



**MIDDLEBURG TOWN COUNCIL**  
**Special Meeting Minutes**  
**Monday, April 5, 2021**



**PENDING APPROVAL**

<b>PRESENT:</b>	Mayor Trowbridge M. Littleton Councilmember Chris W. Bernard Councilmember Morris “Bud” Jacobs Councilmember Peter Leonard-Morgan	Vice Mayor Philip M. Miller Councilmember J. Kevin Daly Councilmember Darlene Kirk Councilmember Cindy C. Pearson
<b>STAFF:</b>	Danny Davis, Town Manager William M. Moore, Deputy Town Manager	Rhonda S. North, MMC, Town Clerk A.J. Panebianco, Chief of Police

The Town Council of the Town of Middleburg, Virginia held a special meeting, beginning at 6:00 p.m. on Monday, April 5, 2021 to discuss the Town Hall Project. Due to Governor Northam’s executive orders requiring that people social distance, the Council meeting was held as a remote meeting, with the Council and most of the staff participating in-person and the remainder of the staff and the audience participating remotely.

Mayor Littleton explained for the viewing audience that it was the Council’s responsibility to conduct essential public business despite the COVID-19 pandemic; however, it recognized the need to do so safely, not only for its members but also for the Town staff and members of the public. He further explained that to that end, in accordance with the Council’s resolution declaring a local emergency and its ordinance implementing emergency procedures and effectuating temporary changes to address the continuity of governmental operations, the Council would hold its meetings via remote access until such time as the Governor rescinded his executive orders. Mr. Littleton advised the viewing audience that copies of the agendas were available on the Town’s website and that the meetings would be livestreamed and recorded for viewing on the website. He reviewed the process that would be utilized for the remote meetings.

Mayor Littleton led Council and the staff in the Pledge of Allegiance to the flag. The roll call was called at 6:00 p.m.

**Budget – Town Hall Project**

Mayor Littleton reminded Council that the initial cost estimate for the project was developed based on the preliminary concept design; and explained that it had increased for a number of reasons, including that the building was slightly larger, the significant impact of the COVID pandemic on construction costs and the increased construction industry has resulted in price increases. He explained that the purpose of the meeting was to get a sense of how the Council felt about the estimate and to allow them to give direction to the staff. Mr. Littleton reminded Council that a new Town Hall was badly needed. He opined that it would last for at least fifty years; therefore, the Town needed to get it right.

Town Manager Davis introduced Bill Downey and Kevin Fallin, of Downey & Scott, the Town’s construction management team. He reminded Council that they were looking out for the Town’s best interests and advised that they were brought in at the design phase for a reason. Mr. Davis noted that Council had two memorandums related to this item, the latter of which identified the all-in cost of the project, which included the land acquisition, architectural design and engineering, construction management, site development and FFE (furniture, fixtures, and equipment). He reminded the members that the Town was already committed to \$1.4 million in costs. Mr. Davis further reminded them that some of those costs, including the property acquisition and construction management, were not included in the original cost estimate. He explained that after receiving the initial construction estimate, Downey & Scott worked to determine if that number was correct and what value engineering could be done to reduce it. He reported that they have already identified \$650,000-700,000 in potential value engineering savings; however, there could be more. Mr. Davis advised that the Project Review Team was also looking at a limited amount of space reduction to reduce the cost. He reported that the project had been value engineered down to an all-in cost of \$9 million.

Town Manager Davis reminded Council that the original cost was based on a draft concept plan that was not subject to detailed engineering or a full site analysis. He reiterated that there had been numerous changes to the project since the original estimate was prepared. Mr. Davis advised that the Project Review Team wanted to make sure the building was sized correctly; and, noted that there was an increase in the core services space. He advised that the project now involved the development of approximately two acres of land, public parking, storm water management and the development of the Village Green. Mr. Davis reminded Council that the original concept was to just provide parking to serve the building; however, it was now proposed to include forty-eight spaces to allow for parking for the Town Hall and Village Green, as well as overflow parking for the downtown area. He advised that the public restrooms were also expanded to accommodate events at the Village Green. Mr. Davis reiterated that the original budget did not include the acquisition of the Kaye property, construction management services or the impacts of the COVID pandemic on construction costs. He noted that his memorandum talked about the financing options for the project.

Mayor Littleton opined that the goal was to construct the right facility at the right price. He noted that there were choices that needed to be made. Mr. Littleton advised that if the cost increased, this was okay; however, the Council needed to make sure this was acceptable, as the Town may have to give up doing other capital projects in the future.

In response to an inquiry from the Council, Town Manager Davis reported that after the proposed reductions, the building would be approximately 11,600 square feet.

Bill Downey advised Council that as designed, the building was 12,950 square feet, with an additional 1,500 square feet of unconditioned areas in the form of porches. He acknowledged the budget collision and explained that the goal was to get direction from the Council as to the ceiling amount for the project budget. Mr. Downey advised Council that the value engineering process was an iterative one, meaning it would be ongoing throughout the project. He noted that space reduction was just one element of value engineering.

In response to inquiries from the Council, Town Manager Davis confirmed that \$1.4 million had already been contractually obligated or spent. He advised that the Town would receive a \$500,000 grant from Loudoun County for the project; the Council had authorized the use of \$1 million of undesignated fund balance, not all of which had been spent; and, in the current scenario, the Town would borrow \$8 million. Mr. Davis noted that once the loan rates were received, he would have a total picture of the financing.

In response to an inquiry from the Council regarding the effects of the COVID pandemic on construction costs, Mr. Downey advised that he believed the increases would slow later this year; however, he would not serve the Town well to say the costs would reverse. He noted that while no one could definitively say what would occur, the belief was that the supply chain shortages and price increases would continue for the remainder of the year. Mr. Downey advised that the cost estimate was based on current dollars in the first quarter of 2021 and opined that the construction industry had seen the worse of the increases. He noted that two estimates had been prepared, including one by his firm, and advised that they were both close in numbers.

In response to an inquiry from the Council regarding whether the Town would be able to borrow more money in the future if it borrowed \$8 million for this project, Town Manager Davis noted that the Town had a significant amount of money in its undesignated fund balance that could be used in an emergency. He advised that if the Town needed additional money for another project, the staff would analyze the Town's ability to borrow money at that time. Mr. Davis noted that Utility Fund debt was different. He further reminded them of the \$1 million of undesignated fund balance that was planned for this project and advised that not all of it had been used to date. In response to an inquiry from the Council, Mr. Davis confirmed the Town had not maxed out its debt load capacity for the Utility Fund. He advised that it would be close to one ratio with regard to the General Fund.

Mayor Littleton noted the need to plan for the worst-case scenario.

Town Manager Davis noted that if needed, the Town would always have the opportunity to refund the debt and borrow a higher amount.

In response to an inquiry from the Council about the proposed design changes, Mr. Downey advised that one suggested change was the removal of the clear story above the Council Chambers. He stressed no firm directions had been given to the architect, as any changes were decisions of the Council. Mr. Downey advised that he identified \$675,000 worth of potential cost savings/value engineering ideas. He noted that another was to pave the parking lot with asphalt, as opposed to permeable pavers, which would result in a substantial cost savings.

The Council noted that the Town often required the use of permeable pavers on projects and opined that it would be difficult to not set an example in this area.

Councilmember Bernard, a member of the Project Review Team, reminded Council that the Team had reviewed possible value engineering items, including the possibility of reducing the spaces by 10%, to get the cost down to \$9 million. He noted that reducing the spaces would not result in a one-to-one cost savings.

Town Manager Davis reiterated that the value engineering items that had been identified totaled \$675,000 and the reduction in space totaled \$325,000, for a total cost reduction of \$1 million. He noted that the Project Review Team was not looking for a line-by-line review of the reductions but rather was looking for a total project budget number.

Councilmember Jacobs suggested the Council not design the project by committee. He advised, however, that he was not prepared to make a decision on the total budget until he understood the proposed changes in the design.

Mayor Littleton suggested the Project Review Team identify items, including their cost, that could be deleted for the Council's consideration based upon an \$8 million, \$8.5 million, and \$9 million budget.

Councilmember Kirk opined that the Project Review Team should not reduce the space within the building without the Council's approval. She advised that she was willing to increase the budget. Ms. Kirk reminded Council that there would also be change orders associated with the project. She expressed a desire to not repeatedly redesign the building. Ms. Kirk opined that the Council could not predict the total cost and must be flexible. She noted the need for the entire Council to know what was going on with the project. Ms. Kirk also noted the need to build to the future.

Councilmember Bernard advised that no decisions had been made regarding value engineering/space reductions. He explained that the Team was asking for the total budget number that they should work toward so they could identify items for the Council's consideration.

In response to an inquiry from the Council as to the total cost if the project were constructed as currently designed, Town Manager Davis advised that there were value engineering items that could occur that were not programmatic. He further advised that with the value engineering items identified to date, the total project cost would be \$9.7 million.

Mr. Downey advised that the project, as currently designed was a \$10 million project. He noted that the value engineering did not include a reduction in square footage; and, advised that it was the same building but a reduced cost. Mr. Downey reiterated that he had identified \$700,000 in savings through value engineering.

Councilmember Kirk noted the need for a quality building so it would last. She further noted the need for space for future growth in the staff.

In response to an inquiry from the Council, Town Manager Davis reported that the Loudoun County Board of Supervisors would vote on their Capital Improvement Plan on April 6<sup>th</sup>. He advised that it included a grant for the Town Hall Project in FY '23 and opined that there was no reason they would remove it.

