



MIDDLEBURG TOWN COUNCIL
Special Work Session Meeting Minutes
Thursday, January 16, 2019



PENDING APPROVAL

PRESENT: Mayor Trowbridge M. Littleton
Vice Mayor Darlene Kirk
Councilmember Chris W. Bernard
Councilmember J. Kevin Daly
Councilmember Kevin Hazard
Councilmember Peter Leonard-Morgan
Councilmember Philip Miller
Councilmember Cindy C. Pearson

STAFF: Danny Davis, Town Administrator
Rhonda S. North, MMC, Town Clerk
Jamie Gaucher, Business & Economic Development Director
William M. Moore, Town Planner

The Town Council of the Town of Middleburg, Virginia held a special work session on Thursday, January 16, 2019 in the Town Hall Council Chambers, located at 10 W. Marshall Street, to discuss the Town's branding project. Mayor Littleton called the meeting to order at 6:00 p.m. He reminded Council that the goal of the session was to re-establish the key objectives, goals, and assumptions regarding the Town's branding project and to identify the expectations for the next steps

Amy Marasco, a facilitator, led the session.

Establishing Goals & Objectives of Project

Each member of Council identified their goals for the project. What was generally expressed was to show who Middleburg was, which included the town and its people, and the greater community, as well as the people who came to Middleburg.

Ms. Marasco led the Council through an exercise to identify what success meant to the members in terms of the project. They identified the following words: emotion; clarity; eyes; implement; and, outside to draw in.

Characteristics of Middleburg

Ms. Marasco asked the Council to identify some of the important heritage that got Middleburg to where it was and that it may wish to keep. The members identified the following: fox, architecture and history.

Ms. Marasco led the Council through an exercise to identify key words and characteristics that represented the community. The members identified the following: charm, elegance, quaint, bucolic, Norman Rockwell feeling of simpler times, have a true Main Street, "village" feel, escape, friendly, rustic and gateway to the Piedmont.

Target Audience

Ms. Marasco led the Council through an exercise to identify the audiences for the Town's branding message. The following were identified: residents, businesses (new and existing), government, visitors, users, travel agents, media, children, sports and outdoors nature.

Ms. Marasco then led them through an exercise to reduce those down to the key audiences. They were identified as: visitors; businesses (new and existing); and residents.

Path Forward

The Council held considerable discussion regarding the next steps of the project. They agreed the process should involve the following:

1. Involvement;
2. Observe/experience/immerse;
3. Task Ambassadors.

The Council discussed how conflicts would be addressed. They noted the need to agree to a process; control reviews; set milestones; and, be clear.

The Council agreed to appoint Councilmember Miller as their project manager and to empower him to do what was necessary in this role to represent them. It was noted that he would work with the Business & Economic Development Director on the project. The members agreed to recommend names, by the close of business on January 18th, for possible appointment as ambassadors who could meet with the consultant/design team (Native Collaboration), with Councilmember Miller making the final decision on who would serve in this role. They asked that a two to three hour meeting between the ambassadors and the design team be held, possibly on the morning of February 11th. The Council agreed that following the meeting, they would like for the design team to develop story boards. It was suggested that the ambassadors should also provide feedback on the boards. The Council agreed that all of the story boards, as well as the ambassadors' feedback, should be provided to them. Following receipt of the Council's direction, the design team should develop three to five final design options for their review. It was suggested that there be a focus group test of the Council's preferred options, with the Council then making a final design selection by May.

The Council asked that Councilmember Miller provide them with a report on the ambassador selection during their January 24th work session.

There being no further business, Mayor Littleton declared the meeting adjourned at 8:04 p.m.

APPROVED:

Trowbridge M. Littleton, MAYOR

ATTEST:

Rhonda S. North, MMC, Town Clerk

January 16, 2019 Middleburg Town Council Meeting

(Note: This is a transcript prepared by a Town contractor based on the video of the meeting. It may not be entirely accurate. For greater accuracy, we encourage you to review the video of the meeting that is on the Town's website – www.middleburgva.gov)

Bridge Littleton: I think we're ready, right? All right. We'll call the meeting to order. First item is roll call.

Chris Bernard: Chris Bernard.

Kevin Hazard: Kevin Hazard.

Philip Miller: Philip Miller.

Darlene Kirk: Darlene Kirk.

Bridge Littleton: Bridge Littleton.

Peter Leonard-Morgan: Peter Leonard-Morgan.

Cindy Pearson: Cindy Pearson.

John Kevin Daly: John Kevin Daly.

Rhonda North: Rhonda North, Town Clerk.

Amy Marasco: Amy Marasco. Ok.

Bridge Littleton: Okay. First and only item with multiple subparts is the discussion item which is the purpose of the meeting. And we're here to talk about to reestablish key objectives, goals, and assumptions regarding the town branding project and aesthetic expectations for the next steps. We welcome Amy, the Vice Mayor of the Town of Hillsboro, who will be here tonight helping us facilitate the discussion with you know making sure we come to the right kind of outcomes that we all want to see this project [inaudible] forward with. Just a couple of things I wanted to do to sort of set the baseline as we go forward. The goal really here is to reestablish what we want to see as the outcome of the branding project and we would be very careful that we don't dive deep into the weeds, right? This is not about color palettes and fonts and foxes and horses. It's really about what we want out of the branding project, what we want to see it do for the town, for our businesses, and the government, and the way in which we want to see this project executed because the other thing is at the end of the day this whole thing will come back to us and whatever the end product is we all own it. So you know we can't be the I don't like, I don't like, not what I want, not what I want. We have to own the end result of that, so I really appreciate Danny and Jamie and the town staff for sort of taking a breath, taking a pause, stepping back, make sure we align ourselves as a council first and foremost and set the right objectives for them. What's the name of the company? Native. Native Collaboration so that we get to the right place on this. And I think this was something we sort of missed in doing when we started out was having this first piece. So it'll set the expectations going forward. So with that, Amy I will turn it over to you. Okay.

Amy Marasco: Wonderful. Thank you. Thank you all. It's really my pleasure and honor to be here tonight. As Bridge said I am the Vice Mayor of the Town of Hillsboro, but I am a facilitator. That's what I really do in my day job. So I'm happy to do this for you guys. And I do appreciate the challenge. I know sitting on council as well as helping other organizations brand. It's hard not to get in the weeds. It's hard to think of just one image. So my goal for you guys tonight is that we see where we're in agreement, and just as importantly if there's some disagreements

what do we do about those? Because no one looks at art the same way. Right? So no one's going to look at branding the same way. So we're going to work through and just make sure that everybody has a voice. My only rule in facilitating is if I cut you off. Don't take it personally. I'm gonna keep you on schedule, and our council meetings sometimes go really long. I don't know about yours. [Off mic]. Hard to believe? [Laughter]. So I'm gonna try to keep us to that hour and a half. [Off mic]. That is Roger. It's not my fault as vice mayor at all. So I'll try to keep you on schedule. So if I cut you off it's just because we need to make sure everyone hears, And I'll use a variety of techniques, so you'll be speaking as a group. And I'll also do what's called silent brainstorming so have some time to think. Everybody processes differently, and so I'll use a variety of different ways. So kind of bear with me as I go through it. But I think what I want to start with is a little bit of a reset because projects, I think it is Aristotle that says well begun is half done, so we need just pull back just for a second and make sure you all have the same scope in mind. I don't mind if you tell me purpose, objective, or scope but I just want to hear straight around the room from each of you. What are you really? Not the outcome. We'll talk about that, but what do you believe this endeavor includes? What are the bookmarks around this endeavor? Because some people might think of it as marketing, as just pure branding, as a tagline. There's so many different pieces, so what I'd like to do is just go straight around. And I'll start with you, Chris, if that's okay. And just throw out a couple words. You know this is how I look at this project. If a citizen came up to you and said Chris what is that thing you guys are doing? How would you answer that? What's the scope of it?

Chris Bernard: I guess maybe try to establish or show the greater public the, I don't know, just maybe like the face of Middleburg.

Amy Marasco: Okay.

Chris Bernard: [Off mic] Includes the businesses and the people.

Amy Marasco: Okay. [Off mic]. Okay, so government, people, and businesses. Okay. That's great. All right. Kevin.

Kevin Hazard: I think along the same lines show who we are and which includes the town, the town's people, the greater community, and then the people that come to see us.

Amy Marasco: Okay, And government. Okay. Great. Philip.

Philip Miller: A consistent representation of what Middleburg is to its residents and to the people who visit.

Amy Marasco: Okay. All right. Darlene.

Darlene Kirk: I agree with number two. Show who we are to our citizens. We've got to include our citizens and our businesses and the outside.

Amy Marasco: Citizens, businesses, and what was the last one? [Off mic]. And outside world? Okay, great. Okay, Bridge.

Bridge Littleton: A common way in which we can present the image of Middleburg to all the stakeholders, right? Whether it's residents, businesses, potential businesses, visitors, whatever it is.

Amy Marasco: Okay. Okay great. Peter.

Peter Leonard-Morgan: I'd like to see a brand that creates a long term emotional bond to anyone who visits Middleburg and they'll never forget it and want to come back and tell other people about it.

Amy Marasco: Great. Okay, Cindy.

Cindy Pearson: [Off mic]. One, two, three, four. Three and four.

Amy Marasco: Okay. That captures what you're wanting? Okay, great. Kevin.

John Kevin Daly: This is going to be thinking off the wall. A emoji that represents Middleburg. Someone sees this little symbol and boom they think of Middleburg.

Amy Marasco: OK.

John Kevin Daly: Someone sees the Ranger tab. They think Superman, right?

Amy Marasco: Right.

Bridge Littleton: Sure.

John Kevin Daly: Yeah.

Amy Marasco: Okay, great. And are we gonna do you guys too? [Inaudible]. No. No? you're good. Okay. Well you're very consistent. I mean just look at what you've just expressed. Basically you are looking at a face outside, inside, citizens, business, government, tourists. I see some similarity and consistency. You know an emoji and a brand means as soon as I see something I go oh that's Middleburg. So as soon as I see a park ranger I know it's the park service. [Off mic]. Oh you're not an Army Ranger. The one that you didn't eat for three weeks you told me about. [Off mic]. [Laughter]. OK. [Off mic]. He's eating squirrels. Okay. Well that's a very consistent approach that you guys all have. And that will help us in the session talking about audiences. Danny can I have you [inaudible]. OK. Now what I want you to do is take those stickies in front of you and I want you, keeping that in mind what you've just... That's perfect. What you've just described, what I want you to do is what's the outcome you want of the project. So I don't know how long you've engaged your consultant for. A year or so, probably more, but at the end of that project you're gonna say success we've been successful because we... And that's personal to you and you can reflect back on the scope that you talked about, and if you have more than one success element put it on a separate sticky. OK? I don't want them all combined. So if success for you is clarity, just keywords. It's brand recognition, whatever it is. Write those down as separate thoughts. And I'm just gonna give you a few minutes to do that quietly. And I'll just collect them as you go. Several that's fine. Thank you. Thank you. And Danny what I'd like you and Jamie to do is I want you to put them up here. Don't read them out loud. Just group them. Group them according to like themes. Anybody else? All right. I used to do a lot of facilitation for the Environmental Protection Agency. Sometimes I would do this for a half hour just so that they would all be thoughtful and actually not shadow one another. You guys are so easy in comparison. [Laughter]. All right. Anybody else have anymore? So what Danny and Jamie are doing is they're looking at what you communicated as the outcome, the success you want, and they're trying to find commonalities as quickly as possible so that we can reflect and hone that down to just a few words that I would imagine you will use and your consultant would use when they present to you the products. You need to keep. This is probably one of your most important charts you're going to do tonight which is did it meet our needs? Doesn't mean that things don't change over time, but the fact is you as the council are the leaders to decide is this what you really wanted out of the effort. And it doesn't matter what group I ever work with it goes to about three to six. I don't know why that works, but it always does. Some people do this as Fishbone diagramming. So the vision is Middleburg has a brand, and so these are the spokes or the bones of the fish to get us there. Ok.

Danny Davis: I'm not sure about if those go with that or not, recognition.

Amy Marasco: Recognition. [Inaudible]. Recognizable.

Danny Davis: That's recommendation. [Inaudible].

Amy Marasco: Okay, great. OK. So Danny why don't you read this? OK. So we're gonna do the first group here and you guys can say that wasn't my intent or Oh that prompted something else for me that I want to put up. Ok. [Inaudible] first one.

