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Loudoun County Public Schools, Finance and Operations Committee Meeting, Tuesday, May 13, 2025

Date Tuesday, May 13, 2025
Place LCPS Administration Building / School Board Room, Ashburn, Virginia
Length 38m (video)

- Official meeting video (Vimeo / LCPS-TV): <https://player.vimeo.com/video/1084278966?rel=0>

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Speech-to-text: whisper.cpp, model large-v3-turbo. Produced 2026-10-13. Each paragraph starts with its time [HH:MM:SS] in the meeting video.

[00:00:01] - Good afternoon, everyone. I'd like to call to order this May 13th meeting of the Finance and Operations Committee. My name is Armin Estreffi. I'm the chair of this committee. I'm joined by Chair Mansfield and Mrs. Griffiths. We'll go ahead and get started. 2.01 is public comment.

[00:00:20] I believe there is no public comment for this afternoon. So we'll move on to item three minutes, the approval of the meeting minutes. Hopefully everyone's had a chance to review the meeting minutes. I'll now make a motion to approve the minutes of the April 29th 2025 Finance and Operations Committee meeting Do I have a second second seconded by mrs. Griffiths. Is there any discussion?

[00:00:45] Seeing none. We'll go on to vote all those in favor. Please say aye aye aye And that motion will pass unanimously the meeting minutes have been approved and we'll move on to our consent agenda I move that we approve I move that, apologies, I move that the Finance and Operations Committee approve the consent agenda.

[00:01:14] Second. Seconded by Chair Mansfield. Any discussion? Seeing none, we'll move on to a vote. All those in favor, please say aye. Aye. And that motion will pass unanimously. The consent agenda has been approved.

[00:01:30] We'll move on to item five, action items. Starting off with 5.01, Business and Financial Services, Certificate of Refunding of Local School Bond. I move that the Finance and Operations Committee place

this item on the school board meeting consent agenda and recommends the Loudoun County School Board approve the Certificate of Refunding of Local School Bond, Appendix A.

[00:01:54] Do I have a second? Second. Seconded by Chair Mansfield. Is there any discussion or anything else to add? Staff, any questions or discussion? Seeing none, we'll move on to vote.

[00:02:11] all those in favor please say aye aye aye and that motion will pass unanimously moving on to 5.02 support services grant of sanitary sewer and treatment facility easements to loudon county sanitation authority loud and water at luekett's elementary school i'll begin with the motion and then perhaps staff can kind of speak to the to the item i move that the finance and operations committee placed this item on the school board meeting consent agenda and recommend that the Loudoun County School Board approve the grant of the

[00:02:49] sanitary sewer and treatment facility deed of conveyance and easement to the Loudoun County Sanitation Authority Loudoun water at Luckett's elementary school property further that the chair of the school board is authorized to sign the deed of conveyance and easement upon presentation to have a second second second by mrs. Griffiths and I will pass this on to mr. Pasquarelli I believe thank you mr. Streffi so we have a wastewater treatment facility at Luckett's elementary school and so back in 2022 we rebuilt that facility to meet current standards and at that time the county engaged in a process to start

[00:03:29] with loud and water to take ownership of that in terms of maintaining and operating it so we're here today to seek approval for the easement that would allow loud and white water to maintain and operate this facility thank you members any questions so I see that and this is what I was talking to mr. Lewis about coming in I see that there was that that there's some we need to give money and some of our money is coming from contingency CIP like three point

[00:04:09] six million dollars and that the Board of Supervisors is also providing some funds so could you give me a little history of this a little bit more because I kind of feel that I don't understand it sure and I'll possibly defer to mr. trainer to help me with this as we go through the process but essentially the supervisors and the school system went together to look at transferring the ownership of this because the ownership of the plant and the operations because we are not allowed as a school system to provide

[00:04:47] sewer service to other other customers for lack of a better term and so there's a fire station no one that's attached to that and serving that so board supervisors came for with a process to take ownership of that in that process found water to take over ownership required the capital contribution for that in the process I will point out that that item that you're seeing that in is July of 2023 so that process has already been done that money's been transferred that's been done for a couple of years so that was all part of the agreement for allowing water to take over the responsibility and the

