



Town of Haymarket
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Haymarket, VA 20169
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Memorandum

To: Honorable Mayor and Town Council

From: Matthew Gallagher, Councilman

Re: Communication Plan

The following is a DRAFT version of the Town Communication Plan based on input from Town Council member Mary Ramirez and Joe Pasanello.

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Table of Contents

<i>Memorandum</i>	1
<i>Introduction</i>	4
Purpose	4
Scope.....	4
Objectives and Goals	5
<i>Target Audience</i>	7
Internal Stakeholders:.....	7
External Stakeholders:.....	7
<i>Key Messages</i>	11
Town Council and Board Meetings: Public Notices, Decisions & Updates	11
Town Taxes & Financial Information.....	12
Community Events and Initiatives.....	13
Public Safety	13
Infrastructure and Public Works	14
<i>Communication Channels</i>	16
Traditional Media / Press.....	16
Digital Media	16
Direct Engagement.....	17
<i>Communication Methods</i>	18
Proactive Communication.....	18
Reactive Communication.....	18
Feedback Mechanisms	18
<i>Implementation Plan</i>	20
Roles and Responsibilities.....	20
Timeline.....	21
<i>Crisis Communication Plan</i>	24
<i>Evaluation and Monitoring</i>	25

<i>Legal and Ethical Considerations</i>	26
<i>Appendix A</i>	27
<i>Appendix B</i>	27
<i>Appendix C</i>	27
<i>Appendix D</i>	27

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Introduction

Purpose

The purpose of this Communication Plan is to establish a clear and consistent approach for sharing information between the Town of Haymarket's government, its residents, and other stakeholders. It aims to foster transparency, build trust, and enhance community engagement by ensuring that all communications are timely, accurate, and accessible. This plan will serve as a framework for effective dialogue on town policies, initiatives, events, and emergency situations, while also providing channels for residents to share their feedback and voice their concerns. By setting defined strategies and guidelines, the Communication Plan supports the Town Council's commitment to open and proactive communication, ultimately strengthening the connection between the town's leadership and its community.

Scope

This Communication Plan outlines the strategies, tools, and processes that will be used to ensure clear, consistent, and effective communication between the Town Mayor and Council, Town Staff, residents, businesses, and other stakeholders of Haymarket. The plan covers all official communications, including but not limited to, announcements, public meetings, emergency notifications, policy updates, and community engagement initiatives. It applies to the following areas:

1. **Geographical Area:**
 - All communications are intended for audiences within the Town of Haymarket and its immediate surrounding areas, including residents, local businesses, and community organizations.
2. **Target Audiences:**
 - **Internal Stakeholders:** Town Mayor, Town Council members, Town Staff, Town Police, and other governmental or advisory bodies.
 - **External Stakeholders:** Haymarket residents, business owners, community groups, homeowner's associations, local media, and social media followers.
3. **Communication Channels:**

- The plan covers all official channels used by the town, including the town website, social media platforms, the town GoGov application, newsletters, printed and electronic materials, and public meetings.

4. **Topics Covered:**

- Town policies, decisions, and updates
- Infrastructure projects and public safety initiatives
- Community events and programs
- Emergency notifications and public health information
- Opportunities for public input and feedback

5. **Exclusions:**

- The plan does not cover private communications between town officials and residents outside the official capacity.
- Communications related to personal or political opinions of individual council members or staff, which are not representative of the Town of Haymarket, are outside the scope of this plan.

6. **Duration:**

- This plan will be effective for the fiscal year 2025, with a review and potential update annually or as needed to adapt to changing communication needs.

7. **Review and Updates:**

- The scope of this plan will be reviewed bi-annually to ensure it remains relevant and effective. Changes in town policies, new communication channels, or significant community events may prompt interim updates.

Objectives and Goals

The Town of Haymarket, Virginia, is dedicated to serving our residents, businesses, and visitors by delivering public services in a fiscally responsible and socially conscious manner. Our mission is rooted in preserving our historic heritage while fostering a vibrant and prosperous future. Guided by core values—transparency, innovation, integrity, respect, accountability, inclusiveness, loyalty, teamwork, and leadership—we are committed to strategic initiatives that

promote community and economic development, good governance, active civic engagement, and long-term financial sustainability.

This comprehensive Communication Plan has been developed to support these core values and principles. The objectives of this plan are to:

- Foster meaningful community engagement with our residents, businesses, and visitors.
- Ensure the timely dissemination of emergency and non-emergency information through appropriate channels.
- Increase awareness of town events, volunteer opportunities, and community initiatives.
- Promote local businesses and highlight their offerings.