Danny Davis: So the first group is the first says develop a brand that you evokes a positive emotion, emotional response in most stakeholders, emotional connection, desire, and locals feel pride in the brand. So we came up with that emotion that comes around it.

Amy Marasco: OK.

Danny Davis: It's generally same idea I think for all of those that we're talking about. So an emotional response, a feeling. OK? These are all about brand recognition. Brand recognition, sorry, branding, town recognition, recognition, brand recognition by all visitors/residents/businesses, identifiable unique brand, recognizable, and recognition.

Amy Marasco: OK. I mean it's a brand, but it's clarity. OK? It's a direct connection. I see the Nike swoosh I know what it is. OK? So you're doing it through your brand but what you're accomplishing is oh there's pure clarity. And I would also say connection. Ok. Ok? Your next group.

Danny Davis: These are so success, logo and tagline, visual element, and then clear, simple, clean and easily recognizable imagery. So that idea of having a picture with it, right? It's similar to the connection, right?

Amy Marasco: Right. OK. So this is your heart. OK? I can't really do your mind. There's your mind. OK. And these are your eyes. OK? You'll be able to see it. You're going to feel it. You're going to actually have that brain connection for it. And now you're gonna see it in elegance that is it's very clear and I think this is an important one for your designer because when I see simple clean you know some people want very detailed brands or very heavy brands of Victorian themes whatever. So I think this is important that this is kind of I would call it elegance is what you've kind of described here. It's very clean. Ok? The next one.

Danny Davis: Having a branding manual or guidelines also an implementation strategy for the town and businesses.

Amy Marasco: Ok. So this is how you're going to implement it. One of your parts of implementation I thought about that today I was in Leesburg and I saw Middleburg Life, and I just went Oh wow does that brand connect to the town? Just you know you made me think about what we're going to be doing tonight. So this is making sure that you are taking your brand. So these are the steps to walk. OK? Because you really want every emotional feel. This is if you guys are really successful then your businesses are going to take it and they're going to do something with it too and they're gonna do fun things with it as well. All right. Your last group.

Danny Davis: And then these two are recommendation or effective for attracting tourists.

Amy Marasco: Ok. All right, so this is really your outside to draw in. You guys are really good at this. Have you done this before? Really. I'm not kidding. I worked with one group that was losing federal funding and they wrote still afloat as we're drowning. And I said that's just not a useful tagline. [Laughter]. But this is really great because what you want with branding is you want every sense to be able to react to your brand. You know when I think about it as when you toast someone you know we toast to celebrate and we say something so we can hear it. We look at wine or whatever and we smell it. We taste all the emotions, but the reason we clink glasses is because in those toasts we have to hear it too. And you guys have done an excellent job to cover all those things. This will be you know I'll translate this in a little bit cleaner way for your team to go through but is there anything else anybody else felt really wasn't their success or do you feel like you've covered it? Kevin.

John Kevin Daly: Again off the wall, completely off the wall. I remember in Beijing there was an image and they have an image there. Language in the brand is a simple clean symbol that transcends language so that it's we're not dependent on a language like the Pepsi emblem. You just have to see the emblem and right away people get thirsty.

Amy Marasco: Right. Yeah exactly. OK. So I think that goes in that whole part of that clean look. And as you said it's a symbol it's not dependent on the words. Your tagline or whatever you come up with reinforces it, but you want

something that says oh that's Middleburg. It's not Hillsboro, Round Hill, Hamilton. Great. OK. Danny can you put this up on the wall for me? All right. Now this is the fun one which is characteristics of Middleburg and I know that in the agenda that you received what we wanted you to do is kind of think of key words. I want you to step back and do one more thing before we go to that I want to know if there's anything in the Middleburg brand currently. That you love. Is there anything that. You know is it the fox? I mean is there anything that you really aren't going to feel like this is successful unless it's somehow carried forward. It doesn't mean that it looks and feels as it does now, but is there anything that you feel speaking as a council member but also when you think of the businesses and the tourists is there something that we don't want to lose in the legacy. Some organizations rebrand and then they forget the important heritage that got them to where they are. Just random. Kevin.

Kevin Hazard: The Fox.

Amy Marasco: The Fox.

Kevin Hazard: And I'll tell you why. OK. The last night we had a thing for more of our outgoing town administrator and we gave her a fox. Deb Cadenas was here from the Arts Council. And the commission a six foot Fox because it really red because it represented Sheridan and you know give given a lot of thought and I understood that they were looking at different symbols but I think we're fortunate in the fact that we already have. This symbol of that kind of represents us. Okay.

Amy Marasco: Really good point. Anybody else? Kevin.

John Kevin Daly: One of the things that first drew me to Middleburg was first time I entered into the town there was a sign it had the fox curled up, sleeping. Relax.

Amy Marasco: Yeah.

John Kevin Daly: You're in the 'burg. That's absolutely true. The moment I crossed over it was like a aha moment. It's a lifestyle. It's laid back, it's relaxed.

Amy Marasco: Right. Yeah. Absolutely. I know just what you feel. I always feel that on Route 9 as I come into Hillsboro I'm going like I can breathe again. And I know that yours does that too when I come in from the West. Always I see it there mostly from the West. So it's the fox, but it's more than the fox. It's what the fox is telling you to do when you're in the village. Okay. Anything else? You want make sure. Cindy. Kind of different, it's the historical buildings.

Cindy Pearson: We had some pictures taken or posted on Facebook that I guess Aaron did and they were the buildings around town. They were just awesome. There's no added to it. And I know that's why people know what they enjoy when they're here too.

Amy Marasco: Is that history and the architecture is both those things?

Cindy Pearson: Yes. Absolutely.

Amy Marasco: Okay. Anybody else? Anything else you want to make sure is brought in in some capacity. No? [Off mic]. Yeah give me some of those words, so charm, elegance, quaint.

John Kevin Daly: Bucolic.

Amy Marasco: You're doing just what we need [inaudible].

John Kevin Daly: I've been wanting to use that word.

Amy Marasco: Bucolic? That's a good word.

John Kevin Daly: Bucolic. [Inaudible]

Amy Marasco: Okay. Danny you can take this on. All right. All right. Well we actually have just brought me on to the next part which is the word, so I'm going to take some of those. I heard charm, quaint, bucolic, quiet. there was something else though that was like that hometown [inaudible] community. Oh but there was something else in the Norman Rockwell that is an emotion of the simpler times. [Off mic]. Home, great.

Cindy Pearson: I don't know how to say it, but we have the downtown that other places don't have. So I don't know how you would work that or what word you could use to [inaudible].

Amy Marasco: You have a true Main Street.

Cindy Pearson: We do. We have a main Street.

Peter Leonard-Morgan: I've got village as well

Amy Marasco: And you have a village. [Off mic]. Exactly. Yeah. And that really I mean except for Leesburg that really brands you separately from really all the other towns.

John Kevin Daly: It also has, I'm sorry.

Darlene Kirk: I was just going to say I like town. I don't like village because it makes me think villages you know kind of over in Europe. I'm just gonna throw that out there. And I don't see that in Middleburg. I see it as a town.

Amy Marasco: You see it as a town. And I do see that you guys interchange that a lot like Welcome to the village.

Bridge Littleton: I think that's one thing we actually have to address.

Peter Leonard-Morgan: If I may say something? So village, I'm not saying village because we're a village. I think village conjures up this entire mixture of residents and people saying hi to each other and standing in the street and shops and a little village center. That's not to say we're a village necessarily. I know we're a town, but it does not have a bad connotation, trust me. [Inaudible].

Amy Marasco: OK.

Bridge Littleton: The only thing I would say about the difference between village and town and this is something we're going to have to struggle with because it's a technical issue, not an emotional issue is we're not a village. Right? And there are 12 villages in Loudoun County which are legally called villages. So if we you know the town government will never be able to use the word village. We have to use town and then do others use village, so do we start to actually create confusion.

Peter Leonard-Morgan: I'm not saying we should do that.

Bridge Littleton: No no, I know. [Inaudible]. But where I'm going with it is I think in this whole exercise that's something we have to figure out.

Amy Marasco: Exactly.

Bridge Littleton: [Inaudible] says the town of Middleburg which says welcome to the village for right above it it says town.

Amy Marasco: Yeah.

Bridge Littleton: You know it actually... [Off mic]. Well it's it actually can confuse your brand.

Amy Marasco: Yeah. It can confuse your brand and I think what's interesting that we've seen through the leadership of the mayors across the seven towns is the towns now we're having a voice in Loudoun County. And the next group that's going to have a voice are going to be the villages. So I think what Peter it sounds like you're saying is it's not the word village it's what village connotes when you think about it's the image it's this community. It's this it's not an HOA.

Philip Miller: [Inaudible] community are we talking about people or are we talking about an actual physical place.

Amy Marasco: Good question.

Bridge Littleton: Yes.

Amy Marasco: Yes. [Inaudible].

Bridge Littleton: The Norman Rockwell thing for me is when I look at these old Saturday evening post magazines and you see the Norman Rockwell colors from the 40s.

Amy Marasco: Right.

Bridge Littleton: I mean it makes you think back to the simple times when you were seven years old at your grandparents house and they were you know listening to the radio and you know your grandmother was baking a pie and there's everything that goes into that, right? It's the smell it's the way the kitchen's laid out. It's you know you're sitting there you know eating a cookie and whatever. It's just this sense that there are really no worries in the world.

Amy Marasco: Yeah.

Bridge Littleton: Right? There's no troubles. There's no bad things. It's just home. It's home. It's peaceful. It's calm. It's you're focusing on the things that are important.

Chris Bernard: I think that applies across the board. People that live here live here because you want to get away from [inaudible].

Amy Marasco: Yes.

Chris Bernard: And then the people that visit same deal.

Amy Marasco: Same thing.

Chris Bernard: [Inaudible] away from the city.

Amy Marasco: Exactly right. And I think Kevin is probably why you like that fox curled up too. You like the fox. What you really like is what that fox is saying it's gonna be okay now, come on in. Right.

John Kevin Daly: Come in and relax.

Amy Marasco: Yeah come in and relax. Yeah exactly. So you're gonna have the word town. Sometimes there's just no choices in life. It is your government structure, but really working on that word village, what it means to you as you've described comfortable, relaxed, home, calm, peaceful, you're just glad to be here. You might be able to handle that in your tagline. It may be the town of Middleburg welcomes you. [Off mic]. Yeah. Yeah I mean so you

might be able to you know your design team might be able to do that, but I think that's really good messages is that we are a town and you can't forget that in the designing, but we want what we think of as olden times. Right? Past Times, peaceful times, of what village life meant.

Chris Bernard: It's an escape from hustle bustle [inaudible].

Amy Marasco: You know escape is a real, right. [Inaudible]. Yeah. Yeah. Exactly. And Ashburn did you say? [Off mic]. [Laughter]. Exactly. Okay. I would say from far and near. Okay. But I also like that you want this not just for your residents. Just as you were saying Chris this is also why people come here. You know why do they drive only 10 miles to spend the night here? You know it it's sometimes you think it's kind of crazy, but no because as soon as you cross that border it feels different. And that is going to be your biggest challenge is to me when we give guidance to your designers if you can do that we're gonna feel good as a council. Kevin.

John Kevin Daly: There's something else that comes to mind. It's the simplicity of its elegance. This is an elegant town village or if I used my Southeast Asian background, Hamlet. There's comfortable, home, simpler times, but it's an elegance that's there. It's a very clean looking.

Amy Marasco: Right. Right. Rustic, rustic, friendly you said too? Is that right? Did somebody say friendly?

Chris Bernard: Neighborly almost.

Amy Marasco: Okay.

Cindy Pearson: And it's kind of slang word that people used to as welcome to the 'burg.

Amy Marasco: Yep.

Cindy Pearson: B, U, R, G. That I think is catchy.

Amy Marasco: How do you guys like that?

Cindy Pearson: On some things.

Amy Marasco: Some things. Okay. And I heard rustic. Okay. So I didn't hear, appropriately, I didn't hear urban, tall buildings. I also didn't really hear country and I think I want to ask you. [Off mic]. Pardon me? [Off mic]. Right. Right.

Cindy Pearson: And Stone walls.

Amy Marasco: Stone walls.

Cindy Pearson: On green pastures. [Off mic].

Bridge Littleton: I just looked at the [inaudible] one word actually think I love around this area's Piedmont.

John Kevin Daly: How about undulating terrain?

Bridge Littleton: Okay.

