



**DRAFT
COMMUNICATIONS PLAN
2015 - 2018**

City of **RAMSEY**

Introduction:

The City of Ramsey is committed to improving and maintaining efficient and effective communication efforts with all of its key constituents. The city recognizes that good communication plays an integral role in its ability to responsibly grow the community, and provide quality, cost-effective, and efficient government services. This plan will outline the various audiences the City of Ramsey must communicate to on a regular basis, the overall objectives the city wishes to address in order to achieve good communication, and the ways in which the city will accomplish these objectives.

Purpose:

To be effective and credible, communication efforts must be coordinated, consistent, easy to understand and on-going. The purpose of this communication plan is to evaluate all avenues of communication currently utilized by the city and proposed for future practice, in order that the city may manage expectations and image, have a consistent voice and message, and educate and engage with its audiences. This plan includes current and on-going tactics in place, recently completed tactics, as well as projected tactics.

Audience:

The City of Ramsey's audiences can be broken down into five main categories:

- Ramsey Residents- This is a high priority targeted audience. Strengthening the relationship between the city government and its nearly 26,000 residents is an underlying theme of the communications plan.
- Current Business Community- This audience is critical to the vitality of the Ramsey community, thus two-way communication with this audience is crucial.
- Developers/Prospective Businesses- Communicating effectively with this audience is key to shaping the city's future and achieving the City of Ramsey's mission to responsibly grow the community.
- Employees and Council/Boards/Commissions- enhancing internal communication efforts is imperative, as this audience is responsible for communicating on behalf of the city.
- Media- This is an important audience to address because their coverage can significantly impact the public's perception of the city.

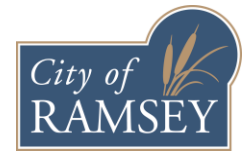
Objectives:

- 1) To Enhance the Municipal Image/Brand: The city plans to enhance its image/brand by first clearly defining the Ramsey brand, by promoting its mission statement and strategic plan, through its approach to customer service, and by promoting the overall Ramsey brand while still supporting sub-areas of the community, such as residential areas and business communities.
- 2) Administer Strong Internal Communication Efforts: The city plans to administer strong internal communication efforts through timely and accurate dissemination of information to its employees/council/boards, and through the establishment of consistent internal communication practices.

- 3) Provide Strong External Communication Efforts: The city plans to provide strong external communication efforts through timely, accurate, and user friendly dissemination of information, through encouraging citizen engagement and media engagement, through expanding its reach via digital communication avenues, by developing improved marketing materials for prospective developers/businesses, and developing strategic communication efforts around specific key projects.

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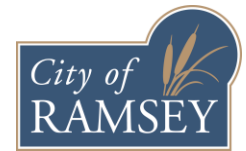
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Objective: Enhance Municipal Image/Brand

