

A photograph of a residential street with several houses. The houses are two stories high, with white siding and dark shutters. The street is lined with large, mature trees. A sidewalk runs along the left side of the street. A red fire hydrant is visible on the grass near the sidewalk. The text "BRANDING CAMPAIGN FOR PROFESSIONAL TOWN, CITY AND COUNTY MANAGERS" is overlaid in white, bold, sans-serif font at the bottom of the image.

**BRANDING CAMPAIGN FOR  
PROFESSIONAL TOWN, CITY  
AND COUNTY MANAGERS**

# GOAL AND STRATEGY OF THE CAMPAIGN

- ❖ To raise awareness about the contributions professional managers make to improve the quality of life in communities
- ❖ To conduct a national integrated brand campaign that defines the role of professional managers and demonstrates the value managers bring to communities

# AUDIENCES

- ❖ **Primary Audience: *Community leaders***

Leaders concerned about the environment, public spaces, healthcare, education, housing, public safety, and other quality of life issues

- ❖ **Secondary Audience: *Elected policy makers/staff***

Mayors, county executives, city council members, and their staff

- ❖ **Tertiary Audiences: *General***

Reporters, business leaders, next generation professional managers, educators, and others

# BRANDING POSITIONING

*“Professional managers are catalysts that make good things happen in communities.”*

# BRAND MANTRA

## ❖ *Life, well-run*

Every day thousands of individual decisions are made in towns and cities across the country. Concrete or asphalt sidewalks. Green space or garage space. The look & feel of “welcome” signs. These decisions define a community. What it looks like. How it feels to live there. And professional managers are behind all of them. They bring administrative excellence to local government — providing a balance of inspiring vision and tough pragmatism in operating local governments. Professional managers are critical partners for elected officials — the catalyst for turning policy ideas into action. They honor the greater good of the people above all else, and understand that taking on community leadership means taking on a commitment to a responsive and effective government. While average citizens are busy living their lives, managers are running the community that supports those lives. Where a thousand daily decisions add up to big, lasting results...and a community everyone is proud to call home.