Councilmember Leonard-Morgan advised that he thought the idea was to use the grant to reduce the Town's cost for the project. He expressed concern about spending more money at this time and questioned whether it was possible to do a different design. Mr. Leonard-Morgan advised that he was not comfortable with a \$8.5-9 million budget. He opined that the square footage was high and suggested it be revisited. Mr. Leonard-Morgan opined that there were rooms that were proposed that were not needed.

Vice Mayor Miller reminded Council that this was a multiple-project project that included a public parking lot and Village Green that were not included in the initial cost estimate. He suggested the Town do as much as it could to get the project as close as it was presented. Mr. Miller questioned whether saving money by eliminating the pervious pavers was the right thing to do and suggested the Town should put them in since they asked others to do the same. He reminded Council that space needs assessments were conducted by two separate firms and noted that the Council was not experts in this field. Mr. Miller suggested the need to accept their recommendation or change the project. He advised that he had no problem with it as it was currently designed, as the items that were added to it added value to the town and were things the citizenry had identified (during Comp Plan charrettes) as being needed. Mr. Miller reminded Council that this was something they have been discussing over the past seven years. He suggested they identify a total budget number and stick to it as closely as possible. Mr. Miller advised that he was not scared of the number.

Councilmember Daly suggested the Council do the project right the first time and not redesign it. He opined that the building would be a show piece for Middleburg and that it had lots of value-added add-ons. Mr. Daly suggested the Council identify a total budget number, allow the Project Review Team to identify reductions to the project to fit within it and see whether this was what the Council wanted. He reminded the members that the design needed to be viable for sixty years and that the Town would spend more in the future if it had to add additions to the building.

Councilmember Pearson agreed and noted that this was a project of which the Town needed to be proud. She reminded Council that the employees were housed in a sick building and noted the need to plan for the future. Ms. Pearson further noted the need for a budget cushion as there would be change orders. She agreed the Council needed to be comfortable with the total budget number and advised that if that was \$10 million, they needed to be ready for it. Ms. Pearson noted the need for Council to be together on this decision; however, she suggested they could not continue to delay it, as it would only cost more.

Vice Mayor Miller reminded Council that from the beginning, they said they did not want to raise taxes due to the project and advised that they would not be.

Mayor Littleton suggested that people, including the Town, needed to live within their means. He agreed the building needed to meet the Town's needs for the present and future. Mr. Littleton acknowledged that it was going to cost more than the initial projection of \$6.5 million. He agreed it would cost more to delay the project. Mr. Littleton advised that the Council needed to get comfortable with a total project budget number and know what they were giving up when they set that number. He reiterated his suggestion to identify what the project would look like at \$9 million, \$8.5 million, and \$8 million so the Council could make a decision. Mr. Littleton suggested the Council get that information and meet again to discuss the budget further.

In response to concerns that were expressed about a possible delay to the project schedule, Town Manager Davis opined that this would not require a redesign. He reminded Council that the design work had been placed on pause until the Council could identify a budget number. Mr. Davis advised that if the project were paused long enough, it would result in increased long-term costs, as the AE and CM contracts would need to be extended. He agreed that ballpark figures could be provided to the Council and noted that the Town could not ask the architect to design three different buildings. Mr. Davis summarized that the Council would like to have a menu of the value engineering items and space reductions that would be necessary to achieve the three different dollar figures. He advised that this would only be dollar figures, not designs. Mr. Davis reminded Council that the \$9 million figure already included a number of reductions. He advised that the Project Review Team would try to find additional ones to get to \$8.5 million; however, he noted that it would be difficult.

The Council held some discussion of the timeline for developing those numbers.

In response to inquiries from the Council, Mr. Downey reiterated that the all-in cost of the project was \$10 million and that it had been value engineered down to \$9 million. He opined that a 10% reduction was achievable without a lot of pain; however, more than 10% would result in a project redesign.

Councilmember Pearson opined that the Council needed to consider a \$9 million budget and advised that, thinking ahead, the Town would need the space to accommodate future growth.

Mayor Littleton questioned the amount of growth that would occur. He also questioned whether a larger Council Chambers was needed and advised that he did not want to design the space for a once-a-year sized meeting. Mr. Littleton further advised that he wanted to design a building that addressed 90% of the Town's needs.

The Council held some discussion as to what level would require a project redesign.

Town Manager Davis advised Council that reducing the building by 1,000 square feet would result in \$250,000 in cost savings. He further advised that greater than a 10% reduction would require a significant program change. Mr. Davis noted that the staff would identify some suggested space reductions by priority for the Council's consideration. He advised that the additional tiers would allow for no future growth. Mr. Davis noted that Downey & Scott would also continue to value engineer the project.

In response to an inquiry from the Council, Town Manager Davis advised that a 3% interest rate was conservative and appropriate for a planning number. He reminded Council that the market was unpredictable at this time. Mr. Davis advised that the Town had a strong case for reduced interest rates based on its financial strength and opined that it would continue to be successful. Mr. Davis expressed hope that the rates received would be even better. He noted that the banks were also asked to provide rates for a twenty-five-year loan, which could reduce the annual debt service payment to \$480,000. Mr. Davis acknowledged that this would come at a long-term cost. He reminded Council that the RFP responses were due April 9<sup>th</sup>.

The Council asked the staff to identify what the project would look like at \$10 million, \$9 million, \$8.5 million, and \$8 million.

Councilmember Pearson suggested the Council stop reducing the total cost before a redesign would be necessary.

Councilmember Jacobs noted that Glave & Holmes referred to the design as "country chic" during the Public Outreach Session. He advised that he did not like that term and noted that the goal was to design a facility that adequately met the Town's needs for fifty years.

After some discussion, the Council agreed to hold another special meeting on April 12<sup>th</sup> to continue this discussion.

There being no further business, Mayor Littleton declared the meeting adjourned at 7:31 p.m.

APPROVED:

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Trowbridge M. Littleton, MAYOR

ATTEST:

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Rhonda S. North, MMC, Town Clerk

## April 5, 2021 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](http://www.middleburgva.gov))**

**Bridge Littleton:** Ok, we'll call the special meeting to order, even though it's not on here, we will do the Pledge of Allegiance.

**Everyone:** [Pledge of Allegiance]

**Bridge Littleton:** Okay, thank you. Let me read the remote meeting thing here. It is the Middleburg Town Council's responsibility to conduct essential business despite the COVID-19 pandemic. However, it recognizes the need to do so safely, not only for its membership, but also for the town staff and members of the public. To that end, in accordance with the resolution confirming the declaration of a local emergency and the orders to implement emergency procedures and effectuate temporary changes to address continuity of government operations during COVID-19, the town council will hold its meetings via remote access until such time as the governor sends his emergency order mandating social distancing. Copies of the previously referenced documents are available on the town's website for those who wish to view them. Okay, now that we have done that, the next item here is the roll call. Darlene.

**Darlene Kirk:** Darlene Kirk.

**Bridge Littleton:** Philip.

**Philip Miller:** Philip Miller.

**Bridge Littleton:** Bridge Littleton.

**Peter Leonard-Morgan:** Peter Leonard-Morgan.

**J. Kevin Daly:** John Kevin Daly.

**Cindy Pearson:** Cindy Pearson.

**Chris Bernard:** Chris Bernard.

**Bud Jacobs:** Bud Jacobs.

**Rhonda North:** Rhonda North, Town Clerk.

**Danny Davis:** Danny Davis, Town Manager.

**Bridge Littleton:** Okay, that is everybody. And so let me pull up the memo here. All right. [off mic] Yeah, no kidding. God, wouldn't it be nice if this was actually Thursday? Okay, so thanks everybody for coming to the special meeting. Really appreciate it on such short notice. I'm going to turn it over to Danny here in a second. But just to sort of level set, the reason we want to get everybody together was around some of the initial cost estimates that have now come in after. So we've got our preliminary design from the folks helping that we've hired to help us design the building. And they've got some preliminary cost estimates. Now, those based against the cost estimates we had a year ago when we did the first space needs study, you know, a lot has changed. The building, it's I mean, it's a little bit bigger, but it's about the same. But COVID-19 has had a significant impact on things like lumber and building materials. And I mean, the building industry is going nuts, so their prices have gone up. And so what the idea here is for Danny and the team to go through

sort of where everything sits, what the current state of affairs is, and then get from us a sense of, you know, how we feel about the new, you know, estimate and what kind of direction they need from us in terms of what steps to take next. And so whether that's looking at efficiencies or maximizing use or whatever it is, that's the idea. We wanted to do this as a special meeting because, I mean, this meeting could be 30 minutes. It could be two hours, just depending on how much we all want to, you know, discuss it and understand all the details. And we didn't want to have the humdrum of the regular meeting pressing us to get everything else done, but really be able to take the dedicated time to focus on it and, you know, examine this issue. Since this is a generational decision. You know, the town offices, a new town office is badly needed and it's going to be with us for the next 50 years. So we want to make sure we get it right. With that, Danny, I'll turn it over to you to start off and we'll go from there.