Amy Marasco: Would you like that one.

Bridge Littleton: So I look up synonyms for village and it's got burg, Hamlet, townlette, ville, whistlestop, cowtown podunk. [Laughter]

Amy Marasco: We might let other towns take those.

Bridge Littleton: Or outpost.

Amy Marasco: Or outpost. [Off mic]. Okay. Where are you located in the Piedmont? I mean this is the Piedmont region, but are you in the heart of it? How would you describe that? You're really on the tip, but you are a gateway. Yeah yeah. you are a gateway. You know that's an interesting term because that gives that break between what's east of us. Okay we'll look at that one too. Okay I'm gonna work with these in the next session. Okay that's good. I'm going to work with that while Danny you put this up. [Off mic]. Pardon me? [Off mic]. [Inaudible]. Okay and then I want to come back through that while you guys are doing something else. What I want you guys to do now is audiences. So when you give this project to someone else you have to set some priorities for them, right? Because you told me variety of audiences so I want you to the [inaudible] audiences that you've given me and then let's drill down a little bit in audiences. Okay. So I heard residents. I heard businesses. This is not in any order. Government, tourists.

Kevin Hazard: Slash visitors.

Amy Marasco: Visitors. Do you like that better? [Inaudible].

Bridge Littleton: No, it's both.

Amy Marasco: It's both. You like both? Okay. All right. What other audiences do you feel that you have.

Bridge Littleton: I would say users.

Amy Marasco: OK.

Bridge Littleton: And what I mean by that is they're going to be people. Well think about it right. There's gonna be people who are not part of any of those groups but that might use what we create out of this brand. [Off mic]. It'd be an audience. [Off mic].

John Kevin Daly: Because I think of users as being exploiters, so I'm glad you explained what you felt.

Bridge Littleton: Oh yeah yeah. No no no I don't. Yeah.

Amy Marasco: So Bridge let's go through a little so we don't lose that thought and see this six months from now and go that was the wrong image.

Bridge Littleton: Sure.

Amy Marasco: OK. Users of like products.

Amy Marasco: Yeah. So you know I mean maybe audiences where I'm getting tripped up right. Cause audience to me says this is the person listening to what you're saying.

Amy Marasco: Think of them as stakeholders.

Bridge Littleton: OK. Yeah. And I would say users right. So like visit Loudoun.

Amy Marasco: Ok.

Bridge Littleton: They would be a stakeholder. OK. But they're not a business, they're not a resident, they're not, well, I guess the kind of government, but you know I'm saying. It could be an organization like a museum.

Amy Marasco: That's good. [Off mic].

Bridge Littleton: Exactly. Exactly.

Amy Marasco: OK. Great.

Bridge Littleton: People doing web site designs you know people in the you know outside this region you know doing a history book. \

Amy Marasco: Right. Ok.

Peter Leonard-Morgan: How about travel agents?

Amy Marasco: OK. The as well.

Peter Leonard-Morgan: I don't know if they exist anymore, but what I mean is...

Amy Marasco: Well bloggers that I mean the modern version of travel agents. Right. And that's kind of the they're a little bit of your megaphone sending your brand out. Ok.

Darlene Kirk: Do we want to say media?

Amy Marasco: Yep I think so. [Off mic].

Bridge Littleton: No I mean I think we're fleshing out.

Amy Marasco: I think we're fleshing it out. And think all ages. What about youth? I don't see it like...

Bridge Littleton: Schools?

Amy Marasco: Schools, children.

Bridge Littleton: Education?

Amy Marasco: OK. Others? Anything else? Those the main ones. We can come back to it. I'm racing you through and then we're going to come back in and make sure we're comfortable. [Off mic]. OK. Do you want that separate sports from outdoor? They're kind of a... [Off mic]. Sports, outdoors. Outdoors meaning outdoor nature that side or [off mic] equestrian or or is that under sports too? Just because I'm going to have to do something and I want you to be clear. [Off mic]. And are those in the sport side too? [Off mic]. Yeah. Okay. Let's do outdoor nature. That's a much more passive kind of stakeholder. And then do you want sports to be whether it's equestrian or it's also a cyclist? It's active.

Bridge Littleton: Let's just say sporting.

Amy Marasco: Sporting. [Off mic]. And it's active. Okay. [Off mic]. Yes, that's right. It is. OK.

Chris Bernard: And under businesses can we put new businesses also, not just existing.

Amy Marasco: Yes. We're going to do new and existing. Good idea. Four, five, six, seven, eight, nine, ten, eleven. OK. You now have ten dollars to spend. OK? So what I want you to do is you're going to tell me how you're gonna

invest your money. Now you can take one dollar across 11. I don't care how you do it. OK? Or you can just place your ten dollars somewhere else. But it's kind of the fastest way for me to understand. So don't talk to each other. Write down you have ten dollars to spend these are the numbers. One is residents. Everybody's important ok? But we all have limited funds. And the people that're going to design this really need to hear your priorities to make sure they can be successful. Residents. Number two is your new businesses. Three are existing. Four his government. Five of your tourists or visitors. Six is that user with kind of a community organization feel like Visit Loudoun. Seven travel agents, bloggers, your megaphone out that's gonna be broadcasting what you do. Eight is pure media. Nine another generation, youth, education, schools. Ten is that active sporting stakeholder and eleven is your outdoor, nature, peaceful, passive. [Off mic]. You have ten dollars in total spread out any way you can. Don't go into a cents, please. Stay in dollars. [Laughter]. It'd be a lot easier because stay in dollars, a lot easier to do. [Inaudible]. I'm not gonna give you eleven dollars on purpose. that's why you only have ten. Exactly.

Amy Marasco: It's funny you never hear that clock until everyone's silent, right? Now it's like Big Ben.

Chris Bernard: We never hear it, ever.

Amy Marasco: You never here it [laughter].

Chris Bernard: It's never quiet.

Amy Marasco: It's never quiet? Ok you guys about ready to spend your money? No? I'll give you a little more time. Who's first. And you really can't change when you all of a sudden see your dollars going in the wrong place. OK? Now I could take your dollars. [Off mic]. It's their dollars in the wrong place. Okay. So you're on with your dollars. I'm going to start with Cindy. Okay. Tell me where you want to spend your money.

Cindy Pearson: Seven dollars on the tourists and visitors.

Amy Marasco: Seven dollars on tourists. OK.

Bridge Littleton: Woah!

Amy Marasco: \$7 on tourists.

Cindy Pearson: Number 5.

Amy Marasco: OK. [Off mic]. 6, 5, 7. All right.

Cindy Pearson: [Inaudible]. Two dollars on media, number eight.

Amy Marasco: \$2. OK. Yup.

Cindy Pearson: One dollar on the businesses.

Amy Marasco: On new or existing?

Cindy Pearson: New.

Amy Marasco: New. Okay, great. Okay who's next? All right.

Peter Leonard-Morgan: I'll spread the wealth a bit. Okay Peter.

Bridge Littleton: You just wanna be nice to everybody.

Peter Leonard-Morgan: Well I couldn't [inaudible]. 2 bucks to residents.

Amy Marasco: \$2 to residents, okay.

Peter Leonard-Morgan: \$2 to visitors.

Amy Marasco: \$2 to visitors.

Peter Leonard-Morgan: \$1 each to new business and existing business. Megaphone \$2. Media \$1. And outdoor \$1.

Amy Marasco: And outdoor \$1. All right. Great. Okay.

John Kevin Daly: I'll go.

Amy Marasco: Kevin.

John Kevin Daly: I'm going to split ten dollars between five organizations up there so that be two dollars each.

Amy Marasco: OK.

John Kevin Daly: Number 2.

Amy Marasco: OK.

John Kevin Daly: Number three. Number five.

Amy Marasco: What am I up to? Eight, nine, ten.

John Kevin Daly: Number seven. Number eight.

Amy Marasco: Great. Okay. [Off mic]. Did I do that right? [Off mic]. Five, six, seven, eight, nine, ten, eleven. So I have, sorry, [inaudible]. It is 11, yeah. OK. Thanks. [Off mic]. Okay.

Bridge Littleton: I had \$2 on one. \$2 on two. \$3 on 3. \$2 on 5. \$1 on 6.

Amy Marasco: OK. [Off mic]. [Laughter]. We had a councilman in Hillsboro who ran for office only got one vote. The joke was did he not vote for himself or did his wife not vote? [Laughter]. Long time ago.

Darlene Kirk: Oh!

Amy Marasco: Okay. Go ahead Chris.

Chris Bernard: All right so I'm going to put \$3 on residents.

Amy Marasco: One two three. Yep. No I did it again. I did it again, sorry. There's 7.

Chris Bernard: \$2 on new businesses.

Amy Marasco: \$2 on new businesses.

Chris Bernard: \$2 on existing, \$1 on government, and \$3 on tourists and visitors.

Amy Marasco: Two. Three. Okay great. Go ahead Kevin.

Kevin Hazard: \$2 on residents. \$2 on new business. \$1 on existing business. \$3 on tourists.

Amy Marasco: Did you say one on existing or two on existing?

Kevin Hazard: One.

Amy Marasco: Okay.

Kevin Hazard: \$3 on tourist/visitors. \$2 on media.

Amy Marasco: Okay great. All right. Left to vote? Everybody's done? I think we have two more. Darlene and Philip. Okay Darlene.

Darlene Kirk: Residents I did \$3. Each of the businesses I got \$2.

Amy Marasco: 1, 2. 1, 2. Yep.

Darlene Kirk: And tourists and visitors I put \$3.

Amy Marasco: 1, 2, 3. Great. Okay. Philip.

Philip Miller: So spread \$5 between 5, 7, and 8 because I really see them as one category.

Bridge Littleton: You can't change it.

Amy Marasco: Yeah, you can't because I would change everybody else's voting. So help me out a little bit there. Yeah. 5, 7, and 8. Yeah okay.

Philip Miller: They're the same thing. So essentially you're going after tourism you're going after it [inaudible].

Amy Marasco: Yeah I can see that but I think we've got a pattern of this coming here.

Philip Miller: Give \$5 dollars the tourists.

Amy Marasco: Five dollars to tourists. Okay one two three four five. Okay.

Philip Miller: Two for residents.

Amy Marasco: Two for residents. Okay.

Philip Miller: One for any business. Two for existing.

Amy Marasco: Great. That's perfect. Okay. All right. [Inaudible] sorry. Math is not good. Okay so we are at 14. Someone check my math here. We're at 13. 13. 1. We're at 5 10 15 22 10.

Chris Bernard: I think that first one was 10.

Amy Marasco: I think that was [inaudible] twenty seven. Sorry. Thank you. Thanks for doing that. Ok. 1. 4. 7. And 1. OK. So it's pretty straightforward that so when you do this exercise you don't just say OK these are our top four. What you actually say is where's the natural break? OK. So you have a very natural break and I will tell you every organization has a natural break and a mistake they make as they go we'll just take all the top four. OK. So what you're really saying is visitors have got to have what we do. That those words that brand recognition that instant feel

tourists have got to react to it. And then these are really equal. OK. There's really no difference there in terms of your math which is our residents, our new, and our existing businesses. So our businesses and our residents have got to reflect this brand and feel good about and have the pride in Middleburg. And it's not that everything else isn't important. It's just this sets the tone and direction for your consulting firm. So you're gonna tell them these are all the audiences we want you to think about. But you're at but you've got to hit it out of the park on these. OK. All right great. That's terrific. OK let's talk about what you're going to do moving forward, so you've done a great job. You really have you done a really good thoughtful job. Now it's how do you go forward so that you get the products you want? And I specifically asked Danny not to have your consulting firm in the room because I wanted you guys to have your forum to really talk among yourselves. So the path forward is it's really two parts. It's what's key. Like what do you want to make sure that they really do and come back? How do you want them to interact with you as a council? OK? Because you've got to think through you know how detailed do you want to be as the owners? I think Bridge said this at the end of the day you're all going to be proud of what is accomplished. So how much review, how much interaction do you want, and I also want to talk about disagreements as I said earlier we all don't look at art the same way. So if someone's going to look and say that red is ugly and someone's going to say I love cranberry and someone's going to say but I wanted maroon I mean we're just gonna go to our knees if we have to go through those processes. So what I want you to do first is how much involvement do you want with that team? And then I want to have a framework that we agree to of what do we do with disagreements. And disagreements aren't going to be screaming disagreements. I can tell. But they're going to be different opinions. OK? And valid and so are you going to just go majority rule or whatever. But let's start first with your involvement with this project. What do you want to see what are the key steps that you feel that group needs to come and interact with you? What do you want out of them and of yourselves really? Because how detailed.