[00:05:23] operations of the plan so we built it and then other thing and then and then more people came on it is that what happened so we had an existing plant there that was at the end of its life in terms of permitting so it had to be replaced as mr. Pasquarelli since we bring had to bring it up to the new standards but it was just for Luckett's Elementary it was originally done for just Luckett's but the community center in the firehouse there's a septic field there that had failed and they had connected in to us because we had capacity in our plant I'm gonna let Don take over at this point before I get too

[00:05:57] far down the road so good evening so the plant has been operating for decades with the school the Luckett's Community Center which is county property and the volunteer fire station which was staffed

with active firefighters from the county in those in those those three buildings no concerns at all from the school system operating it supporting both the schools and the county-owned facilities back in 2021-2022 time frame the new fire station opened and the active firefighters moved from the volunteer station to the new station when that

[00:06:36] happened we lost the legal justification to be able to support the volunteer fire station which is private property we notified them to disconnect from the plant there was a request from the Board of Supervisors to give them we notified them a year in advance that time came and went Board of Supervisors asked for a additional extension to give the volunteer firehouse time to find another option and during that time a board member initiative was started within the supervisors asking county staff to figure out how to support the

[00:07:14] volunteer fire station and what could be done because their drain field had failed years before which is why they were on our plant to start with the solution the county came up with county staff came up with was to transfer the wastewater treatment plant to Loudon water who is permitted and operated by Legally operated by this, you know, under Loudon Water is legally able to provide sanitary service to private property owners as well as government schools and stuff.

[00:07:44] So that decision was made, and we have been working towards that for the past couple of years. Loudon Water, they are not allowed to charge their current customers for the capitalized replacement of the wastewater plant 30 years in the future.

[00:08:03] So part of the deal for them to take on ownership of this plant is we had to, us and the county who own the facilities that are tying into it, and the volunteers had a share to pay, had to pay for a new plant 30 years down the road. And that's where the \$6 million came from.

[00:08:21] It was divvied up based on the fair share usage of the plant, so the schools had the majority of that to pay. The supervisors took that funding out of our contingency funds because it was what we had not budgeted for. It was nowhere in our capital program, and they control our CIP contingency fund, and they took the money and gave it to Loudon Water.

[00:08:41] The good news is we're seeing an operational savings on that. It gets us out of the wastewater plant business. It's not a core function of facilities to run wastewater treatment plants, as you can imagine. It was the one wastewater treatment plant that we had. We have a state permit to operate it.

[00:08:57] All of that will be transferring to Loudon Water. We still own the property. This is just an easement similar to the way we convey sanitary lines every school that we own. The sewer lines in the ground belong to Loudoun Water. We're doing the same thing. The sewer lines on the property are being transferred to Loudoun Water.

[00:09:14] The sewer treatment plant facility in this case, not the property it's on, but the facility is being transferred to Loudoun Water. And that was a mutual agreement between us and the county staff and Loudoun Water as the best way to handle this. So we didn't get into more problems with zoning though. They're going through site plan amendments and everything still still in the works and those For the county staff are being finished up over the next month And so this is happening soon our operational cost to run the plant We have been contracting for about the last seven eight years with loud and water to run the plant for us

[00:09:51] We're paying anywhere from 150 180 thousand a year to operate the plant the Under the new structure with loud and water owning and operating the plant they will our cost will be around 12,000 a year And then the other we have never charged the county for operating that they're their fair share of their sewage treatment from their other facilities Because we're not allowed to do that. We're not set up to do that, but loud and water will be charging them Some of the costs, but it's still Because they can't charge enough to recapitalize the cost of the plant is why we had to pay for the plant up front

[00:10:28] 30 years in the future doesn't make a lot of sense and there's a hundred and seventy page document in there that's that's the county county's board item that we posted that has more details but I think I've provided the highlights I hope so if we grant an easement are they able to do anything else with that easement so they are the easement was written by and coordinated through our legal staff the easement allows them to own operate and maintain that plant just as they do the sanitary lines that are already there buried in the ground in

[00:11:04] the future if the area we're giving them an easement on includes the location of the new plant as well as a little bit more the location of the old plant that has been demolished there's nothing above grade where the old plant was the reason they needed the extra space where the old plant is is they have to have a location to build the new plant in 30 years when this one in theory ages out and so we are giving them an easement that would allow them to not only own and operate the current building where the wastewater plant is but then build a future building when this plant is obsolete so we're giving them permission