By achieving these goals, the Communication Plan will strengthen connections within the community and support the town's mission of nurturing our historic past while embracing a positive and inclusive future.

Target Audience

Internal Stakeholders:

Internal stakeholders, such as town council members, staff, and other governmental bodies, play a crucial role in the effective governance and overall success of the Town of Haymarket. Their involvement and collaboration are vital in shaping and implementing policies, programs, and services that directly impact the community. By maintaining open lines of communication and fostering a culture of inclusivity and transparency, the town ensures that these stakeholders are well-informed, engaged, and aligned with its strategic goals. This alignment not only promotes cohesive decision-making and operational efficiency but also empowers internal stakeholders to serve as ambassadors of the town's mission and values. Their commitment and proactive participation are essential for building a strong foundation of trust, ensuring that the town's vision and initiatives are successfully realized, and ultimately enhancing the quality of life for all residents.

The following individuals and groups have been identified as key internal stakeholders whose roles are pivotal in ensuring cohesive governance and operational efficiency:

- Town Mayor
- Town Vice Mayor
- Town Council Members
- Town Manager
- Town Police Chief
- Town Police Officers
- Town Clerk
- Town Vice Clerk
- Town Maintenance Staff
- Town Treasurer
- Town Events Coordinator
- Town Planning Commission
- Town Architectural Review Board (ARB)
- Town Board of Zoning Appeals (BZA)
- Town Attorney

These stakeholders are entrusted with upholding the town's mission, fostering a positive and inclusive environment, and promoting the well-being of the entire community. Their active engagement and collaboration are essential for effective decision-making, transparent communication, and the successful execution of strategic initiatives.

External Stakeholders:

External stakeholders, including residents, businesses, community organizations, local homeowner's associations (HOA), and visitors, are fundamental to the vitality and growth of the

Town of Haymarket. Their perspectives, needs, and active participation help shape the town's policies, programs, and initiatives, ensuring that they reflect the community's collective interests. Homeowner's associations, in particular, play a key role in representing the interests of neighborhood residents and fostering a cohesive community environment. By fostering open and reciprocal communication with these stakeholders, the town builds a sense of trust, collaboration, and shared purpose. Engaging with external stakeholders not only enhances community involvement and support but also promotes a thriving local economy, enriches the cultural and social fabric of the town, and ensures that the voices of all those invested in Haymarket's future are heard and valued.

Residents

The Town of Haymarket is home to a vibrant community of 1,545 residents, made up of 529 households, according to the 2020 U.S. Census. Our population has been steadily growing, with new communities being built at Robinson Village and the Crossroads community, contributing to this expansion. With a median age of 37.3 years and an average household income of \$153,125, the town is characterized by dynamic, family-oriented households, where over 78% of residents are families with children and most households have three or more members. These demographics are essential to consider when determining the most effective communication strategies to reach and engage our residents.

Effective communication strategies for residents shall leverage a blend of digital, mobile-friendly, and traditional channels to reach and engage residents. The use of social media platforms like Facebook, along with regular email newsletters, provides timely updates and fosters community interaction, catering to the tech-savvy and family-oriented households that make up a large portion of the population. Mobile communication tools, such as SMS alerts, ensure quick dissemination of important information, while the town's website serves as a comprehensive resource for accessing town services and news. In-person interactions through town hall meetings and community events remain invaluable for fostering personal connections and building trust. Complementing these methods with printed materials, such as flyers and brochures, ensures inclusivity by reaching all demographic groups. This multi-channel approach acknowledges the diverse communication preferences within the community, ensuring that all residents stay informed and engaged.

Town Businesses

Town businesses are a vital component of Haymarket's economic and social fabric, contributing to the local economy, providing essential services, and enhancing the overall quality of life for residents and visitors alike. Effective communication with these businesses is crucial, as it not only keeps them informed about town policies, events, and opportunities but also fosters a collaborative environment where businesses can thrive and support community initiatives. Maintaining open lines of communication helps ensure that business owners feel valued and engaged, promoting a strong partnership between the town government and the local business community. This, in turn, supports mutual growth and development, making Haymarket a more vibrant and attractive place to live, work, and visit. For a comprehensive list of current town businesses, please refer to Appendix A.

