



# MEMORANDUM

Date: September 11, 2024

To: The Honorable Chair and Members  
Pima County Board of Supervisors

From: Jan Leshner   
County Administrator

Re: **September 17, 2024 Board of Supervisors Meeting – Agenda Item 48 A. – Protest Appeal by CDK Design LLC dba Arcadia Landscape of Award for Solicitation No. RFP24000243 Landscape Maintenance Services and Repairs**

On August 1, 2024, a Notice of Recommendation for Award was issued to respondents concerning the referenced Solicitation for Landscape Maintenance Services and Repairs awarding two contracts as follows:

Service Groups	Awardee	Award Amount
Group A: Miscellaneous County Sites, Library Sites and Sheriff Sites	Underwood Brothers Inc.	\$1,000,000.00
Group B: Wastewater Facility Sites	CDK Design, LLC dba Arcadia Landscape	\$320,000

On August 8, 2024, CDK Design LLC dba Arcadia Landscape (Arcadia) submitted a protest of the recommendation for award pursuant to Pima County Procurement Code 11.20.010(F). On August 15, 2024, the Procurement Director dismissed Arcadia’s protest due to a lack of stated basis for protest.

On August 21, 2024, Arcadia submitted a protest appeal to the Board of Supervisors with the Clerk of the Board pursuant to Pima County Procurement Code 11.20.010(H) (Protest Appeal). This appeal of our Procurement Director’s decision will be heard at the September 17<sup>th</sup> Board of Supervisors Meeting along with the request to award the contracts as specified in the Notice of Recommendation for Award.

The attached Memorandum provided by Procurement Director Terri Spencer provides the County’s responses to Arcadia’s concerns identified in their Protest Appeal. (Attachment)

JKL/dym


Attachment

- c: Carmine DeBonis, Jr., Deputy County Administrator
- Francisco Garcia, MD, MPH, Deputy County Administrator & Chief Medical Officer
- Steve Holmes, Deputy County Administrator
- Tony Cisneros, Director, Facilities Management Department
- Terri Spencer, Director, Procurement Department

SEP 11 24 10:21 AM PC CLK OF ED

Date: September 11, 2024

To: Jan Leshar  
County Administrator

From: Terri Spencer  
Procurement Director 

Re: Additional Information for the September 17, 2024 Board of Supervisors Meeting Agenda Item #48A – Protest Appeal by CDK Design LLC dba Arcadia Landscape of Award for Solicitation No. RFP24000243 Landscape Maintenance Services and Repairs

This information is provided in response to the protest appeal submitted on August 21, 2024 by CDK Design LLC dba Arcadia Landscape (Arcadia) for the referenced solicitation (Protest Appeal). Following are County responses to each assertion contained in Arcadia's Protest Appeal.

**1. Discrepancy in Bid Tabulations:**

**Arcadia:** "Our first concern as pointed out to Procurement, is that Arcadia's combined bid for Group A and Group B Bid for the above Solicitation was the lowest responsible bid submitted. Specifically, Arcadia Landscape's bid was \$698,880.70 for Group A: Whereas AAA's bid for Group A was \$923,883.36 and according to the Award Notice is being awarded at \$1,000,000.00, resulting in a substantial difference of \$301,119.30 in taxpayers' dollars. We feel this money could be used elsewhere in our Community, i.e. Veterans, Homeless, Battered Woman, Education, Children, etc. We do see that on this part of the award and bid we did score Group A - 30 points and Group B 30 points. Furthermore, our total bid for both Group A and Group B was \$990,380.08, which is still lower than AAA's bid for Group A alone. Part of the award process is evaluation where Arcadia was told by numerous County Employees that the "interview process" does not weigh as heavy as the "Lowest Bidder" and not to worry.

Now we find out that the reverse is true. The Interview Process does have a much heavier impact than the Lowest Bidder. We spent countless hours putting together a package for the County for this interview process and being low bidder, to be dismissed for an interview process we believe to be ambiguous as explained below in point two (2)."

**County:** Procurements that are conducted as a Request for Proposal (RFP) seek responses from qualified, responsible, and willing Respondents to provide services in compliance with specifications and requirements. Respondents submit proposals according to prescribed evaluation criteria describing their qualifications, experience and performance history. This is an evaluation process, not an "interview" process of which cost is a component of the evaluation but not the primary evaluation factor. An evaluation committee comprised of subject matter experts evaluate the submitted proposals, apply scores according to weighted evaluation criteria, and the scores are tabulated and averaged to determine the highest-scoring proposals and therefore the highest-qualified firm(s) for contract award. The RFP process contrasts with a bid process (IFB) where bidders submit a total bid amount based on specifications and requirements. The award is recommended to the lowest, most responsive, responsible bidder based on the total bid amount. Qualifications are not an evaluation factor in a bid.

Terri Spencer, Director

Jan Leshner, County Administrator

Re: Additional Information for the September 17, 2024 Board of Supervisors Meeting – Agenda Item 48A – Protest Appeal by CDK Design LLC dba Arcadia Landscape of Award for Solicitation No. RFP24000243 Landscape Maintenance Services and Repairs

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This procurement was conducted as an RFP seeking proposals from qualified, responsible, and willing Respondents to provide Landscape Maintenance and Repair Services in compliance with specifications and requirements for two service groups for which proposers may submit a response to one or both groups:

Group A: Miscellaneous County Sites, Library Sites, and Sheriff Sites

Group B: Wastewater Facility Sites

The RFP evaluation criteria were included in Section 7 on page 3 of the Instructions to Proposers and in the required Exhibit C: Questionnaire as follows:

<u>7. Evaluation and Selection Criteria</u>	<u>Maximum Points</u>
7.1 Cost (Total Price Proposed)	30
7.2 Contractor Qualifications	30
7.3 Key Personnel	20
7.4 References	20
Evaluation Total	100

An evaluation committee was comprised of three evaluators from the Facilities Management Department who possessed the required combination of experience and education to fairly evaluate the solicitation responses. The committee assessed points for the two proposals for evaluation criteria 7.2, 7.3, and 7.4 for each group while Procurement evaluated criteria 7.1 for each group. The resulting scores were combined to form a final score for each group. Determination of the award was based on the highest-scoring proposals per group. Per RFP Instructions to Proposers in Section 11. Award, "if County makes an award, County will enter a contract with one or more Contractor(s) that submitted the highest scoring proposal(s) that County determined *"Responsible"* for providing the required goods or services."

It is important to note that a conversation with "County Employees" several months prior to the creation of the solicitation does not constitute a binding agreement for the evaluation of this RFP. The evaluation criteria were clearly stated in the RFP in the Instructions to Proposers and in the required Questionnaire (Exhibit C). Arcadia along with all other proposers was offered an opportunity during both the pre-proposal meeting and before submission of their proposal to make any objections to the format of the Solicitation regarding the use of a qualifications-based RFP process for this Solicitation, or the weight for scoring. There were no such objections made by any parties.

## **2. Evaluations' Weight and Transparency on Award of Contract:**

**Arcadia:** "We appeal to the Board to this evaluation/determination. On the Evaluator sheets provided by Procurement each sheet indicates that our references were not provided. This in itself is **"NOT"** factual. We sent out the reference forms provided in the Solicitation and in fact our Customers/Clients shared the references with us even after Arcadia's instructions to them were to send directly to the Pima County Procurement. These evaluations came back with great reviews (attached here for your convenience and review). Four out of 5 References scored Arcadia with "5's" in all categories on the evaluation and one Client even said they would score Arcadia higher

Jan Leshar, County Administrator

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if there was a larger scale. We were graded down drastically for this, and we feel that if these interviews/evaluators are scoring based on "NO REFERENCES" then in our original protest (attached here for your convenience) the References should have been considered at the time of our Protest Letter dated August 8th , 2024; since our Customers/Clients took the time to fill them out and submit them to Pima County Procurement. Furthermore, Evaluator #2 indicates references submitted and then no references submitted-very confusing as to how this can happen.

Arcadia Landscape has been performing this Contract for Pima County for eighteen (18) years; of which, four (4) years has been under new ownership. Still and all we have performed for the County on time, in emergency on-site calls, with skilled labor and a management team with no written or verbal communication that we performed the Contract unsatisfactorily. We are at a loss of how Arcadia Landscape was "Evaluated" on the award of this project and/or contract since we have performed our Contract with "Due Diligence." Again, our References scored Arcadia Landscape with "Exceptional Ranking" of 4 out of 5 references that shared their Ranking with us. So given the fact that we scored 30 on the Evaluation Criteria and 20 for References. Key Personnel we have Qualified Professional Staff with a combined experience in the Landscape Industry of at least 100 years between them. Our Contract Administrator, one of our Key Personnel, put together a pristine presentation for Pima County. We fail to see the evaluation criteria and deviations as marked on the award. We respectfully feel that we scored higher in the "Evaluation and/or Evaluator" on the Bid Award Tabulation."