[00:11:42] to build another building on our property effectively it would be replacing the current plant so not I say it wouldn't be a second building it would be it would be building a new building but it's in place of the one that's there that would be torn down in the future so can they connect other things to that like we have what for there right now there's four structures or structure tied to the plan and then they can if they build something else they can do it off so there's more the current the current agreements are set up so that it's only this is a limited plant it only supports those four

[00:12:19] properties the county has a vision at some point in the future we don't know when ten years down the road where they would potentially have a municipal plant in that area to start taking on more of the wastewater treatment within Lockett's that community has historically had a lot of problems with well water and with sanitary water they get bacteria into the drinking water wells and that's what's happened to some of the county whales on the properties that they've closed those in the past we have the only well us and now the new fire station have the only two operable whales on the site the community center gets water

[00:12:56] from our well and they've all in trying to think that let me I know the community center does I don't think the volunteer station does the county now a new fire station has their own well but they have we have an emergency connection between the two that we're allowed to open if one of our whales yes or the fire departments well fails we still have a backup for water until we can and when I say failing it's they would fail because of bacteria in the water sample So the topography there in that area, there's a lot of groundwater infiltration,

[00:13:34] which is why we have a sewage plant to start with on that site. And because of the volume we were discharging, other sanitary fields have failed. And so the community center failed many, many years ago. They asked permission to connect to the school's plant.

[00:13:51] Volunteer station failed many years ago. They asked permission to connect. And so when they built the new fire station, they asked permission before they built it to connect. And so they're part of our, of our plant soon to be Loudon Waters plant. Could they make it a community plant in the future?

[00:14:07] They would, they could, but it would go through an entirely new process for permitting. Um, and through a, at least through a zoning process with the, with the County. Um, and I believe we'd have to check on this, but I believe they would also have to come back to the school board because the easement is not set up right now for it to be a municipal plant, but we, I would need to confirm that with, uh, with our staff attorney.

[00:14:34] Is there a reason that it's just gone straight to action as opposed to information and then action? I mean, I know we do that with RFPs, but this isn't necessarily an RFP. But generally speaking, we have brought easements through there, and this is just a simple easement, although it has a lot of history behind it, a complicated history behind it, that would have been done prior to this board being on the board.

[00:15:01] And so we didn't think about that through there, that this would be your all's first exposure to that. don't know if there's any restraints on the timeline if we wanted to bring that back for action and at the next meeting we could certainly do that right the the restraint is at this point that we're trying to get it through the school board by the end of June and so we this meeting the next meeting would be the June 3rd for F&O and could still go to the board for action after that when is

[00:15:36] our last meeting I thought we only had one meeting in June no we have to sorry she's my my camp calendar handler person over there um okay and and the reason the june's important is that we are expecting all of the other legislative actions and everything else involved with this to be done um in the month of june to allow loud and water to actually start the to take over an operation of the plant legislative action the county required the county staff to do

[00:16:12] um a special exception for the lease they have they've had to go through the um they've treated it as if it's they're actually transferring property to them the land it's it's um we were all surprised that that one part of the county staff made the other part of the county staff go through this legislative process that is almost done they they literally it's on the agenda over the next few weeks with both the planning commission and the board of supervisors to approve it they're making the county put in a tree buffer between the plant and

[00:16:49] the school as well as we already have fencing there now because we put a playground fence up but they're they're looking to try to enhance the security they're treating it as if they're a separate property owner even though it's still our property and then there's there's other there will be an easement also right next to us the whole parking lot the gravel parking lot there beside the school is actually county property it's part of the park beside us the county is going to be issuing an easement down the middle of that driveway an access easement for Loudon water to get access to the plant that's

[00:17:27] at the back of our property because we couldn't give them access down our property line our fence everything goes right to the property line and so we didn't want it to disturb the school and and since the county is driving this they agreed to give a wide easement down that gravel parking lot for a driveway entrance to the plant and we have an axe we have an access agreement for that not an easement but we have an access agreement allowing us to use that

[00:17:55] gravel lot for our kissing right for the school thank you it's fascinating and I just had this little me about the potential that they can do more to it later on I will also share that when we built the plant several years ago when we and the the problem we had the old plant was was was not able to treat the