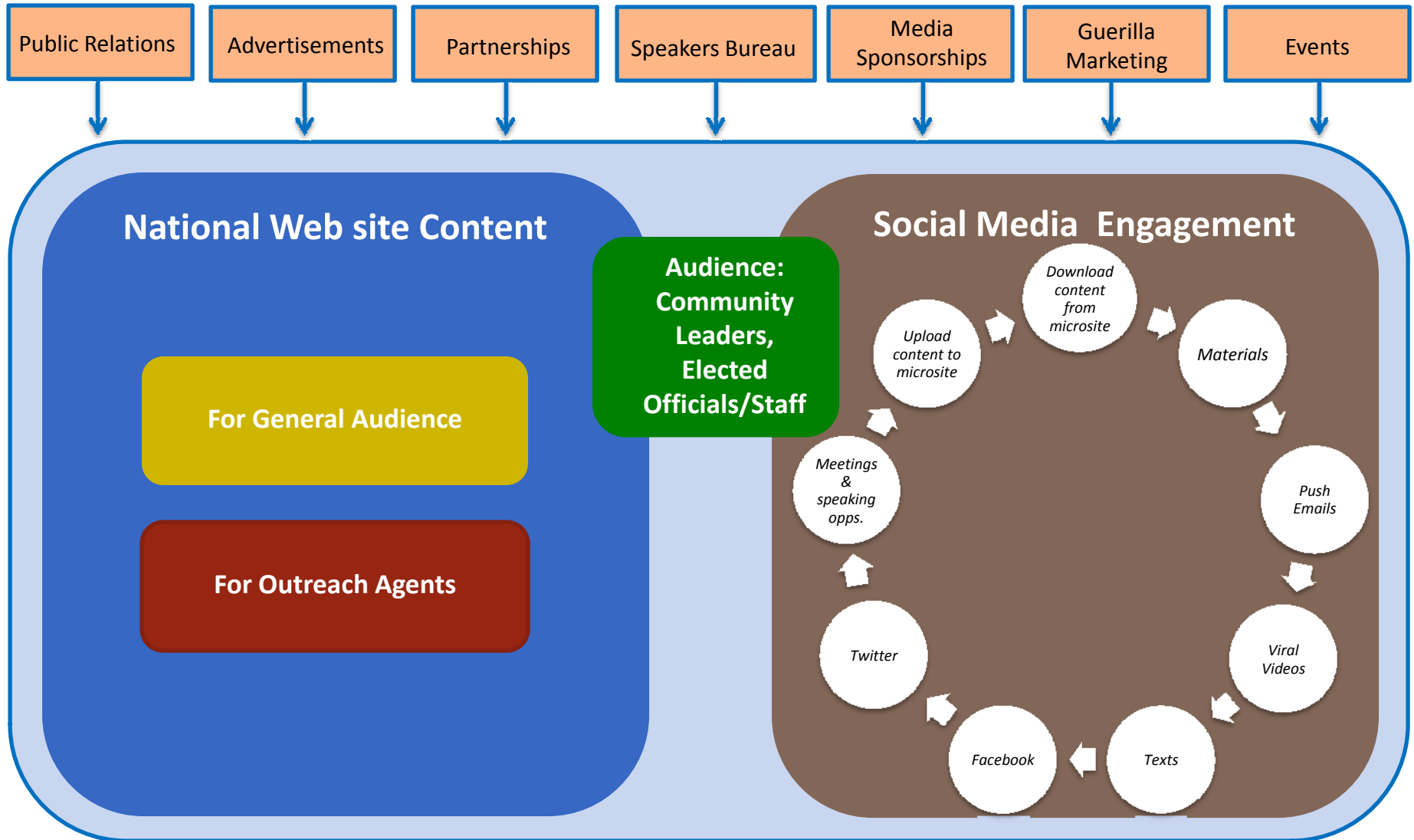
# HOW THE CAMPAIGN WORKS

# THE STRATEGIC COMMUNICATIONS MODEL

- ❖ National campaign strategy, message, materials, and tactics establish a footprint and facilitate “buzz” (orange)
- ❖ Campaign Web site serves as a hub, with content for diverse audience members (blue)
  - ❖ General Audience – especially Community Leaders and Elected officials/staff (yellow)
    - ❖ Provides general information, items of interest, social media connections
  - ❖ Outreach Agents – especially ICMA and State Association (red)
    - ❖ Equips them with messages and materials
- ❖ Social media engagement seeds interest in user-generated content to expand reach (brown)