Community Organizations

Community organizations play a pivotal role in enriching the social, cultural, and civic life of Haymarket. These groups, ranging from nonprofits and advocacy groups to cultural and recreational clubs, provide valuable services, resources, and opportunities for residents to connect and contribute to the community. Effective communication with these organizations is essential to support their initiatives, promote collaboration, and ensure they have the information and resources needed to thrive. By actively engaging with community organizations, the town can foster a strong sense of unity, encourage volunteerism, and leverage diverse perspectives to address local challenges and enhance the overall quality of life. A full list of these vital organizations can be found in Appendix B.

Houses of Worship

Houses of worship are integral to the spiritual and cultural fabric of the Town of Haymarket, serving as places of faith, community support, and social connection. These institutions offer not only spiritual guidance but also play a key role in addressing community needs through charitable activities, educational programs, and volunteer efforts. Open communication with houses of worship is essential to support their efforts, collaborate on community initiatives, and ensure they have the resources and information needed to serve their congregations and the broader community effectively. By maintaining strong relationships with these institutions, the town can foster a more inclusive, compassionate, and cohesive community. A detailed list of houses of worship in Haymarket is included in Appendix C.

Homeowner's Associations

Homeowner's Associations (HOAs) are crucial partners in maintaining the quality of life and community standards within the Town of Haymarket. They play a vital role in managing neighborhood affairs, addressing residents' concerns, and fostering a sense of community among homeowners. Effective communication with HOAs is essential for sharing important town updates, coordinating on local issues, and ensuring alignment on community priorities and standards. By working closely with these associations, the town can better address the unique needs of each neighborhood, enhance resident engagement, and support initiatives that promote the safety, appearance, and cohesion of the community. A comprehensive list of local HOAs can be found in Appendix D.

Local Media

Local media play a crucial role in the communication strategy of the Town of Haymarket, serving as a vital bridge between the town government and the broader community. A strong relationship with the press is essential for ensuring accurate and timely dissemination of information, helping to keep residents and nearby communities informed about important town news, events, and initiatives. By fostering a positive and collaborative partnership with local media outlets, the town can enhance its visibility, build public trust, and effectively manage its public image. Engaging with the press also provides an opportunity to highlight the town's achievements, share stories that resonate with the community, and address concerns in a transparent and responsive manner. A proactive and respectful relationship with local media is key to amplifying the town's voice and ensuring that its messages reach a wide and diverse audience.

Visitors

Visitors, as well as residents and businesses in close proximity to Haymarket, play a vital role in enriching the town's community life and supporting its economic growth. Their participation in popular events like Haymarket Day, the Sunday Farmer's Markets, and the annual Holiday Event not only strengthens the local economy but also enhances the town's vibrant and welcoming atmosphere. Effective communication with these audiences is crucial to promote such events and showcase the unique charm of Haymarket. By engaging with these groups through targeted outreach and partnerships, the town can encourage greater participation, foster regional collaboration, and ensure that Haymarket remains a lively and attractive destination for all who live, work, and visit here.

Key Messages

As a Town, our Key Messages emphasize the importance of maintaining message consistency across all communication platforms to ensure that the Town of Haymarket effectively conveys its values, goals, and initiatives. Consistent messaging not only strengthens the town's brand identity but also builds trust and credibility with residents, businesses, and visitors. It is essential that we tailor these messages to resonate with different audiences, adapting content as needed while preserving the core message. This may involve language adaptations or customized messaging to address the unique needs of diverse community groups. By doing so, we ensure that everyone receives clear, cohesive, and inclusive information that aligns with the town's strategic vision and fosters a unified community.

Our Key Messages will generally fit into one of the 5 categories discussed below.

Town Council and Board Meetings: Public Notices, Decisions & Updates

To ensure transparency and encourage community participation, all Town Council and board meetings, including regular meetings, public hearings, work sessions, Planning Commission meetings, ARB meetings, BZA meetings, and other special meetings, will be widely advertised. Meeting notices will be published in the local media, posted on the Town of Haymarket website, shared through the My Haymarket app, and promoted on the Town's official Facebook page. Each advertisement will include a direct link where stakeholders can access and review the meeting agenda, providing residents and interested parties with all the necessary information to stay informed and engaged in local governance.

Effective communication of new town policy changes and key decisions is essential to maintaining transparency and trust within the community. Such announcements will be promptly shared through multiple channels, including the Town website, My Haymarket app, social media platforms, and local media outlets, ensuring that residents, businesses, and other stakeholders receive timely and accurate information. Each communication will include clear explanations of the policy changes or decisions, their potential impact on the community, and any actions that residents may need to take. By proactively informing the public of these developments, the Town of Haymarket fosters an environment of openness and collaboration, encouraging community engagement and dialogue around important issues that shape the future of our town.