Peter Leonard-Morgan: I would say what I would like to see is I don't [inaudible] control it, but I make sure we don't say hey come back in X months' time with a product and oh it's all wrong. We need to get it in earlier on. And it's also is not just our decision, really. We've got to be very careful about who is deciding the brand.

Amy Marasco: Right.

Bridge Littleton: There's some very important people out there who are not involved in this [inaudible].

Amy Marasco: In this contract do you have a process by which you're engaging and in fact what you would do is engaging your primary audiences. Do you have a process that you would engage tourists, businesses, and residents? [Off mic]. They already did that. Do you feel like that might need to be revisited when you have new products?

Bridge Littleton: You know I think, so it's interesting, Peter [inaudible]. It's like I think what happened was they were trying to develop the outcomes for us in the way of trying to develop a tagline for Coca-Cola but you never actually tasted Coca-Cola.

Amy Marasco: Right. Right.

Bridge Littleton: That's the challenge. It's soda. I see it. I got it's in a bottle, it's brown, a lot of people like it. I got it. No, until you actually taste it.

Amy Marasco: Right.

Bridge Littleton: You can't really speak. So they came into the interviewed a lot of people which was great. Right? And but everywhere in the world most people were great people to talk to one and one. But you don't get an emotional connection with Middleburg by talking to you know coming and sitting down with Darlene and chatting for 45 minutes [inaudible].

Amy Marasco: Right.

Bridge Littleton: Because you get an emotional connection with Darlene.

Amy Marasco: Right.

Bridge Littleton: What I think they missed was [inaudible] common grounds. Example. For an entire day. Just watching how the community interact with itself. Sitting in the post office or two or three hours and just watch. You know everybody comes in knows the people who in the post office knows them by name and ask them how their son [inaudible] or whatever.

Amy Marasco: OK.

Bridge Littleton: No that that's the way these things are normally done, but...

Cindy Pearson: [inaudible] business.

Chris Bernard: [inaudible] down during some sort of [inaudible].

Amy Marasco: Right. Okay. They needed to or not they needed to [inaudible] it's to observe us, experience us. [Inaudible] It is immersion.

John Kevin Daly: Right. Yes. Immersion.

Amy Marasco: Okay.

Kevin Hazard: Again another way they could do that is bringing somebody in whose from here.

Amy Marasco: Right. Yeah. They could. So that's a good idea. I mean you would have to appoint someone to be basically a liaison who is a. Are you Middleburgians? Middleburoians? What are you? [laughter] Okay okay. So you could. [off mic]. So you could test some ambassadors.

Bridge Littleton: Yeah.

Amy Marasco: OK. And the ambassadors. You could choose those ambassadors by your audiences. So you could do, represent the tourists head on and on the emphasis and even some of the ones you didn't vote as high because you know they're important but you're ambassadors might give you a little buffer too, to work with that team to come back because you're basically they're testing it out a little bit before it comes to you. One way that you could do that. Storyboards. I mean are they bringing to you images all those kinds of classic things that they brought forward I assume.

Bridge Littleton: Were those storyboards or were those just logo mock ups?

Darlene Kirk: They were storyboards.

Amy Marasco: Okay. [multiple speakers]. It didn't feel like a real story...because.

John Kevin Daly: It appeared more as here's what we've completed, take your pick of which one you want.

Amy Marasco: OK so classic storyboards. Sounds like many of you worked with them. I did a lot of proposals for the [inaudible] government. That's a storyboard would say, here's the images and it conveys and then we'd have a little note relax in town like in other words they would be connecting your words and you're like oh no that doesn't give me any sense. So it wouldn't be, here are four options which one do you like. It's true storyboarding like an ad campaign. Okay so I think that might be you might give that as a recommendation to step back a little bit and have that done and you're ambassadors can really help them with that. I think that that's a very fun volunteer task for for ambassadors. Okay. Decision making. So let's go. Not that we're going to say well do you like red green or yellow

best but how detailed do you want to be or are you going to sign someone in this in this council. What are you going to do about it?

Peter Leonard-Morgan: That's one of the difficult ones. [inaudible]

Amy Marasco: It is, that's right.

Peter Leonard-Morgan: Everybody's does have an opinion and a view. And really, everyone's opinion and view is a different. It might just be a little bit different. [inaudible] And then you have the extremes of the differences.

Amy Marasco: Right.

Peter Leonard-Morgan: And once again we have actually an emotional which is great, but you get to an emotional thing, it becomes a bit emotional, because it is an emotional subject.

Amy Marasco: Right. Well let me handle how we might disagree separately. Let me handle first. Do you want that level of review in other words you're going to be the sign off on the color palette, obviously of the image and the tagline or no. Tell me what, how involved you want to be.

Darlene Kirk: Yes. The last time it came in, everybody had a different, we don't like that one, that red. We don't like that fox because it looks like a party fox. We don't like that horse. You know everybody you know [inaudible].

Bridge Littleton: No, what she's asking [inaudible].

Amy Marasco: What would you like to be going forward.

Darlene Kirk: I'm saying that's what we were. [Inaudible]

Amy Marasco: What would you like to be. So Darlene going forward giving some very clear directions to this group and then you're ambassadors are going to be working with them so that you have that immersion and experience they get to have the feel of what it's like in Middleburg. Then when it comes back to you how involved do you want to be. Are you the final. I know you're the final decision makers but down to the palette down to the.

Cindy Pearson: I think we should have staff be part involved. I don't know [inaudible]. I mean yes, this is both the final decision maybe but I think staff has more awareness of part of it too.

Amy Marasco: OK so you want staff involved. It sounds to me like maybe you're.

Darlene Kirk: I don't want staff involved.

Amy Marasco: You don't want staff involved.

Darlene Kirk: It should be us.

Amy Marasco: As decision making. [multiple speakers]

Darlene Kirk: You know it's going to, even if they do a good job it's still going to come down to we have to do the final. We're going to probably...

Chris Bernard: If we don't make that decision, who does?

Bridge Littleton: Well here's my concern. [inaudible] You look up there. You look up there on that audience and stakeholders. The ones we have decided are the most important in this whole thing are tourists and visitors. Guess

what. That's not us. Residents are number two. But if you took new businesses and existing businesses put them together that's 26.

Amy Marasco: Right. Right. Then it pops up you have two [inaudible] right.

Bridge Littleton: It's 27 to 26 and residents, which is us, is 14.

Amy Marasco: So this is how your ambassadors I think could be really tapped. So you're ambassadors are representing [inaudible] could come back to you and say here's why yellow is a color that tourists don't like. I mean I don't know and they have Visit Loudoun and other groups to go and get some research on so that rather than you having to just react to I like blue I like green or whatever you're actually going to get a little more content and evaluation in the presentation. That might make it, you'll be more informed because unless you are tourist specialists this way you're really tapping the expertise and in tourists you have outside groups like Visit Loudoun, like economic development but you also have innkeepers and restaurant owners who can who are businesses but they're dealing with tourists every day. So.

Chris Bernard: So we put those four logos out and they got feedback from people in D.C. and Richmond. So doesn't that kind of cover that piece of it?

Kevin Hazard: Sorry, go ahead.

Chris Bernard: No, that was it.

Amy Marasco: Does it already cover that. Well if you're not happy with what you got.

John Kevin Daly: Well that's the, part of the issue was they gave us four. And I think we were kind of reticent about saying this stinks.

Amy Marasco: Right.

Kevin Hazard: When they were in the room.

Amy Marasco: Sure. Right. Right. Yeah.

Kevin Hazard: And I for myself I didn't like any of them.

Amy Marasco: Right. OK.

Bridge Littleton: [multiple speakers] I think it's how you frame the question. When they go out ask which of these four do you like the most. Number three the most. But the follow question is do you like any of them?

Amy Marasco: Right. And they didn't ask that. Yeah. Another way that bodies will do this is there's more I want to talk to you about [inaudible] because I think that's what's needed. But when they present through your ambassadors you would only send out to your other audiences to get that final tests the ones you like. So in other words it's kind of a trap basically to say pick one of the four and then the council's like we really don't like any of the four. So instead if we have the process through your ambassadors that they come and brief you and they have to have a variety of iterations per your themes then you guys say. Any of those three. I mean Darlene might like one better and Kevin likes three but you are in agreement on the set then the set goes out because then you're going to be proud of everything. So that is your agreement but it allows you to not basically fall into the trap of people reacting to something that you actually are going to have to look at every single day and you don't like. So that might be a process you could consider. Kevin.

Kevin Hazard: Is there, for me looking at it, it seems like there's a hierarchy that you should go through. You know the logos critical. The tagline is equally critical. And then below that is color and typeface. And I think we tried to do it all at once and I think until you decide the first two, the other two, there not irrelevant but they're not nearly as important till you pick the really, the things that. The colors aren't as emotional as the is the tagline and the logo.

Bridge Littleton: Philip was going to say something.

Amy Marasco: Philip. No, Philip go ahead. [off mic] Are you sure? Okay. So the iterative process okay.

Darlene Kirk: With colors.

Kevin Hazard: No they're important but then.

Darlene Kirk: It depends on the person. Some people respond to colors and get that sort of thing. [inaudible].

Chris Bernard: Could have taken any of those four logos they gave us and you almost see it in a sketch or black and white. And you say okay we like this one and then you see that one in maybe five different color palettes. You actually like one, but you hate, does that make sense? Like I think what Kevin's saying is take the color out of it almost.

Darlene Kirk: At the beginning.

Kevin Hazard: At the begin. Yeah it's like saying.

Bridge Littleton: But you got to be careful. I mean look that's for creative people to decide. It's like saying would you like the Mona Lisa in black and white or in color. Well it is what it is because all those things are representative of it.

Amy Marasco: Right.

Bridge Littleton: Right. I mean that, you know is that. I like the room painted blue or I like to room painted green is the room better or worse. Right. It's together. So I mean I just.

Amy Marasco: Mm hmm. So color can.

Bridge Littleton: [inaudible] the moment I see red and go, oh I hate the whole thing, but you may say I don't like the outline but once you paint it red you go oh I like it right. I mean they go together.

Amy Marasco: Okay. And that's where storyboards can really help you if they present okay. So if they presented true storyboards you could just say what you did Bridge. Oh I love this. Oh wow in purple. I really I hate it. Really the only color issue that you actually have to do as a town is it's got to look okay in black and white because not everybody can afford printing color. So that's always the default is you can see beautiful logos and then you look at them in black and white and it's just like it lost it the color was actually more critical to the brand than I thought it was. So that's where your design team has to go back and forth. Philip you had comments in between there. No. Okay. All right.

John Kevin Daly: Just have a cautionary note you mentioned government having been on both sides writing RFPs and responding. Here's the thing I we always called mission creep. Interactive is important but we need to firmly established in our minds what our requirements are so that each time we get something, we suddenly said, you know what we really need is an extra shingle [inaudible] here put that as a new and then we just keep building on more and more requirements and we get this mule when we wanted a thoroughbred horse.

Amy Marasco: Well I think what's really important was so that you first of all you have to put in a contract number of rounds so that you're not going to have scope creep and cost creep. But it's also to defer a little bit to your creative folks when you say I want the horse to have a bushier tail. Don't stop there. That's not what you're really saying. You're saying that horse doesn't reflect what I want. So you you have to have someone in the room so they need a facilitator who in that team is listening to what you're really trying to say if not what happens is the horse then gets a saddle it gets a bridle it gets shoes it gets a hat because each of you have different views. So I think you can help each other on that review to say wait a minute Darlene, if you don't like that tell why you don't like that. You know it might be the the horse breed. I mean and we're trying to solve it by making it a softer looking horse. So that's how you can. Because if not you would have not only would you have scope creep and cost creep, you would have a product you don't don't like. Okay.

Philip Miller: So it begs the question is, are we the right group of people to be making those decisions.

Amy Marasco: Good question. Good question.

Philip Miller: And giving that advice.

Amy Marasco: That's a very good question.

Peter Leonard-Morgan: [inaudible] We all have our own personal opinions and that's the problem. [multiple speakers] [inaudible] We're not looking for our own personal opinions. It's really what we feel genuinely is going to appeal to the greater population.