# NATIONAL COMMUNICATIONS MODEL

## National Campaign Strategy, Messages & Materials





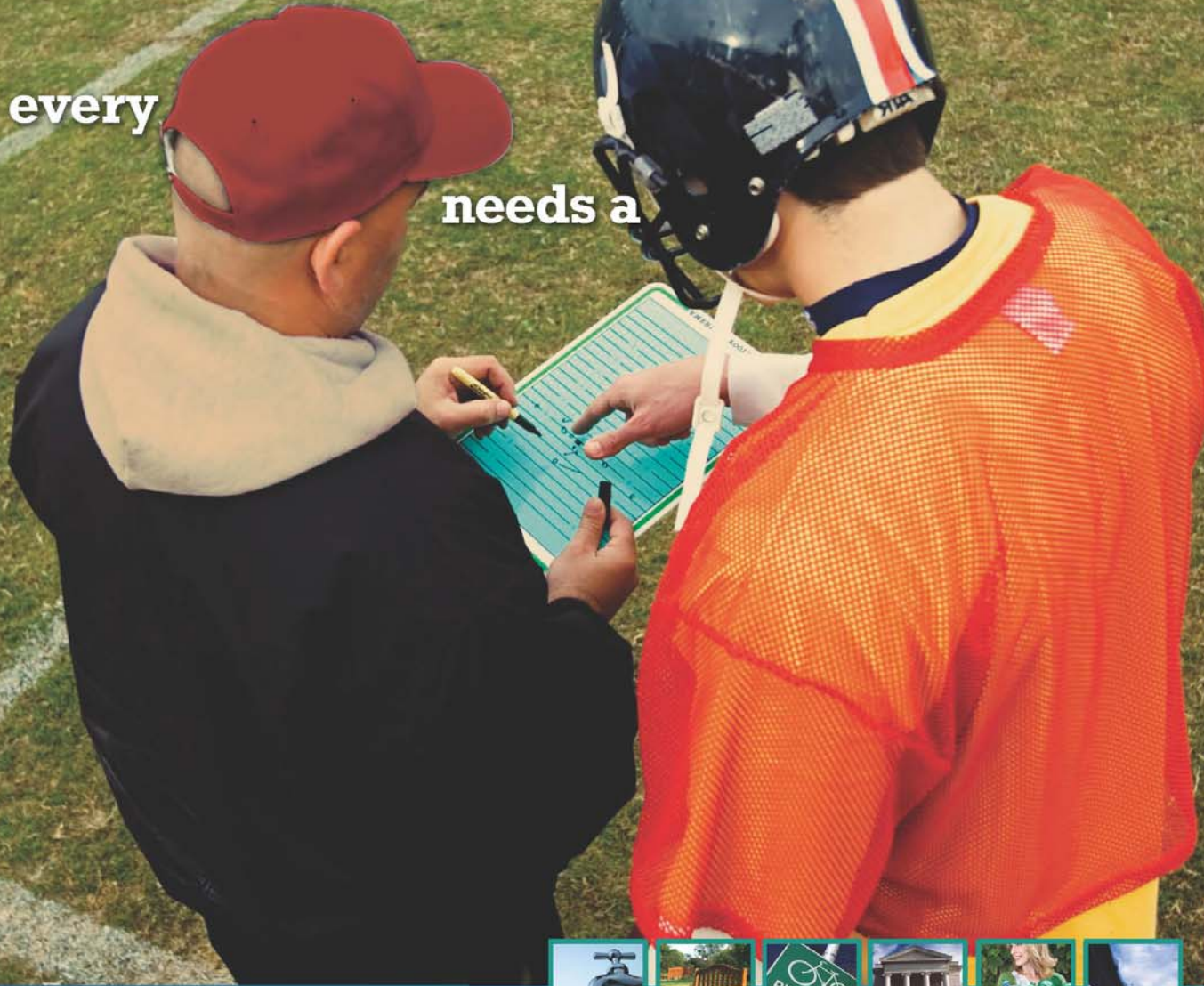
A photograph of a family walking away from the camera on a paved path. The scene is bathed in the warm, golden light of a sunset or sunrise. A young child in a white tank top and dark shorts is in the center, holding hands with an adult on the left and another adult on the right. The background is a soft-focus landscape of green grass and trees.

## INITIAL CREATIVE DIRECTION

every

needs a

And every city council needs a **city manager**. From finding innovative ways to build a sustainable community to addressing a water main break, the city manager is the catalyst for making good things happen. It's their role to ensure life is run well in a place you're proud to call home. Log on today to learn more about Leon Valley's city manager and their plans for the future at [lifewellrun.org](http://lifewellrun.org).



**City managers:**  
Your life, well-run.

[LIFEWELLRUN.ORG](http://LIFEWELLRUN.ORG)



every

**DIRECTOR**

needs a

**PRODUCER**

**And every city council needs a city manager.** From finding innovative ways to build a sustainable community to addressing a water main break, the city manager is the catalyst for making good things happen. It's their role to ensure life is run well in a place you're proud to call home. Log on today to learn more about Leon Valley's city manager and their plans for the future at [lifewellrun.org](http://lifewellrun.org).

**LIFEWELLRUN.ORG**



**City managers:**  
Your life, well-run.

http://www.lifewellrun.org/

Google

City & county managers:  
Life well-run.

WHAT IS A CITY/COUNTY MANAGER? TRAINING RESOURCES CAREERS FAQ

When elected officials team up with city and county managers, the community sees results. Lorem ipsum. Volorpe rciduiscin henisim quatie vel del dolor senit, sisim do con consequisi velessi. Min hent am iriusto.