The Town Clerk plays a key role in promoting civic engagement by advertising open positions on boards such as the Planning Commission and Architectural Review Board (ARB). These opportunities will be communicated through the Town website and Facebook page, where information about the openings and the appropriate application forms will be provided to encourage residents to participate in shaping the community. Additionally, the Town Clerk will inform residents about upcoming elections and the necessary procedures to run for elected office, ensuring that all members of the community have access to the information they need to get involved in local governance. By actively promoting these opportunities, the Town Clerk helps to foster a more inclusive and engaged community, empowering residents to contribute to Haymarket's future.

Town Taxes & Financial Information

Each year in October, Property Tax bills are mailed to all Haymarket residents via the U.S. Postal Service. These bills provide essential information regarding the amount due and the due date, and it is the responsibility of residents to ensure timely payment. If property taxes are paid through an escrow account with a mortgage company, residents should verify with their lender that the payment has been made on their behalf. This communication will clearly outline these responsibilities to avoid any misunderstandings and to ensure that all residents are fully informed about the payment process and deadlines. Timely payment of property taxes is crucial for supporting the services and operations that benefit the entire community.

Residents of Haymarket are required to register all vehicles that are owned and will be parked within town boundaries. Information about this program will be provided to all new residents upon moving to the town and will also be available on the My Haymarket app and the Town website. To ensure ongoing compliance and awareness, regular reminders will be sent out at least once per year through newsletters and other town communications. This proactive approach helps residents stay informed and ensures that the town maintains accurate vehicle records, supporting community safety and effective management of town resources.

The Town of Haymarket is committed to maintaining clear and proactive communication with local businesses regarding their financial responsibilities. The Town will notify new businesses of the appropriate Business License fees upon registration and provide detailed information to ensure compliance. Additionally, timely reminders will be sent to all businesses each year, well in advance of the May 1 renewal deadline, to facilitate the prompt renewal of their licenses. The Town Treasurer is also responsible for ensuring that all businesses are regularly informed about

their obligations regarding the collection and submission of the Meals Tax. Clear, consistent communication helps businesses understand and meet their responsibilities, supporting the town's financial health and contributing to a thriving business community.

Community Events and Initiatives

Community events are a cornerstone of what makes Haymarket a vibrant and welcoming place to live, fostering a sense of connection and shared identity among residents and visitors. To ensure maximum participation and engagement, information about key events such as Haymarket Day, the annual Holiday Event, the Farmers Market, Summer Concerts, and other special gatherings will be communicated through multiple channels. These events will be prominently featured on the Town website and the My Haymarket app, as well as on social media platforms like Facebook to reach a broad audience. Additionally, event details will be shared through email newsletters, local media outlets, and printed flyers distributed at community centers and local businesses. By leveraging these diverse communication methods, we aim to keep the community informed and excited about the many opportunities to come together and celebrate the unique spirit of Haymarket.

As information becomes available, updates on additional activities and events from both our community and the surrounding area will be shared on the Town of Haymarket's Facebook page. This includes details about community programs such as recreational activities like VSL and GHBL sports leagues, arts initiatives from organizations like the Crossroads Art Alliance, and various volunteer opportunities. Additionally, cultural activities such as museum exhibits and historical information will be highlighted to engage residents and visitors alike. By using social media to promote these diverse offerings, the Town aims to keep the community informed and connected, while encouraging active participation in the vibrant cultural and recreational life of Haymarket and its surrounding area.

Public Safety

Sharing information about public safety is essential to maintaining the well-being and security of the Haymarket community. Timely and accurate communication ensures that residents, businesses, and visitors are aware of potential risks, ongoing safety initiatives, and how to respond in case of emergencies. The Chief of Police plays a critical role in this process, overseeing all public safety communications to both internal and external stakeholders. This includes providing updates on community safety programs, crime prevention tips, and emergency alerts, as well as coordinating with other town departments to ensure a unified

response to public safety concerns. By keeping the community informed and engaged, the Chief of Police helps to foster a safer environment and build trust between law enforcement and the community.

Within public safety, outgoing communication is categorized into emergency and non-emergency notifications. For emergency notifications, such as severe weather, natural disasters, or other situations that have an immediate impact on residents, it is essential to provide timely and accurate information to ensure public safety. In these instances, communication should be sent out as soon as reasonably possible through the Haymarket Emergency Text Alert System to reach residents quickly and effectively. Whenever possible, additional updates will also be shared on the Town's Facebook page to maximize reach and provide real-time information. This proactive approach helps to keep the community informed and prepared, enabling residents to take necessary precautions and respond appropriately during emergencies.