**County:** RFP EXHIBIT C: Questionnaire Section 7.4(a) required respondents to provide three (3) reference letters demonstrating the Contractor's ability to provide services on a scale equal or greater to what is requested in the RFP for Pima County. Respondents were to include definition of tasks performed, general frequency of tasks, type of business and total years providing landscape services to the selected references. **Respondents were to provide this information individually. Reference Forms as indicated in Exhibit D were also required and do not substitute as the response to this criterion. [emphasis added]**

While Arcadia provided the required Exhibit D Reference Forms, Arcadia failed to submit the required Reference Statements (letters), and the evaluation committee scored based on the evaluation criteria as stated in EXHIBIT C: Questionnaire. To clarify, 3 out of 5 Arcadia Reference Forms were rated "Exceptional"; 2 out of 5 included "Average" or "Above Average" ratings and were evaluated accordingly.

**Arcadia:** "There have been several other issues that were brought to the Contract Manager of Pima County, Mr. Robert LaBlue. This pertains to Stacy Smith of Pima County Contracting stealing our employees while working on the Projects for Pima County. This is a "HUGE" violation and Mr. LaBlue should have put a stop to this action; however, to no avail. We have proof and written statements on this matter. We believe that because Stacy Smith was exposed and asked by Arcadia Landscape to stop this course of action it was "weighted" against Arcadia in the Interview process for this Evaluation of RFP2000243. Stacy Smith also would issue the extra work for this current Project/Contract to other Contractors via the "Shopping" our bid method. This also was told to Mr. LaBlue, and again Stacy Smith was allowed to remain on the project given her "Short Comings" with Arcadia Landscape, (Arcadia can provide proof of this also)."

Jan Leshner, County Administrator

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**County:** No Arcadia employees have been interviewed or hired by Pima County Facilities Management (FM). An interview was held with a former Arcadia employee after they were no longer employed by Arcadia, and the person was not offered a County position. County has investigated the allegation of “stealing Arcadia employees” and determined it to be unfounded as Stacy Smith has not engaged in the practice of attempting to hire Arcadia landscapers. An incident occurred where an Arcadia employee (Jeffrey Seeger) came to the FM Contract Services shop to inquire about the open landscaper positions. Mr. Seeger was merely provided employment information and a copy of the job description.

Arcadia alleges that their quotes were “shopped” to other vendors. For services outside the normal services such as downed trees or other urgent landscape issues, FM seeks a second comparative estimate. The low bid was usually AAA Landscape, typically with better response times. FM has had issues with Arcadia trying to charge additional fees for stump removal which is in the contractual scope of work to be included as part of a tree removal, not an add on.

Neither of these issues are pertinent to the evaluation of Arcadia’s RFP submittal.

**Arcadia:** “Arcadia Landscape did not receive one (1) 48 Hour Notice on the current Project and/or Contract until these issues were discussed with Mr. Robert LaBlue. Although these matters were brought to the attention of Mr. LaBlue, Arcadia was advised that "now is not the time to bring these issues up, that it would be better at the time of Contract Renewal". After these "Short Comings" were brought to Mr. LaBlue's attention is when the 48-hour Notices were sent to Arcadia (Examples are attached of 48 hours Notices that do NOT pertain to our original contract). Please note that more examples exist upon the request of the Board.”

**County:** On 12/19/22, County held a meeting with Arcadia to discuss schedule, performance for the larger sites, weed control, irrigation, communication and billing/invoices. It was from this period forward that County began enforcing the 48-hour notice rule specified in Section 3.16 of the Contract Scope of Work, and the first documented 48-hour notice for poor performance was sent to Arcadia on 2/28/2023. This notice process began after FM provided the opportunity to have Arcadia re-bid the sites. FM increased site inspections and 48-hour notices sent each time issues were identified. The 48-hour notice process is very time consuming for the County Landscape Supervisor taking up a significant amount of his workday that could be used to maintain the landscapes that FM maintains in-house and should not be necessary.

On 11/30/23, a Notice of Default and Request to Cure letter was sent to Arcadia regarding ongoing performance issues with accompanying documentation (Attachment A). FM held in-person and virtual meetings with the Arcadia owner and management team concerning performance issues. Arcadia asserted they had not requested any price increases since the current contract was awarded on 08/16/19 and that they did not have enough time scheduled for their crew based on the bids that had been provided by the previous Arcadia owner. FM advised that Arcadia should provide County with updated pricing so they could schedule their crews for the correct amount of time. Arcadia received the benefit of an additional price increase at renewal last year (2023-24 renewal, Amendment No. 8).

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**Arcadia:** “In the decision from Procurement there is mention regarding invoices not being revised within a reasonable time frame. Arcadia has to respectfully dispute this accusation due to our Accounts Receivable Personnel is very adversed [sic] at her position and does her job with the up most efficiency. In reflection of this comment there were times where clarification needed to be asked on the request for revision; however, the request for revision definitely was not ignored. We were also being instructed by Stacy Smith to change our invoice dates by thirty days to reflect current dates of when invoices were revised. This change would have altered our accounting records and revenues and is illegal. Here are examples of her work and response to email concerning those invoices in question.”

**County:** FM requested that Arcadia accurately provide dates on revised invoices. When original invoices were provided that required corrections and revisions, FM requested that the original date be updated to the revised date. It would at times take weeks to receive revised invoices that would only include the original date so it had the appearance of being over 30 days old and would then be considered past due. At one point FM received an email from County Administration stating that they were contacted by an Attorney who was an acquaintance of the Arcadia owner inquiring why the County was not paying its landscape bills. At that time, FM had been waiting for a revised invoice from Arcadia for an extended period.

FM had attempted to provide partial payments for sites that did not meet standards as long as verifiable documentation was provided for hours spent actually working at the sites. Payment could have been denied for sites that were clearly not being maintained, but FM attempted to work with Arcadia through the issues and complaints sent to FM by other departments. For example, Arcadia would often exceed the allowable cost threshold of \$150.00 for irrigation repairs specified in Section 2.5 of the Contract Scope of Work without prior approval which was discussed with them at meetings more than once. As a result, FM Landscapers have taken on most of the irrigation repairs in-house.

**Arcadia:** “Arcadia feels that since Mr. Robert LaBlue was one of the evaluators that the review process was **NOT** an un-biased or evenly scored process for Arcadia. Although Arcadia could have presented our "Key Personnel" more in depth it does not change the fact that our staff is qualified, professional and has; as stated, over 100 years experience in the Landscape Industry.”

**County:** Pima County Procurement Administrative Procedure PO-38 requires that all procurements be conducted in a fair, open, equitable manner that promotes participation and competition. It is recognized that evaluation committee members have individual perspectives created by a variety of factors such as personal experience, education, management, and organizational culture and others. The objective of this procedure is to ensure consistent, neutral, fair, ethical and equitable evaluation of proposals, while recognizing diverse perspectives and minimizing negative external influences on the evaluation process. Therefore, the evaluation committee can use prior experience when evaluating a Respondent. Members agree to evaluate proposals utilizing only the published solicitation criteria without undue influence by other members or external forces. Personal knowledge or experience with a respondent that affects the scoring of a proposal must be specifically documented, described, and explained by the evaluator on their score sheet document, if applicable.

Jan Leshner, County Administrator

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The evaluation committee took into consideration their knowledge and experience with the Respondents as allowed by the above procedure and while scoring the proposal submitted by Arcadia. They also clearly provided comments when they applied their knowledge and experience in their scoring of Arcadia's proposal. Mr. LaBlue (Evaluator #1) scored Arcadia higher than the average for both groups and provided a total score of 48 out of 70 for both groups when the average score of all evaluators was 44.3 out of 70 for both groups. There is no evidence Mr. LaBlue or any of the evaluators acted with bias towards Arcadia or any other Respondents.

**Summary:** After a thorough review of the evaluation process for the RFP, it is confirmed that all proposals were assessed fairly and in accordance with the established evaluation criteria pursuant to Pima County Procurement Code 11.12.020--Competitive sealed proposals. County recognizes its long-standing relationship with Arcadia as demonstrated by the recommendation for award of a contract to Arcadia for Group B Services in the annual award amount of \$320,000 as a best fit for Arcadia's capacity.

TS

c: Carmine DeBonis Jr, Deputy County Administrator  
Steve Holmes, Deputy County Administrator



## ATTACHMENT A

### PIMA COUNTY PROCUREMENT DEPARTMENT

150 W. CONGRESS ST., 5<sup>TH</sup> FLOOR, TUCSON, AZ 85701-1207

PHONE: (520) 724-8161 FAX: (520) 222-1484

Terri Spencer

Procurement Director

Via Email: [ronkirk@arcadia-landscape.com](mailto:ronkirk@arcadia-landscape.com)

August 15, 2024

Mr. Ronald D. Kirk, Owner/CEO  
CDK Design, LLC dba Arcadia Landscape  
2002 E. 13<sup>th</sup> Street  
Tucson, AZ 85719

RE: Protest – Award for Solicitation No. RFP24000243 Landscape Maintenance Services and Repairs

Dear Mr. Kirk,

On August 8, 2024, the Pima County Procurement Department (“Procurement”) received a letter from CDK Design, LLC dba Arcadia Landscape (“Arcadia Landscape”) protesting the Notice of Recommendation for Award of Solicitation No. RFP-24000243 for Landscape Maintenance Services and Repairs (RFP) issued August 1, 2024, naming Underwood Brothers, Inc. dba AAA Landscape (“AAA”) as the Awardee for Group A and CDK Design, LLC (“Arcadia Landscape”) as the Awardee for Group B.