| Initiative | Department | Tactics | Initiation Date | Completion Date | Status Update | Responsible Party | Key Outcome Indicators/Metrics | Additional Resources Required |
|--|--|--|-----------------|-----------------|---------------|--|---|--|
| Define Ramsey brand | Administration/ other departments as needed | <ul style="list-style-type: none"> Capitalize on Communications Plan development process Incorporate citizen engagement element Draft brand statement for Council consideration | January 2016 | June 2016 | | Nichole Wenberg Support: Kurt Ulrich Patrick Brama Other departments as needed | <ul style="list-style-type: none"> Establish consistent guidelines for departments and high-frequency users. Well defined description of Ramsey brand highlighting 3 or 4 main components | <ul style="list-style-type: none"> No additional resources needed |
| Promote mission statement and strategic plan | Administration | Develop an easy-to-follow, user friendly, version of the strategic plan—something that can be shared at Council meetings, events, etc. | March 2016 | January 2017 | | Nichole Wenberg | <ul style="list-style-type: none"> Increased community awareness of mission statement/strategic plan | <ul style="list-style-type: none"> Additional resources may be required once scope of project is confirmed Outsource marketing/graphic design agency |
| | Administration | Connection to media content (Ramsey Resident, Facebook, Weekly Update, etc.) | - | - | On-going | Nichole Wenberg | <ul style="list-style-type: none"> Increased community awareness of mission statement/strategic plan Consistent message | <ul style="list-style-type: none"> No additional resources needed |
| Promote positive image/brand through customer service | Administration | Review new resident welcome packet | December 2015 | October 2016 | | Nichole Wenberg | <ul style="list-style-type: none"> Improved process for staff and improved product for residents. Regular review and improvement process established for the Resident welcome packet. | <ul style="list-style-type: none"> Outsource marketing/graphic design agency |
| | Administration | Create/utilize comment cards | April 2015 | May 2015 | Complete | Nichole Wenberg Support: Kathy Schmitz | <ul style="list-style-type: none"> Increased access to customer feedback | <ul style="list-style-type: none"> Outsource marketing/graphic design agency |
| | Administration and all other departments as they apply to customer service | Regular communication/updates from department heads to front end employees | - | - | On-going | | <ul style="list-style-type: none"> Informed employees Consistent message to customers | <ul style="list-style-type: none"> No additional resources needed |

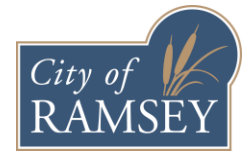
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Objective: Enhance Municipal Image/Brand (continued)

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| <p>Promote Ramsey brand as umbrella while still promoting sub-areas of the community (residential areas, business communities, etc.)</p> | Administration/Community Development | Devise/Revise a Way-Finding and Monument Sign Plan for the City (sub plans: The COR, Parks and Trails, 167 th /47, Bunker/47, future business park, etc.) | December 2015 | December 2016 | | Patrick Brama Tim Gladhill | <ul style="list-style-type: none"> Adopted plan guiding the proposed funding, preliminary/sketch design, proposed locations and proposed timing of implementation (similar to a capital improvement plan) | <ul style="list-style-type: none"> Outsource marketing/graphic design agency |
| | Administration | Improve and replace marketing boards that portray consistent Ramsey brand and promote sub communities as needed | October 2014 | April 2015 | Complete | Nichole Wenberg | <ul style="list-style-type: none"> Improved product for residents. Consistency and accuracy of information provided | <ul style="list-style-type: none"> Outsource marketing/graphic design agency |
| | Administration | Create marketing materials/ feature article to promote the history and outlook of The COR | November 2015 | February 2016 | In process | Patrick Brama Support: Nichole Wenberg Other departments as needed | <ul style="list-style-type: none"> Educate and update the public on the scope/ history of The COR. | <ul style="list-style-type: none"> Outsource marketing/graphic design agency |

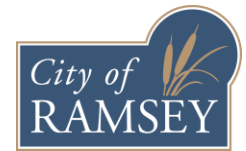
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Objective: Administer Strong Internal Communication Efforts