Non-emergency communications are primarily informational and serve to keep residents and stakeholders updated on various town activities and conditions. These communications include announcements about road and park closures, general public safety tips, and updates on ongoing town projects. Additionally, they provide information on events and programs that the police or town staff will be participating in, such as community outreach initiatives, safety workshops, and public forums. By sharing this information through the Town's website, social media channels, and newsletters, we ensure that the community remains well-informed and engaged with the activities and services that contribute to the quality of life in Haymarket.

Health and Safety are vital components of Public Safety, and the Town of Haymarket is committed to keeping residents informed about issues that impact their well-being. Information regarding COVID-19 precautions, potential epidemic or pandemic outbreaks, and local water or air quality concerns will be communicated promptly through our standard channels, including the Town website, My Haymarket app, and social media platforms. Additionally, updates on community health initiatives such as local blood drives and vaccination clinics will be shared to encourage participation and promote a healthy, resilient community. By providing timely and accurate health and safety information, the Town aims to support residents in making informed decisions and taking proactive steps to protect themselves and their families.

Infrastructure and Public Works

Public works and infrastructure updates are essential for keeping the community informed about activities that may affect daily life in Haymarket. These updates will include advance notice of

construction projects that could impact traffic or access to certain areas, as well as important information regarding changes to trash and recycling schedules and upcoming utility work. By providing this information through our standard communication channels, such as the Town website, My Haymarket app, and social media, we help residents and businesses plan accordingly and minimize disruptions. Clear and timely updates on public works ensure transparency and demonstrate the Town's commitment to maintaining a well-functioning, accessible, and responsive community infrastructure.

A comprehensive list of standard key messages, the designated parties responsible for communicating these messages to the public, and the communication channels to be used will be outlined in the Content Strategy section later in this document. This section will provide detailed guidance on how each message aligns with the Town's overall communication goals, identify the appropriate individuals or departments tasked with delivering this information, and specify the platforms—such as the Town website, social media, email newsletters, or local media—that will be utilized. By clearly defining these roles, responsibilities, and channels, the Town of Haymarket ensures that all communications are consistent, accurate, and effectively managed, fostering transparency and enhancing community engagement.

Communication Channels

Utilizing standard communication channels is essential to maintaining consistency and clarity in the Town of Haymarket's messaging, ensuring that all internal and external stakeholders receive accurate and timely information. Standardized channels, such as the Town website, social media platforms, email newsletters, and local media, provide a reliable means of reaching diverse audiences and facilitate the seamless distribution of information. For internal stakeholders, such as town staff and council members, these channels support efficient communication and coordination, enhancing collaboration and decision-making. It is also critical that communication methods used for internal stakeholders comply with the Freedom of Information Act (FOIA) requirements, ensuring that all records are transparent, accessible, and properly maintained. For external stakeholders, including residents, businesses, and visitors, these platforms provide easy access to important updates, resources, and opportunities for engagement. By using well-established communication channels that cater to the needs of both internal and external audiences, the Town fosters transparency, builds trust, and strengthens the overall effectiveness of its communication strategy while upholding legal and ethical standards.

The Town of Haymarket utilizes a variety of communication channels to effectively engage with its diverse community and ensure the timely dissemination of information. Each channel serves a unique purpose, enabling the Town to reach both internal and external stakeholders through multiple platforms.

Traditional Media / Press

Haymarket leverages several local media outlets to reach a broad audience and ensure coverage of town news and events. Publications such as the *Bull Run Observer*, *Prince William Times*, *The Gainesville Times*, *InsideNoVA*, and *Haymarket Lifestyle Magazine* are key partners in sharing important announcements, policy changes, and community highlights. These traditional media channels provide a trusted source of information for residents and help amplify the Town's message across the region.

Digital Media

Digital media plays a critical role in keeping the community informed and engaged. The Town's website serves as a central hub for accessing information on government services, meeting agendas, and community resources. Social media, currently limited to Facebook, allows for real-time communication and interaction with residents, offering updates on events, public safety,

and town initiatives. Other platforms, such as X (formerly Twitter) or Instagram, may be considered for future use but are not currently needed or in use at this time. The My Haymarket App provides residents with a convenient platform for accessing town news, event information, and alerts directly from their smartphones. Additionally, the Town Emergency Text Platform is used to quickly disseminate urgent information, such as weather alerts or emergency situations, ensuring that residents receive critical updates promptly.