SUCCESS STORIES

- NEWS
- BLOGS
- RESPONSIBILITIES
- BACKGROUND & TRAINING
- DIRECTORY
- ARCHIVE

Madison WI :: Equat vel iureet irusti smodit wissi

Arlington VA :: Laore dui tet aliquatem dionsequatem dipit wisi bla autat

Marin County CA :: In eliquam vel utpat, quipit lan henis pratum

Framingham MA :: Lipsusculis enim am incinia rconsequi elesenim ad ming et ute eu facilluptate consent

San Antonio TX :: Laore faccummod eugait ea facidunt essi

Skokie IL :: San utpat pat lut lore mincilli quipisi estis essed minim

Miami Beach MI :: Velis ad magnim adio cor sectet lore faci exero corem nos aut lortion ullandrem

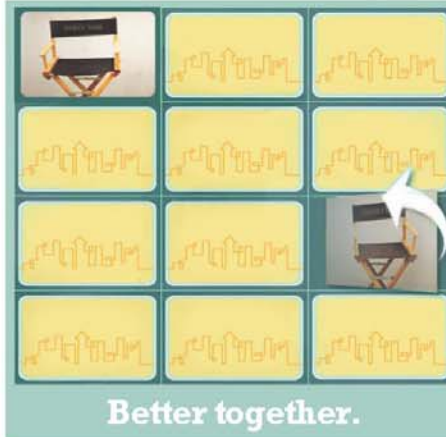
Grand Rapids MI :: Dionsed eu faci tie vendrer amet wisi eugiamet

Done

## Buzz ideas / TEAM campaign

### CITY TEAMS

Using Facebook, we could ask local elected officials and city manager to set up “group” that they could invite members of the community to join (community activists, business owners, etc). Then they could use this group to encourage the members to form teams to come up with an innovative idea for improving the community. The elected officials and city manager would determine the winning team and then work together to turn their idea into reality. They could post updates of their progress on their “wall” as well as photos and video. We could also feature these images on LifeWellRun.org.

### ONLINE MATCHING GAME

We could create an online matching game that tests a player's memory by asking them to pair objects and people that are representative of teamwork, such as director/producer, coach/quarterback, peanut butter/jelly, and most importantly, city council/city manager.

At the end of the game, players will be given a score based on the time it took to complete the matches. Then they will be automatically redirected to LifeWellRun.org, where they can learn how teamwork between city managers and elected officials means a better community for their family.

### TEAMWORK VIDEO SERIES

We will create a YouTube channel that features videos of local teamwork. For example, people could watch a video of a spectacular play from a high school football game or a poignant clip of a father teaching his daughter how to ride a bike. Every month, the city manager and mayor/council could pick one video that is the best example of local teamwork to feature on LifeWellRun.org.

In order to launch this YouTube channel, we would recommend creating a couple of “seed” videos. For example, the first video could explain how the city manager and mayor/council work together in an entertaining way and conclude with asking the community



A photograph of a family walking away from the camera on a beach at sunset. The sun is low on the horizon, creating a warm, golden glow. A young child in the center is holding the hands of two adults, one on each side. The child is wearing a white tank top and dark shorts. The adults are wearing light-colored clothing. The background shows the ocean and a sandy beach.

**PHASE 2:**  
**CREATIVE DIRECTION OF  
CAMPAIGN SHIFTS TO OUTCOMES  
OF PROFESSIONAL MANAGEMENT**

# MY COMMUNITY PRIDE:

*Taking the River Walk to new places.*

—Sheryl L. Sculley, City Manager of San Antonio

For Sheryl Sculley, adding 1.3 miles to River Walk was no small feat. It took vision, collaboration, and steady guidance with an eye for the details — that's what a city manager does. In partnership with elected officials, they are the catalysts for making good things happen. From exciting development initiatives to vital utilities, it's their job to ensure life is well-run, and you're proud to call San Antonio home. Learn more about your city manager and their plans for the future at [lifewellrun.org](https://lifewellrun.org).