| Initiative | Department | Tactics | Initiation Date | Completion Date | Status Update | Responsible Party | Key Outcome Indicators/Metrics | Additional Resources Required |
|--|---|---|-----------------|-----------------|---------------|---|--|---|
| Timely and accurate dissemination of information | Administration/ all other departments as it applies to their projects | Regular department meetings and all-staff meetings | - | - | On-going | Management team Support: Colleen Lasher, Sue Hurd | <ul style="list-style-type: none"> Consistency with communication guidelines Consistency with strategic plan Informed employees | <ul style="list-style-type: none"> No additional resources needed. |
| | Administration/ all other departments as it applies to their projects | Departments submit regular articles for Weekly Update, sent to all staff/council | - | - | On-going | Kathy Schmitz Support: Nichole Wenberg Department heads | <ul style="list-style-type: none"> Employee awareness of current events | <ul style="list-style-type: none"> No additional resources needed. |
| | Administration/ all other departments as it applies to their projects | All Ramsey staff/council notified of Press Releases | - | - | On-going | Nichole Wenberg Support: Department heads | <ul style="list-style-type: none"> Employee awareness of current events | <ul style="list-style-type: none"> No additional resources needed. |
| Establish consistent internal communication practices | Administration/ other departments as needed | Develop comprehensive communication guidelines | October 2014 | April 2015 | Complete | Nichole Wenberg | <ul style="list-style-type: none"> Develop general communication formats. Establish consistent guidelines for City Communications. Establish best practices for departments and high-frequency users. | <ul style="list-style-type: none"> Outsource Marketing/Graphic Design agency as needed |
| | Administration | Establish policy for promotion of community events shared through City's communication channels (Community Sign, In the News, Weekly Update, Ramsey Resident, Facebook) | October 2014 | December 2014 | Complete | Nichole Wenberg Support: Patrick Brama Kathy Schmitz | <ul style="list-style-type: none"> Establish consistent guidelines for City Communications. Establish best practices for departments and high-frequency users. | <ul style="list-style-type: none"> No additional resources needed. |
| | Administration | Ramsey Resident: Establish a regular review to evaluate the Ramsey Resident. Review voice and purpose for Ramsey Resident as it relates to content | January 2016 | November 2016 | | Nichole Wenberg Support: Kathy Schmitz Patrick Brama | <ul style="list-style-type: none"> Improved process for staff and improved product for Residents. Consistent guidelines for departments and high-frequency users | <ul style="list-style-type: none"> May result in shifting of responsibilities |

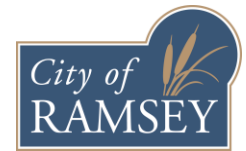
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Objective: Administer Strong Internal Communication Efforts (continued)

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| Establish consistent internal communication practices (continued) | Administration/IT | Ramsey Website: Consider need to establish regular review and maintenance of the Ramsey website. | July 2016 | May 2017 | | Jason Fredrickson Support: Nichole Wenberg Calvin Kubat Kathy Schmitz | <ul style="list-style-type: none"> • Council determine what quality of product is desired and what level of resources are needed. • Potentially develop formatting guidelines for consistency across all webpages • Improved process for staff | <ul style="list-style-type: none"> • Additional resources may be required once scope of project is confirmed • May result in need for additional staff or shifting of responsibilities |
| | Administration | Social Media: Review policy for use of Social Media Review voice and purpose for Facebook page as it relates to content | November 2015 | September 2016 | | Nichole Wenberg | <ul style="list-style-type: none"> • Draft a policy for Council consideration. • Policy should include chain of command and responsible parties. • Consistent guidelines for departments and high-frequency users | <ul style="list-style-type: none"> • No additional resources needed • May result in shifting of responsibilities |
| | Administration | QCTV: Develop a schedule for guest talent (Councilmembers) on QCTV News & Views program. Identify work schedule for administration to follow | October 2015 | November 2015 | Complete | Nichole Wenberg | <ul style="list-style-type: none"> • Improved QCTV programing experience for participating Councilmembers. • Consistent work process for staff. | <ul style="list-style-type: none"> • QCTV team |
| | Administration | In the News article column on city website: Review voice and purpose for the In the News column as it relates to content | July 2016 | May 2017 | | Nichole Wenberg Support: Kathy Schmitz | <ul style="list-style-type: none"> • Consistent guidelines for departments and high-frequency users • Improved product for residents | <ul style="list-style-type: none"> • No additional resources needed. |
| | Administration | Weekly Update: Review voice and purpose for the In the News column as it relates to content | April 2016 | September 2016 | | Nichole Wenberg Support: Kathy Schmitz | <ul style="list-style-type: none"> • Consistent guidelines for departments and high-frequency users • Improved product for residents | <ul style="list-style-type: none"> • Additional resources may be required once scope of project is confirmed |