Direct Engagement

Direct engagement initiatives are essential for fostering personal connections between the Town's leadership and the community. Public meetings, including Town Council sessions and public hearings, offer residents the opportunity to participate in local governance and voice their opinions. The Town's quarterly printed newsletter provides a comprehensive overview of town activities and developments, delivered directly to residents' homes. Programs like *Walk With the Mayor* offer a unique opportunity for one-on-one dialogue, allowing community members to discuss concerns and ideas directly with town leadership. Surveys are used to gather feedback on various issues, ensuring that the community's voice is heard and considered in decision-making. Town-sponsored events and community programming, such as *Youth in Government* and the *Historical Walking Tour*, further enrich community engagement and education, highlighting Haymarket's history and promoting civic involvement.

By effectively utilizing these varied communication channels, the Town of Haymarket ensures that all stakeholders remain informed, engaged, and connected to their community, supporting a vibrant and cohesive town environment.

Communication Methods

The Town of Haymarket employs a variety of communication methods to keep the community informed and engaged, utilizing proactive and reactive strategies, as well as encouraging feedback from residents.

Proactive Communication

Proactive communication is a key component of the Town's strategy to maintain transparency and keep the community updated on important matters. This approach includes regular updates on ongoing projects, plans, and developments, such as infrastructure improvements, town initiatives, and policy changes. By providing consistent and detailed information through channels like the Town website, My Haymarket app, newsletters, and Facebook, residents are kept well-informed about what is happening in their community. This not only helps to manage expectations but also fosters a sense of involvement and trust between the Town and its stakeholders. Proactive communication is essential for building a positive relationship with the community and ensuring that residents feel connected to the town's progress and development.

Reactive Communication

Reactive communication is equally important, focusing on addressing community concerns, emergencies, and unexpected issues as they arise. This includes responding promptly to inquiries or complaints from residents, providing real-time updates during emergencies, and quickly disseminating information about unforeseen disruptions, such as road closures or public safety concerns. By utilizing platforms like the Town Emergency Text Alert System, Facebook, and direct email communication, the Town can effectively reach residents and provide clear, accurate information during critical situations. This responsive approach helps to alleviate confusion, reduce misinformation, and demonstrate the Town's commitment to the well-being and safety of its community.

Feedback Mechanisms

Encouraging feedback from residents is a vital part of the Town's communication strategy, as it provides valuable insights into community needs and perspectives. The Town of Haymarket offers multiple channels for residents to share their thoughts and suggestions, including surveys, online forms, and dedicated email addresses. The *Citizen Request* feature in the My Haymarket App allows residents to submit specific requests or report issues directly to the Town, making it easier for them to communicate their needs and receive timely responses. Additionally,

residents can use the *Contact Us* form on the Town website at townofhaymarket.org/contact to share their concerns, ask questions, or request information. The Town also maintains a comprehensive staff directory on its website, listing all administrative staff, the mayor, council members, and members of various boards, along with their contact information. This ensures that residents have easy access to communicate directly with the appropriate individuals. Furthermore, citizens are invited to share their views during Citizen's Time at the monthly regular meetings of the Mayor & Council, and during Public Hearings that are held on specific topics. These opportunities ensure that residents' voices are heard and considered in the town's decision-making process. By actively seeking and incorporating community feedback, the Town can make informed decisions that reflect the priorities and concerns of its residents, ultimately enhancing the overall quality of life in Haymarket.

Through a balanced use of proactive communication, responsive interactions, and robust feedback mechanisms, the Town of Haymarket is able to maintain a strong and open dialogue with its residents, fostering a community that is engaged, informed, and empowered.

Implementation Plan

The Implementation Plan outlines the strategic steps and timeline for executing the Communication Plan effectively. This section details the specific actions, responsibilities, and resources required to ensure that all communication efforts are aligned with the Town of Haymarket's goals and values. By establishing a clear and structured approach, the Implementation Plan provides a roadmap for systematically engaging stakeholders, disseminating information, and responding to community needs.

Roles and Responsibilities

The following table outlines the key roles and responsibilities for managing various types of communications within the Town of Haymarket. It identifies the general content or message, the responsible parties, and the communication channels to be used, ensuring a structured and efficient approach to disseminating information and engaging with the community.