You assert the basis for your Protest is that Arcadia Landscape believes there is a discrepancy in the bid tabulation, inaccuracy in the evaluation’s weight, and lack of transparency on the award of contract as further described below:

1. Discrepancy in Bid Tabulations:

Our combined bid for Group A and Group B Bids was the lowest responsible bid submitted. Specifically, Arcadia Landscape’s bid was \$698,880.70 for Group A. Whereas AAA’s bid for Group A was \$923,883.36, resulting in a substantial difference of \$225,002.66 in taxpayers’ dollars. We do see that on this part of the award and bid we did score Group A -30 points and Group B 30 points. Furthermore, our total bid for both Group A and Group B was \$990,380.08, which is still lower than AAA’s bid for Group A alone. Mr. Robert LaBlue of Pima County Facilities Management in a meeting in December of 2023 with Arcadia Landscape clearly stated that the point system did not “weigh as heavy” as the lowest responsible bidder. Given the bids and Mr. LaBlue’s direct statement we feel Arcadia Landscape is the lowest responsible bidder and therefore, Arcadia Landscape is protesting the award based on the fact we are the lowest bidder and our years of performance working with Pima County.

2. Evaluations’ Weight and Transparency on Award of Contract:

We telephoned and spoke with Ladd Lyon of Pima County regarding the evaluation, and he stated: “I am unfamiliar with the ‘Heisman Ranking’”. He also stated, “it did not really mean anything and was not important and you have no reason for concern.” Arcadia Landscape has been performing this Contract for Pima County for eighteen (18+) plus years; of which, four (4) years has been under new ownership. Still and all we have performed for the County on time, in emergency on-site calls, with skilled labor and a management team with no written or verbal communication that we performed the Contract unsatisfactorily. We are at a loss of how Arcadia Landscape was “Evaluated” on the award of this project and/or contract since we have performed



our Contract with "Due Diligence." Our References scored Arcadia Landscape with "Exceptional Ranking" of 4 out of 5 references that shared their Ranking with us. So given the fact that we scored 30 on the Evaluation Criteria and 20 for References, Key Personnel we have Qualified Professional Staff with a combined experience in the Landscape Industry of at least 100 years between them. Our Contract Administrator, one of our Key Personnel, put together a pristine presentation for Pima County. We fail to see the evaluation criteria and deviations as marked on the award. We respectfully feel that we scored higher in the "Evaluation and/or Evaluator" on the Bid Award Tabulation.

The evaluation results, i.e. The spreadsheet provided with the scores of the bidders is very vague and does not label evaluation criteria with any factual results or instructions of how the rankings work, making it impossible for us to understand how the points were derived in each area. This lack of instruction in the evaluation leads to our lack of confidence in the fairness and accuracy of the evaluation process. Even Mr. Ladd Lyon of Pima County was unfamiliar with the "Heisman Ranking System."

Your requested relief is that County conducts a fair and unbiased reassessment to ensure that the contract is awarded based on merit, adherence, and to the stated criteria of the lowest responsible bidder.

1. This solicitation was processed by the County as Request for Proposal (RFP). The evaluation criteria were listed on Page 3 of 5 of Instructions to Proposers, 7. EVALUATION AND SELECTION CRITERIA (Table Below) and again in further detail in Exhibit C: Questionnaire.

EVALUATION CRITERIA		MAXIMUM POINTS
7.1	Cost ("Total Price Proposed")	30
7.2	Contractor Qualifications	30
7.3	Key Personnel	20
7.4	References	20
<b>Evaluation Total</b>		<b>100</b>

Per Instructions to Proposers in Section 11. Award, "if County makes an award, County will enter a contract with one or more Contractor(s) that submitted the **highest scoring proposal(s)** that County determined "Responsible" for providing the required goods or services."

Awards for RFPs are not determined by the lowest bids but rather by the highest-scoring proposals. On this RFP, the evaluation committee assessed points for evaluation criteria 7.2, 7.3, and 7.4 for each group while Procurement evaluated criteria 7.1 for each group. The resulting scores were combined to form a final score for each group. Determination of the award was based on the highest-scoring proposals per group.

A conversation with a Pima County employee (Mr. LaBlue) several months before the creation of the solicitation does not constitute a binding agreement for the evaluation of this RFP. The evaluation criteria were clearly stated in the RFP on Page 3 of 5 of Instructions to Proposers, 7. EVALUATION AND SELECTION CRITERIA and again in further detail in Exhibit C: Questionnaire. The protestant along with all other proposers was offered an opportunity during both the pre-proposal meeting and before submission of their proposal to make any objections to the format of the Solicitation regarding the use of an RFP process for this Solicitation, or weight for scoring. There were no such objections made by any parties.

2. The Heisman ranking merely summarizes each evaluation committee member's individual ranking of each respondent and is not a factor in the overall evaluation results. The Procurement Officer's understanding of the Heisman ranking also does not affect the evaluation committee scoring outcome. The Award is based on the highest scoring proposal. AAA Landscape had the highest scoring proposal for Group A, and Arcadia had the highest scoring proposal for Group B.). The following table summarizes the evaluation results, derived from the attached evaluation forms by each evaluator. All evaluations by the committee were done fairly for both parties and in accordance with Pima County Procurement Code.

<b>FINAL SCORE - GROUP A</b>	<b>TOTAL POINTS</b>	<b>RANK</b>
Underwood Brothers - AAA	80.0	1
CDK - Arcadia	74.3	2

<b>FINAL SCORE - GROUP B</b>	<b>TOTAL POINTS</b>	<b>RANK</b>
Underwood Brothers - AAA	71.9	2
CDK - Arcadia	74.3	1

After a thorough review of the evaluation process for the RFP, it has been confirmed that all proposals were assessed fairly and in accordance with the established evaluation criteria. Therefore, pursuant to Pima County Procurement Code 11.20.010(F), I have determined that your Protest does not state a valid basis for protest and is therefore dismissed.

This decision may be appealed to the Board of Supervisors by filing an appeal with the Clerk of the Board within five business days of the date of this written decision pursuant to Pima County Procurement Code Section 11.20.010(H). If you file an appeal with the Board of Supervisors, the Board will consider the protest at a regularly scheduled meeting within 30 days of this decision. The Board may, with or without a hearing, either accept the decision or determine an appropriate remedy.

Sincerely,



Terri Spencer, C.P.M.  
Procurement Director

- C: Tony Cisneros, Facilities Management Director  
Ana Wilber, Procurement Materials and Services Division Manager  
Ladd Lyons, Procurement Officer  
Interested Parties

Attachment: 24 pages

RFP-24000243 - Evaluation Form

AAA Landscape (2593380) - GROUP A - Qualifications/Personnel/References

Evaluation Score : 58 pts

Contractor Qualifications : 26 pts

Key Personnel : 16 pts

References : 16 pts

Evaluator

#1

Contractor Qualifications	26 pts	Weight 30 pts
Provide Strengths, Weakness, Deficiency Comments.		
a) Recruitment/ Development Efforts: Provide an overview of the Contractor's approach/methodology to hiring, developing, and maintaining a quality labor force. Provide example(s) of Contractors method of attracting and hiring local personnel. Minimum of one example. b) Unique Qualifications: Describe the Contractor's ability to provide services defined within the scope of work on a high-quality consistent basis. Describe your approach to how your firm would manage the various locations. c) Specialized Programs: Provide steps that will be taken to ensure all services are completed per the scope of services in a safe, timely and efficient manner. • Safety training programs. • Employee training and performance evaluations. • Quality Assurance Programs.	26	30 pts
<b>Mandatory</b> Background checks, drug screening processes. Utilization of many recruitment resources. Longtime AZ Contractor with large labor force. Large diversity in scope of projects. GPS based timekeeping. Dedicated crews to specific properties for consistency. Dedicated Supervisor for County to be a single point of contact. Site walks as needed.  Lacking information regarding attracting and maintaining a quality labor force. Quality assurance statement brief and lacking detail and depth. Responses to section C very brief, additional detail would be preferred.  No specific deficiencies noted in submittal		

Key Personnel	16 pts	Weight 20 pts
Provide Strengths, Weakness, Deficiency Comments		
a) Organizational Chart: Provide details of key personnel and describe their individual roles. Identify each team member's years of experience and any special training or certifications that are applicable to services being provided. The contractor's organizational chart must include all the afore-mentioned information to be considered complete. b) Account Managers: Identify the primary and secondary Account Managers that will be working directly with Pima County. c) Accounting/Billing: Provide an overview of the firm's accounting processes including the timeline for both monthly invoicing and turnaround time for corrected invoices or credits. Identify the current accounting Manager and support staff and any specialized degrees or certifications they possess. d) Employment Level: Provide the total number of current employees AND the estimated number of employees that will be required to successfully execute this contract with an explanation of how you arrived at this number. This can be either essay, chart form or a combination of both.	16	20 pts

**Key Personnel**

16 pts

Weight 20 pts

Provide Strengths, Weakness, Deficiency Comments

**Comment**

Years of experience of key personnel is a strength. Accounting/ Billing processes are clear and detailed. Current employment level of 661. Optimal crew size is determined based on the specific requirements of each property is very detailed and comprehensive.