Amy Marasco: So you've somewhat I think addressed it by creating this ambassador team rather than those one on one interviews they did. You're actually going to ask for volunteers or handpick ambassadors from your community that will represent your major stakeholders. Middleburg has a lot of talent within Middleburg. So what do you think about the talent of your designers and your artists that are already in the village to say we're going to take what the ambassadors want because that's content what they can sell and then you're gonna use some of your design people to say yes but you're going to tire of this. Think about kitchens when everybody wanted them to be teal and you know like I mean we thought it was great. And then you like go into a house with that teal look and go, really? [off mic] Yeah. It is coming back in a retro look but. But the point is I think a design team right. So I think Philip's point is really valid is you are the leader so you have to really love your process and you have to have the involvement right but you aren't necessarily an ad team. Bridge. So I think that's.

Bridge Littleton: Rhonda has just ordered me to remind everybody to turn your microphones on.

Cindy Pearson: Can we just leave them on? Thank you.

Bridge Littleton: So Amy. I think what you just said you you made me think about something about this. It's a process. Right. We need to make sure we set up the right process so that all the people responsible for executing it can do it successfully. Right. So I'm almost thinking like what we're supposed to be right. We're supposed to be a board of directors like a company right. We don't go out and design the plane. All the engineers and the smart people who figure out how to design. We said we want a plane right.

Cindy Pearson: And we want it to fly.

Amy Marasco: And we want it to be safe and a few other criteria.

Bridge Littleton: [multiple speakers] general stuff.

Amy Marasco: And you've done that tonight actually. Yeah.

Bridge Littleton: And then those people come back and they show it to us right. And it's 95% baked in the bag. But we look at and say OK we and we said 400 you got to 390. Why. You know well this this this, OK, we understand or no, [inaudible] Exactly.

Philip Miller: But you've got to set those expectations.

Bridge Littleton: Well we've got to create a. No no exactly we've got to give them what we want them to develop. But then we also have to get the right group of experienced knowledgeable professional people not just in our design people that we hire but Ambassadors, local or whatever you wanna call it, who have the background who can assist them to be, I mean I'm literally thinking like Boeing right. They have half the people internal that work with a bunch of people from the outside and they come together and they try to execute on what that vision is and when they're done they come back and say, here it is.

Amy Marasco: So what you might do in your in developing your process you're laying out the involvement you're telling your designer these things you're going to tell your designer, we're going to reiterate with for you the scope of what we want. We want you to understand our priorities and the audiences. We want you to have all of our value words so you understand what you're building and we're going to create a process that is going to have ambassadors representing our top audiences. But I think maybe tag within those teams some of your talented design people. So rather than it going through an ambassador level and then the artist groups look at it we might have a disconnect. Just tap them right in. So if you have a business ambassador team that team would have one or two I'm going to call them just artists in a general way, visual people, people that are good in promotion and ad and they would join in. And then what you need to do in the process is you need to lay out at what points and in what format do you want things brought to council. OK. You don't want it to go too far. OK. That's what I think so. So it's not it's not when you're at 75% it's as soon as that Ambassador team says we've got some good ideas. We're ready. But you're saying don't go too far without our involvement. So it could be that one of your ambassadors team let's go to the business team is moving faster than your tourist team. Who knows. Doesn't really matter. They're gonna be on their own team. But you'll lay out the expectations of how they come back to you. So you're circling back. You are iterative. So it never gets too far out the door without you stopping something that you don't like or with you saying you got it. I mean you nailed it. We're good. Finish this. Show it to us in two different palettes or something like that. But we like where you're going. I think you're gonna feel much more comfortable with that. Let's talk about disagreements. Your process is going to help address that. But let's say that you've got the ambassadors, you got the artists on their teams. And they present it. [laughter] Take one more.

Danny Davis: I stood up then sat down.

Amy Marasco: I'm sorry I'm so sorry

Darlene Kirk: Good exercise.

Amy Marasco: So I'm gonna just say you know how do we get conflict resolution. How do you guys do that as a council anyway. What do you do? Is it majority vote?

Bridge Littleton: We vote.

Amy Marasco: You vote. [laughter] [off mic] Throw your papers away storm out of the meeting.

Kevin Hazard: We usually get pretty close to consensus by talking it through.

Amy Marasco: Okay. Okay. So it's you work as a.

Peter Leonard-Morgan: But I would like to say I think that the branding thing it has been a little bit more emotional than any of the paperwork that we go through.

Bridge Littleton: Absolutely.

Peter Leonard-Morgan: And I find that quite interesting. We really do have an emotional feeling about what we like and don't like. [inaudible].

Amy Marasco: Absolutely.

Cindy Pearson: But I don't think there's been clarity though on exactly what it's used for and how it's used and how this process goes about. That's where I think the disagreements have come that we've had.

Amy Marasco: Right. I would imagine. And I think you've done some of that clarity tonight actually by. So if something comes out and what was one of our lower voters I'm sorry children but children and you say well this isn't going to work for kids you're going to say that's OK. I mean this isn't our focus. It's OK. We can't do everything at this point for everybody. So that grid what I'm going to do with all of this is turn this some grids for you so that you can use them as you're going through this. So you basically you have a process which I think you've pretty much agreed to. We'll lay it out. It's deferring to experts who already deal with the audiences that you're trying to reach. You're gonna bring in some artistic elements from your community to help them along and you're gonna tell your consultant don't go down the road and go don't be talking way outside until we are comfortable and then you're going to say now let's go test the brand and see how that goes. So you're controlling this process it sounds to me like a little more than before.

Darlene Kirk: Yeah we weren't before.

Amy Marasco: Chris.

Chris Bernard: It goes to what Cindy said about not knowing what it's going to be used for or how it's going to be implemented that sort of thing. So we very recently, we're working on a new website, obviously this will be a big part of it. We each looked at what like seven a handful of other websites. So we say ok, what do we like about this website. Do we do the same thing for other towns and what their brands are? I mean you could even start with the website if you look at it.

Philip Miller: I think the website is very different from a logo.

Chris Bernard: Right, but you can look at another town's brand and say okay how did they implement their logo and their brand on their website or in their town or their community.

Bridge Littleton: So is that the logo or is it the implementation?

Chris Bernard: Both.

Bridge Littleton: So I should go look at Virginia Beach. That's the problem because when we were looking at those other websites, we're looking at form, fit, function.

Chris Bernard: So benchmarking other towns that are similar in certain ways.

Bridge Littleton: Which are? [inaudible] why not? [multiple speakers]

Chris Bernard: Like a, I was thinking like Stanton. Is another small town [inaudible]. I mean just, it would give a better idea of, you know, how's it going to be used. Look at another town's logo the way they use it on their site. The way they I mean I think he just it's context.

Amy Marasco: So that's s very good. And let's take the website out of that just for a second only because it's a good tool for the website but the website also has navigation issues lots of other things. But your concept is interesting

about do you do a little market testing basically. Do you look at Colonial Williamsburg do you look at Stanton do you look at Abingdon do you look at Old Town Alexandria. Do you want your consultant to do that as part of their process or do you want each of you to have your own town that you've looked at and say I love this thing. The value to that, why reinvent the wheel if you see something that you really love that another historic town has done.

Peter Leonard-Morgan: Maybe what Chris is referring to is I know that when I was in the meeting about the web site. [inaudible] A few people loved the look of that. I think the city of [Inaudible] purely because it jumped out.

Amy Marasco: Right.

Peter Leonard-Morgan: In a good way. So I don't think it's necessary to say oh we want to have a M that looks like that E in Eagle. It's not that at all.

Chris Bernard: It's the aesthetic and the overall feeling you get from it.

Amy Marasco: Mm hmm. So it's like market it's basically market research on similar things [inaudible] Right. So the question really is do you want to do it or do you want them to do that. Or do you want to assign that to your ambassador team. The task is interesting. It's just who does it?

Kevin Hazard: I think they did some of that. [multiple speakers] they gave us because they were a couple of [inaudible].

Amy Marasco: Okay.

Kevin Hazard: Right here [inaudible] When I responded I said I like this town I like this.

Amy Marasco: Okay.

Kevin Hazard: And the reason I liked it.

Amy Marasco: Okay.

Kevin Hazard: And I think that goes to what Chris is saying.

Amy Marasco: All right. So Philip.

Bridge Littleton: Amy, let me ask you this question. Is what you're trying to get at is are there any of us who are to be along every element of the journey.

Amy Marasco: I'm wondering that or just really wondering where your decision making comes from so you could task someone and maybe they've done it and Philip what you have in front of you. They have and did you say did you then as a group reach, yes these three reflect what we want. If not they've just on research. So that's where that. Well so what I'm really after is all through the process how do you guys play in that process. So do you play as individuals because you'll say look I'll take the town research or are you going to lay out your process so as they come back they are reminded that you as council like these four towns and you didn't like these and why. What did you do with that book when you got it and what did they do with it. Do we know?

Peter Leonard-Morgan: If I made a mistake and please correct me if I'm wrong, but I think one of the things that we felt was they came to us [off mic]

Amy Marasco: Okay, okay. [off mic] Okay. Okay. All right. [off mic]

Peter Leonard-Morgan: I remember sitting here and going oh.

Amy Marasco: Right. Ok.

Bridge Littleton: Otherwise she felt like it was too late.

Amy Marasco: OK. OK.

Philip Miller: We weren't involved in the process.

Amy Marasco: You weren't involved the process.

Philip Miller: We wanted to be.

Amy Marasco: OK.

Philip Miller: So we weren't able to effect change early on.

Amy Marasco: Okay. Got you. So then I would say to your answer yes. Probably one of you needs to champion this process. Not that you're the vote. Not that you're the final say but you're keeping that process on track. So if all of a sudden they go too far or if you found three towns you didn't like and they're reflecting them you could stop that before you know wasting the time of the council. I think having a lead from the Council on major initiatives is a good idea. It keeps one person close to that individual and keeps all of your. That person has to be representing all of you but that'll be a good example so I'm just gonna use that one. So that person would say council we need to go back through that report and we really do need to take our top three so I can feed that back to them and that lead from council actually is managing and running the entire process. That's the person dealing with the project manager the designer.

Peter Leonard-Morgan: I do think that the ambassadors concept is wonderful. We respect these ambassadors. We will respect the people that have invested a lot of money into the town or investing into coming to town, or investing [inaudible].

Amy Marasco: The the benefit of also having a lead related to the ambassadors if the ambassadors get stuck, the lead can go back and say we've got a problem. Okay so that allows you not to be where you are right now which is you've got somebody that's done 80 percent and you're like we don't really like this. Right. Yes, go ahead Kevin.

Kevin Hazard: I like what you had in your path forward and I don't think we did this is key milestones.

Amy Marasco: Okay.

Kevin Hazard: I don't think we had that. They gave us the book and they gave us a couple of choices. And then you know we should have had two or three other steps before we got to where we really felt like we were out of whack.

Amy Marasco: Yeah. Exactly. Okay.

John Kevin Daly: Taking a step back. It's called Unity of command so that we speak in one voice. I think it's important that we do have one member of the board. Otherwise we're going to have these ambassadors and who are they working for? Is it each of us? 8 different people with very different ideas coming and throwing at them at the same time. Or is it through one voice, one person following up with the time, the expertise.,

Amy Marasco: Right.

John Kevin Daly: Because we all have strength that we want to draw from that are better able to follow up on something. I'm not in any way shape or form business or artsy type of person. I can say I know what I like but I'm

not having them come in and say I don't like that rock. Go out and find me another rock and I'll let you know if that's the one I like.

Amy Marasco: Right. Exactly. So the key the lead the chair from your board on this project it doesn't have an agenda except to make sure the process is following the process you agreed to. That's that person's job. [inaudible] Exactly. Yeah. So a that person does have to take emotion out and just say you know the ambassadors are ready. I need to convene a quick meeting with everyone or I've got trouble with this or all of a sudden they're going too far and I'm pulling them back. So it's a project manager oversight role. Is that something then that you guys can feel, that way that person is shepherding, it's the shepherd from the Council, basically.

Bridge Littleton: All in favor raise your hand.

Amy Marasco: Okay. All right. Well good. Do you want to suggests who would like to do it? Is there anybody who would love to do that? [laughter]

John Kevin Daly: Hold on let me get the the rose to pin on the, Phil.

Darlene Kirk: It was Philip.

Bridge Littleton: He's the man who kept the book.

Amy Marasco: Okay. So Philip. [laughter] [multiple speakers] Oh is this passing the book now. Yeah. IS that where the phrase comes from? [laughter] [inaudible].