Content / Message	Responsible Party	Communication Channels	Audience
Town Policy Changes & Key Decisions	Town Manager, Town Council	Town Website, Facebook, My Haymarket App, Newsletters, Local Media	External
Emergency Notifications	Chief of Police, Town Manager	Town Emergency Text Platform, Facebook, Town Website, My Haymarket App	External
Public Meetings & Hearings	Town Clerk	Town Website, My Haymarket App, Facebook, Local Media	External
Community Events & Programs	Events Coordinator, Town Manager	Town Website, My Haymarket App, Facebook, Newsletters, Local Media	External
Business Licenses	Town Treasurer, Town Manager	Town Website, Direct Mail, Email, Facebook	External

Real Estate Tax Information	Town Treasurer, Town Manager	Town Website, Direct Mail, Email, Facebook	External
Health & Safety Information	Chief of Police, Town Manager	Town Website, Facebook, My Haymarket App, Town Emergency Text Platform	External
Public Works & Infrastructure Updates	Maintenance Manager, Town Manager	Town Website, My Haymarket App, Facebook, Newsletters	External
Board & Committee Openings	Town Clerk	Town Website, Facebook, My Haymarket App, Local Media	External
Citizen Feedback & Inquiries	Town Clerk, Town Manager, Relevant Departments	Town Website Contact Form, My Haymarket App, Direct Email, Phone	External
Council and Board Meeting Invitations	Town Clerk	Email	Internal
Agenda Preparation & Dissemination	Town Clerk	Email	Internal
Town Manager Weekly Report	Town Manager	Email	Internal
Chief of Police Weekly Report	Chief of Police	Email	Internal

Timeline

The Timeline provides a structured schedule for implementing the Communication Plan, outlining key milestones and deadlines for each communication initiative. This schedule ensures that all activities are executed in a timely and organized manner, allowing the Town of Haymarket to effectively engage with stakeholders and maintain consistent, proactive communication. The table below details these activities, helping the Town efficiently manage its resources, track progress, and make any necessary adjustments to support the successful delivery of its messages and strategic objectives.

Activity	Responsible Party	Start Date	End Date	Frequency	Notes
Launch Communication Plan	Council Communication Liaison, Town Manager	1-Jan	31-Jan	One-time	Initial rollout to all stakeholders.
Town Council & Board Meeting Notices	Town Clerk	Ongoing	Ongoing	Monthly	Post notices two weeks prior to each meeting.
Weekly Reports	Town Manager, Chief of Police	Ongoing	Ongoing	Weekly	Email distribution to internal stakeholders.
Community Event Promotions	Events Coordinator, Town Manager	Ongoing	Ongoing	As events occur	Promote events such as Haymarket Day, etc.
Property Tax Information Distribution	Town Treasurer	1-Sep	15-Oct	Annually	Mailed and posted on website for residents.
Business License Renewal Notices	Town Treasurer	1-Apr	30-Apr	Annually	Reminder sent one month before renewal deadline.
Health & Safety Updates	Chief of Police, Town Manager	Ongoing	Ongoing	As needed	Communicate during relevant health or safety issues.
Public Works Updates	Maintenance Manager, Town Manager	Ongoing	Ongoing	As projects occur	Regular updates on construction and roadwork.
Board & Committee Openings	Town Clerk	1-Jan	31-Dec	As positions open	Advertise on website and social media as needed.

Quarterly Newsletter Distribution	Town Clerk	1-Jan	31-Dec	Quarterly	Mailed to residents and posted online.
Citizen Feedback Initiatives	Town Manager, Council Communication Liaison	Ongoing	Ongoing	Quarterly & As Needed	Collect feedback via surveys, forms, and meetings.
Annual Communication Plan Review	Council Communication Liaison, Town Manager	1-Nov	31-Dec	Annually	Evaluate effectiveness and make necessary updates.

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Crisis Communication Plan

The Crisis Communication Plan is a critical component of the Town of Haymarket's overall communication strategy, designed to ensure rapid, clear, and coordinated communication in the event of an emergency or crisis situation. This plan is owned and managed by the Chief of Police, who is responsible for leading the town's crisis response efforts and serving as the primary spokesperson during emergencies. The Chief of Police will work closely with the Town Manager, Town Mayor, and Town Vice Mayor to disseminate accurate and timely information to the public, media, and internal teams.