"Possible Supervisor" provided as well as secondary Supervisor. Clear identification should have been included.

Director of Business Development missing training and certification information. Deficiency in submittal

**References**

16 pts

Weight 20 pts

Provide Strengths, Weakness, Deficiency Comments.

- a) Reference Statements: Provide three (3) reference letters demonstrating the Contractor's ability to provide services on a scale equal or greater to what is requested in the RFP for Pima County. Include definition of tasks performed, general frequency of tasks, type of business and total years providing landscape services to the selected references. Provide this information individually. Reference surveys as indicated in Exhibit D are still required but do not substitute as the response to this criterion.
- b) Community Involvement: Provide a statement addressing the Contractor's presence in the local area. Include Contractors past and current efforts with local charitable organization and/or community involvement.

16

20 pts

**Comment**

Community involvement strong locally specifically with Educational involvement and many Chamber of Commerce memberships. Reference statements adequately demonstrate the ability of the Contractor to perform services as required.

Efforts with charitable organizations not specified. Unclear if any of the organizations noted are charitable.

RFP-24000243 - Evaluation Form

AAA Landscape (2593380) - GROUP A - Qualifications/Personnel/References

Evaluation Score : 53 pts

Contractor Qualifications : 20 pts

Key Personnel : 15 pts

References : 18 pts

Evaluator

#2

Contractor Qualifications	20 pts	Weight 30 pts
Provide Strengths, Weakness, Deficiency Comments.		
<p>a) Recruitment/ Development Efforts: Provide an overview of the Contractor's approach/methodology to hiring, developing, and maintaining a quality labor force. Provide example(s) of Contractors method of attracting and hiring local personnel. Minimum of one example.</p> <p>b) Unique Qualifications: Describe the Contractor's ability to provide services defined within the scope of work on a high-quality consistent basis. Describe your approach to how your firm would manage the various locations.</p> <p>c) Specialized Programs: Provide steps that will be taken to ensure all services are completed per the scope of services in a safe, timely and efficient manner.</p> <ul style="list-style-type: none"> <li>• Safety training programs.</li> <li>• Employee training and performance evaluations.</li> <li>• Quality Assurance Programs.</li> </ul>	20	30 pts
<p><b>Mandatory</b></p> <p>Pros</p> <p>a) The company uses different hiring platforms and from different regions. Examples are provided.</p> <p>b) the company is located locally, has been in business for several years and is has extensive experience with large projects including government contracts. Crews are assigned and supervised at designated area. There is one designated supervisor to communicate with the Pima County contact. Four examples of large contract jobs were provided. Timeframes for completion are set for all sites.</p> <p>c) Employee training includes safety issues, use of equipment, and response to special situations. Employees are annually evaluated and the company ensures certifications are up to date. Application reports are kept on file. The company promotes transparency.</p> <p>Cons</p> <p>a) The responses don't provide information on how the company develops and retains employees.</p>		

Key Personnel	15 pts	Weight 20 pts
Provide Strengths, Weakness, Deficiency Comments		
<p>a) Organizational Chart: Provide details of key personnel and describe their individual roles. Identify each team member's years of experience and any special training or certifications that are applicable to services being provided. The contractor's organizational chart must include all the afore-mentioned information to be considered complete.</p> <p>b) Account Managers: Identify the primary and secondary Account Managers that will be working directly with Pima County.</p> <p>c) Accounting/Billing: Provide an overview of the firm's accounting processes including the timeline for both monthly invoicing and turnaround time for corrected invoices or credits. Identify the current</p>	15	20 pts

**Key Personnel**

15 pts

Weight 20 pts

Provide Strengths, Weakness, Deficiency Comments

accounting Manager and support staff and any specialized degrees or certifications they possess.  
 d) Employment Level: Provide the total number of current employees AND the estimated number of employees that will be required to successfully execute this contract with an explanation of how you arrived at this number. This can be either essay, chart form or a combination of both.

**Comment**

Pros

a) Organizational chart with roles, years of experience and are certifications listed. A list of licensed applicators with names and application license numbers are noted.

b) Accounting/billing staff are noted including their qualifications.

c) Accounting procedure is thoroughly outlined. Company is experienced billing with Pima County

d)Crew requirements are explained. Worksites are evaluated to finalize crew requirements including supervisory members. Time accounting includes travel time

**References**

18 pts

Weight 20 pts

Provide Strengths, Weakness, Deficiency Comments.

a) Reference Statements: Provide three (3) reference letters demonstrating the Contractor's ability to provide services on a scale equal or greater to what is requested in the RFP for Pima County. Include definition of tasks performed, general frequency of tasks, type of business and total years providing landscape services to the selected references. Provide this information individually. Reference surveys as indicated in Exhibit D are still required but do not substitute as the response to this criterion.

b) Community Involvement: Provide a statement addressing the Contractor's presence in the local area. Include Contractors past and current efforts with local charitable organization and/or community involvement.

18

20 pts

**Comment**

a) Three reference statements were submitted. The statements support successful completion and continued service for large properties including government contract properties.  
 Statements providing information about the tasks performed, the frequency and type of business and years of service were provided for 4 jobs within the questionnaire.

b) AAA is involved with local business chambers. The company supports the learning lab at the University of Arizona College of Architecture and Landscape Architecture.

Cons  
 Reference letters were not provided.

RFP-24000243 - Evaluation Form

AAA Landscape (2593380) - GROUP A - Qualifications/Personnel/References

Evaluation Score : 61 pts

Contractor Qualifications : 25 pts

Key Personnel : 18 pts

References : 18 pts

Evaluator

#3

<b>Contractor Qualifications</b>	<b>25 pts</b>	<b>Weight 30 pts</b>
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Provide Strengths, Weakness, Deficiency Comments.

- a) Recruitment/ Development Efforts: Provide an overview of the Contractor's approach/methodology to hiring, developing, and maintaining a quality labor force. Provide example(s) of Contractor's method of attracting and hiring local personnel. Minimum of one example.  
 b) Unique Qualifications: Describe the Contractor's ability to provide services defined within the scope of work on a high-quality consistent basis. Describe your approach to how your firm would manage the various locations.  
 c) Specialized Programs: Provide steps that will be taken to ensure all services are completed per the scope of services in a safe, timely and efficient manner.
- Safety training programs.
  - Employee training and performance evaluations.
  - Quality Assurance Programs.

25

**30 pts**

**Mandatory**

- a. Respondent clearly identifies their recruitment avenues, development and Contractor's employment standards. Missing information about maintaining quality labor force.  
 b. Response was complete with information that directly relates to the question. Provided a "Day in the life" example which was insightful.  
 c. Concise summaries of specialized programs. Did not provide who reviews the QC reports or how improvement plans are derived from the QC reports and when are they implemented.

<b>Key Personnel</b>	<b>18 pts</b>	<b>Weight 20 pts</b>
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Provide Strengths, Weakness, Deficiency Comments

- a) Organizational Chart: Provide details of key personnel and describe their individual roles. Identify each team member's years of experience and any special training or certifications that are applicable to services being provided. The contractor's organizational chart must include all the afore-mentioned information to be considered complete.  
 b) Account Managers: Identify the primary and secondary Account Managers that will be working directly with Pima County.  
 c) Accounting/Billing: Provide an overview of the firm's accounting processes including the timeline for both monthly invoicing and turnaround time for corrected invoices or credits. Identify the current accounting Manager and support staff and any specialized degrees or certifications they possess.  
 d) Employment Level: Provide the total number of current employees AND the estimated number of employees that will be required to successfully execute this contract with an explanation of how you arrived at this number. This can be either essay, chart form or a combination of both.

18

**20 pts**

**Key Personnel**

18 pts

Weight 20 pts

Provide Strengths, Weakness, Deficiency Comments

**Comment**

- a. Provided a detailed org chart and resume summary of key personnel. There is concern about the crew leads and laborer positions being all TBD, but am assuming those positions will be filled ASAP if awarded the contract. I assume Respondent would pull staff from other crews, however, I would have appreciated seeing a backup plan in case all three crews were not fully staffed within the first months of the contract.
- b-d. Respondent provided full and complete responses.

**References**

18 pts

Weight 20 pts

Provide Strengths, Weakness, Deficiency Comments.

- a) Reference Statements: Provide three (3) reference letters demonstrating the Contractor's ability to provide services on a scale equal or greater to what is requested in the RFP for Pima County. Include definition of tasks performed, general frequency of tasks, type of business and total years providing landscape services to the selected references. Provide this information individually. Reference surveys as indicated in Exhibit D are still required but do not substitute as the response to this criterion.
- b) Community Involvement: Provide a statement addressing the Contractor's presence in the local area. Include Contractors past and current efforts with local charitable organization and/or community involvement.

18

20 pts

**Comment**

- a. Received three references providing the requested information.
- b. I appreciate the respondent being involved in local company organizations, but appear to be mostly for networking opportunities. I would have liked to hear more about volunteer work, sponsorships or donations given to local organizations or charities.