**Danny Davis:** Very good. Thank you, Mr. Mayor and council members, for meeting with us this evening. And sorry, I'm back here in the corner, but it is good to have everybody together. I do want to make sure and introduce the team that we have on Zoom with us. Bill Downey and Kevin Fallin are from Downey and Scott. They are our Project Managers, Construction managers really our right hand team that are serving as our partners and our advocates on this project. They're looking out for our interests. And I think that's very important to make very clear that we brought them on for a very specific purpose and we brought them on in the design phase for this very reason. A lot of people will bring on a construction management firm during construction only, which again has its own value. But there are significant value in bringing them in early in the process. So we really enjoy working with Bill and Kevin. And of course, Will is also on if we have other questions for him to answer. But you have two memos in front of you. The original memo was in the packet distributed on Friday. And I sent out a memo to you this afternoon about five o'clock with some initial information. It's also printed up for you. And that's the one dated April 5th today. I think that's the important one to walk through with you as we go through this. The first is important to remember that when we talked about all in cost for the project, there are a variety of costs that go into this. It's not just simply building a building. It's the acquisition of the land, the design. It is the contracts that we have with our A/E firms as well as our construction management firm. And then it's the site development building and the furniture fixtures and equipment. And as noted here, we've committed about one point four million already to that. Some of that, as stated later in the memo, was not originally planned in our budget, including the property acquisition. But the Kaye property behind us, as well as the construction management costs, which were not originally programmed in our original figure. As the mayor mentioned, we received an initial cost estimate from the design team and immediately we went to work with Downey and Scott to start looking at what are the realistic figures? Are these actual numbers and are there ways to begin looking at value engineering? Are there ways of looking at potential reductions so that we could bring this down to a more manageable cost that fits within our expectations? And so laid out here, you will see they've already identified and this Value Engineering is an iterative process. It's not a one shot at it. But as of now, already we've identified between six hundred and fifty, seven hundred thousand dollars. And we know that there could be more as well in that process off that original cost estimate, as well as beginning to look at some potential limited space reductions on the program as would be required if we need to find additional cost savings. And the value of those two together, we believe brings the project down to an approximate all in cost of nine million dollars. What we have done then is broken out the various aspects of that costs. That takes you to nine million and you can read that in front of you and we can talk about that in more detail if needed. Really, what I think is one of the most important parts of this is to talk about what has changed since the original budget was put together. And this, again, goes partly to what the mayor was discussing. The very, very original budget number that we put together was based on the very draft concept. It wasn't subject to detailed engineering and it wasn't subject to really a full detailed site analysis. So there are various aspects, such as making sure the building actually is sized appropriately. And we've had that conversation with you already about the space needs study, in the increase in square footage to accommodate all of those core services. The site development is nearly two full acres. It isn't just simply the land needed for the building. It's fielding all the parking, the parking that goes north as well as the Village Green and the storm water management that goes along with that, which has significant costs in it. We have added and to that point about parking. Our original plan had anywhere between 28 and 30 spaces, and that was our anticipated number of parking spots. We're now up to about 48 spaces. And I believe, as we talked with you through this process, that was also an intentional effort to make sure that we're providing sufficient space both for the Village Green and those coming to do activities at the Town Hall, as well as to provide overflow parking for visitors who come to the town on weekends or other activities and to make that connection to downtown. We've also expanded the public restrooms to accommodate these types of events and activities and made them accessible even outside of business hours. As mentioned before, the property acquisition and construction management contracts have increased from the original price because they were not originally included. And then, as the mayor referenced COVID impacts on our

current costs. The numbers vary and if there are questions as we go along in the dialog, Bill or Kevin would be happy to answer it. But we've seen, as you can see, crazy swings in the cost of lumber, so much so that prices were increasing every Friday. You heard this from suppliers as well as you see labor copper and steel, among other costs as well. And that impact is significant when you look at the budget of this amount. So that is at this point where we stand with potential cost of the building. I think it might be worth stopping there at this point. We lay out further in the memo discussions about financing the ability to afford this from a revenue standpoint and the ability and where those funds would come from to pay for the project. I see as a separate conversation. They're intertwined, but I think it might be helpful Mr. Mayor, if you'd like to go ahead and stop at this point. We can take questions or answer anything you might have.

**Bridge Littleton:** Yes. I mean, Just [off mic] quickly. I think, you know, so. Yeah, lumber is up 180 percent in the last 18 months. [off mic] So I think and I know what our goal here is to make sure that we get the right building, the right all in facility, the right one. And they both drive each other. Right. There's got to have. And there's great to have. And there is good to have. And then there's what we need to be able to afford and finance over the long. [off mic] microphone on. Over the long term. And at the end of the day, I think one thing we want to consider, too, is it comes down to choices. Right. So and I mean, when I say choices, I mean, choice of what we want in the building, choice of what we want to do. But if there's an increased cost, that's OK. I mean, I'm OK. I recognize things change from where we started this process a year, year and a half ago or whatever. But also, you know, we've got to make sure that we understand if we're going to have to give something else up. Right. Because we don't have unlimited money. So if we've got CIP things that need to get delayed, that's OK. But just we recognize that we have to do those things and we can do those things. There's nothing wrong with that. We just want to figure it out. And it's got to be a balance, I think is the right way to say it what's the right balance. So anyway, yeah, I guess I mean, Danny, what do you think is, how do you guys want to handle this? I mean, do you want to go around and get initial input and feedback from everybody or? [off mic] Let's do that.

**Chris Bernard:** Can I ask a really quick question just before we start?

**Bridge Littleton:** Yeah go ahead.

**Chris Bernard:** These numbers in this breakdown, total cost on the first page. Are those based on the building after the 10 percent reduction?

**Danny Davis:** Yes.

**Chris Bernard:** So we're looking at like 11,250 ish?

**Danny Davis:** So, no we're looking at closer to 12 six. [multiple speakers]. I'm sorry. I'm sorry. 11 six.

**Chris Bernard:** Okay cool.

**Danny Davis:** But again, this is looking at [multiple speakers].

**Chris Bernard:** I just wanted to know what square footage to base this on.

**Bridge Littleton:** So Bud you wanna go first?

**Bud Jacobs:** Sure.

**Cindy Pearson:** Bridge before he goes.

**Bridge Littleton:** Yeah.

**Cindy Pearson:** Do the gentleman on, do they have anything they want to add before we start asking questions?

**Bridge Littleton:** Yeah, Danny. Did you want them to.



**Danny Davis:** Yeah, absolutely. I mean, I'm happy to turn over to Bill and let him talk through.

**Bridge Littleton:** So. Bill. Yeah. Bill, any input before we start the round robin.

**Bill Downey:** Sure. Just to recap where we are, the design team wrapped up schematic design based on the program validation and the space needs study. The building size as of right now is just under 13,000 gross square feet, with about another 15 to 16 hundred square feet of unconditioned porch spaces. So it's twelve thousand nine hundred and fifty square feet as it's currently envisioned. And we know there's a budget collision and we want to hopefully walk away from this work session with a clear direction as to what we need to do and what the town leadership sees as the ceiling here for this project budget and decisions will be made accordingly. But the entire time as just to repeat what Danny mentioned, the value engineering process is going to be an iterative, ongoing process moving forward from here on in. And space reduction is one element. And so I really want to be a resource to you all tonight if you have questions, feel free to ask myself and Kevin Fallin, who is also on the line. But we need to bring this program to meet the budget in lieu of bringing your budget to meet the program is where I'm going with this.

**Bridge Littleton:** So, Bill, I appreciate that. That makes a lot of sense. I mean, that just formed out for us what our goal is here tonight. So Bud we're going by best shirt first. [multiple speakers]

**Chris Bernard:** Just draw the mustache.

**Bud Jacobs:** Where's my Ferrari. [laughter]

**Bridge Littleton:** Mask Higgins.

**Bud Jacobs:** Couple of questions. When we discuss all the hidden costs in your memo, you note that the town has committed approximately one point four million in land design, engineering, construction management. That money is, would you say committed? Do you mean obligated? Is it spent?

**Bud Jacobs:** Allocated. It's done and dusted.

**Danny Davis:** It's contractually obligated.

**Bud Jacobs:** Okay, good.

**Danny Davis:** Yes.

**Chris Bernard:** [multiple speakers] the architect.

**Bud Jacobs:** Portions of it have been [multiple speakers] Right. The land acquisition cost is [multiple speakers].

**Danny Davis:** That's completely spent. I mean, theoretically, we could end the construction management contract if we chose not to go to construction and we wouldn't spend every penny of the [multiple speakers].

**Bud Jacobs:** Sure. Okay got it. So the nine million dollar all in the estimate that you provide. If I'm doing this right, we've obligated or committed, as you put it, a million three three nine.

**Danny Davis:** Yes.

**Bud Jacobs:** So what we're what we're talking about in terms of what must be financed is, what? Is it, seven point six million or is it some greater portion of the nine million of that?

**Danny Davis:** For financing? [multiple speakers] So on page two, we get a little bit into the breakdown of the financing. There's a little bit of a difference in here because we have a county grant.

**Bud Jacobs:** Right.

**Danny Davis:** We received or will receive, I should say, next fiscal year or in two fiscal years. And we've already put certain cash in there while the council has authorized up to a million dollars in cash already. And that was in fiscal year twenty. We've not spent that full million yet. Of those funds that we spend out of cash, we can reimburse ourselves with future financing or debt, if you will.

**Bud Jacobs:** The number I'm trying to get at and I read all this, I understand mostly I think the breakout. But from all of this information, I don't get a number that we would actually be financing. How much money will we be borrowing, according to this?

**Danny Davis:** Yes. In this scenario I would anticipate us financing the full eight million dollars listed out on the back page and not expending any additional funds from unassigned fund balance [multiple speakers] that would leave us with those funds for your future needs, buffer things like that. That would be still, I will say in a sense, to be determined as we get rates from the banks and we analyze it with Davenport at the Finance Committee. We will look at if we have the total project cost and we could pay some cash, some financing. Is it best to finance the full eight million or only a portion?