**City managers: Your life, well-run.**

**LIFEWELLRUN.ORG**



# MY COMMUNITY PRIDE:

*Helping the next generation grow up green.*

—Lanny Lambert, City Manager of Leon Valley

For Lanny Lambert, going green takes a long-term vision that starts with education. It also takes collaboration among departments and steady guidance with an eye for the details — that's what a city manager does. In partnership with elected officials, they are the catalysts for making good things happen. From building a sustainable community to maintaining vital utilities, it's their job to ensure life is well-run, and you're proud to call Leon Valley home. Learn more about your city manager and their plans for the future at [lifewellrun.org](http://lifewellrun.org).



**City managers: Your life, well-run.**

**LIFEWELLRUN.ORG**



http://www.lifewellrun.org/ Google

# CITY & COUNTY MANAGERS: *Life, well-run.*

FOLLOW US!  

What is a city manager? Resources Careers FAQ More Information

City & county managers. Lorem ipsum. Volorpe rcduiscin henisim quatie vel del dolor senit, sisim psusto od mincilit wis dolore dio eni. Lorem ipsum nclit wis dolore

**SUCCESS STORIES**

**BLOGS**

**RESPONSIBILITIES**

**NEWS**

**BACKGROUND & TRAINING**

**DIRECTORY**

**ARCHIVE**

Madison WI :: Equat vel iureet iriusti smodit wissi

Arlington VA :: Laore dui tet aliquatem dionsequatem dipit wisi bla autat

Marin County CA :: In eliquam vel utpat, quipit lan henis pratum

Framingham MA :: Lipsusclis enim am incinia mconsequi alesenim ad ming et ute eu facultate consent

**San Antonio TX :: Laore faccummod eugait ea facidunt essi**

Skokie IL :: San utpat pat lut lore mincili quipisi estis essed minim

Miami Beach MI :: Velis ad magnim adio cor sectet lore faci ewero corem nos aut lortion ullandrem

Grand Rapids MI :: Dionsed eu faci tie vendrer amet wisl eugiamet niam, consecte

Moorpark CA :: Conulpute faccum dit aliqui tio commodolor ilis del dolut a

Waynesboro VA :: Guer sim quatie dolortie commodi psustrud endrem exercipisi

Helena MT :: Iduisi exeruscip ercidunt aut auguero essenis niamcon sectet

Madison WI :: Equat vel iureet iriusti smodit wississectet

**WHAT'S YOUR LOCAL PRIDE?**


enter text here

i heart the river walk!!!!  
dennismennis, San Antonio TX

Arlington County's exceptionally well-run recycling program...  
loganinarlington, Arlington VA

FIND A CITY/COUNTY MANAGER BY NAME OR LOCATION

san antonio tx



**SHERYL SCULLEY, CITY MANAGER  
SAN ANTONIO, TEXAS**

Blog  
Responsibilities  
Accomplishments  
Background & Training  
News  
Contact

**"Partnerships Power Pride"**  
Click play to see how San Antonio's mayor and city manager worked together to make the River Walk extension come to life.

Done

## Buzz ideas / PRIDE campaign

### TEST YOUR PRIDE

On social networking sites, such as Facebook, we will create quizzes that test people's knowledge of their home city and city manager related accomplishments. For example, we could create a "How San Antonian are you?" quiz. After people take the quiz, they would be assigned a rank and be directed to LifeWellRun.org, where they can learn what a city manager does and how they help build community pride.

facebook

### FRAME YOUR PRIDE

In cities across the country there are accomplishments that are worthy of attention, but the public may not be aware. Thus, we will create a wall on wheels with a large hole in the middle surrounded by an ornate frame. The wall will be placed in public locations where a city manager and elected officials collaborated on a project. Next to the frame will be a small museum-style plaque with the name of the project, date, and the co-artists (elected officials & city manager). Wherever the wall appears, we could encourage the public to take their picture in front of it using a cell phone and submit it to the website.

The plaque posted next to the frame will be key to explaining how a city manager helped make the scene possible.



