the main stage and the opportunity to activate on-site. In Santa Rosa, Calif., Trimble Navigation Limited recently agreed to a \$50,000, three-year deal with the school district for a sponsorship at the new \$3.6-million Science and Technology Center at Piner High School. Trimble is a leading provider of GPS technology and pursued the deal to promote its connection to education. Trimble receives the right to use the science and technology center one week each year to hold one of its corporate conferences. Trimble did not ask for or receive naming rights or signage as part of the deal.

WHAT THE CITY GETS: The benefits received can include cash, products, services or a combination of all of the above. The City of Arlington last year secured a \$100,000 partnership with Chevy to refurbish Randol Mill Park, a park with a play area designed for children with special needs. The city is using the funds to upgrade the park with sustainable plants, an energy-efficient field house and other environment-friendly improvements.

OUTLOOK FOR CARROLLTON: LSM estimates that the City could generate \$15,000 to \$30,000 from Community Partnerships in Year 1 and \$30,000 to \$45,000 each ensuing year.

VENDING PARTNERSHIPS



The City of Carrollton presently has a vending deal with the Coca-Cola Bottling Company of North Texas through May 2016.

WHAT THEY ARE: Vending Partnerships are agreements in which a company has the exclusive right to sell its non-alcoholic beverage and/or snack brands from vending machines at mutually agreed upon City parks, recreation centers, libraries and other facilities.

HOW THEY WORK: The company typically agrees to pay an annual rights fee as well as a commission based on the quantity of product sold, thereby earning the exclusive right to sell its products at City vending machines. The overall value of the agreement is usually determined, at least to an extent, by the sales volume estimated by the company. The company is responsible for installation, operation and servicing of all vending machines.

WHAT THE COMPANY GETS: The company gets the exclusive right to sell its products from City vending machines and may also get additional recognition such as signage at mutually agreed upon locations (e.g., City parks and recreation centers).

WHAT THE CITY GETS: The City receives annual rights fees as well as commissions based on sales volume. The value of these deals is often determined by the percentage of sales the City can negotiate for itself. In May 2011, the City of Carrollton entered a five-year agreement with the Coca-Cola Bottling Company of North Texas to provide non-alcoholic beverages, including energy drinks, on City property. The City negotiated an upfront payment of \$25,000 in Year 1 as well as \$15,000 annual rights fees in Years 2 – 5 plus commissions ranging from 15% to 25% depending on the product. For the sake of comparison, national vending machine operating company Canteen agreed to pay the City of Huntington Beach (Calif.) a \$50,000 advance against first-year commission plus up to a 20% commission rate on snack items and up to a 40% commission rate on beverages.

OUTLOOK FOR CARROLLTON: Since the City is locked into an existing agreement with the Coca-Cola Bottling Company of North Texas until 2016, LSM does not see this category being a source of any incremental revenue in the immediate future. Unless the City is willing to pursue a deal to put salty snack vending machines in City facilities.

ADVERTISING PARTNERSHIPS



JCDecaux and the City of Chicago have teamed up for a first-of-its kind public-private partnership to create a large-scale digital billboard network on public land.

WHAT THEY ARE: Advertising Partnerships are agreements in which the City or a third-party firm sells advertising to companies on billboards, LED boards, City buses and maintenance vehicles, or even at train and bus stations.

HOW THEY WORK: The City or a third-party firm manages the inventory and sells contracts, typically on a month-to-month basis, to companies that seek to expose their brand messages to traffic and pedestrians.

WHAT THE COMPANY GETS: The company gets space to deliver its advertising message. There are no other benefits associated with this type of agreement.

WHAT THE CITY GETS: The City either collects payment from companies on a month-to-month basis or negotiates a deal with a third-party firm to manage the inventory and collect payment. For example, in 2013, outdoor advertising company JCDecaux agreed to a deal with the City of Chicago to operate 34 large (up to 1,200 sq. ft.) digital billboards with 60 LED display panels along Chicago's expressways. The Chicago City Digital Network is the first public-private partnership to create a large-scale digital billboard network on public land in the United States. The network will serve as a communications broadcast system for emergencies, weather and traffic alerts, safety issues, and cultural events while at the same time generating revenue for the City and providing advertisers the best locations along expressways to display messages on a real-time basis.

OUTLOOK FOR CARROLLTON: LSM does not believe there is presently an opportunity for the City to generate incremental revenue from Advertising Partnerships.

MARKETING DASHBOARD



Section V

STRATEGY / NEXT STEPS



STRATEGY

1. Despite recommending the pursuit of Marketing Partnerships, LSM recognizes there are several challenges associated with this approach, and it is necessary for the City to address the following issues before deciding whether or not this is the proper strategy to pursue: (1) Even though many cities around the country are implementing this form of municipal marketing with success, does pursuing this strategy violate any ordinances or provisions in the City's charter or any local or state laws? (2) Even if the City is not prohibited from seeking these types of partnerships, does pursuing this strategy fit the City from a philosophical and organizational standpoint?
2. Marketing Partnerships require a fairly sophisticated amount of planning and coordination to properly execute. For instance, when the City issues an RFP for procurement, the person responding to the RFP at any given company is highly unlikely to be the decision maker as it relates to the company's marketing budget. Therefore, in order to successfully negotiate a partnership in this manner, it is often times necessary for the City's procurement department (or a consultant) to have an existing relationship with (or to have at least engaged in conversations with) the company's key marketing budget decision maker.
3. After the opportunities that exist with Marketing Partnerships, LSM believes that the Festival at the Switchyard and the planned improvements at Mary Heads Carter Park are the City's most marketable assets. Although the Festival at the Switchyard has only been around for three years, it has brought in solid musical acts and quickly established credibility in the City. LSM believes it would be worthwhile to outline a more comprehensive benefits package — such as fixed backlit signage above the stage — and approach local companies about making a 5-year commitment to serve as title sponsor. In addition, when considering other Community Partnerships around the Metroplex, such as Arlington's deal with Chevy to refurbish Randol Mill Park, LSM believes there is a strong enough narrative present to generate sponsor revenue for capital improvements at Mary Heads Carter Park.
4. Prospects targeted for Community Partnerships should exclusively be companies with a presence in Carrollton. Marketing Partnerships can include companies from outside the City if, for instance, they are a large vendor to the City.
5. If the City does decide to pursue a municipal marketing program, the City could call it the "Carrollton Champion Partners" program and use the tagline, "Where Corporate Connections Happen."

Prospects targeted for Community Partnerships should exclusively be companies with a presence in the City of Carrollton.

NEXT STEPS

1. Decide which types of partnerships, if any, the City of Carrollton would like to pursue.
2. Designate one person from the City to be responsible for all initiatives and matters relating to the partnership program. The key functions of this person will be to recognize and pursue new partnership opportunities, oversee the sales execution of a third-party firm, and coordinate the fulfillment of the partner's rights and benefits.
3. Designate one person from Purchasing to work with the marketing department on drafting RFPs to pursue Marketing Partnerships and other opportunities as needed.
4. Adopt a formal citywide marketing policy that governs all partnership agreements.
5. Identify immediate opportunities, based on this report, that the City may be willing to explore.
6. Provide guidance to LSM on which strategy it plans to pursue so that LSM can develop and finalize marketing collateral accordingly.
7. Consider engaging LSM to work with the City's marketing staff to exploit the opportunities outlined in this report.
8. Finalize prospect database.



The Festival at the Switchyard is one of the City of Carrollton's most marketable assets and falls under the category of Community Partnerships. LSM believes a title sponsor can be secured for this event.