**Bud Jacobs:** Okay well you're getting ahead of yourself there, because the question we're being asked is what our number is.

**Danny Davis:** Sure.

**Bud Jacobs:** And for me to vote rationally, I kind of want to know what the amount of money we're borrowing is. So if it's eight million, if that's the answer. Okay. And I guess this may be a question for you guys. The research I did on increased material costs suggested pretty much across the board, I think, except for data that I got from the Bureau of Labor Statistics suggested that although we have seen these really awesome increases in materials costs in 2020, primarily, most people are comfortable suggesting that the larger cost increases will start to go down in 2021 and through 2022. Is that correct? Is that your assumption?

**Bill Downey:** This is Bill Downey. The rate at which it has paced itself in terms of pricing increases on materials will likely slow in 2021. I wouldn't be serving you well if I were to suggest to you that it would go in a negative direction. It could. But I don't believe that anybody, any leading economist or any prognosticator can definitively say what the market will do. We do expect and the experts expect that for the remainder of this year, 2021, that these supply chain shortages and pricing increases that have resulted are going to continue. And there's no sign right now that it's going to abate or reverse.

**Bud Jacobs:** I should have added the analysis I read not a single one of them was willing to predict anything for 2021 or 2022. And I may have misunderstood a bit what I read, because what you're saying quite clearly is that the rate of increase will slow in all likelihood, which is not the same thing as saying that prices may change. These increased prices may, in fact, be the base that we're going to be calculating here on out. Is that a better understanding?

**Bill Downey:** Yes. So the estimates that were prepared were done in current dollars as of the first quarter of 2021. And personally, I think that we have seen the worst of these increases. I think we have seen the worst of the supply chain interruptions. And I say that where there is evidence that as we get into the second and third quarter of this year, that a lot of those supply chain interruptions will heal themselves. But the situation right now is such that quotes that are being provided on mechanical equipment, on structural steel, on lumber packages, windows and doors, they're only locking their price down for one to two weeks it's really a difficult time to plan a capital project. But we have done two estimates, one done by an independent, one done by us. And we're very, very close in terms of where the market value is as of today.

**Bud Jacobs:** That's very helpful. Thank you. I want to hear what other people have to say about possible changes in the space and the schematic design of the place. But I'll hold my fire for now until somebody else has a chance to speak.

**Bridge Littleton:** Cindy you want to go next?

**Cindy Pearson:** I really don't know. I think one of the main questions that I heard or I thought about is and I might be getting ahead because it is with the financing. So [off mic]. Just that we financed the eight million if something goes wrong in the next month or three after that finance. Do we have the ability is Davenport OK with us doing that or whoever discusses this money, our finance committee, that we then can go ahead and borrow another million or two something. I have no clue. [off mic] goes wrong. That's a different cost.

**Danny Davis:** Sure.

**Cindy Pearson:** I understand that. But we still have to pay the money back.

**Danny Davis:** Absolutely. And so to your question, if I can answer two different ways going the same direction, I believe.

**Cindy Pearson:** Sure.

**Danny Davis:** Number one is that in this breakdown of funding sources, I'm only describing at this point cash from the town, from unassigned fund balance in the amount of two hundred and eighty thousand dollars. There is more unassigned fund balance above and beyond our policy threshold that a significant amount that could be used should there be an emergency type situation or a need for additional dollars, whatever it might be. So that is one option. If we have borrowed the full eight million and then the question is, should we borrow additional funds for general fund projects, we would do the analysis at that time to say, do we have the capacity and is it appropriate? On the utility fund side you're correct. We review that under a different debt ratio, essentially an even though overall the town still commits to always paying that debt back. It is.

**Cindy Pearson:** We can't predict the future.

**Bridge Littleton:** No, no, no.

**Cindy Pearson:** But we have to say there's two sides.

**Philip Miller:** [multiple speakers] make the best decision we can with the information we have today.

**Bridge Littleton:** But we have to plan for the worst. We hope for the best plan for the worst. [multiple speakers]

**Chris Bernard:** We have to understand what the worst is [off mic].

**J. Kevin Daly:** The next plague of falling frogs, perhaps.

**Cindy Pearson:** Okay, can I, so I think you guys have gone back and looked at the drawings, Bill. So some of the design has been removed? Correct. Like maybe the windows or the I don't [multiple speakers] whatever. Some of that has that been.[multiple speakers]

**Bill Downey:** The design, as you may have seen it at the schematic design, had a large, clear story over the council chambers. They punched through the roof and added windows in a large volume of solarium, kind of look, we have had discussions with the architect already about removing that element because of cost. But as of right now, no firm directions have been given to them. We wanted to inform you tonight where we are. And, you know, the decisions are yours to make. But we have identified you know as of today over six hundred and seventy five thousand dollars in potential cost savings, in value engineering ideas. And that was one of them.

**Cindy Pearson:** OK.

**Bill Downey:** Other ideas that we've been looking at is in the site in lieu of utilizing the permeable pavement, going with traditional hot-mixed asphalt pavement [laughter] for all the [multiple speakers]

**Cindy Pearson:** The only problem I see yeah.

**Bill Downey:** [multiple speakers] also another substantial savings. But again, the decision is yours. Should you decide that that's too important to you, it comes off the list, but it's a substantial dollar amount.

**Cindy Pearson:** Yeah, because that's one of the things that we ask everyone else to do to get the rainwater to go down instead of out. So it's kind of hard for us to not do it and then ask everybody else to do it. Is there maybe something in between that can be used? I don't know. That's kind of something that's up to.

**Bill Downey:** Of course, there's always a way to [off mic] figure out a way to incorporate it. But so in a way that is most economical and it's not as large of a first cost per year. So the answer is yes, there is a way and it's reducing the areas. And substituting what is pervious pavements with traditional hot-mix asphalt, so it may be a mix of 25/75 or 50/50, but there is a way.

**Cindy Pearson:** Ok, that's all I can think of right this second, something else might come up, so I'll pass right now.

**Bridge Littleton:** Okay. Chris.

**Chris Bernard:** I guess really so my biggest question was trying to just figure out, so we met on Friday the kind of smaller group I talked to, Bill, and he kind of told us about some of his ideas of getting rid of the clear story. I think we were maybe taking a third of the stone down rather than doing the stucco lower. So removing some of the stone. Give us some savings. So all of those ideas that we talked about, Bill, that and like so including the parking lot the stone the clear story and the general 10 percent reduction, all that went into this revised number, the nine million?

**Bill Downey:** It would need to go into it. Yes. Including the space reduction of the building footprint.

**Chris Bernard:** Cool, I just wanted to be clear on that. I think it's [multiple speakers].

**Cindy Pearson:** What is the space reduction [off mic]?

**Chris Bernard:** So when we looked at the layout, right, that they've given us with world offices, [inaudible] thing, we kind of decided there was a lot of fat in there. Right, some of the spaces looked a little bigger than maybe they needed to be. There were some areas that we thought could be reduced. And so we thought, okay, what's one way of trying to reduce the total cost, was what if we could get them to redesign the inside and shrink it by 10 percent. How would that affect the site development and the cost and it's not a one to one per square foot savings ratio. So they kind of reworked the cost and said, okay, if we could get the building 10 percent smaller and still meet most of the needs. What would that be? And that's they've already done that to get us down to 9.

**Cindy Pearson:** So was that in the 670 [off mic]?

**Danny Davis:** That was in addition to the six seventy five. So six seventy five was value engineering straight from Bill and Kevin looking at various components an additional approximate 325, which comes from [inaudible] thirteen hundred square feet at 250 a foot. Put those together it's about a million dollars that we've reduced that cost if you will. But if I may just real quickly and Council Member Jacobs, just asked me this offline. And we had not intended at this point to have a line item by line item dialog with council about potential yes or no on this item, this item.

**Chris Bernard:** Right.

**Danny Davis:** Savings here, savings there. And I realize that's hard because we're asking you to set kind of a number without looking at every single one of those. I think that gets into a long, difficult conversation. Perhaps if we talk about every single one of these potential 20 items or whatever it might be, if we need to have that as a follow up or if we need to follow up individually, we can have that conversation. And we're happy to because I realize between, you know, one item here and one item there, there are tradeoffs and I understand that.

**Chris Bernard:** So I just want to clarify. My point was to say that this nine million is after we've already taken one of those things into account. [multiple speakers] That's assuming we do get rid of all of that stuff. So just to establish a baseline,

**Bridge Littleton:** Well, it's to establish a starting baseline, not a final baseline. So, yeah. Bud.

**Bud Jacobs:** I don't want to get into a design by committee situation here. Far from it. But at least as far as my own understanding goes, I've got to call a halt. I am not prepared to vote or to decide a number until I understand what that universe of design changes looks like. If you guys have come up with a 10 percent reduction for space, that's a possibility. That's wonderful. I'm all for it. But I want to know what the practical effect of that is. Similarly, with respect to switching out asphalt for some sort of permeable surface. That's a huge problem for me. I can't support it. So I [multiple speakers].

**Bridge Littleton:** Oh, hold on. I'm sorry. One at a time.

**Bud Jacobs:** So I don't mean to throw a monkey wrench into this. I apologize, but I just don't think I can't speak for other members. But speaking for myself, I can't take a vote on this important subject unless I know pretty much everything that everybody else knows about what's going on and what the possible tradeoffs look like. I don't want to discuss making the tradeoffs.[multiple speakers]

**Bridge Littleton:** Yeah, hey Bud let me recommend this then. Maybe this is the way we take it. Danny and the design team have got to go back and come up with a list of trades, right. You know, this trade would be this this trade would be that. And I get it. We don't want to get into designing a building, but also if we're going to have to make choices, we want to know what we're giving up. So it's tough without knowing what those things are, how can we make an informed decision. So maybe the easier thing is to give Danny an overall eight, eight and a half and nine million dollar number. If we were going to say all in. Everything is eight, eight and a half and nine, what's the list of options that come up? And we have to do the trade back and forth after that, because what I'm hearing right now.