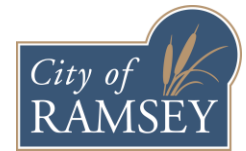
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Objective: Provide Strong External Communication Efforts

| Initiative | Department | Tactics | Initiation Date | Completion Date | Status Update | Responsible Party | Key Outcome Indicators/Metrics | Additional Resources Required |
|--|-------------------|--|-------------------------------|--------------------------------|---------------|--|--|--|
| Timely, accurate and user friendly dissemination of information | Administration | Regular city updates and citizen interest pieces should be posted across all avenues of communication including: Ramsey Resident, QCTV, In The News column/city website, Weekly Update, Facebook, and Press Release when necessary | - | - | On-going | Nichole Wenberg Support: Kathy Schmitz | <ul style="list-style-type: none"> Consistency across all avenues of communication Increased exposure of messages | <ul style="list-style-type: none"> No additional resources required. |
| | Administration | Ramsey Resident: Update Ramsey Resident format Create content calendar for Ramsey Resident | June 2015 January 2016 | January 2016 - | In process | Nichole Wenberg Support: Patrick Brama Kathy Schmitz | <ul style="list-style-type: none"> 6 full color issues per year Update to adhere to current communications guidelines. Improved product for citizens as one of the City's most highly reference communication tools (Per 2014 Citizen Survey) | <ul style="list-style-type: none"> Outsource marketing/graphic design agency Additional resources may be required once scope of project is confirmed |
| | Administration | QCTV: Replace existing Ramsey Resident Video Edition with QCTV news show "News and Views" Review partnership with QCTV to ensure application of full potential | August 2014 March 2016 | January 2015 March 2017 | Complete | Patrick Brama Nichole Wenberg Support: Patrick Brama | <ul style="list-style-type: none"> Improved QCTV programing experience for participating Councilmembers. Improved product for QCTV viewers Consistent work process for staff. | <ul style="list-style-type: none"> QCTV team Additional resources may be required once scope of project is confirmed |
| Expand reach through digital avenues of communication | Administration/IT | Ramsey Website: Review possibility of updating city website | June 2016 | January 2018 | | Jason Fredrickson Support: Nichole Wenberg Calvin Kubat Kathy Schmitz | <ul style="list-style-type: none"> Council consider strategies for updating website and determine what quality of product is desired and what level of resources are needed. Update to adhere to current communication guidelines | <ul style="list-style-type: none"> Additional resources may be required once scope of project is confirmed |

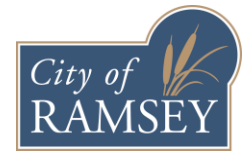
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Objective: Provide Strong External Communication Efforts (continued)

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| Expand reach through digital avenues of communication (continued) | Administration | Dissolve The COR webpage and Facebook page | June 2015 | August 2015 | Complete | Patrick Brama Support: Jason Fredrickson | <ul style="list-style-type: none"> Eliminate excess pages Consistency and accuracy of information provided | <ul style="list-style-type: none"> No additional resources required. |
| | Administration | Facebook: Regular city news and public interest pieces posted | - | - | On-going | Nichole Wenberg | <ul style="list-style-type: none"> Typically 1 post per day, 3-5 times per week | <ul style="list-style-type: none"> No additional resources required. |
| | | Create content calendar | - | - | On-going | | | |
| | Administration | Review possibility of expanding to city Twitter account | February 2016 | January 2017 | | Nichole Wenberg | <ul style="list-style-type: none"> Increased social media engagement with citizens | <ul style="list-style-type: none"> May result in need for additional staff or shifting of responsibilities |
| | Administration/ other departments as needed | Weekly Update: Regular city news and public interest pieces posted | - | - | On-going | Nichole Wenberg | <ul style="list-style-type: none"> Once per week, every Thursday | <ul style="list-style-type: none"> No additional resources required. |
| | Create content calendar | January 2016 | - | | Support: Kathy Schmitz Other departments as needed | | | |
| | In the News: Regular city news and public interest pieces posted | - | - | On-going | Nichole Wenberg | <ul style="list-style-type: none"> Typically 1-2 posts per week | <ul style="list-style-type: none"> No additional resources required. | |
| | Create content calendar | January 2016 | - | | Support: Kathy Schmitz Other departments as needed | | | |
| Citizen engagement | Administration/ Community Development | Regular in-person meetings with local organizations, neighborhoods, etc. | January 2016 | - | On-going | Kurt Ulrich Support: Tim Gladhill | <ul style="list-style-type: none"> More specified communication based on needs/interests of group | <ul style="list-style-type: none"> Additional resources may be required once scope of project is confirmed |
| | | Develop calendar of regular meetings | January 2016 | - | | | | |