RFP-24000243 - Evaluation Form

Arcadia Landscape (2595030) - GROUP A - Qualifications/Personnel/References

Evaluation Score : 48 pts

Contractor Qualifications : 23 pts

Key Personnel : 15 pts

References : 10 pts

Evaluator

#1

Contractor Qualifications	23 pts	Weight 30 pts
Provide Strengths, Weakness, Deficiency Comments.		
<p>a) Recruitment/ Development Efforts: Provide an overview of the Contractor's approach/methodology to hiring, developing, and maintaining a quality labor force. Provide example(s) of Contractors method of attracting and hiring local personnel. Minimum of one example.</p> <p>b) Unique Qualifications: Describe the Contractor's ability to provide services defined within the scope of work on a high-quality consistent basis. Describe your approach to how your firm would manage the various locations.</p> <p>c) Specialized Programs: Provide steps that will be taken to ensure all services are completed per the scope of services in a safe, timely and efficient manner.</p> <ul style="list-style-type: none"> <li>• Safety training programs.</li> <li>• Employee training and performance evaluations.</li> <li>• Quality Assurance Programs.</li> </ul>	23	30 pts
<p><b>Mandatory</b></p> <p>Numerous recruitment strategies both in person event and through social media. Detailed assessment tools utilized for interviewees. Daily briefings along with safety training. Targeted training for employees and specialized training for specialized tasks and certifications. Quality control audits.</p> <p>Development and maintaining a quality labor force was brief and general in nature. Additional information and details of how this is achieved would have been preferable. A tailored maintenance plan is mentioned in submittal. Found little detail of what that plan consists of or how it is performed. The Approach to managing work locations appears to be copied directly from our scope of work, The Contractors own processes and methodology would have been preferred. Personal experience has shown inconsistency with services from time to time. A customer feedback mechanism is in place however the specs were not provided, our feedback is given by email and we generally receive a response of "received" . Would preferred to have seen some insight on how feedback from the County is used to improve the services and consistency.</p> <p>No deficiencies were noted in submittal.</p>		

Key Personnel	15 pts	Weight 20 pts
Provide Strengths, Weakness, Deficiency Comments		
<p>a) Organizational Chart: Provide details of key personnel and describe their individual roles. Identify each team member's years of experience and any special training or certifications that are applicable to services being provided. The contractor's organizational chart must include all the afore-mentioned information to be considered complete.</p> <p>b) Account Managers: Identify the primary and secondary Account Managers that will be working directly with Pima County.</p> <p>c) Accounting/Billing: Provide an overview of the firm's accounting processes including the timeline</p>	15	20 pts

**Key Personnel**

15 pts

**Weight 20 pts**

Provide Strengths, Weakness, Deficiency Comments

for both monthly invoicing and turnaround time for corrected invoices or credits. Identify the current accounting Manager and support staff and any specialized degrees or certifications they possess.  
 d) Employment Level: Provide the total number of current employees AND the estimated number of employees that will be required to successfully execute this contract with an explanation of how you arrived at this number. This can be either essay, chart form or a combination of both.

**Comment**

Most key personnel possess extensive experience in the landscaping industry.

Key team members special training and certifications are limited. A few members are fairly new to the industry. Accounting/ Billing overview specifically mentions invoice dates. This has been an issue in the past. Pima County has waited for revised invoices much longer than 7 days. Additional detail of how they determined the estimated number of employees needed would be preferred.

No information provided regarding accounting Manager degrees or certifications.

**References**

10 pts

**Weight 20 pts**

Provide Strengths, Weakness, Deficiency Comments.

a) Reference Statements: Provide three (3) reference letters demonstrating the Contractor's ability to provide services on a scale equal or greater to what is requested in the RFP for Pima County. Include definition of tasks performed, general frequency of tasks, type of business and total years providing landscape services to the selected references. Provide this information individually. Reference surveys as indicated in Exhibit D are still required but do not substitute as the response to this criterion.  
 b) Community Involvement: Provide a statement addressing the Contractor's presence in the local area. Include Contractors past and current efforts with local charitable organization and/or community involvement.

10

**20 pts****Comment**

Noted community and charitable involvement by the Contractor.

Found no reference letters.

RFP-24000243 - Evaluation Form

Arcadia Landscape (2595030) - GROUP A - Qualifications/Personnel/References

Evaluation Score : 35 pts

Contractor Qualifications : 15 pts

Key Personnel : 10 pts

References : 10 pts

Evaluator

#2

Contractor Qualifications	15 pts	Weight 30 pts
Provide Strengths, Weakness, Deficiency Comments.		
a) Recruitment/ Development Efforts: Provide an overview of the Contractor's approach/methodology to hiring, developing, and maintaining a quality labor force. Provide example(s) of Contractors method of attracting and hiring local personnel. Minimum of one example. b) Unique Qualifications: Describe the Contractor's ability to provide services defined within the scope of work on a high-quality consistent basis. Describe your approach to how your firm would manage the various locations. c) Specialized Programs: Provide steps that will be taken to ensure all services are completed per the scope of services in a safe, timely and efficient manner. <ul style="list-style-type: none"><li>• Safety training programs.</li><li>• Employee training and performance evaluations.</li><li>• Quality Assurance Programs.</li></ul>	15	30 pts
<b>Mandatory</b>		
Pros		
a) The company uses several platforms and social media to recruit. They also participate in job fairs to recruit. Examples of recruitment efforts were provided. The hiring process was described in detail.		
b) Specialized services include fertilization, pest control and foliage care.		
c) The company is able to describe how maintenance is done on foliage, watering parameters, fertilizing and weed control schedules. They also mention how the sites are cleaned up, trees are removed and irrigation repairs are done. Safety training is provided including how to operate equipment and response to emergencies. The company provides continued training on new techniques and equipment. Onsite evaluations are conducted per job and action plans are put in place to address issues.		
Cons		
a) There is not enough detail in the responses. The company does not provide specific timelines for events such as how often performance reviews are issued. There are no specifics mentioned on what type of experience or skills they require for the job.		
b) Arcadia does not state how they maintain compliance with AZ Pest Control for applications. No information is provided on the landscapers experience.		
c) There is no information provided to describe how crews are used for the various locations or how the company expects to keep up with the workload. No timeline is provided on the performance evaluations. Employees are not required to obtain certifications and are only encouraged to do so.		

Key Personnel	10 pts	Weight 20 pts
Provide Strengths, Weakness, Deficiency Comments		
<p>a) Organizational Chart: Provide details of key personnel and describe their individual roles. Identify each team member's years of experience and any special training or certifications that are applicable to services being provided. The contractor's organizational chart must include all the afore-mentioned information to be considered complete.</p> <p>b) Account Managers: Identify the primary and secondary Account Managers that will be working directly with Pima County.</p> <p>c) Accounting/Billing: Provide an overview of the firm's accounting processes including the timeline for both monthly invoicing and turnaround time for corrected invoices or credits. Identify the current accounting Manager and support staff and any specialized degrees or certifications they possess.</p> <p>d) Employment Level: Provide the total number of current employees AND the estimated number of employees that will be required to successfully execute this contract with an explanation of how you arrived at this number. This can be either essay, chart form or a combination of both.</p>	10	20 pts
<p><b>Comment</b></p> <p>Pros</p> <p>a) Organizational chart is provided.</p> <p>b) Accounting personnel information provided.</p> <p>c) Accounting process provided in detail.</p> <p>d) The company has addressed the labor requirement for the scope of work.</p> <p>Cons</p> <p>a) The organizational chart omits certifications and/or specialized trainings.</p> <p>b) The company did not provide enough detail on how they plan on keeping an adequately staffed team.</p>		

References	10 pts	Weight 20 pts
Provide Strengths, Weakness, Deficiency Comments.		
<p>a) Reference Statements: Provide three (3) reference letters demonstrating the Contractor's ability to provide services on a scale equal or greater to what is requested in the RFP for Pima County. Include definition of tasks performed, general frequency of tasks, type of business and total years providing landscape services to the selected references. Provide this information individually. Reference surveys as indicated in Exhibit D are still required but do not substitute as the response to this criterion.</p> <p>b) Community Involvement: Provide a statement addressing the Contractor's presence in the local area. Include Contractors past and current efforts with local charitable organization and/or community involvement.</p>	10	20 pts
<p><b>Comment</b></p> <p>Pros</p> <p>a) Three reference statements were submitted.</p> <p>b) Involved with charitable organizations. The company partners with schools and parks for workshops and support. They participate in clean up drives, tree planting and other environmental awareness activities.</p> <p>Cons</p> <p>a) The statements include details of services provided on a smaller scale such as private properties and HOA communities. References did not come from completing larger jobs.</p> <p>b) No reference letters were provided.</p>		

RFP-24000243 - Evaluation Form

Arcadia Landscape (2595030) - GROUP A - Qualifications/Personnel/References

Evaluation Score : 50 pts

Contractor Qualifications : 24 pts

Key Personnel : 13 pts

References : 13 pts

Evaluator

#3

<b>Contractor Qualifications</b>	<b>24 pts</b>	<b>Weight 30 pts</b>
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Provide Strengths, Weakness, Deficiency Comments.