**Darlene Kirk:** Well you've heard from two people.

**Bridge Littleton:** Yeah, no, I got it. [multiple speakers] I got it. But I mean, I understand the point. The point is, how can I tell you a number to go to if I don't know what I have to give up for that number? That's a fair comment.

**Darlene Kirk:** I agree. But I think we need to hear from everybody, and let people ask questions. [multiple speakers]

**Bridge Littleton:** Right. But I think that here's the challenge. The challenge is this, our goal was to give them a number to go back and figure out. But you know, I'm already hearing from two people, they're not willing to say any number at all until they know what they're going to be giving up. And I'm actually kind of in that boat, too. And I mean let me ask the question, is everybody in that boat you're not willing to settle on a number? [multiple speakers]

**Cindy Pearson:** Like Darlene said let's let [multiple speakers].

**Bridge Littleton:** OK. Yeah.

**Chris Bernard:** [multiple speakers] Yeah we're not saying were going to stop the meeting.

**Bridge Littleton:** No, no. I'm not saying stop the meeting [multiple speakers].

**Chris Bernard:** Of what we're talking about, a little bit.

**Bridge Littleton:** I mean, I'm not saying stop the meeting, but I mean, I think what Bud was saying is, is that, [multiple speakers] until we have a list [multiple speakers] we don't have a list. [multiple speakers] All right, Darlene do you want to go ahead?

**Darlene Kirk:** I can. But first of all, I don't think that [off mic] have the right to go back and ask for a 10 percent reduction until they have talked to council.

**Chris Bernard:** Can I clarify.

**Darlene Kirk:** [multiple speakers] needed to come back to council before you make any changes [multiple speakers] because we approved the original design and nothing else. And secondly, I think we do need a list of what you are planning on changing. And you shouldn't even have this without that information for us. I think there's a lot of [inaudible] information that's not being shared and I'm willing to go up on the cost. But I think we have to think down the road too because one of the big things that [inaudible] really off guard and Cindy you know this change orders making changes after the fact. And if we have to start all over and do a whole other design, a whole other set of drawings, that's something we pay for twice already to two different companies. I don't want us to keep repeating that. That's the thing that's most frustrating for me with this not just with this, but even when we went through the marketing. We had to keep going to different companies we need to stick with it and either do it, it's like fish or cut the bait or whatever you're going to do. That's what I'm tired of, we've been beating this to death forever. And there are going to be changes, cost changes and nobody can predict. They can't predict. I can't predict. No one can predict if it's going to get better or if it's going to get worse. It may get worse, we don't know. But we're going to have to be flexible and we're going to have to either go one way or the other and I think all of council needs to know, not just two people or three people in a group, I think you have to be open about this because each of us represents our citizens out there and we can't do that if we are in the [inaudible].

**Chris Bernard:** I have a clarification.

**Bridge Littleton:** Hang on the only challenge with that is if three or more of us are going to get together. It's a meeting. That's the whole point for all of us coming together right now. [multiple speakers] Because this all just happened last week.

**Darlene Kirk:** I know.

**Chris Bernard:** So no decisions [inaudible] We didn't ask them to go redesign the space. We just went to Bill and said if we could get them to reduce the space by 10, what would that cost savings look like? So that when we talked tonight, we would understand what that might look like if we have the option.

**Darlene Kirk:** I understand what you're trying to do, and I'm not faulting that. What I'm saying, though, it's going to change everything overall inside the building.

**Chris Bernard:** Sure.

**Darlene Kirk:** And that's something the council needs to decide whether we want to do that. We may say no this looks good [multiple speakers] we've got everything we need. We want to build not just for now, but for the future. And that's what we didn't do when we did the other one. They just stuck up the building. We had three people working for us. They never thought about things like insulation and protecting against mold and stuff like that. They just blew up a building that we could use. And I don't think we want to do that. I think we all need to know all the facts.

**J. Kevin Daly:** Throwing back a question to you. So you don't want to make any changes without knowing what those changes are. So if we go with the current plan, what's the total cost if we make no reductions and we go with the plans as they stand now? So that gives you a starting point to know where we're going down from.

**Danny Davis:** But again, I want to be clear that there are aspects of value engineering that are going to occur that may not be fundamental, if I can say programmatic changes. So laying aside something, you know, like the brick pavers or the permeable versus asphalt. So there was a number that was developed out. I will say, in talking with Bill and Kevin last week as a team and as staff, we feel that the entire program of the space needs study, as well as limited value engineering, things like that, probably around nine seven would be the cost. And again, we'd have to go put pencil to paper. But there are certain things built into the original estimate that we had talked with each of you about that just would not be happening. But I think if the question is what does it take to essentially build the building as kind of schematic designed out we think nine point seven is a reasonable figure. And Bill, am I generally OK saying that?

**Bill Downey:** Including the cost of the purchase of land, Danny?

**Danny Davis:** Yes, all in. Yes.

**Bill Downey:** Yeah, I think we were pretty close to that number with the total project budget. I think we were a shade over over ten million dollars with the all in total as it's designed right now. And just to clarify, the value engineering, if we put dollars to it today, does not include any reduction in square footage or building reductions. It was done with the idea of how can we still build the same sized building, the same footprint at a lower first cost without compromising the quality. And that was the test for the first push. And thus we've identified pretty close to 700,000 dollars in potential cost savings without changing the footprint or the layout of the building at all.

**Darlene Kirk:** [off mic] I mean that as a fact. I just don't want us to nickel and dime it to death. Yeah, we could make Rhonda's office 10 square feet smaller. [multiple speakers] That is just ridiculous. [multiple speakers] I'm not enjoying this. I mean, either this is what we're going to do and then we need to focus on doing it to the best of our ability and make sure it's a quality that can last into the future, because that's another big problem. We're talking about bringing on more people. So, yeah, we need space.

**Bridge Littleton:** Peter.

**Peter Leonard-Morgan:** Thank you very much, Mr. Mayor. I got a few questions. First of all, the county grant five hundred thousand dollars. Danny, is that guaranteed to us?

**Danny Davis:** So nothing in life is guaranteed, Mr. Leonard-Morgan, but the board votes tomorrow evening on the fiscal 22 budget, which includes the fiscal 22 through 26 CIP and it is programmed into FY 23, as a cash grant from the county to the town. And I would tell you that today, I see no reason why that would be removed. And so.

**Peter Leonard-Morgan:** And that's specifically for this project?

**Danny Davis:** The Town Hall Project. Yes.

**Peter Leonard-Morgan:** Okay. So it's interesting, the five hundred thousand dollar grant, I'd always treated it in my mind as a way to reduce the price, the cost to the town for building a town hall. Now we're looking at it as, Oh, we can spend another five hundred thousand dollars on top. I mean, I'm not the only one here, obviously disappointed that, you know, these numbers are much higher. I realize things have gone up. Costs have gone up. I don't think lumber's gone up 340 percent. I mean, I've seen numbers between 36 and 200. I mean, there's a huge range. I've even seen steel costs are lower than, you know, there could be two or three percent. I'm really concerned about this, frankly, I think that my initial reaction was we need to look completely at the project again. We you know, we started this project before COVID when things were rosy. Our residents and citizens and businesses were doing fantastically, you know, and suddenly they're suffering. We've seen that we've been able to help them, which has been wonderful. And I just don't see that now is the time to start spending more money on this project. I think we need to fundamentally look at do we do something quite different. Now, I also realized the point's been raised that when you invest in just designing it, the concept of it, you're throwing that money away. I accept that. So we need to really think about how to run this. I just don't feel comfortable at all saying, OK yeah we will go for nine million or eight five. It's such a big issue right now. On the notes I've made I mean, the square footage has gone up. I mean, we had a very good firm who gave us a space needs study and I accept that

perhaps that was inaccurate, but maybe we need to look at that again. There are probably rooms and areas that we don't need in the new building. So I'm really not happy at all about this, so that's my comments right now.