Kevin Hazard: I think what we really need to do, maybe even before we leave tonight is establish the milestones.

Amy Marasco: Yeah I think so too. Philip are you willing to take this on again in this way?

Philip Miller: We'll see.

Amy Marasco: Yeah. Sounds like a yes. Okay. A qualified yes.

Cindy Pearson: When he feels better.

Amy Marasco: Okay. So let's go back. Thank you again. So let's agree. So Philips does have at least a template to work with on the process.

Philip Miller: So I think what's important is, I want to know what everybody. So we did this wrong already. What is it that you expect. What parts do you want to see in what order?

Amy Marasco: Ok. So let's do reviews.

Darlene Kirk: I don't think you did it wrong. It just went fast.

Philip Miller: Well it didn't work.

Darlene Kirk: Yeah and caught us off guard I think.

Bridge Littleton: Amy let me ask a question. Philip is from this industry. He's been through this process at companies and I'm, you know and any company right and you've got the leadership team. Any project will get to a certain point and the project leader whether it's in your process or not goes you know what we need to check upstairs. They just instinctively intuitively know.

Amy Marasco: Right.

Bridge Littleton: I agree with Kevin. I want to line out, you know, milestones and steps and everything but not knowing creatives part to this and what their expectation is. I don't want to create something that they look at and go well we don't operate that way. Right. Or we're not going to you know we don't fit in the way you want us to do the process we don't fit into that. Right, that's not our creative thing. So I'm not trying to dodge the question. My question is do we want to empower Philip to use his best judgment and experience to know when to come back or do we want to. OK.

Amy Marasco: Now that's a that's a trap for Philip. Can I say that Philip? [multiple speakers] I hear you.

Kevin Hazard: I'm talking about like key milestones. It is not. I mean I've I've got one other thing. Don't stifle creativity.

Amy Marasco: Right.

Kevin Hazard: But establish who the ambassadors are, that's a key milestone. That's the kind of thing we need to establish if we need to get that done. Until that's done we're not even going back to it.

Amy Marasco: Okay. And so if Philip is the lead Kevin on that does he have the lead to establish those that the visitor ambassador team with design included and the business one. Or yes or do you want do you all want to vet those names how do you want him Philip I'm sure I don't know Philip except tonight but I'm sure he's totally capable of setting up focus groups and meetings. It's just do you want him to handpick or do you guys want to voice in on that. How do you want to how do you want to select the or do you want to open it up say the town of Middleburg is going to be doing this process and if you're interested volunteer.

John Kevin Daly: Here's a thought. Phil is the final arbiter. He receives information from all of us. Say here's some folks I think would be good and this is why then I'm going to trust Philip to sit there and say well I don't think the village blacksmith really knows that much about shingle [inaudible].

Amy Marasco: So Kevin is that each of you giving him suggestions?

John Kevin Daly: If we have suggestions to pass on to him.

Amy Marasco: Philip how's that sound? And Kevin?

Kevin Hazard: Well I think so you don't get caught in a trap it comes back to us. Yeah. Doesn't even have to come to a meeting. Can't we do that in blind copy.

Bridge Littleton: Yeah. I mean what you can do is we can give recommendations Philip puts it to the list together. Sends it back out to everybody to say hey [multiple speakers].
Philip

Kevin Hazard: I mean that that you know so it's as though he's not catching the flak for it.

Philip Miller: I prefer to have everybody's input as to who they want for the ambassadors for sure.

Cindy Pearson: I think it would be easier because it may be somebody you really want on there but forgot about that person.

Bridge Littleton: Or may not know.

John Kevin Daly: For the micromanagers out there, can we indicate what font we want him to use.

Cindy Pearson: No we're not going there again.

Amy Marasco: I'd like to draw the line on that. Okay so but I would say that when you send Philip a name, tell him why. Okay. Because Philip might not know the person or someone else on town council might not know the person so I'm going to recommend you know Bob Brown because he works daily with our local chamber or something like that. Then Philip will pull that list together and he sends it out to you guys for approval. Then Philip sets the guidelines for the ambassadors because they're going to need to know they're bookends too or we're gonna have you know chaos potentially. [Off mic]. That's a good idea. What do you think.

Chris Bernard: I think if it's too big then we end up [off mic].

Bridge Littleton: First what do we want them to do. What we actually want them to do. If you're an ambassador, what is your role and responsibility? You know if it's just hey you know fill out this fill out this survey and tell me what you think about Middleburg that's your role as ambassador. You got 50 of those people. But if it's they're going to be in the nitty gritty really detailed working back and forth collaboration whatever you don't want more than you know four, I don't know.

Darlene Kirk: Are we gonna find three or four that represent each all the different groups?

Bridge Littleton: Well is that what we need to do? Or is it just an overall representation. I don't know.

Amy Marasco: So it's your top ones. I mean you might there have a new like you might have your let's do businesses for a second. You might have your newer businesses and your older businesses because they have different experiences. I don't mean a business that is just thinking about being business. But you know the Red Fox might be a different group than something that's just opened up in town the last 18 months. [Off mic]. Exactly. Exactly. So. So you're gonna have at a minimum three groups you're gonna have the visitor group the new business group and the legacy or businesses that you've had. I'm sorry and you have the residents. Four groups, four groups you're gonna have right. There'll be four groups.

Kevin Hazard: Do the ambassadors have to come from those groups?

Amy Marasco: They should probably I should think they're representing because. [Multiple speakers].

Darlene Kirk: Some that cross paths you're going to have a business person that's been in here for a long time that lives in town or something. Get two for the price of one.

Amy Marasco: I thought that I the sense I got is that you would have four distinct groups. Doesn't mean that someone isn't a resident who also has an older business and has family that comes in as tourists. They could cross lines but they're representing the genre that that is their background.

Bridge Littleton: So Turner Reuter. Lifelong resident, lifelong business owner. Is he representing residents or old business? He can't represent both.

Amy Marasco: Right. So where you would place him that's the guideline to say you're here in this group representing in this capacity. Right. So that they're not because what you don't want to do is create lots of councils. Right.

Darlene Kirk: But one of the things that you said is that you want to have like a you were talking about the groups you were talking about OK you have someone that's a business and then you'll think about an artistic sort of person. Right. So that's not necessarily the same.

Amy Marasco: No. Absolutely. What I meant by that is each of your four groups needs to also be populated with an artistic design person.

Darlene Kirk: So that makes it eight right there.

Amy Marasco: No, no, no. It's four groups.

Kevin Hazard: All of those people have to be they have to have something about the arts. We don't want just the resident as an ambassador if they don't understand the process.

Amy Marasco: So let's say you're four groups are no larger I'm going to throw this out than seven people no larger maybe five and three of those must represent the content of what you've agreed to. And then Philip could say you know what I really want another business person on this one. But I also I'm gonna only have one artist or you know what this group needs more of that. That would be Philip's discretion. He's pulling he's saying you are sitting in this group as in the capacity of a resident and also Sally you're in because of your artistic experience. You're a designer, you're a photographer whatever because we're going to be dealing with this promo group this marketing group and we want someone representing the town on that too. Okay. So you know size what I hear you saying which is right is don't make it cumbersome don't make it all of a sudden an organization that's hard to reach three three. Let's say three to five something like that for Philip. That's kind of the range that he should be in. Okay so three to five and one of those on. So four people, four different people are representing the arts. They sit on one of those groups. OK. And Darlene, no? What?

Darlene Kirk: I don't get it. I mean you said three to five people but then you're saying.

Amy Marasco: Per group.

Darlene Kirk: Ok. Per group. I mean that's a lot of people. You're talking 15.

Bridge Littleton: Think about this. If you're talking about legacy businesses if you have one person you're only having one voice represent all businesses. You've got to have at least two so that you know they can tease things out of each other.

Amy Marasco: Right. So they're not just representing their own business.

Bridge Littleton: Their own business. I mean Turner is a great example, right? He would be a great person representing existing businesses. He has no background in retail. He is an in. We have a lot of retail. How does that existing business voice get represented?

Amy Marasco: Right. And that's a good way of as you're recommending to Philip and Philip you come back and say everybody recommended just innkeepers. We need retail or we only have retail and we have no accommodations people. So that's how we make sure each of those groups. And when you say it's a lot of people.

Darlene Kirk: It is.

Amy Marasco: It is a lot of people. This is a very engaging, fun project. And remember, those ambassadors then help continue that brand that you guys have agreed to. [Multiple speakers].

Darlene Kirk: Cumbersome for Philip. That's what I'm thinking. [Multiple speakers]. 20 people.

Amy Marasco: Do you want to split it? Do you want to take do you want to have somebody works with you and does the businesses and someone does you want residents separate?

Cindy Pearson: Would be good to have it in a more like the thing that they did at the sporting library where everybody's together and to have someone like you there overseeing it and have it finished in one hit?

Amy Marasco: You can do that you can do it that way as long as those groups form they need to have a little bit of group identity or they're just individuals. But yes Cindy you can actually do it that way. [Off mic]. What are you asking the ambassadors do? You're asking them to take you're.

Philip Miller: [Inaudible] Inform creative process? Are they going to write a creative brief that that starts this whole process rolling? Or are we asking them to actually be and be part of the process of judging the logos as it becomes an iterative process. [Multiple speakers].

Bridge Littleton: Well remember what we had said over there when Amy came up with the idea of the ambassadors was over there right was that the design firm that we hired had no connection between what they were doing and the people they were actually trying to represent.

Amy Marasco: Right. This is the live in the village for the day. So so as I listen to what you've said if I were one of your ambassadors Philip you would be telling me you're part of our community and we need you to be representing that with the design team. So you're presenting the life in Middleburg. We're gonna take the messages the council is given. But if I'm a business woman I'm going to take those images those ideas you have on legacy elements we call it quiet community comfortable and I'm gonna translate that because what you guys said is you want experts. So the business people are going to say well in my world this is what that means. So the design team is getting the benefit of what you guys have decided which is reflect our community. But you're bringing it down related to the audiences you want to target. So they'll be saying I'm a business woman and I like comfort but that's stodgy and so I have some problems with that. So they'll be working with your design team on that. Kevin.

Kevin Hazard: Like Cindy said is that a good way to get them all together? Bring the design team?.

Amy Marasco: You can definitely do that. It's one of the fastest ways we build federal computer systems. We basically bring stakeholders in and but they work as groups with similar questions representing their own perspective. Darlene.

Darlene Kirk: Is that going to be?

Philip Miller: Too many cooks in the kitchen?

Darlene Kirk: Yeah, bad for you.

Philip Miller: It it adds an entire layer and honestly we might even be better off served by doing something like we've done with the Planning Commission has had their public.

Amy Marasco: Like a charrette kind of a feel? Is that what did your planning commission have, so people reacted to something?

Bridge Littleton: No, no, no. We had them come in and say what would you like to see the plan be like.

Amy Marasco: Ok. That's a way to do it too. I mean you don't. What I did hear you say earlier is none of you are necessarily the experts in in your target audiences and in the design. So it's always gonna get back to that individual, how did I react to it. So the ambassadors are doing two things. They're bringing content in but we've got to make sure it's not burdensome. And they're also truly ambassadors going out. So yes, you could definitely do in a facilitated session so that it's they're not they're basically they are your right arms before you come to council so that you're being able Philip to come to council and say I've already vetted these five designs or something. And the business team has thrown out these three for this reason. Cindy may love that one they've thrown out but now you've heard from Philip why they did that and that's what I heard you say you wanted. You wanted to know the rationale besides just somebodies reaction. Chris.

Chris Bernard: It sounds to me like these teams and whether they do it separately or come together going to inform the creative process in some sort of situation with the design team. And then when the design team puts together whatever they put together they come back it gets vetted through those teams and then it comes back to us.

Amy Marasco: Correct. Correct. And Philip make sure the process moves. So if they're stuck Philip says whoops I gotta get you unstuck. [Multiple speakers]

Bridge Littleton: Here's the thing I think we're going to have to be careful of. We are not going to be the ones using it. Right. Government got one vote right. It's not about what we, if we don't have. [Off mic].

Amy Marasco: But you guys really did place your emphasis OK on your residents and your businesses and your visitors.

Chris Bernard: We're not going let tourists decide what our logo is.

Bridge Littleton: It's going to significantly inform it. Because if it's a logo that tourists just don't connect with even if we love it.

Amy Marasco: Yes you're going to focus group it out once you guys are comfortable with it. Right. I mean that to me that's one of those milestones that Kevin talked about.