The Crisis Communication Plan outlines specific protocols for various emergency scenarios, including natural disasters, public health crises, severe weather events, and other incidents that may pose a risk to the community. It defines the roles and responsibilities of each town department, establishes communication channels and methods, and provides guidelines for messaging to ensure that the community receives consistent and reliable information. As part of the plan, the town will develop standard Emergency Preparedness content that can be easily accessed and shared with residents for events such as snow emergencies, tornadoes, flooding, air and water quality emergencies, health crises, and other potential threats. This content will include safety tips, evacuation procedures, and resources to help residents prepare for and respond to emergencies effectively.

The plan will also work in coordination with Federal, State, and County resources as needed, ensuring a unified response and access to additional support during emergencies. A comprehensive list of specific roles and points of contact for various agencies will be maintained, enabling efficient communication and collaboration with external partners when required. The plan also includes procedures for monitoring and addressing misinformation, coordinating with external agencies, and conducting post-crisis evaluations to improve future response efforts. By proactively managing crisis communications and providing clear, actionable information, the Town of Haymarket can effectively minimize confusion, maintain public trust, and ensure the safety and well-being of all residents and stakeholders.

Evaluation and Monitoring

Evaluation & Monitoring is essential to ensure the ongoing effectiveness of the Town of Haymarket's Communication Plan. Regular assessment and feedback mechanisms will be employed to measure how well the town's communication efforts are reaching and resonating with residents and other stakeholders. By continually evaluating the impact of these communications, the town can identify areas for improvement and adjust strategies to better meet community needs.

To gauge the effectiveness of communications, the town will conduct regular surveys and polls using Survey Monkey to solicit feedback from residents. These surveys will be open for a minimum of 3-4 weeks and advertised on Facebook, the My Haymarket App, and the Town website to encourage widespread participation. Council members will also be encouraged to share these surveys with their neighbors to further increase community engagement. The surveys will help measure community satisfaction, awareness of town initiatives, and the perceived transparency and responsiveness of local government.

Open forums will be held periodically, providing an opportunity for residents to discuss issues directly with town officials and share their thoughts on various topics. These forums will foster a sense of community involvement and allow for a more personal exchange of ideas and concerns.

Additionally, online feedback forms are always available on the Town website, My Haymarket App, and Facebook, offering residents a convenient way to submit comments, suggestions, and concerns at any time. These forms will be easy to use and accessible to all residents, ensuring that everyone has a voice in shaping the town's communication strategies.

To maintain transparency and drive continuous improvement, the Council Communication Liaison will work with the Town Manager to provide at least a quarterly report to the rest of the Council, summarizing feedback gathered from these various channels and recommending areas for enhancement. By actively gathering and analyzing feedback from these sources and sharing insights with the Council, the Town of Haymarket can refine its communication efforts, enhance transparency, and better serve the needs of the community.

Legal and Ethical Considerations

Legal and ethical considerations are fundamental to the effective execution of the Town of Haymarket's Communication Plan. It is essential that all communications are conducted with integrity, transparency, and adherence to applicable laws and regulations to maintain public trust and accountability. The town must ensure that all information disseminated to residents and stakeholders is accurate, fact-based, timely, and relevant, while also being fair and respectful, and protecting privacy and confidentiality at all times.

Compliance with data protection and privacy laws is also crucial to maintaining the community's trust. The Town of Haymarket is committed to safeguarding personal information and ensuring that all data collected and stored is managed in accordance with applicable privacy regulations. This includes implementing appropriate security measures, limiting access to sensitive information, and ensuring that any use of data is lawful and transparent. Protecting residents' personal information is a key priority, and the town will take all necessary steps to prevent unauthorized access, misuse, or disclosure.

A key aspect of this commitment is compliance with the Freedom of Information Act (FOIA), which mandates that public records and meetings be accessible to the public. The town must ensure that all communications, including emails, meeting minutes, and other documents, are managed in accordance with FOIA requirements, providing transparency and allowing residents to stay informed about government operations. Proper record-keeping and timely responses to FOIA requests are essential to uphold the community's right to information and to foster an open and accountable government.

Additionally, all town communications should be free from bias, avoid conflicts of interest, and reflect the town's values of respect, inclusiveness, and fairness. The Town Attorney should be consulted prior to releasing any public information that may have legal implications to ensure that communications are compliant with all legal requirements and do not inadvertently expose the town to liability. By ensuring that all communications are fact-based, timely, and relevant, and by prioritizing data protection and privacy compliance, the Town of Haymarket can maintain the credibility and trust of its residents. Upholding these legal and ethical standards will help the town build a strong foundation of trust and integrity in its communication efforts, ensuring alignment with the community's best interests.

Appendix A

Placeholder

Appendix B

Placeholder

Appendix C

Placeholder

Appendix D

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