**Bridge Littleton:** Philip.

**Philip Miller:** Not to beat a dead horse, of course, but I think we also need to remember that this is really a combination of multiple projects because we've added on to the parking lot, which essentially was what we were going to spend to do the parking lot when we were trying to do it on the other side of town. And when we picked this six and a half million dollar first number that we budgeted, we had just closed on the property behind us. We hadn't even started talking to Salamander. Town Green was not a thing, so. You know, I think we've drastically added to this project. I think from my perspective we should do as much as we can for this project to get it as close to what we've already presented and I think, you know, there are certain things like Bud said about the permeable pavers. Yep, we can save a half a million dollars. But is it the right thing to do? What's the long term cost of that? Are we going to tear up the asphalt in 10 years when we maybe have the money maybe we don't to put down, you know, the right kind of pavers? From my perspective, you know, we ask a lot of people in this town. And we ask a lot when they do projects, and I think we need to live up to those same ideals and those values, I think that we've gone through basically two assessments of what our size needs to be for this building. And at some point, we've got to realize we're not the experts. We can cut it, chop it up. But, you know, we've been told twice now where we need to be based on people who do this professionally. And so either we accept that or we say, well, we've got to completely change this whole project. You know, if this is based on what we see right now, being cautious and conservative and already cutting hundreds of thousands of dollars out of it I will tell you, I will be the first one to say I don't have a problem with this project, the way that it is. I think that we are also adding a tremendous amount of value to town in terms of the parking and in terms of the Town Green. We're also now adding a pocket park, making this, you know, the two things that people asked for in our asking of our town. What do they want? They want the Town Green, they want a park and they want more parking. And those are two very valuable things that I don't think that I can fully walk away from. You know, we can cut down some things in the building. Sure. But at the end of the day, we've been told a couple of times now and we've been talking about this project since before I was on council. So it's been over seven years. You know, we could have built the building by now. It's time to just pencil in a number and stick to it as hard as we possibly can. And this does not bother me. I'm not scared of this. That's just my two cents. [off mic]

**Bridge Littleton:** Did you have anything else Kevin?

**J. Kevin Daly:** Pardon?

**Bridge Littleton:** Did you have anything else?

**Philip Miller:** He hasn't really spoke yet.

**Bridge Littleton:** Oh, I thought. Ok, go ahead. I'm sorry. [off mic] Oh, you were answering Darlene. Oh, I got you. [multiple speakers] Good. All right.

**J. Kevin Daly:** You know, I look at the seal for Middleburg Semel Et Semper once and always that to me, kind of says, let's do it right the first time and once, and not have to go back over and over and over again. When I was at the Pentagon, they always gave us two courses of action. You can surrender or go nuclear. I don't want to stop the project and say, oh, let's rethink this. Even though we've already spent close to two million dollars, we're going to start over again and redesign everything or get it to the right size. What Kevin and Bill are asking us is to tell them this is the engineering constraint because it's always time, money and labor. Here's the money amount that we're willing to go up to and we got to make the project fit this amount. I don't want to be penny wise and pound foolish. We could probably save money on siding by going with knobby plywood. [laughter] But is that the look we want for Middleburg? This should be the showpiece for the Town of Middleburg. It has a lot of value added to it. We're having a community grounds, extra parking that wasn't planned with the initial, all in, from a year ago. We were looking at here's the building and I don't want to be flippant, but I look at the building cost. Last year, all of the things that we're talking about that had been added or done up for this plan, were not even thought of. We also have a larger footprint than was the concept plan over a year ago. I would say we'll go no higher than this amount. Let's see what we can do to bring it down to within this spending limit. Give them



the opportunity to come back and show us what that would be. Personally, I like the looks of the building. We want something that's going to be viable twenty years from now and that is going to be more space. [multiple speakers]

**Darlene Kirk:** Yeah let's go sixty. [multiple speakers]

**J. Kevin Daly:** Okay sixty, seventy five years from now. So that, yeah, if we cut corners now, you're going to spend more money to put. Oh well, we need to put an addition on this building and people aren't predicting it, but I'll predict it next year, the year after inflation is going to come in again. And if you think things are expensive now, wait, it's going to get more expensive. Let's do it right the first time. Let's give them marching orders to this is the amount we agreed to go with it. And let's keep it within that ballpark. Just my two cents.

**Bridge Littleton:** Cindy.

**Cindy Pearson:** I agree. And fear is real. And some of the things that we've all said here tonight, I think it's we're afraid we don't want to do something that gets us in debt in trouble that we can't take care of. But I don't think it's a showpiece we want. I think it's a bottom line, something we're proud of that we have worked through to get this done. I've worked in this building, as you know, and it's you need a place that your employees are proud to come to, not in a sick building, which they have been in since the day they walked through the door. Because it is and we want to plan ahead for those other people that will work here another day, whether it's a few additional employees which we might need, we sure could use them instead of working everybody the hours that they work right now. And we need to remember, too, what we're doing this, that we need a cushion because you're going to have those change orders. Those windows that you order this week. When you go to pick them up 20 weeks from now or six weeks from now, they're going to cost more. I mean, there's going to be things that we run into. So I think we just I get what you're saying. You need to see the changes. I agree that, you know, we shouldn't approve something without knowing what those changes are. But I think that the numbers, you know, we do need to be more comfortable with. And if it is ten, whatever you said that that is, if it's ten million, that chokes me to say that, but I know how much construction changes as you're doing it, you've got to be ready to, you know, have these things happen and we need to be together on what we do, which we do. I think we're all really good on talking things out and getting ideas from each other and making each other feel more comfortable. So, you know, I think however we get to that bottom line, we can't continue to put it off, though, because it's costing us more the more we put it off. Bottom line.

**Philip Miller:** Well, and we always said from the beginning on this that the one thing we wanted to make sure we didn't do as a result of some big project was to raise taxes.

**Cindy Pearson:** Right.

**Philip Miller:** And this is not raising taxes.

**Cindy Pearson:** No.

**Bridge Littleton:** Yeah I mean, so I guess. I would add a couple of things from my perspective. Like Peter, I'm very concerned, you know, it's nobody's fault. Right? I mean, it's an entirely new world is where we were 13 months ago. So it's not a blame game. It's a reality. OK, but there's also a reality of income. There's also a reality of debt capacity. There's also a reality of living beyond your means.

**Darlene Kirk:** Right.

**Bridge Littleton:** Right. You go build that dream house of yours. If you can't afford the pool, you don't build the pool. You get your dream house, but you don't get the pool, and that's OK. You know, it's not going to be perfect and it shouldn't be. It should meet the needs of our staff and our town. And I say that very succinctly, meet the needs and the future needs of our staff and our town. So let's make sure that that's what we're doing. Somebody said a couple of weeks ago, I want this to be the best building. I don't want it to be the best building. I want to be the building that meets our needs. And that's very different. Right? That's very, very different. So and I think Bud has got a great point. I would

personally, like hey look, this is going to cost more than six and half million. It's a fact. All right. So we're just accepting it. It's a fact. Hey, we're getting a grant from the county. That's great. We know we need this. The longer we put it off, the more it will cost, you know. OK, so we got to get to a point of what's comfortable and what can everybody get on board with. And you know, Bud, you really helped in what you said earlier, I want to know what I have to give up because I'm looking at this right here, right the schematic. All right. And I'm going, OK, count a chamber lobby. We don't need a chamber lobby. But, you know, it would be good for Bill and Kevin to tell us what the value is, what the value isn't. Right or, you know, whatever. I mean, I don't want to sit here and pick it apart. But if you look at it just sort of at first blush, you're like, we don't need a lobby, just walk right into the council chamber, you know. And so what I would like or my view would be this. We know where they're at with nine. OK, go back and tell me what else you would do to get it to fit in the eight and a half and then the other things that you would get it to fit into eight. And then we have a comparison of, you know, boy eight, we have to give up all this. Well, that's not good. But we're now making an informed decision that eight million is not the right number. Because if somebody came along to me and said, and I don't know this because these guys haven't done it, the difference between nine and eight is thirty parking spaces and asphalt instead of pavers. Done I'm in. Because those we can always do down the road and we have to sacrifice nothing in the building I'm in all in. Let's do that. But I don't know that that's the case. So let's look what it looks like for the first half million, and the next half million. And then we can sit down and do this again and say, hey, we're not comfortable giving up these four things. And so this is going to come in at eight point six or eight point eight, and it is what it is, and OK, cool, so that's kind of where I am. But Kevin.

**J. Kevin Daly:** Yeah, if that's the way we want to go, then we're going to have to tell the engineers to change the project plan because all of those items are going to take extra time.

**Darlene Kirk:** Time and money.

**J. Kevin Daly:** Yeah, time and money.

**Bridge Littleton:** We have already I mean, I think Bud has already said he's not comfortable moving forward without knowing what that value engineering is. So that work's got to be done anyway. And I'm in 100 percent agreement with Bud.

**J. Kevin Daly:** No, I'm fine. But I just want everybody to understand you're now pushing the plan back. The date of breaking ground is going to be pushed back. The date of completion is going to be pushed back. I'm good for that. We just need to let the engineers and everyone else down the line know that we're going to delay for a couple of weeks or a month to get it done right the first time.

**Bud Jacobs:** Works for me.

**Bridge Littleton:** Danny. [off mic] Oh hold on Darlene.

**Darlene Kirk:** Right? I agree. I mean, [inaudible] the cost too or are we going to be having to everything be done again. Is this going to be another two hundred thousand dollars cost [off mic] what we're going to pay [off mic]. I think if Danny and Rhonda and the team can come up with a workaround that it doesn't take a lot of time and it doesn't cost us an arm and a leg then that's one thing. But I don't want to pay out another study or whatever for that.

**Bridge Littleton:** I don't think we're saying do a whole story. I think we're asking these guys to go back and do a punch list and a rough estimate is fine. Rough estimate's fine. But you were going to say Danny.

**Danny Davis:** Yeah two fold. Yes. Correct. That is not a straight up redesign. And what we have done to this point is essentially we put the project on pause until we come up with an opportunity to say this is where we are comfortable and where we are headed. There is potential long term costs. If we pause long enough to complete the A/E contract, to complete the construction management contract, they have timelines built in that if they get extended out, would potentially have additional cost to them. But we also need to get it right. And so I am with you there. I'd like to suggest

and Mr. Mayor, I appreciate you saying ballpark figures because we're not asking our design team to go design three different buildings.