[00:18:34] sewage to the level that it needs to be under new permitting and so DEQ notified us years in advance that when we renewed the permit that we would have to treat to a higher standard and the old plant couldn't do it and so that put we put the new plant in the CIP process and started working forward after having discussions with the county trying to convince them at the time to take it over for us and run their own plant they wouldn't do it it was too far in advance they weren't ready with their comprehensive planning to take on a a community system there so it went through our CIP process funded by the Board of Supervisors to build the new plant and then I said it was a board

[00:19:13] member initiative that actually got this process started three years ago four years no more supervisors with the intent of trying to be able to support the volunteer fire station as I said legally we couldn't we couldn't keep them on our plant once the active firefighters moved out because it's considered private property it's not it's not public property Thank You chairs traffic I find this so interesting Wow if you could tell me again just repeat for me what are we paying now when loud and water takes

[00:19:53] over what what are we gonna pay and then the cost was six million thirty years from now is that right did I hear that right what's the cost now so the school system's cost that was already transferred where I believe was 3.6 million transferred to Loudon water a couple of years ago and that's what we're paying now that was the capital I capital recapitalization cost of the wastewater plant 30 years in the future and so that was from LCPS we transfer the 3.6 each of the other users transferred I want to say is five hundred

[00:20:31] thousand six hundred thousand something like that it added up to be five and a half million six million dollars I don't remember so we're not the only one and everybody else is paying. Everybody had to pay a share of the recapitalization of that future plant. We are the only ones paying right now for the operation of the current plant.

[00:20:49] And that is what, again? So it varies slightly, but historically it's been \$150,000 to \$180,000 a year to operate the wastewater plant. And we contract with Loudon Water to operate it at their cost. So each month, they submit an invoice to facilities that is directly listing their time and labor and any materials they would have used to operate that plant.

[00:21:13] Many years ago, we had a licensed operator of the plant. We had one, and our state permit requires seven-day-a-week operation. And so we had to find another solution. We couldn't have one person. Now, he had been doing it for a couple of decades at the time, but we don't do that anymore.

[00:21:31] And so we changed to make sure that we were never out of compliance, picked up Loudon Water doing it. And so they have an operator that is on site, not all day, but stops by the site every single day as our permit with the state requires.

[00:21:48] And our labor cost, direct cost with the Loudon Water material stuff, it runs that \$150,000 to \$180,000 a year. And it varies a little bit. We budget in that range for it each year, and it's been fairly consistent for several years.

[00:22:04] Under the new support agreement, what we are anticipating is our cost to be about \$12,000 a year. That's what I thought I heard. So it does come with a significant savings, operational savings for

LCPS. Because it's a flat, \$12,000. It's basically \$1,000 a month.

[00:22:22] It's based on the Loudon Water rate structure, and because they didn't establish a rate structure envisioned to support a plant with only four users, their rate structure is established, and the highest tier is \$1,000 a month.

[00:22:38] And so that's where we fall right now. Now, could they change that down the road? Yeah, I mean, 30 years from now, a lot of things could change. A lot could change in 30 years. And I'm wondering, I mean, we won't be here. Right, correct. I'm wondering, if that doesn't end up happening, does LCPS get all the money back, get repaid, you know, because we're reserving 30 years ahead of time?

[00:23:04] So, we would not get, so what we're paying monthly once Loudon Water takes over is the operating cost of the plant. In theory, it's to treat the sewage that we're sending through the plant. So, there wouldn't be a return or a refund on that. and the several million we've already sent to Loudon Water, or the supervisors, took our money and sent it to Loudon Water.

[00:23:27] That's what, okay, thank you. That money is basically sitting in a special account trust fund or something. And we don't get that back. We don't get it back. If nothing ends up happening, you know, 30 years from now, we don't get that back. Correct. Now, maybe if something happened in the future and Loudon, I don't know what Loudon Water's bylaws are, but it would basically be between the county and Loudon Water to decide if they, at some point in the future, they decided they did not need to replace that plant, then I can't speculate how they would arrange getting the money back to folks that contributed it.