### WEAR YOUR PRIDE

Not only will we ask people to share their pride on LifeWellRun.org, but we will also link to websites such as Café Press, for creation and purchase of a customized city pride t-shirt. This encourages the public to "own" the campaign. The back of the t-shirt will feature a call to action with the url, encouraging people to find out how city managers help build pride.



#### "City Center" 2005

Tim Gregory / Susan Beale

40 tons of concrete, 300 steel beams, 275 trees, 6,754 feet of wire

What was once an overgrown vacant lot has become the heart of our community. It's a place where everyone can enjoy outdoor concerts, events and good old-fashioned conversation. Mayor Tim Gregory proposed the original vision in 2002 and City Manager Susan Beale helped him turn it into the reality you see before you now. To see other collaborative pieces, visit [lifewellrun.org](http://lifewellrun.org).

# CAMPAIGN INFRASTRUCTURE

- ❖ ICMA **campaign manager** to oversee campaign
- ❖ Mobilize **speakers bureau** to promote campaign at relevant events
- ❖ Mobilize **outreach agents** to promote campaign at the local level
- ❖ Mobilize **national partners** to promote campaign through their channels
- ❖ Develop **materials** for outreach
  - ❖ Materials for use by campaign staff, speakers bureau, outreach agents, and national partners
  - ❖ Materials for public relations and social media outreach
- ❖ Establish a **Web site** to serve as focal point for communications and materials—prime public face of campaign
- ❖ Develop **creative advertisements** to promote campaign

# CAMPAIGN INFRASTRUCTURE

- ❖ Develop **materials** for outreach
  - ❖ Materials for use by campaign staff, speakers bureau, outreach agents, and national partners
  - ❖ Materials for public relations and social media outreach
- ❖ Establish a **Web site** to serve as focal point for communications and materials—prime public face of campaign
- ❖ Develop **creative advertisements** to promote campaign

# SAMPLE CAMPAIGN WEB SITE CONTENT

## General Audience

(targeting Elected officials/Staff & Community Leaders)

- About the campaign
- Media section
- Success stories
- Blogs
- Resources
- Campaign ads
- Find a city manager
- News clips
- Partner links
- Search

## Outreach Agents

(ICMA & State Associations)

- **Adaptable tools for presenters:** Message templates, PowerPoint deck
- **Template earned media tools:** newsletters articles, press releases, quotes for reporters
- **Template collateral materials:** Downloadable brochure and fact sheets
- **Template social media tools:** push emails, viral videos, tweets, facebook postings, shareable-testimonials/success stories, etc

# RESEARCH

- ❖ Three phases of research to measure the awareness levels of target audiences and to inform campaign planning
- ❖ Telephone surveys:
  - ❖ **Pre-campaign testing** to get a baseline reading of awareness levels
  - ❖ **Mid-campaign testing** to benchmark progress and help guide adjustments to campaign approach
  - ❖ **Post-campaign testing** to measure overall shifts in awareness levels

# GENERAL OUTREACH TACTICS

## ❖ Events

- ❖ Provide display exhibits, distribute materials, and feature speaker bureau members

## ❖ Public Relations

- ❖ Media outreach, Informational desk-side briefings with reporters

## ❖ Paid Advertising

- ❖ **Online:** Google, Yahoo! Mail, Gmail, Washington Post, New York Times, Huffington Post, MSNBC
- ❖ **Print:** US Mayor, Nation's Cities Weekly, County News, Governing, special editions of national magazines with local rankings (Forbes)
- ❖ **Radio:** National Public Radio's All Things Considered and Morning Edition



# SOCIAL MEDIA ENGAGEMENT

- ❖ Fostered by ICMA staff, state associations, and outreach agents to spur new conversations/influence existing ones
  - ❖ Social Media Channels Facebook , Twitter, etc.
- ❖ Buzz Marketing Tactics—invite target audiences to post and share:
  - ❖ Unique/personal content
    - ❖ Blog posts, texts, and updates for social networks
  - ❖ Short videos
    - ❖ User-generated videos with success stories on Web site, social networks, YouTube
  - ❖ Testimonials
    - ❖ Videos, Collateral materials, Web site, Earned media outreach