- a) Recruitment/ Development Efforts: Provide an overview of the Contractor's approach/methodology to hiring, developing, and maintaining a quality labor force. Provide example(s) of Contractors method of attracting and hiring local personnel. Minimum of one example.
- b) Unique Qualifications: Describe the Contractor's ability to provide services defined within the scope of work on a high-quality consistent basis. Describe your approach to how your firm would manage the various locations.
- c) Specialized Programs: Provide steps that will be taken to ensure all services are completed per the scope of services in a safe, timely and efficient manner.
- Safety training programs.
  - Employee training and performance evaluations.
  - Quality Assurance Programs.

24

**30 pts**

**Mandatory**

- a. Respondent clearly identifies their recruitment methods. I appreciated detailing specific methods with examples of the approach, beyond the standard job posting sites.
- b. Provided a response, however, the response was not detailed.
- c. Provided a response, however, lacked detail. Did not provide specific information on what the formal system was what they used for reporting safety incidents. Did not provide how lessons learned are implemented. Did not provide what the structured feedback system was for customer feedback or if customers are invited to review action plans prior to implementation.

<b>Key Personnel</b>	<b>13 pts</b>	<b>Weight 20 pts</b>
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Provide Strengths, Weakness, Deficiency Comments

- a) Organizational Chart: Provide details of key personnel and describe their individual roles. Identify each team member's years of experience and any special training or certifications that are applicable to services being provided. The contractor's organizational chart must include all the afore-mentioned information to be considered complete.
- b) Account Managers: Identify the primary and secondary Account Managers that will be working directly with Pima County.
- c) Accounting/Billing: Provide an overview of the firm's accounting processes including the timeline for both monthly invoicing and turnaround time for corrected invoices or credits. Identify the current accounting Manager and support staff and any specialized degrees or certifications they possess.
- d) Employment Level: Provide the total number of current employees AND the estimated number of employees that will be required to successfully execute this contract with an explanation of how you arrived at this number. This can be either essay, chart form or a combination of both.

13

**20 pts**

**Key Personnel**

13 pts

**Weight 20 pts**

Provide Strengths, Weakness, Deficiency Comments

**Comment**

- a. Provided detailed background information for key personnel and the value each employee provides.
- b. Response not included.
- c. Provided response but lacked details. Did not provide details on QC for ensuring work is completed to the expectation and satisfaction of the County and how that would translate to the invoice. Additionally, as the incumbent invoicing has been a problem in the past such as invoicing accuracy and issuance of "revised invoices" and calling those invoices late. There would need to be clearer expectations and understandings around this topic.

**References**

13 pts

**Weight 20 pts**

Provide Strengths, Weakness, Deficiency Comments.

- a) Reference Statements: Provide three (3) reference letters demonstrating the Contractor's ability to provide services on a scale equal or greater to what is requested in the RFP for Pima County. Include definition of tasks performed, general frequency of tasks, type of business and total years providing landscape services to the selected references. Provide this information individually. Reference surveys as indicated in Exhibit D are still required but do not substitute as the response to this criterion.
- b) Community Involvement: Provide a statement addressing the Contractor's presence in the local area. Include Contractors past and current efforts with local charitable organization and/or community involvement.

13

**20 pts****Comment**

- a. Received reference surveys however I didn't see three reference letters. Reference statements were a requirement.
- b. Respondent provided good examples of community involvement but I would've like to see how the Respondent participates and partners with these organizations. (ie. non-monetary donations/sponsorship, participation in the walk to raise money, strictly volunteer, combination of all).

RFP-24000243 - Evaluation Form

AAA Landscape (2593380) - GROUP B - Qualifications/Personnel/References

Evaluation Score : 57 pts

Contractor Qualifications : 26 pts

Key Personnel : 16 pts

References : 15 pts

Evaluator

#1

Contractor Qualifications	26 pts	Weight 30 pts
Strengths, Weakness, and Deficiency Comments		
<p>a) Recruitment/ Development Efforts: Provide an overview of the Contractor's approach/methodology to hiring, developing, and maintaining a quality labor force. Provide example(s) of Contractors method of attracting and hiring local personnel. Minimum of one example.</p> <p>b) Unique Qualifications: Describe the Contractor's ability to provide services defined within the scope of work on a high-quality consistent basis. Describe your approach to how your firm would manage the various locations.</p> <p>c) Specialized Programs: Provide steps that will be taken to ensure all services are completed per the scope of services in a safe, timely and efficient manner.</p> <ul style="list-style-type: none"> <li>• Safety training programs.</li> <li>• Employee training and performance evaluations.</li> <li>• Quality Assurance Programs.</li> </ul>	26	30 pts
<p><b>Comment</b></p> <p>Background checks, drug screening processes. Utilization of many recruitment resources. Longtime AZ Contractor with large labor force. Large diversity in scope of projects. GPS based timekeeping. Dedicated crews to specific properties for consistency. Dedicated Supervisor for County to be a single point of contact. Site walks as needed.</p> <p>Lacking information regarding attracting and maintaining a quality labor force. Quality assurance statement brief and lacking detail and depth. Responses to section C very brief, additional detail would be preferred.</p> <p>No specific deficiencies noted in submittal.</p>		

Key Personnel	16 pts	Weight 20 pts
Strengths, Weakness, and Deficiency Comments		
<p>a) Organizational Chart: Provide details of key personnel and describe their individual roles. Identify each team member's years of experience and any special training or certifications that are applicable to services being provided. The contractor's organizational chart must include all the afore-mentioned information to be considered complete.</p> <p>b) Account Managers: Identify the primary and secondary Account Managers that will be working directly with Pima County.</p> <p>c) Accounting/Billing: Provide an overview of the firm's accounting processes including the timeline for both monthly invoicing and turnaround time for corrected invoices or credits. Identify the current accounting Manager and support staff and any specialized degrees or certifications they possess.</p> <p>d) Employment Level: Provide the total number of current employees AND the estimated number of employees that will be required to successfully execute this contract with an explanation of how you arrived at this number. This can be either essay, chart form or a combination of both.</p>	16	20 pts

**Key Personnel**

16 pts

**Weight 20 pts**

Strengths, Weakness, and Deficiency Comments

**Comment**

Years of experience of key personnel is a strength. Accounting/ Billing processes are clear and detailed. Current employment level of 661. Optimal crew size is determined based on the specific requirements of each property is very detailed and comprehensive.

"Possible Supervisor" provided as well as secondary Supervisor. Clear identification should have been included.

Director of Business Development missing training and certification information. Deficiency in submittal

**References**

15 pts

**Weight 20 pts**

Strengths, Weakness, and Deficiency Comments

a) Reference Statements: Provide three (3) reference letters demonstrating the Contractor's ability to provide services on a scale equal or greater to what is requested in the RFP for Pima County. Include definition of tasks performed, general frequency of tasks, type of business and total years providing landscape services to the selected references. Provide this information individually. Reference surveys as indicated in Exhibit D are still required but do not substitute as the response to this criterion.

b) Community Involvement: Provide a statement addressing the Contractor's presence in the local area. Include Contractors past and current efforts with local charitable organization and/or community involvement.

15

**20 pts****Comment**

Community involvement strong locally specifically with Educational involvement and many Chamber of Commerce memberships. Reference statements adequately demonstrate the ability of the Contractor to perform services as required.

Efforts with charitable organizations not specified. Unclear if any of the organizations noted are charitable.



RFP-24000243 - Evaluation Form

AAA Landscape (2593380) - GROUP B - Qualifications/Personnel/References

Evaluation Score : 53 pts

Contractor Qualifications : 20 pts

Key Personnel : 15 pts

References : 18 pts

Evaluator

#2

Contractor Qualifications	20 pts	Weight 30 pts
Strengths, Weakness, and Deficiency Comments		
<p>a) Recruitment/ Development Efforts: Provide an overview of the Contractor's approach/methodology to hiring, developing, and maintaining a quality labor force. Provide example(s) of Contractors method of attracting and hiring local personnel. Minimum of one example.</p> <p>b) Unique Qualifications: Describe the Contractor's ability to provide services defined within the scope of work on a high-quality consistent basis. Describe your approach to how your firm would manage the various locations.</p> <p>c) Specialized Programs: Provide steps that will be taken to ensure all services are completed per the scope of services in a safe, timely and efficient manner.</p> <ul style="list-style-type: none"> <li>• Safety training programs.</li> <li>• Employee training and performance evaluations.</li> <li>• Quality Assurance Programs.</li> </ul>	20	30 pts
<p><b>Comment</b></p> <p>Pros</p> <p>a) The company uses different hiring platforms and from different regions. Examples are provided.</p> <p>b) the company is located locally, has been in business for several years and is has extensive experience with large projects including government contracts. Crews are assigned and supervised at designated area. There is one designated supervisor to communicate with the Pima County contact. Four examples of large contract jobs were provided. Timeframes for completion are set for all sites.</p> <p>c) Employee training includes safety issues, use of equipment, and response to special situations. Employees are annually evaluated and the company ensures certifications are up to date. Application reports are kept on file. The company promotes transparency.</p> <p>Cons</p> <p>a) The responses don't provide information on how the company develops and retains employees.</p>		

Key Personnel	15 pts	Weight 20 pts
Strengths, Weakness, and Deficiency Comments		
<p>a) Organizational Chart: Provide details of key personnel and describe their individual roles. Identify each team member's years of experience and any special training or certifications that are applicable to services being provided. The contractor's organizational chart must include all the afore-mentioned information to be considered complete.</p> <p>b) Account Managers: Identify the primary and secondary Account Managers that will be working directly with Pima County.</p> <p>c) Accounting/Billing: Provide an overview of the firm's accounting processes including the timeline for both monthly invoicing and turnaround time for corrected invoices or credits. Identify the current accounting Manager and support staff and any specialized degrees or certifications they possess.</p> <p>d) Employment Level: Provide the total number of current employees AND the estimated number of</p>	15	20 pts

**Key Personnel**

15 pts

**Weight 20 pts**

## Strengths, Weakness, and Deficiency Comments

employees that will be required to successfully execute this contract with an explanation of how you arrived at this number. This can be either essay, chart form or a combination of both.