[00:24:03] But effectively, that money is put in kind of a savings account and held until 30 years from now when that plant needs to be replaced. I hope it collects interest. Thank you. You would hope so. Thank you. Chair Streffi, if I could add one thing, the the supervisors created the construction capital contingency account for things just like this so it is thinking you know so it didn't in other words we did not have to sacrifice one of our projects to do that the contingency account was there to do things like that which made it sense for them to pay for that out of there and so as you have seen a couple different times we will ask for utilization of the contingency account this was one of

[00:24:39] those things where we agreed that was the best place to do that so just wanted clarify that that is the supervisors did pay for it with money they gave us so thank you any other discussion well I now know that support services can now run a waste has been running and can run a waste water treatment plant is there anything you guys can't do is the question yeah but in any case thank you very much for all of that information it is fascinating with that we'll move on

[00:25:18] it's an action to vote we'll move on to vote and and I can talk if I want to talk it further we can take it off of consent that's right and we would still be in the time crunch right I think it goes to the full board tomorrow if it goes to the full board on next week yeah it's not scheduled right June 10th I'm sorry June 10th so even if we pass it today to go consent we still wait until June as opposed to because the agenda hasn't been planned yet for June 10th

[00:25:55] correct but tomorrow night's agenda is already set or I'm certain next Tuesday's night the 20th not set yet okay well we can certainly add it to the agenda that's so you're you're saying to add it to the agenda as an information item well it's just Hawk yeah thinking and if oh you're thinking to keep it on consent or to proactively take it off got it can go to consent but we we could I could proactively take it off if we wanted to talk about it okay and then if there was

[00:26:33] a question that you know to legal around the scope of the easement we could have that answered as well do you think we could get straight to information I mean I'm okay with your discretion but I'm fine with having it in consent there's a lot of history with this and I just wonder about the two things one is is it helpful for the full board to get the full update or is it going to, I mean.

[00:27:04] - Well maybe not everybody is as interested as I am, but I can also talk to legal on a second. - So we can put it on consent. - With that, yeah, let's keep it on consent for now and we'll still have to vote.

[00:27:23] So all those in favor, please say aye, aye. That motion will pass unanimously and this item, just let's do a quick thumbs up on consent. yes just wanted to clarify our plan when we started the conversation I'm not sure where we ended up was for the June the June 10th meeting not this Tuesday next to why wouldn't it be next Tuesday if we haven't set the agenda yet we haven't prepared the item so it's not in your all's packet at this point because we're

[00:27:56] planning for that so we could try to get it in there quickly you can do that okay do it for consent but it might and if it's taken off consent on the June 10th it goes straight to action okay well we'll reach out to dr. Spence to and just we'll have it we'll gear it up for the for the for Tuesday the 20th of May and if we have to do something different we'll let you know thank you

[00:28:30] okay we'll move on to our information items starting off with six zero one Business and Financial Services, IFB I-25110 Toner and Ink Cartridges, presented by Ms. Filia.

[00:28:47] That'll be the only time I introduce you, Ms. Filia. I think you have a bunch of them. Yes, you'll hear a lot from me between now and the end of June. I have before you this evening the new contract award for our toner and ink cartridges. The estimated value of this contract is \$550,000.

[00:29:05] therefore it is brought to you this evening and can be in can be moved to your next Finance Committee meeting as an action item or a consent item thank you board members any comments or discussion seeing none are we open to this going to consent at the next F&L meeting thumbs up yes so that'll go to consent we'll move on to 6.02 business and financial services RFP R24250 language interpretation and translation services renewal this is a contract that

[00:29:42] was awarded last year and this is the first of the second of four renewals I'm sorry for this contract award this is for interpretation and translation services both oral as well as written document translation provided by the Family and Community Engagement Office in that it exceeds three hundred thousand dollars it is brought before you this evening to be moved to either action or consent at your June 3rd meeting and no change in the pricing there was no change in the pricing they are still charging the same rates for their interpretation services and there's two different vendors on this contract thank you any

[00:30:19] other discussion for members would you like to put this on consent for the next F&O but you want to keep it on action okay so this will be on action next item in six dot zero three business financial services RFP r two three two six three ice cream this is the start of the renewals for our school nutrition contracts with the first one being everyone's favorite which is the ice cream there was a two point three eight percent increase in our cost for next

[00:30:58] year for ice cream and the estimated value is four hundred ninety five thousand dollars once again this is brought before you to be presented at your next meeting as either an action or consent item do you have any questions or discussion Thank You chair Strafi what is the brand riches I'd never heard of

that before you do you put it out to ice cream vendors or riches does all these I mean I'm just trying this this goes out it's an open solicitation open

[00:31:33] to all vendors and then riches is the vendor who responded to the solicitation to provide ice cream for our schools how many vendors did you send it out to I would have to get that information for you it's an open solicitation in that it is posted in our electronic bidding system as well as the state's website so So we get it about out there as broad as we can to as many vendors as possible.