# ROLL-OUT PLAN—PHASE 1

## Fundraising

4th Quarter 2009 –  
Ongoing

- Initiate outreach to state associations, individuals, foundations, other partners

## Campaign Infrastructure

1st Quarter 2010 –  
3rd Quarter 2010

- Finalize campaign strategy, work plan, budget
- Develop communications materials
- Develop core of campaign Web site
- Produce ads (online/print/trades/radio) – for Phase 1
- Establish and train speakers bureau, outreach agents, and national partners

## Research A

1st Quarter 2010

- Conduct pre-campaign testing (phone interviews) to measure audience awareness levels/perceptions of the role of managers

# ROLL-OUT PLAN—PHASE 1 (CONT'D)

## General Outreach

2nd Quarter 2010 –  
2nd Quarter 2011

- Launch campaign and tactics to drive people to Web site and social media engagement
- Launch core Web site (to be enhanced overtime)
- Create flexible Web infrastructure to allow state associations to develop basic, customized sub sites
- Outreach through speakers bureau, outreach agents, and national partners
- Execute public relations tactics around relevant events

## Social Media Outreach

2nd Quarter 2010 –  
2nd Quarter 2011

- Launch social media engagement
- Conduct “buzz” marketing to propel social media engagement

# ROLL-OUT PLAN—PHASE 1 (CONT'D)

## Advertising

2nd Quarter 2010 –  
2nd Quarter 2011

- *“Team” ad creative, defining the specific roles of managers*
  - Place online ads
  - Place ads in trade publications
  - Place ads in special issues of city rankings
  - Place radio ads

## Research B

1st Quarter 2011

- Conduct mid-campaign testing (phone interviews) to inform tweaks to strategy and creative executions

## Campaign Infrastructure

1st Quarter 2011 – 2nd  
Quarter 2011

- Refine creative executions for Phase 2 ad placements based on research findings (online/print/radio and possibly cable)

# ROLL-OUT PLAN—PHASE 2. "MY COMMUNITY PRIDE"

## Fundraising

3rd Quarter 2011 –  
Ongoing

- Continue based on need

## Campaign Infrastructure

3rd Quarter 2011 –  
4th Quarter 2012

- Execute ongoing public relations
- Conduct ongoing outreach through speakers bureau outreach agents, and national partners

## Social Media Outreach

3rd Quarter 2011 –  
4th Quarter 2012

- Continue social media engagement
- Continue "buzz" marketing to propel social media engagement

# ROLL-OUT PLAN—PHASE 2 (CONT'D)

## Advertising

3rd Quarter 2011 –  
4th Quarter 2012

- Depending on outcome of research, continue “Team” ad creative or migrate to “Pride” ad creative, highlighting the community impact of partnership between elected officials and managers
- Similar ad placements from phase 1 with new creative possibly featured (online, print, special issues of city rankings, radio)
- Plus, cable ads

## Research C

4th Quarter 2012

- Post-testing (phone interviews) to measure target audience awareness levels/perceptions to indicate impact of the campaign

# INDICATORS OF SUCCESS

- ❖ Funding and other resources to sustain and reinforce the campaign
- ❖ Dissemination of branded campaign deliverables – internal and external tools; number of outreach events
- ❖ Increased numbers of relationships with national organizations
- ❖ Shifts of levels of awareness as measured by pre- and post-testing, and impressions from paid media placements and earned media
- ❖ Web analytics and other social media metrics

# BUDGET ESTIMATES—PHASE 1

Activity	Estimated Budget
Fundraising	\$0
Campaign Infrastructure	\$400,000*
Research A	\$17,000 – \$25,000
General Outreach	\$200,000
Social Media Outreach	\$125,000
Advertising	\$1,000,000
Research B	\$17,000 – \$25,000
Campaign Infrastructure Revisions	\$100,000 – \$475,000
<b>Sub-Total for Phase 1:</b>	<b>\$1,859,000 – \$2,250,000</b>