**Bridge Littleton:** Right. [multiple speakers]

**Danny Davis:** What you would like us to do. And Bill, I want you to reiterate, or please jump in, if this is something not doable. But essentially, council is saying you want to see the value engineering and the potential space reduction choices, essentially a menu of options with as much as we can associated dollar figures that says if we reduce or cut this, on the space side, I'm just going to be honest. It's going to be a straight number calculation. It's not going to be a flow, a circulation, a how does it fit. That will have to come later. And to reiterate that the nine million dollar number that we're showing you right here anticipates essentially a million dollars of savings off of the original cost estimate, maybe a touch more. So going further to eight and a half. I'm not saying we won't find additional items that are choices for council to look at, but this is trimming very hard already where we are. So I just want to make sure that I'm not setting up for you an expectation that I will come in easily with another million dollars. And I just want to.[multiple speakers]

**Bridge Littleton:** I think the point is this [multiple speakers] But don't look at it as trimming. OK, it's not trimming, it's these are what certain features of the building cost and like the semi-permeable versus asphalt.

**Danny Davis:** Mr. Mayor, I understand that. And those are the line items we will be giving you. We have an approved study and program of design that we have built to or we have designed so far, to. And so any reduction from that is a trimming off of the initial schematic design. However, we can give you options and a menu of choices at a cost that we can bring back to you. I want to work expeditiously on this. [multiple speakers] Bill, I don't want to put you on the spot right away. But I know you've already provided us with one spreadsheet with a significant number. I guess my question, Mr. Mayor, is if this is an if, we are able to have this ready by Thursday, do you want us, I mean, we will provide it to you when it's available. The question is how you want to have that review and that conversation. We can talk offline if you prefer about how to bring it back to council.

**Bridge Littleton:** Yeah, I mean, I don't want you guys to rush to a 6:00 p.m. deadline on Thursday because that literally gives you two days. Right. And I want you guys to be able to have the time to look at and again, you're not going out and repricing timber and all of that stuff, but you have a general sense of what these things are and what they could be. And we're not holding anybody. You know, you're not putting your thumb print in blood that, you know, you're committing to it. So but I think we just have to have a rough sense of, you know, of what these things are. So if it means Friday or next Monday, that's fine. But, yeah, I mean, I absolutely agree. We want if you guys can get this done in a week. Great. Yeah, that's great. And, you know, we can all Zoom in again next Monday we don't have to all meet in person. But I mean, I think, you know, I'm going go back to say one more time. I think Bud brought up an incredibly good point. You know, ultimately, at the end of the day, we're the ones responsible for delivering this to the citizens, and it is our choices not I mean, I hate to say this, Danny, it is not your choice. It is not the design team's choice. It is council's choice what the final form of this building is going to look like informed by you guys, but decided by us. So we have to know what those elements are that we're going to give up, which, you know, that's the way it is. So if we don't get those elements from you guys, we can't make an informed decision. So, anyway.

**Darlene Kirk:** Can I make a suggestion.

**Bridge Littleton:** Yeah.

**Darlene Kirk:** We got our Town Council Meeting Thursday. Right? So why don't we look at coming back the next week and maybe having a meeting and that gives them at least week or longer to come back with the list, but I don't think you can [off mic]. Oh we've got to have this [off mic] I don't think you want us to decide that. And I don't want this to become that. That's what I'm trying to say.

**Bridge Littleton:** No, I got you. I think if we're going to value. And so right now we have we have a program, right, for a building and it's got all these things in it. We're now trying to decide if that's going to be smaller. I think all of us would

feel comfortable getting on board if we knew what we knew what we had to give up to get there. I mean, if I heard Bud, right.

**Bud Jacobs:** Yeah.

**Bridge Littleton:** Yeah, and I'm in the same boat, right, I'm willing to spend more money, but, you know, I can't get on board the number, it is right now. So it needs to be a smaller number. OK, but I do want to know what to give up. It's like building your dream house, you know, the architect says you can't afford that much, they're going to come to you and say, OK, do you want the dining room smaller? Drop the pool. You don't let the architect make the decision. You make the decision. Kevin.

**J. Kevin Daly:** On that point, do you Kevin and Bill already have a schematic that shows what, for nine million what the reductions would be so we could at least see that? Can you show that on your screen?

**Bill Downey:** What I have done is, is take the existing plan and have clouded areas that may be looked at, but they haven't been looked at yet. We were looking forward to this conversation tonight to actually decide, you know, it's time to look at these things. So I can share my screen and show you some areas that are in discussion. And again, I told the group earlier, you know, these are ideas. And if they're bad ideas, they're my ideas. [laughter]

**Bridge Littleton:** Hey Bill. Let me say this. I don't think we want to do that yet. I mean, you guys want to take your learned view and what are the possible? What makes the most sense? What things don't make the most sense? You know, do you guys get a sense of where some of the concerns are?

**Bill Downey:** Well, let me put it this way, right now, for the sake of discussion, you all in, if nothing changes, you know, you're looking at a ten million dollar project, a 20 percent reduction of that 10 million price tag would put it at the eight million dollar threshold. [multiple speakers] And something is going to have to give something has got to give in this approach, building reduction and site amenities and perhaps loss of parking. But a 10 percent goal is achievable through value engineering without a lot of pain. But what I'm saying to you is based upon my years of experience and we do value engineering on multiple different projects as a formal discipline and achieving more than a 10 percent reduction is going to require a redesign.

**Darlene Kirk:** A redesign, yeah.

**Cindy Pearson:** And I think plus we need to use the real numbers this nine is after what they've already thought of is out. So, you know, it's really a 10 plus some change. So, you know, they've already done a part taken, you know, some things into consideration to lower the cost already. When you go to get them to go to a 8 that isn't going to happen. [multiple speakers] be in a redesign and starting all over again. [multiple speakers]

**Chris Bernard:** That's all I was trying to say earlier. Is that 9 is after that already said [multiple speakers].

**Cindy Pearson:** Or it was wanted to be heard at that point. You know, it's a hard decision to make. And 9 million dollars, if you put this in 50 years ago, the building would have been I mean, look what they paid to put this building up in the 60s. And that was a lot then. I'm not saying that nine million is something to sneeze at, but it's something we really have to consider to get things done and get them done right. We don't want to come back in 20 years and say we've only.

**Darlene Kirk:** Added this.

**Cindy Pearson:** Added that other room on. [inaudible] and that part before you go in to Council what is that part you were talking about. [multiple speakers]

**Everyone:** The lobby.

**Cindy Pearson:** Okay think about it though. As the town grows and you have your Council Meetings if you have more people that are going to attend those council meetings when things come up. Especially when you go to the county offices to be heard there you have to have a place to stand. And so I think it's thinking ahead. But we really do need that space. Do we need it lit from the towers above? No, but I think we need that space. [off mic]

**Bridge Littleton:** Yeah, I mean, I guess you know, so if we're to look at something like that, I mean, it's a good question. Right. How much is Middleburg Town really going to grow in the next 50 years? [multiple speakers] No I'm talking about. Hold on. [multiple speakers].

**Philip Miller:** There are three houses going up right now and we've got 40 some from Salamander. [multiple speakers]

**Chris Bernard:** There's no new land though.

**Bridge Littleton:** 90 percent of which are all being rentals. The question is, I mean, so it's a good question, right. How many times do we have a council meeting where there are more than three people in the audience, Pre-COVID?

**Cindy Pearson:** Only once.

**Bridge Littleton:** Once a year. [multiple speakers] once a year.

**Darlene Kirk:** Or voting. We use it for voting.

**Bridge Littleton:** You don't need a lobby for voting. You wouldn't be voting in the Council Chamber.

**Darlene Kirk:** I know, but we've had other times when there's been like around the building or down the street.

**Bridge Littleton:** Like I said, it happens once a year. So I don't want to design a building for an event that happens once a year. Now, if it happens, every other council meeting absolutely, totally got it. And I think that's probably an issue that Bill and Kevin don't have a perspective on. You know, like when we had the Banbury Cross Hearing and 87, people showed up. It would have been great to have a waiting room that happened once that year. We don't need a 700 square foot waiting room.[multiple speakers] We will plan around that and people can stand outside or down the hallway or whatever. So what I'm saying is, is that, you know, we want to make sure we're designing. We're also designing to meet the 90 percent need, not the one percent exception. You know, you don't design to your exceptional need. You design to the 90 percent need. I'm not saying that's right, because I'm not the, you know, whatever. But I'm just saying how many times have we actually needed that hardly ever. So I think, you know, those are the kinds of perspectives that Kevin and Bill can go back and use to say, well, we built that for town council meetings that happened you know, you have 50 people waiting every other meeting if that only happens once a year, well, yeah, you don't. But I could be wrong.

**Cindy Pearson:** If you're cutting that off at this point, you're talking redesigning.

**Bridge Littleton:** If you're going to reduce by 10 percent you're redesigning because you're going to have to redesign every single wall. Yes, everything gets smaller.

**J. Kevin Daly:** No, you don't have to take 10 percent off of each room. One schematic that we were looking at if we remove this [off mic].

**Danny Davis:** So I think to be clear, a reduction of any size, I mean, we're not at an approved design documents stage.