**Comment**

- Pros
- a) Organizational chart with roles, years of experience and are certifications listed. A list of licensed applicators with names and application license numbers are noted.
  - b) Accounting/billing staff are noted including their qualifications.
  - c) Accounting procedure is thoroughly outlined. Company is experienced billing with Pima County
  - d)Crew requirements are explained. Worksites are evaluated to finalize crew requirements including supervisory members. Time accounting includes travel time

**References**

18 pts

**Weight 20 pts**

## Strengths, Weakness, and Deficiency Comments

- a) Reference Statements: Provide three (3) reference letters demonstrating the Contractor's ability to provide services on a scale equal or greater to what is requested in the RFP for Pima County. Include definition of tasks performed, general frequency of tasks, type of business and total years providing landscape services to the selected references. Provide this information individually. Reference surveys as indicated in Exhibit D are still required but do not substitute as the response to this criterion.
- b) Community Involvement: Provide a statement addressing the Contractor's presence in the local area. Include Contractors past and current efforts with local charitable organization and/or community involvement.

18

**20 pts****Comment**

- a) Three reference statements were submitted. The statements support successful completion and continued service for large properties including government contract properties.  
Statements providing information about the tasks performed, the frequency and type of business and years of service were provided for 4 jobs within the questionnaire.
  - b) AAA is involved with local business chambers. The company supports the learning lab at the University of Arizona College of Architecture and Landscape Architecture
- Cons  
Reference letters were not provided

RFP-24000243 - Evaluation Form

AAA Landscape (2593380) - GROUP B - Qualifications/Personnel/References

Evaluation Score : 61 pts

Contractor Qualifications : 25 pts

Key Personnel : 18 pts

References : 18 pts

Evaluator

#3

Contractor Qualifications	25 pts	Weight 30 pts
Strengths, Weakness, and Deficiency Comments		
<p>a) Recruitment/ Development Efforts: Provide an overview of the Contractor's approach/methodology to hiring, developing, and maintaining a quality labor force. Provide example(s) of Contractor's method of attracting and hiring local personnel. Minimum of one example.</p> <p>b) Unique Qualifications: Describe the Contractor's ability to provide services defined within the scope of work on a high-quality consistent basis. Describe your approach to how your firm would manage the various locations.</p> <p>c) Specialized Programs: Provide steps that will be taken to ensure all services are completed per the scope of services in a safe, timely and efficient manner.</p> <ul style="list-style-type: none"> <li>• Safety training programs.</li> <li>• Employee training and performance evaluations.</li> <li>• Quality Assurance Programs.</li> </ul>	25	30 pts
<p><b>Comment</b></p> <p>a. Respondent clearly identifies their recruitment avenues, development and Contractor's employment standards. Missing information about maintaining quality labor force.</p> <p>b. Response was complete with information that directly relates to the question. Provided a "Day in the life" example which was very helpful.</p> <p>c. Concise summaries of specialized programs. Did not provide who reviews the QC reports or how improvement plans are derived from the QC reports and when are they implemented.</p>		

Key Personnel	18 pts	Weight 20 pts
Strengths, Weakness, and Deficiency Comments		
<p>a) Organizational Chart: Provide details of key personnel and describe their individual roles. Identify each team member's years of experience and any special training or certifications that are applicable to services being provided. The contractor's organizational chart must include all the afore-mentioned information to be considered complete.</p> <p>b) Account Managers: Identify the primary and secondary Account Managers that will be working directly with Pima County.</p> <p>c) Accounting/Billing: Provide an overview of the firm's accounting processes including the timeline for both monthly invoicing and turnaround time for corrected invoices or credits. Identify the current accounting Manager and support staff and any specialized degrees or certifications they possess.</p> <p>d) Employment Level: Provide the total number of current employees AND the estimated number of employees that will be required to successfully execute this contract with an explanation of how you arrived at this number. This can be either essay, chart form or a combination of both.</p>	18	20 pts

**Key Personnel**

18 pts

Weight 20 pts

Strengths, Weakness, and Deficiency Comments

**Comment**

a. Provided a detailed org chart and resume summary of key personnel. There is concern about the crew leads and laborer positions being all TBD, but am assuming those positions will be filled ASAP if awarded the contract. I assume Respondent would pull staff from other crews, however, I would have appreciated seeing a backup plan in case all three crews were not fully staffed within the first months of the contract.

b-d. Respondent provided full and complete responses.

**References**

18 pts

Weight 20 pts

Strengths, Weakness, and Deficiency Comments

- a) Reference Statements: Provide three (3) reference letters demonstrating the Contractor's ability to provide services on a scale equal or greater to what is requested in the RFP for Pima County. Include definition of tasks performed, general frequency of tasks, type of business and total years providing landscape services to the selected references. Provide this information individually. Reference surveys as indicated in Exhibit D are still required but do not substitute as the response to this criterion.
- b) Community Involvement: Provide a statement addressing the Contractor's presence in the local area. Include Contractors past and current efforts with local charitable organization and/or community involvement.

18

20 pts

**Comment**

a. Received three references statements and reference surveys.

b. I appreciate the respondent being involved in local business organizations, but these appear to be mostly networking opportunities and not community involvement.

RFP-24000243 - Evaluation Form

Arcadia Landscape (2595030) - GROUP B - Qualifications/Personnel/References

Evaluation Score : 48 pts

Contractor Qualifications : 23 pts

Key Personnel : 15 pts

References : 10 pts

Evaluator

#1

Contractor Qualifications	23 pts	Weight 30 pts
Strengths, Weakness, and Deficiency Comments		
<p>a) Recruitment/ Development Efforts: Provide an overview of the Contractor's approach/methodology to hiring, developing, and maintaining a quality labor force. Provide example(s) of Contractors method of attracting and hiring local personnel. Minimum of one example.</p> <p>b) Unique Qualifications: Describe the Contractor's ability to provide services defined within the scope of work on a high-quality consistent basis. Describe your approach to how your firm would manage the various locations.</p> <p>c) Specialized Programs: Provide steps that will be taken to ensure all services are completed per the scope of services in a safe, timely and efficient manner.</p> <ul style="list-style-type: none"> <li>• Safety training programs.</li> <li>• Employee training and performance evaluations.</li> <li>• Quality Assurance Programs.</li> </ul>	23	30 pts
<p><b>Comment</b></p> <p>Numerous recruitment strategies both in person event and through social media. Detailed assessment tools utilized for interviewees. Daily briefings along with safety training. Targeted training for employees and specialized training for specialized tasks and certifications. Quality control audits.</p> <p>Development and maintaining a quality labor force was brief and general in nature. Additional information and details of how this is achieved would have been preferable. A tailored maintenance plan is mentioned in submittal. Found little detail of what that plan consists of or how it is performed. The Approach to managing work locations appears to be copied directly from our scope of work, The Contractors own processes and methodology would have been preferred. Personal experience has shown Contractor has difficulty maintaining weed control in the larger Wastewater Plants. We consistently have to provide requests for weed removal at the larger sites. A customer feedback mechanism is in place however the specifics were not provided, our feedback is given by email and we generally receive a response of "received" . Would preferred to have seen some insight on how feedback from the County is used to improve the services and consistency.</p> <p>No deficiencies were noted in submittal.</p>		

Key Personnel	15 pts	Weight 20 pts
Strengths, Weakness, and Deficiency Comments		
<p>a) Organizational Chart: Provide details of key personnel and describe their individual roles. Identify each team member's years of experience and any special training or certifications that are applicable to services being provided. The contractor's organizational chart must include all the afore-mentioned information to be considered complete.</p> <p>b) Account Managers: Identify the primary and secondary Account Managers that will be working directly with Pima County.</p> <p>c) Accounting/Billing: Provide an overview of the firm's accounting processes including the timeline for both monthly invoicing and turnaround time for corrected invoices or credits. Identify the current</p>	15	20 pts

**Key Personnel**

15 pts

**Weight 20 pts**

## Strengths, Weakness, and Deficiency Comments

accounting Manager and support staff and any specialized degrees or certifications they possess.  
 d) Employment Level: Provide the total number of current employees AND the estimated number of employees that will be required to successfully execute this contract with an explanation of how you arrived at this number. This can be either essay, chart form or a combination of both.

**Comment**

Most key personnel possess extensive experience in the landscaping industry.

Key team members special training and certifications are limited. A few members are fairly new to the industry. Accounting/ Billing overview specifically mentions invoice dates. This has been an issue in the past. Pima County has waited for revised invoices much longer than 7 days. Additional detail of how they determined the estimated number of employees needed would be preferred.