[00:32:00] And it would always be just one vendor, or would you use several if others bid? I'm just curious. As we've discussed previously, we're fortunate to get a vendor to respond to our school and nutrition solicitations because we want a vendor that will deliver to 100 schools spread throughout the entire county.

[00:32:21] There is not many vendors that will do that or are able to do that. So generally we may have one, maybe two vendors respond to school nutrition. Thank you. This is second for renewals I see as well for this vendor.

[00:32:41] That is correct. Is it common that if it's a renewal that you'll have much less response from other vendors? When you do a renewal, you only renew with the current vendor. When you put the solicitation out, as we did in the past, you open it up to all of it.

[00:33:02] So was there a solicitation or it's just a renewal? Yes. The RFP number, R23263, was the RFP that was put out for this solicitation. All right. Thank you. But that was a solicitation in 2023, right?

[00:33:20] So this is just a renewal of that. Yeah, it was done. I'm sorry. This was done in 2023, and we agreed to that, and so this is just the renewal of that same thing. We didn't go out and do it again.

[00:33:38] I think that that's being lost. Yes, we did not. This is a renewal with the current vendor that was awarded, and I apologize. I previously said it was 2024, but in 2023 is when we would have opened it up for competition. Thank you very much.

[00:33:55] members would we like this to go on consent for the next Finance and Operations Committee meeting thumbs up yes so that would go on consent move on to 6.04 business and financial services RFP r2 3 2 6 1 fresh produce so now we're going to the other side we're going to fresh produce from ice cream at this time fresh produce we are currently getting that with PJK food service they were previously known as Keeney produce who have been doing business with us for number of years. This is brought before you as the contract does exceed the

[00:34:33] \$250,000 limit. Once again this is the second of four renewals with the effective date August 1, 2025. And if you choose to do so either bring it forward to your next meeting as action or consent item. Questions or discussion? Seeing none. Would we like this to go on consent for our next F&O meeting?

[00:34:58] So that item will go on consent. Last information item is 6.05, Business and Financial Services, IFB, I-21331, Milk and Related Items, Renewal.

[00:35:16] This is our contract with Dairy Made Dairy to provide our milk products for our schools. This is the fourth of four renewal options for this contract. right now there was the average price decrease is 1.5 percent from the original price but that is because the vendor is giving us plastic bottles at the paper carton pricing so we're seeing a cost savings in the packaging but this is an escalating de-escalating contract in the price fluctuates contingent upon the market we're bringing it before you as the value of

[00:35:51] this contract is 2.1 million dollars and once again this is the fourth of four renewals and can be brought to your next meeting is either action or consent so talking about sustainability and all of that and we have plastic packaging I mean I see that we have it in it we probably can't get away from it in this one in the vegetables we probably can't get away from it but I know it's a cost savings but is it really in the grand scheme of things it is something we are going to look into when we do our new solicitation when we switched over to

[00:36:31] to this vendor what happened is the vendor we were doing business with without a business another vendor we got dairy made dairy they had lots of issues with the packaging of their cardboard containers our option in order to keep milk coming to the schools was to go to the plastic bottling in order to ensure we could have milk for the school so when we do the solicitation again we're going to see if we can get back to the paper cartons but unfortunately they were not able to provide paper cartons that actually remained sealed and this is one of the solicitations that is very challenging to get a vendor to provide

[00:37:09] services to Loudoun County Public Schools with the area of the county and the number of schools we service and the frequency which they deliver the milk raising my hand forgot I was chair we've talked I mean we've touched on a topic of how we coordinate with maybe other counties or other school divisions Do we do that in some procurements like this where the situation is a little bit more challenging?

[00:37:42] We tried. Prince William was having the same problem. Fairfax was having the same problem. The state has since moved forward with some additional initiatives to hopefully get some additional vendors for us in the future. But we did look into that at the time we experienced the issues.

[00:37:59] And all you're doing at that point then is taking one vendor and expanding the area by the size of Fairfax and Prince William. Seeing none, we want to put this on consent as well.

[00:38:20] That item will also go on to consent. And that is it for our information items. Thank you, Ms. Villione. Any new business, no new business, will now adjourn this May 13th meeting of the Finance and Operations Committee.

[00:38:36] Thank you very much, everyone.



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