**Bridge Littleton:** Right.

**Danny Davis:** So I think it's fair to state that the design right now is still fluid.

**Bridge Littleton:** We're just at layout.

**Everyone:** Yes.

**Danny Davis:** So it is appropriate for us to say that if we are going to reduce by X square feet, now is the time to do that. And there is a cost per square foot now. Again, I just I don't want to belabor this too much, but every thousand square feet is essentially a quarter million dollars, give or take, you know that to move the needle significantly in light of what we're talking about here is I think maybe the term redesign is not the word. I or someone else intended it. It means re-scope in terms of complete re-expectation of what the building would provide for the public, for the staff and for the police, because much greater than this initial 10 percent reduction that we're talking about gets into actual significant operational or programmatic changes, if I may say that. So I think that's where we get into a lot stickier of a situation. Now, I get it that at some point the choice of this two hundred square feet versus that 200 square feet is a choice that council should be willing or excuse me should be making because, you know, ultimately it is the building that the council owns and takes accountability for. So I just think we have to lay that out that, you know, now is the time to be making the decisions. But I think we can come to you with what we would suggest as the priorities of ones that you would consider removing, first off, of the current program and see where that leads us in terms of the value of those reductions and can show you additional tiers below, if you will, that may still serve the needs as identified, but not leave us with room for the future. So I think we have a way if I mean what I'm hearing right now, if Bill and Kevin continue working on their value engineering spreadsheet and it's already line item one X dollars line item two X dollars, we continue working through that with the best information we have to date. We then take the list that we as a full team internally, but with Bill and Kevin shared with our design firm here are kind of our first shots of areas where there could be reductions in the programming space.

**Chris Bernard:** It's just like the COVID projections.[multiple speakers]

**Danny Davis:** It is [multiple speakers]

**Chris Bernard:** That you can. [multiple speakers]

**Danny Davis:** And if we put that into a document for you and show you, essentially here's what the various ones are value all together is this or you might come back and say, you know what, we really want this amenity. We're going to put it back in. And that gives us the target value to shoot for. So I think we can do that [multiple speakers]

**Cindy Pearson:** Could they do that for Thursday night? Because our meeting isn't awful full.

**Bridge Littleton:** Let's do this. Let's challenge them to get it done by Thursday when they can. I'd rather it be right. [multiple speakers] If they need a couple of extra days, then that's fine. But yeah, I mean, [off mic] in the next week.

**Danny Davis:** I will catch up with Bill after this or tomorrow. And we will let you know. [off mic]

**Peter Leonard-Morgan:** Just one question Danny, I wanted to ask you. I know we've got an RFP out now for the financing, but the three percent seems very conservative. I know the rates are going up residential anyway.

**Danny Davis:** Sure.

**Peter Leonard-Morgan:** What do you think in terms of I mean, the five seventy five a year. I mean, A is a conservative number, right? It's probably [off mic].

**Danny Davis:** I think three percent is conservative, but it's appropriate to be putting as a planning number. And I say that only because, as you mentioned, when I was speaking with Davenport, they did say that the market's just a little weird right now. And that's not in a bad way. It's just it's ups and downs it is in flux. [multiple speakers] And just kind of like the cost of lumber we don't know what it might do next week. And so I do think we have shown a very strong case to the banks of our financial health and our financial strength. Even in fiscal 20, which was when the pandemic began. If you take away some of our one time expenditures, we still had a surplus of over 600,000 dollars for the year. Now we chose to spend funds on necessary programs and one-time costs. But if you back those out, we actually still had a very successful

year and I think we'll see the same for this year. So I'm hopeful that that results in better rates than our conservative numbers. For what it's worth. We've also asked the banks if they would be willing to consider 25 year loans instead of 20. We know this is a generational building. It's not always common in construction to get that. But that alone would reduce our debt service payments down to closer to 480, 485 a year versus 475. That's a significant amount of dollars just by spreading it over 25 years instead of 20. So I think.[multiple speakers]

**Bridge Littleton:** That also comes with a cost.

**Danny Davis:** There is a cost. That is additional payments. Absolutely. But we get those back on Friday, at least the initial response is there will be some back and forth.

**Cindy Pearson:** Is there any prepayment.

**Danny Davis:** We're asking for a variety of options. If there is a premium for no prepayment penalty. [multiple speakers] a lot of words there.

**Bridge Littleton:** Well, a lot of times it's ten years and then you can pay.

**Danny Davis:** But some have been giving it as is because with no prepayment penalty at all, they want the business yeah. [multiple speakers]

**Bridge Littleton:** So does everybody feel comfortable with this next step? Peter?

**Peter Leonard-Morgan:** Yes. Thank you. I do appreciate that.

**Bridge Littleton:** Ok. Did anybody have any other last inputs?

**Bud Jacobs:** Philip go ahead.

**Philip Miller:** I was just going to ask, so we're going to look at where we are now because obviously changes have already been made at this particular proposed number. Right. And then we're going to look at what additional steps are available to us to get down to what? I don't think we put that floor there.[multiple speakers]

**Chris Bernard:** [multiple speakers] started at 10 or 10 two, whatever that number is, and then show us what they've done to get here as well as what could go further.

**Bridge Littleton:** I mean, my recommendation was show me how bad it looks at eight and show me what it looks like at eight and a half. And you know, Bud you and I have done far more government procurements than anybody could ever, you know, and we used to do these big construction ones for military bases. Right. And I will say positively, for guys like Bill and guys like Kevin, it's amazing what they can come up with when you give them a challenge. Doesn't mean they're going to get there. Doesn't mean we're going to like it. But you know what? Let's put the challenge on the table and see what you know, see what can come out of it. And we may all say, hell, no, that's way too, we're not on board with that. But it'd be good to know.

**Cindy Pearson:** Yeah, stop it where it doesn't have to have a whole new everything redone over again.

**Bridge Littleton:** Sure.[multiple speakers]

**Cindy Pearson:** Yeah. So if eight point five is it, there is no way you can go any lower without having to start from square one again, stop there. Don't waste your time then given us 40 other things, but it's going to have to be redesigned totally or whatever the other word would be that you might use. Because there's a limit. You can only go so far. We're going to be going back to the drawing board.

**Bud Jacobs:** Right. But we're not there yet. We're talking about refining the scope of the work that we're going to ask to be done.

**Cindy Pearson:** Correct.

**Bud Jacobs:** And Danny's exactly right now is precisely the time to do that. And I honestly don't see any difficulty with it at all. It's fine. I was just going to gripe about one thing, Danny, and I think I mentioned this to you. I know I mentioned it to the Mayor. We're going to have to explain this to the town's tax payers, whatever we ultimately decide. And I have to tell you, when I saw that the design firm was using the description country chic to describe what we're doing here, it just made the hair on the back of my neck stand up. So if you would, please, as a formal request from the council, tell them to knock that [expletive] off. [laughter] We are not building country chic?

**Danny Davis:** Yeah, Bill just gave you a thumbs up. We will share the message. They will get it loud and clear.

**Bud Jacobs:** Well, maybe there's another part to it. And I will give you my own [multiple speakers].

**J. Kevin Daly:** Functional good looking. [laughter]

**Bud Jacobs:** Well, my own goal is that we end up with a building, a facility which is going to key word, adequately meet the town's needs, hopefully for the next 50 years say no gold plating. Just it's got to be adequate. People have to be able to come here, not risk their health to come work in the building. And the public needs to be served. And honestly, Danny, I don't know if that's a nine million dollar building or an eight million dollar building. And that's what I need you guys to walk us through.

**Philip Miller:** Or a ten million dollar.

**Bud Jacobs:** Or a ten million dollar building.

**J. Kevin Daly:** There goes the Jacuzzi. [laughter]

**Bridge Littleton:** And the bowling alley.

**Bud Jacobs:** The bowling alley [inaudible]. [laughter] [multiple speakers]

**Bridge Littleton:** Yeah, Danny.

**Danny Davis:** I was just going to check.

**Bill Downey:** I realize these are these are difficult conversations. But as Danny said, it is now the time to do this and better now than when you're in final construction documents to have a [inaudible] bid day when the numbers come in to have this surprise you. So I really appreciate everybody's input. I think my marching orders are clear. I need to talk to you, Danny, tomorrow about the timing.

**Danny Davis:** Yes Sir.

**Bill Downey:** And I think I know what we need to do.

**Bridge Littleton:** Bill, do you guys know do you guys feel that Thursday is doable or do you think you'll need a couple more days?

**Bill Downey:** Well honestly, I'm teaching a class tomorrow, and that's going to eat up about half of my day tomorrow and if I hadn't committed to that, I would do it, but I really could use some more time realistically.



**Bridge Littleton:** Understood. Oh, yeah. Let's just let's just plan it for next Monday, same time.

**Darlene Kirk:** Will that be enough for you, though?

**Bill Downey:** Yes.

**Bridge Littleton:** Ok. Same time, same place next week.

**Bill Downey:** Let me just make sure I understand the expectations here. When you say what we are getting for these menu of range, is your expectation to have illustrative information or is it OK that we take what exists and show you illustratively what you would be looking at with eliminations of space or reductions?

**Bridge Littleton:** Well, so I'll say that for me. You don't even need to do that. I don't need to see what it looks like on a on a schematic. Just tell me what's what's going to change. I can visualize that. But if others want to see, like, little shaded out, OK, then we can do that.

**Bud Jacobs:** List is fine. Yeah. Yeah list is fine.

**Bridge Littleton:** Yeah. Bill a list is fine. Make it easier for you.

**Bill Downey:** Very good.

**Bridge Littleton:** Ok, Danny, are you good?

**Danny Davis:** Yes, sir.

**Bridge Littleton:** Any other last input from anybody? OK, Bill, Kevin, thank you guys very much. We appreciate your help. Thank you.

**Bill Downey:** Thank you,

**Bridge Littleton:** Rhonda. Was there anybody on the line?

**Rhonda North:** No one else on the line.

**Bridge Littleton:** OK, we didn't have public comments. OK. All right. I guess we're good until Thursday. All right. Meeting adjourned.