\* Does not include ICMA Campaign Manager

## BUDGET ESTIMATES—PHASE 2

Activity	Estimated Budget
Fundraising	\$0
General Outreach	\$100,000
Social Media Outreach	\$25,000 – \$125,000
Advertising	\$1,000,000 – \$2,500,000
Research C	\$16,000 – \$25,000
<b>Sub-Total for Phase 2:</b>	<b>\$1,141,000 – \$2,750,000</b>



# CAMPAIGN REACH AND IMPACT

- ❖ **More than half a billion impressions**
  - ❖ Reached through advertising
- ❖ **Plus, a nearly half a billion more**
  - ❖ Reached through online, social media, earned media, materials, and events
- ❖ **An integrated campaign that gets results!**



# EXAMPLES OF SUCCESS IN SIMILAR CAMPAIGNS

# AMERICAN ACADEMY OF FAMILY PHYSICIANS (AAFP)

- ❖ In 2008, conducted a targeted communications campaign to promote the value of family physicians on a variety of issues including physician payment reform, patient-centered medical home, and medical liability reform
- ❖ Communications efforts included a multi-million dollar national advertising effort to highlight the importance of family medicine with the following target audiences:
  - ❖ Policymakers at the national and state level
  - ❖ Business decision makers
  - ❖ Opinion leaders in Washington
  - ❖ Thought leaders in health care
  - ❖ Members of the Academy
- ❖ Advertising included placements in national print publications, trade print, national online ads, and national radio ads
- ❖ Included grassroots outreach to family physicians across the country in support of health care reform, followed and complemented advertising
- ❖ Results:
  - ❖ More than 215 million media impressions through advertising
  - ❖ All current healthcare reform proposals include an increased emphasis on – and recognition of – the value of family medicine and primary care
  - ❖ President Obama continually singles out family medicine as a key part of the health care reform solution

# ASSOCIATION OF AMERICAN MEDICAL COLLEGES (AAMC)

- ❖ From 2006 and ongoing, a campaign to increase medical school applications from African-American, Latino and Native American students built around a new interactive Web site, [AspiringDocs.org](http://AspiringDocs.org)
- ❖ Developed [AspiringDocs.org](http://AspiringDocs.org) –an online community where students can ask questions and receive advice, share their thoughts and struggles with other aspiring doctors, read inspiring stories of practicing physicians
- ❖ Site includes resource links and updates about the MCAT<sup>®</sup>, admission requirements, and financial aid
- ❖ Conducted the campaign to four pilot campuses, including: the University of Arizona; University of Pittsburgh; California State University, Fresno; and Rutgers University. Activities included on-campus events such as medical school career fairs and speakers' series, outreach to campus professors and advisors, targeted online outreach, and advertising featuring practicing physicians
- ❖ Results:
  - ❖ Within the first eight months of the Web site launch, the site received more than 48,000 hits and more than 1,800 students registering to become members of the [AspiringDocs.org](http://AspiringDocs.org) community
  - ❖ The campaign has received earned media coverage from BET, NPR Baltimore, Kaiser.org and the Chronicle of Higher Education
  - ❖ Most recently, the [AspiringDocs.org](http://AspiringDocs.org) Web site won a prestigious Bronze 2007 Horizon Interactive Award in their education and training category

# JOHNSON & JOHNSON CAMPAIGN FOR NURSING'S FUTURE

- ❖ In 2001, a critical shortage of nurses and poor image of nursing inspired J&J to create an campaign to both improve the image of nursing and to increase enrollments.
- ❖ Beginning in 2002, J&J developed discovernursing.com which included recruitment and retention materials for the profession and inspirational videos and cases.
- ❖ They also began an advertising campaign “Touch” which included television, radio and print along with Celebrate Nursing regional events and outreach to kids.
- ❖ Results:
  - ❖ Within the first two years of the campaign, with spending levels at approximately \$6 million, the image of nursing as a profession improved—measured as less than 10% of students considering nursing as a worthwhile profession to 34% in 2003. Today after 7 years, that has risen to 70%
  - ❖ J&J lists their success factors as: grass roots + advertising; real patients and real nurses; promote nurse ambassadors/advocates; partner with **all** stakeholders; and a clear message.