Chris Bernard: [Off mic] If we go through this process we put out what our [multiple speakers] and they come back with the storyboards us and we look at it as a group and we say okay we like where you're going here we don't like where you're going here. [Off mic]. So many layers of this.

Amy Marasco: Ok. Let me try to streamline it for you by listening to what I think you've said because I can imagine Philip you're like I have a day job.

John Kevin Daly: So do this at night. [Laughter].

Amy Marasco: So if you did bring so I think we had agreement about how you set up the ambassadors now the ambassadors in the room there is a meeting of the ambassadors. Okay. Where the council is entrusting them in the process that we would agree to then that's in the beginning of that of that day that Saturday afternoon or whatever or probably not for businesses whatever the time period is. Then all of them are there with your design team. So I don't know how large your design team is but you only have four groups. OK. So the design team if I were chair of your design team I'd have four separate tables and I would be describing. Here we go. All of you listen. This is what the council wants. Then the first question would be translate the words here. We're describing Norman Rockwell's little town, we're talking about how it feels and is comfortable. Now I'm gonna give you 30 minutes to businesses in Middleburg express to the design team what it really feels like in Middleburg. So it's in our post office everybody knows each other and says hello. We have great signature events. Whatever it is they're communicating what you want which is the feel of your town. That sense that maybe the design team didn't spend enough time here. Okay they're doing that in a facilitative session. They're all doing it at the same time. And then we would have them report back as a group. Each of the four stations would say we in new businesses really love this and here's how we translate it. And you would be you could listen to that Philips chairing that. Then the design team would have to be taking that to do their storyboards. When the storyboards are ready the ambassador, those four groups would be able to meet with them and say yeah we really love it. We don't like it. And then Philip would can tell Bridge we're ready to have a presentation. So I think if you did it that way it wouldn't be as time committing or burdensome to you. The ambassador teams and then it goes back to Kevin's points, we would list the milestones. The milestones are there's a meeting to attend you're representing your industry that's your first year then conveying what the council has advised but you're translating it from your perspective be it a resident or or whatever even though you do cross over, but in what capacity they're sitting in. The design team then is taking that day in Middleburg you're basically immersing you're immersing your design team in Middleburg for an afternoon and then the design team is coming back. There's

a next milestone to the ambassador. We've sketched some things out. Does this resonate? Yes, I think you've reflected it. We're ready to go to council.

Darlene Kirk: OK. Suppose then when it comes back to the. I was going to say the ambassadors. When it comes back to them maybe they say oh no, you've totally missed it then does it go back to the design team or does it come to us so that we can.

Amy Marasco: I think that's Philip's role as your representative to say because that's money and time. OK. And Philip has to decide if the ambassador team broke down or in fact there is enough of something good that he can move that forward. I think that we have a higher chance of of the design team being more successful because they're listening to what you wanted them to listen to which is listening to the groups that you want to target. But the risk Darlene is real. It's always the risk

Philip Miller: I don't see how we're going to get more out of that than the interviews that they did the 30 some odd people.

Bridge Littleton: So what are we changing. So we've done the one path of have them do 22 interviews or whatever it is, go off do your thing, come back, failure. So now what are we doing different that they will now succeed. Because if all we're saying we don't want to do anything else they're simply going to take the data they had before and go try again with none of of that community input that we're trying to figure out a way to capture.

Amy Marasco: It is why a lot of surveys are troublesome when they're done one on one and why a lot of branding is done in groups for that reason. Because you might interview me and I have my view. Just my view. But when I'm sitting if I'm in the resident group and I go Oh Chris I hadn't thought about it that way. In other words there's that dialogue that happens and the design team is listening. Going OK there are different ideas there. Yeah. And so they I mean I don't know the design team but what they had to do was kind of do themes across 30 interviews or whatever and they didn't get what I heard you guys say they just didn't get Middleburg. OK so this approach gives them teams of Middleburg representing Middleburg. So the ambassadors have a lovely job which is you're representing our town and you're communicating that.

John Kevin Daly: So they're going to meet one day on a retreat four separate tables. And say we want your input one at a time based on each of your tables you can talk amongst yourself to then give us the business, the resident, the legacy business, the tourist. Your comments on these items that then goes to.

Amy Marasco: It goes to the design team.

John Kevin Daly: To the design team.

Amy Marasco: The design team needs to come back and here's where you could choose if you feel like they have learned enough in their independent interviews and this process just gives them the feel that you want then the design team could come back to you guys with storyboards. That's one option. Or they could come back to the ambassador teams and say did what did we hear you. So that's your choice that there's a layer there. It's 50/50. I mean it's how confident you feel in the 30 plus interviews they did. But if you want to streamline a little bit then you would bring it to you guys. I think I would recommend you bring it one more time through the ambassadors plus if you're an ambassador you want to see what happened. So it's that it's that closing that loop. So maybe Philip your question is they just bring it back to the ambassadors you're there. And if it doesn't go well that's very important information for you to share with your fellow council members. But maybe it doesn't go any farther than that. So that would be the meeting that Kevin described and then give the design and this way it's not 9 10 months a good design team can do this quickly. OK. Because they've already got some concepts and they probably already know what you don't like. So what they're going to do. [Off mic.] Yes, yes.

Chris Bernard: They'll have a bigger framework they're just going to drill down into [off mic].

Amy Marasco: Exactly, exactly. What I'll do with this is I'll write this up for Danny so that Philip can and Danny can meet with or I don't know how you guys are doing it meet with the design team and say we're stepping back a little bit here. Here's council's very clear direction and here's the process we want to use OK and that way. They'll hear those things because they're they're design people they'll go oh I didn't know that I'm gonna make that more elegant, I can make that softer, these colors will be better. That's what design people because they're going to hear the collective voice of the council. So I guess the question I would have if you guys is after that one afternoon meeting that's about a three hour meeting probably is what that is. Do you want the ambassadors to have one more shot to look at what the design team does.

Cindy Pearson: Or they could come to a council meeting when it's.

Amy Marasco: They could. Do a joint meeting with the ambassadors?

Bridge Littleton: I'm very cautious of us having 15 citizens and us making sausage at the same time.

Amy Marasco: Sure.

Bridge Littleton: We want them to own it. Let's put it this way. If you're asking me to own something in a process, I want to see what they come up with before it goes up to you guys and say yes I'm proud of that. Or no I'm not. If I was being asked to do that. And that's an hour.

Amy Marasco: That's an hour.

Kevin Hazard: How long between those two meetings would you [off mic]?

Amy Marasco: I wouldn't give any. I wouldn't give a design team more than month. I really wouldn't. I mean I've worked with a lot a design teams that should be plenty of times. [Off mic]. Yeah it does. Exactly. [Off mic]. Exactly. Exactly. And you have a lot of clarity. I mean I when I when Danny called me I thought we were gonna spend much more time up front. You actually have much more similarity in what you are agreeing to direct. So once that design team hears those messages and what you're doing and who the audience really really are I think they're going to be they can do it in a month. Kevin. Sorry, Kevin. Sorry.

Kevin Hazard: You had brought up Jamie's name and we had said earlier that we're not getting the town staff involved but I'm I'm going to throw out, I think they need to be involved. Jamie working with Phil. So that we do have the I'll call it administrative support for Phil's leadership on this.

Darlene Kirk: Well Jamie is going to be working with him.

Kevin Hazard: But that wasn't said earlier on. I'm probably stating the obvious here. [Multiple speakers].

Darlene Kirk: What I meant when I said that is I didn't want something to come to them that they have to make a decision on. [Multiple speakers]. But I don't think that's fair to them.

Kevin Hazard: No they're not the decision makers but they're the admin support to the decision makers.

Darlene Kirk: And I agree with that.

Amy Marasco: OK. I'm glad you clarified that. Kevin you had another.

Darlene Kirk: Phil's inundated.

Philip Miller: I feel like we're going to be in a hamster wheel situation.

Bridge Littleton: What's the alternative? What to you is ideal, in an ideal world. Money and time is no object people are no object. What is the ideal world for you? [Laughter]. I don't want to ask somebody to believe in something they don't believe in.

Cindy Pearson: Can I say something?

Philip Miller: I think we're gonna have too many people, too many different opinions. We're going to beat this thing to death to the point where it's actually going to be more difficult for a design team to sit down and do something. That's what I that's my concern.

Bridge Littleton: So is our scope too big. That's a scope question. It's not a people question because we could say all we want to target is tourists and still have 25 value add people in the room and not have what you just said.

Philip Miller: That it could definitely be a solution if we're willing to focus like that. [Off mic]

Chris Bernard: But businesses support tourists in a big way. So I mean I think there is some kind of crossover.

Amy Marasco: Yeah. When you when you add the businesses together they're really sitting right there with the other which are so you would have to do it lease those. And then if you dropped out your residents you'd all be unelected. No I'm just teasing. So let me Philip tell us what. I want to understand the very important worries you have because maybe we can design something in the process to address those. Sounds to me like you're worried. Wait a minute we're opening up a very difficult process to even more opinions and ideas. Right. OK. So we'd have to be really careful in the guidelines to them. Go ahead, we're muddying the water?

Philip Miller: If we're going after tourism is our 27 votes and we need to focus.

Amy Marasco: And businesses though together are 26. [Multiple speakers]. So you could drop one of the groups and say business and tourism together, new business. Do you see that there is a value to separating the newer businesses from the? Not in this context. OK. So you could do business. And you could do residents. You could have two groups. And the business group would have to be charged with remember it's not just the selling of the product. It's attracting the tourists too which is what would work. Yeah. Kevin.

Kevin Hazard: I think part of the issue is we haven't fully defined the scope of what they're going to do and if we're just if we're giving them feedback, that's a different situation than where we're informing them on how to do it. We're not telling them how to do that because that would make it easier.

Amy Marasco: The ambassador groups?

Kevin Hazard: We're bringing the groups in to advise the Native collab [multiple speakers] the designers on what Middleburg is.

Amy Marasco: That's right.

Kevin Hazard: So I don't think that I think if as long as we maintain that and that's what we have to do as a facilitator you're not here to design this you're here to just give us the look and feel of Middleburg, I don't think that that muddies the water because that's that's what they miss the first time I feel. So we bring people in to tell them that and when they come back say yes you know they're not going to pick the design they're to say yes I think that captures us.

Amy Marasco: Right very that's a very good way to articulate that. So whether it's two or four groups and let's make that decision. But what what you're doing with that ambassador group is you're saying it's a day in the life of Middleburg OK from the perspective of a resident, from the perspective of a business new or newer legacy. And the council is saying this is the overall direction we see as a council that's that quiet comfortable home peaceful. All of

those adjectives that you used. Now the business let's just take the business group the design people are listening. How does that relate to you as a business owner? Tell me what it's like. What is it like? Well we are mostly small businesses we are mostly we mostly live within five miles of whatever it is that they're describing. You know you're not box businesses those things. So they're describing what it feels like to go to your post office to go to one of your events. They're informing the design team on what it's that emotional feel of Middleburg that somehow got missed in the process that they did. That's that's the main job of the ambassador team. If they only did that they would address. Bless you. They would've addressed one of the biggest issues I heard you guys say. Bless you. So if they just did that that's one thing. If they also add that they could look at the design options they're giving you some focus group feedback. Those would be the two things that you're asking them to do. But if they did just the first you've had that one piece that was missing done and that could be a one day event. So let's say we take option. Option A is it's one three hour meeting and you have those teams and we're bringing those teams down to two maybe. [Off mic]. Yep. And so we say to the businesses we're asking you to think about it from the business community of Middleburg and the tourists and residents come. And then for the resident group you're the resident group. OK. What it feels like to be part of this community. Now you've heard council's leadership talked you know you're gonna have a half an hour to really talk to the design team and the design team will have a series of questions you know what does this feel like. Is it friendly is it you know whatever all the questions are the design team will be asking them to inform your design team to feel and represent Middleburg. Then a good design team would take that and they would step back and design some options for you guys. And then I think what I would say is don't let them go to 90 percent design. OK? OK. Have them come back with storyboards with a rationale and giving you some options. OK. Then you guys could say OK here's here's what we like. You'll narrow it down and then the design team will do their final test that they would do normally in focus groups and then you get feedback of the three logos, it was the tourist group they loved the most and you know whatever else. I think that would trim this process down. And yet you would still get that Middleburg feel that you guys all want. How does that sound? [Off mic]. It doesn't have to be a council member but it has to be somebody that you guys can trust that's gonna keep the process going. I mean the way you've described it now it's much more of a process. Okay. It's just how do you guys want to do that. You just it's that singular person that makes sure the names come in it's set up.