No information provided regarding accounting Manager degrees or certifications.

**References**

10 pts

**Weight 20 pts**

## Strengths, Weakness, and Deficiency Comments

a) Reference Statements: Provide three (3) reference letters demonstrating the Contractor's ability to provide services on a scale equal or greater to what is requested in the RFP for Pima County. Include definition of tasks performed, general frequency of tasks, type of business and total years providing landscape services to the selected references. Provide this information individually. Reference surveys as indicated in Exhibit D are still required but do not substitute as the response to this criterion.  
 b) Community Involvement: Provide a statement addressing the Contractor's presence in the local area. Include Contractors past and current efforts with local charitable organization and/or community involvement.

10

**20 pts****Comment**

Noted significant community and charitable involvement by the Contractor.

Found no reference letters in the submittal.

RFP-24000243 - Evaluation Form

Arcadia Landscape (2595030) - GROUP B - Qualifications/Personnel/References

Evaluation Score : 35 pts

Contractor Qualifications : 15 pts

Key Personnel : 10 pts

References : 10 pts

Evaluator

#2

Contractor Qualifications	15 pts	Weight 30 pts
Strengths, Weakness, and Deficiency Comments		
<p>a) Recruitment/ Development Efforts: Provide an overview of the Contractor's approach/methodology to hiring, developing, and maintaining a quality labor force. Provide example(s) of Contractors method of attracting and hiring local personnel. Minimum of one example.</p> <p>b) Unique Qualifications: Describe the Contractor's ability to provide services defined within the scope of work on a high-quality consistent basis. Describe your approach to how your firm would manage the various locations.</p> <p>c) Specialized Programs: Provide steps that will be taken to ensure all services are completed per the scope of services in a safe, timely and efficient manner.</p> <ul style="list-style-type: none"> <li>• Safety training programs.</li> <li>• Employee training and performance evaluations.</li> <li>• Quality Assurance Programs.</li> </ul>	15	30 pts
<b>Comment</b>		
Pros		
a) The company uses several platforms and social media to recruit. They also participate in job fairs to recruit. Examples of recruitment efforts were provided. The hiring process was described in detail.		
b) Specialized services include fertilization, pest control and foliage care.		
c) The company is able to describe how maintenance is done on foliage, watering parameters, fertilizing and weed control schedules. They also mention how the sites are cleaned up, trees are removed and irrigation repairs are done. Safety training is provided including how to operate equipment and response to emergencies. The company provides continued training on new techniques and equipment. Onsite evaluations are conducted per job and action plans are put in place to address issues.		
Cons		
a) There is not enough detail in the responses. The company does not provide specific timelines for events such as how often performance reviews are issued. There are no specifics mentioned on what type of experience or skills they require for the job.		
b) Arcadia does not state how they maintain compliance with AZ Pest Control for applications. No information is provided on the landscapers experience.		
c) There is no information provided to describe how crews are used for the various locations or how the company expects to keep up with the workload. No timeline is provided on the performance evaluations. Employees are not required to obtain certifications and are only encouraged to do so.		
Key Personnel	10 pts	Weight 20 pts
Strengths, Weakness, and Deficiency Comments		
a) Organizational Chart: Provide details of key personnel and describe their individual roles. Identify each team member's years of experience and any special training or certifications that are	10	20 pts

**Key Personnel**

10 pts

Weight 20 pts

## Strengths, Weakness, and Deficiency Comments

applicable to services being provided. The contractor's organizational chart must include all the afore-mentioned information to be considered complete.

b) Account Managers: Identify the primary and secondary Account Managers that will be working directly with Pima County.

c) Accounting/Billing: Provide an overview of the firm's accounting processes including the timeline for both monthly invoicing and turnaround time for corrected invoices or credits. Identify the current accounting Manager and support staff and any specialized degrees or certifications they possess.

d) Employment Level: Provide the total number of current employees AND the estimated number of employees that will be required to successfully execute this contract with an explanation of how you arrived at this number. This can be either essay, chart form or a combination of both.

**Comment**

## Pros

- a) Organizational chart is provided.
- b) Accounting personnel information provided.
- c) Accounting process provided in detail.
- d) The company has addressed the labor requirement for the scope of work.

## Cons

- a) The organizational chart omits certifications and/or specialized trainings.
- b) The company did not provide enough detail on how they plan on keeping an adequately staffed team.

**References**

10 pts

Weight 20 pts

## Strengths, Weakness, and Deficiency Comments

a) Reference Statements: Provide three (3) reference letters demonstrating the Contractor's ability to provide services on a scale equal or greater to what is requested in the RFP for Pima County. Include definition of tasks performed, general frequency of tasks, type of business and total years providing landscape services to the selected references. Provide this information individually.

Reference surveys as indicated in Exhibit D are still required but do not substitute as the response to this criterion.

b) Community Involvement: Provide a statement addressing the Contractor's presence in the local area. Include Contractors past and current efforts with local charitable organization and/or community involvement.

10

20 pts

**Comment**

## Pros

- a) Three reference statements were submitted.
- b) Involved with charitable organizations. The company partners with schools and parks for workshops and support. They participate in clean up drives, tree planting and other environmental awareness activities.

## Cons

a) The statements include details of services provided on a smaller scale such as private properties and HOA communities. References did not come from completing larger jobs.

b) No reference letters were provided.



RFP-24000243 - Evaluation Form

Arcadia Landscape (2595030) - GROUP B - Qualifications/Personnel/References

Evaluation Score : 50 pts

Contractor Qualifications : 24 pts

Key Personnel : 13 pts

References : 13 pts

Evaluator

#3

Contractor Qualifications	24 pts	Weight 30 pts
Strengths, Weakness, and Deficiency Comments		
<p>a) Recruitment/ Development Efforts: Provide an overview of the Contractor's approach/methodology to hiring, developing, and maintaining a quality labor force. Provide example(s) of Contractor's method of attracting and hiring local personnel. Minimum of one example.</p> <p>b) Unique Qualifications: Describe the Contractor's ability to provide services defined within the scope of work on a high-quality consistent basis. Describe your approach to how your firm would manage the various locations.</p> <p>c) Specialized Programs: Provide steps that will be taken to ensure all services are completed per the scope of services in a safe, timely and efficient manner.</p> <ul style="list-style-type: none"> <li>• Safety training programs.</li> <li>• Employee training and performance evaluations.</li> <li>• Quality Assurance Programs.</li> </ul>	24	30 pts
<p><b>Comment</b></p> <ol style="list-style-type: none"> <li>1. Respondent clearly identifies their recruitment methods. I appreciated detailing specific methods, beyond the standard job posting sites.</li> <li>2. Provided a response, however, the response was not detailed.</li> <li>3. Provided a response, however, lacked detail. Did not provide specific information on what the formal system was what they used for reporting safety incidents. Did not provide how lessons learned are implemented. Did not provide what the structured feedback system was for customer feedback or if customers are invited to review action plans prior to implementation.</li> </ol>		

Key Personnel	13 pts	Weight 20 pts
Strengths, Weakness, and Deficiency Comments		
<p>a) Organizational Chart: Provide details of key personnel and describe their individual roles. Identify each team member's years of experience and any special training or certifications that are applicable to services being provided. The contractor's organizational chart must include all the afore-mentioned information to be considered complete.</p> <p>b) Account Managers: Identify the primary and secondary Account Managers that will be working directly with Pima County.</p> <p>c) Accounting/Billing: Provide an overview of the firm's accounting processes including the timeline for both monthly invoicing and turnaround time for corrected invoices or credits. Identify the current accounting Manager and support staff and any specialized degrees or certifications they possess.</p> <p>d) Employment Level: Provide the total number of current employees AND the estimated number of employees that will be required to successfully execute this contract with an explanation of how you arrived at this number. This can be either essay, chart form or a combination of both.</p>	13	20 pts

**Key Personnel**

13 pts

Weight 20 pts

Strengths, Weakness, and Deficiency Comments

**Comment**

1. Provided detailed background information for key personnel and the value each employee provides.
2. Provided response.
3. Provided response but lacked details. Did not provide details on QC for ensuring work is completed to the expectation and satisfaction of the County and how that would translate to the invoice. Additionally, as the incumbent invoicing has been a problem in the past such as invoicing accuracy and issuance of "revised invoices" and calling those invoices late. There would need to be clearer expectations and understandings around this topic.

**References**

13 pts

Weight 20 pts

Strengths, Weakness, and Deficiency Comments

- a) Reference Statements: Provide three (3) reference letters demonstrating the Contractor's ability to provide services on a scale equal or greater to what is requested in the RFP for Pima County. Include definition of tasks performed, general frequency of tasks, type of business and total years providing landscape services to the selected references. Provide this information individually. Reference surveys as indicated in Exhibit D are still required but do not substitute as the response to this criterion.
- b) Community Involvement: Provide a statement addressing the Contractor's presence in the local area. Include Contractors past and current efforts with local charitable organization and/or community involvement.

13

20 pts

**Comment**

- a. Missing reference statements. Received reference surveys only.
- b. Respondent provided good examples of community involvement but I would've like to see how the Respondent participates and partners with these organizations. (ie. non-monetary donations/sponsorship, participation in the walk to raise money, strictly volunteer, combination of all).