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Objective: Provide Strong External Communication Efforts (continued)

| | | | | | | | | |
|---|--|--|--------------|---------------|--------------------------|---|---|--|
| Media engagement | Administration/ other departments as needed | Regular Press Releases of important city updates or news | - | - | On-going | Nichole Wenberg | <ul style="list-style-type: none"> Increased participation from local media | <ul style="list-style-type: none"> No additional resources required at current capacity of 4-6 per year. Increased frequency may result in need for additional resources, additional staff, or shifting of responsibilities. |
| | | Regular Media Alerts for city events | - | - | On-going | Support: other department heads as needed | | |
| | Administration | Regular review of Press Release/ Media Alert email lists | - | - | On-going | Nichole Wenberg | <ul style="list-style-type: none"> Accurate and current mailing list | <ul style="list-style-type: none"> No additional resources required. |
| Review marketing materials to prospective businesses | Administration | Update marketing materials to adhere to current communication guidelines | January 2016 | November 2016 | | Patrick Brama | <ul style="list-style-type: none"> Improved resource for economic development. | <ul style="list-style-type: none"> Outsource marketing/graphic design agency |
| Develop Communications strategy in regard to Highway 10 improvements | Administration | 1-2 page flyer summary | March 2016 | January 2017 | | Patrick Brama | <ul style="list-style-type: none"> Educate and update the public on the project. Enhance grant fundraising efforts. | <ul style="list-style-type: none"> Outsource marketing/graphic design agency |
| | | | | | | Support: Nichole Wenberg | | |
| | Administration/ IT | Create project webpage on City website. | March 2016 | January 2017 | | Patrick Brama | <ul style="list-style-type: none"> Improved access to project information | <ul style="list-style-type: none"> No additional resources required. |
| | | | | | | Support: Jason Fredrickson | | |
| | Administration | Establish "support network" of businesses and land owners willing to assist in lobbying. | Summer 2015 | - | Complete On-going | Patrick Brama | <ul style="list-style-type: none"> Educate and update the public on the project. Enhance grant fundraising efforts. | <ul style="list-style-type: none"> No additional resources required. |
| | | | | | | Support: Nichole Wenberg | | |
| Administration | Establish "Lobbying List" outlining an inventory of people the City should be communicating with (lobbying). | March 2016 | January 2017 | | Patrick Brama | <ul style="list-style-type: none"> Educate and update the public on the project. Enhance grant fundraising efforts. | <ul style="list-style-type: none"> No additional resources required. | |
| | | | | | Support: Nichole Wenberg | | | |
| Administration | Highway 10 Summit meeting | January 2016 | March 2016 | | Kurt Ulrich | <ul style="list-style-type: none"> Educate and update the public on the project. Enhance grant fundraising efforts. | <ul style="list-style-type: none"> Additional resources may be required once scope of project is confirmed. | |
| | | | | | Support: Nichole Wenberg | | | |
| Administration | Highway 10 informational video | January 2016 | March 2016 | | | <ul style="list-style-type: none"> Educate and update the public on the project. Enhance grant fundraising efforts. | <ul style="list-style-type: none"> Outsource project | |