Darlene Kirk: I like having a council person on that because they can't I mean you kind of know what we feel.

Bridge Littleton: I mean there does have to be a council person in that room because they're going to turn say we'll have a council feel about that. [Multiple speakers]. We've got to have at least a test you know.

Amy Marasco: And you would have whatever council member Philip if you decide you don't want to do this, Jamie's there as staff resource to you at that session. So let's let's hold on whether you're the lead or not. Let's describe it in steps. Okay. So the first step is ambassador selection. And we know that is town council sending it to person X okay and Y and we have two groups right. We have two groups. We have businesses who will care about visitors And you know residents will care about visitors too. There's the classic story in Bermuda. In a cab many many years ago I went to Bermuda as a kid and my father asked the cab driver how come you you know so much about the island and you're so helpful. And he said in fifth grade we're taught that it's because of you that we can survive. So residents have a role in tourist visitor interaction too. OK. So we have two groups. You guys are going to recommend people in Y. Philip is sorry person X. So the rep OK is going to send that back to all of you. And so you'll have confirmation on that the ambassadors the nominees or whatever. Then there is going to be a two hour meeting, maybe. Maybe it goes three where are the guidelines you've described here are gonna be presented. We will let the design team know ahead of time because they need to be thinking because we're going to put them on a fast track. So let me add that in. The design team needs to be briefed. Then there's a two hour meeting of the ambassadors and they'll have questions and they'll feedback. And their purpose is to give that feel of. Sorry. A day in the life. So they present more of your town how it really feels. OK. Then the design team is going to go back and they're going to redo revise come up with something new. And I think their product is a storyboard and we would need to talk to them a little bit. Don't just come in with a fait accompli. We want to see your creative. Right. Exactly. And then your question here is do you let the ambassador team see it before you do with any of their comments. That's that's a question. But basically whether they look at it again or not. Then your fifth step is whether it goes through them or not that team comes and presents to you guys. You give them direction on that storyboard and then they need to go final.

Chris Bernard: Ok. So step five is reviewed by either the ambassadors or by us.

Amy Marasco: Yes it's a review. Thank you. [Off mic]. Six is your decision. Yeah it's your review. Let's call this review and decision. But remember they're presenting storyboards. They're not presenting final. So they have to take your feedback. They got to go back finish it and give you something that you like. Three designs, five designs, whatever it is. And then you might kick one of those out because you really don't want it tested because you hate it anyway and you don't even care to have attested to that direction. [Off mic]. Yes they've had real direction. Ok. So then the design team goes back. They do a final. Sorry. I'll redo this. Then the town council approves and then the eighth thing is the design team sends it out to focus groups and then the design team comes back to you with feedback. Ok. So going through it again. The ambassador selection happens while that's happening. Your design team is briefed on what's happened here and the rep from here is confirming the list. A meeting is set up for maybe two hours with the purpose to reflect what does it really feel like to have a business in Middleburg, to be in Middleburg, to have a day in Middleburg. What are all those values translated into an actual experience? The design team takes that information back. They create some storyboards. A review is done either with the ambassadors first or directly to you. You'll make that decision and then the team gets your feedback. The design team gets your feedback on their storyboard. So you're not you're saving some money there so they don't go full to production. They come back they factor those in they come back to you with three to five whatever designs you say I like two of them only. Whatever your decision is they go out and test those to their focus groups. They come back to you with the data. You make a decision. Cindy.

Cindy Pearson: Would it be more productive if we hired you to do this ambassador day for us or whomever.

Amy Marasco: You should. It's probably easier if you hire and you've got a lot of facilitators. Yes. Yes it's probably easier that it's not the person who's your rep because that person can have no agenda or no agenda. Right.

Cindy Pearson: But like you have worked us through this in two hours tonight which if we tried to do this ourselves. [Laughter]. One hour. [Multiple speakers]. You can pull that out of them quicker and let them know what it is. Sure, a council rep needs to be there with you. But I think it would be well worth any.

Amy Marasco: It's nice to have someone who doesn't have an agenda except your agenda to get it done. Right. Exactly. This process up until you're ready to send it out February March April. It's like May, to be honest.

Kevin Hazard: [Off mic] Ambassador selection be done by the person who were the first of March.

Darlene Kirk: No, first of February.

Kevin Hazard: I'm saying we should put a timeframe at least a tentative timeframe.

Amy Marasco: I think you should do these. You should. I think you should say when are you going to commit to send in the list. When are you going to brief your design team and get that list back to you guys then you're going to need your. Then you're gonna. You can't set that schedule yet because you've got elements like you've got to find out where you're going to have the meeting. There'll be a lot of logistics but you certainly could say this goes from January. And we want to be. What is your current scope when are you supposed to be done? What's the current contract? [Multiple speakers]. Well let's think of it a different way. When do you have something that you so love in town that you would want to unveil your final. I mean your Christmas Parade is a very known thing. What else do you have?

Chris Bernard: When's the website getting released?

Amy Marasco: That's a good question.

Kevin Hazard: When we get this.

Amy Marasco: By July 1. OK. So I think what we'd say to the design team is you need to be back and finished. This isn't done in May. You know what. [Laughter]. So that gives you a little bit of wiggle room if you need it.

Cindy Pearson: The plane that flies around town with [inaudible]

Bridge Littleton: You know what's good if you make it May. I would say even the end of May, that gives it a month for the website people [inaudible].

Amy Marasco: Exactly. Right.

Bridge Littleton: So when it launches you never rebrand it.

Amy Marasco: Right. [Inaudible].

Kevin Hazard: If we know it's going to take us that we ought to be able to put a time frame on each [inaudible].

Amy Marasco: Well I mean sure. OK. So what is today? January 16th How soon can you get to person X your comments about who your ambassador teams are.

Darlene Kirk: We should be able to do it in a week.

Peter Leonard-Morgan: I mean really not long.

Bridge Littleton: COB Friday.

Amy Marasco: COB Friday. Ok give me the date. The calendar date. [Inaudible].

Bridge Littleton: How hard is it? Five names. Everybody think of five names.

Amy Marasco: Right. OK.

Chris Bernard: And they don't have to agree [inaudible].

Bridge Littleton: Exactly. We're not going to send them all to everybody. We're all just going to send them to one person.

Amy Marasco: OK. Is your design team local? Where's your design team? Richmond, but teleconference. OK. So you could talk to them this Friday. I can with you write this up so that you can read it I had to write it quickly. It's hard. I've done this with holding a mike at the same time. Okay. And then you could brief on Friday OK? The design team so they know what's going on. [Inaudible]. OK. All right. And then it would take you're not all going to have the same five people. There's going to be a little bit of work. And you have to reach out to make sure they're interested too. Do you want to first go back and make sure everybody's comfortable then with the list before Philip or whomever reaches out to them?

Chris Bernard: We have a meeting next week right.

Darlene Kirk: Yeah we do.

Chris Bernard: Should you have the list that we talked about it then?

Amy Marasco: Ok.

Bridge Littleton: Why not?

Amy Marasco: OK. What's the date on Thursday. 24th? OK.

Amy Marasco: Then I would say that add a few more in to your recommendations because not everybody is going to be willing to be an ambassador. OK? So give Philip. Philip you're still in right? Yeah. OK. Good. [inaudible]. I know he does.

Bridge Littleton: One thing I want to say, one thing I actually really liked about the ambassador idea as well as you're building in public support at the beginning.

Amy Marasco: Right.

Bridge Littleton: If they're part of the develop of this when it gets done and goes out they are going to be champions.

Amy Marasco: Right.

Bridge Littleton: Built in champions.

Amy Marasco: Exactly. Right. Ok. So you should be able to have your... We hope. You should be able to have your meeting mid-February.

Darlene Kirk: Your ambassadors meeting.

Amy Marasco: Your ambassadors meeting. That two hour.

Darlene Kirk: On a Saturday or something.

Amy Marasco: Saturday or something I mean with businesses that's tough. Businesses are tough. A lot of business prefer a Monday meeting only because. In the morning, yeah. So give me on Monday and February that's not a holiday just as a tentative date. [Inaudible] calendar. The 11th? And 11th we don't have...?

Danny Davis: The 18th is President's Day.

Amy Marasco: OK. So let's go with the 11th and then obviously this has to be confirmed with a design team that they can come. So these dates you know something in that timeframe. The design team should be able to come back with storyboards with you. I had to do a...

Cindy Pearson: By the first of March?

Amy Marasco: Oh without question. I had to do one in four days for the White House. I mean if you're motivated you're motivated. So I'd say let's give him 'til March 1st. Yeah. OK? They're gonna come back and you're gonna talk. Why don't you talk at your next council meeting.

Cindy Pearson: I think they should see it. If you want him involved in it they need to.

Amy Marasco: I think that it gives them closure at least. Yeah.

Darlene Kirk: You're gonna bring us all roses?

Amy Marasco: [Laughter]. Okay. And then they need to present to you. Do you typically want that at a council meeting or do you set up special meetings for that? [Off mic]. Special meeting? Okay. So Danny when in March so I avoid a council meeting? What would be proposed? [Off mic].

Darlene Kirk: Yeah.

Amy Marasco: [Off mic]. Okay.

Darlene Kirk: 21st?

Amy Marasco: 21st

Bridge Littleton: At least not because they guessed.

Amy Marasco: Okay. All right. So then they'll get feedback from you on the storyboards on the 21st. They should take another two weeks. Give me a two week deadline from there. Not right on tax day. April 4th? Okay. And when is your next? Well you could have a special meeting. So they've got to go final on the 4th and you'll have to have a meeting to make your final selections. So I need another date that the council can meet. Very close to the 4th of April.

Darlene Kirk: The 5th.

Amy Marasco: Okay. That would be nice. [Off mic]. Okay. [Inaudible]. Give me a next. [Off mic]. Tenth is too late for them. We're gonna have a hard time hitting May if we wait not long.

Bridge Littleton: Before we put too many things on the schedule because you may come back and find the perfect right four or five ambassadors that you absolutely want to have. But they came at the end of February and it shifts everything.

Amy Marasco: Right.

Bridge Littleton: So let's get to that date.

Amy Marasco: Okay. [Off mic].

Bridge Littleton: And then it's it's D minus whatever.

Amy Marasco: Okay. So in fact that's a very good idea. So let's just say that once you go what I really only care about here is the time in between. Right.

Darlene Kirk: Exactly.

Amy Marasco: Okay. When the ambassadors meet the design team gets two weeks. Okay? To be able to do their storyboard.

Bridge Littleton: Right.

Amy Marasco: Okay. And then after they present to the ambassador teams if you want and to you guys with the storyboards they have two weeks to go. Two to three weeks for them to really present something final. They present to you. There may be some tweaking. Usually there would be and there will be a one week turnaround after your final one week. Okay? And then we have the public pilot branding pieces and then they have three weeks to test them. Then they come back after that three week. Give them three working days to do their analysis. They come back, brief the council, and with full clarity the council will make decision. And you'll be done by May.

Bridge Littleton: So one quick question I want to ask. I trust Philip is still willing to help lead the process, but I want us to make sure that we give him the needed empowerment and freedom of action to do this the right way because the only person at this dais who actually has branding and marketing experience in a real sense is Philip. So especially around the people that get selected for this. We're all going to make recommendations, right? And I don't want to supersede anybody here, but who he takes and puts on that team from that list and I'm going to say if Philip feels it's only five people. Unless there's a huge problem. It's his discretion.

Darlene Kirk: I agree.

Peter Leonard-Morgan: No question about it.

Bridge Littleton: Okay.

Amy Marasco: Okay everybody in agreement with that?

John Kevin Daly: [Inaudible]. You have the power.

Amy Marasco: Okay. I'm sorry that you're about a half an hour more than I thought. But I think you've done more than I actually thought in the scope. You guys did a great job. Philip congratulations. [Laughter]. [Applause]. Okay. I will work with Danny and Jamie just to get these hieroglyphics down to something that you can read. We can work on that right away. Okay. Thank you guys. This was fun. It was nice to meet you.

Everyone: Thank you.

Amy Marasco: It's nice not to be on the dais [inaudible]. [Laughter].

Bridge Littleton: OK. One sec. I'll make sure there's nothing else to do here. Just adjourn. Meeting adjourned.