



## Board Report

**File #:** 2021-0166, **File Type:** Contract

**Agenda Number:** 25.

### **OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE MAY 20, 2021**

**SUBJECT: TRASH AND VEGETATION REMOVAL SERVICES**

**ACTION: APPROVE CONTRACT AWARD FOR REGIONS 1 THROUGH 3**

#### **RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to award a firm fixed unit rate Contract No. OP1788340008370, for Metro's Regions 1, 2, and 3 combined, to Woods Maintenance, Services Inc., to provide trash and overgrown vegetation removal services. The contract not-to-exceed amount is \$25,909,440 for the three-year base, and \$17,614,080 for the one, two-year option, for a combined not-to-exceed amount of \$43,523,520, effective July 1, 2021, subject to resolution of protests(s), if any.

#### **ISSUE**

The existing four (4) contracts for Regions 1 through 4 providing combined services per region for graffiti abatement, landscape and irrigation maintenance, and trash and overgrown vegetation removal services, will expire on June 30, 2021

To ensure continuity of maintenance services, new contract awards are required effective July 1, 2021. Under this new contract, trash and overgrown vegetation removal services will be performed collectively throughout Metro's service area restructured and split geographically into Regions 1, 2, and 3. Separate contract award recommendations are in progress to provide graffiti abatement services and landscape and irrigation maintenance services, respectively.

#### **BACKGROUND**

On September 17, 2015, Metro Board of Directors awarded four (4) contracts for Regions 1 through 4, to maintain Metro's service area split geographically into four (4) regions. Each contract provides combined services for graffiti abatement, landscape and irrigation maintenance, and trash and overgrown vegetation removal services.

Maintenance contracts are continuously reviewed and evaluated, exploring opportunities for competition, small business participation, and taking into consideration Metro's rapidly expanding system. Under this new contract, Metro's service area has been restructured and split into three (3) geographical regions where trash and overgrown vegetation removal services will be provided under

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a separate contract, replacing the existing combined services contract. These actions are critical to Metro's operations to ensure streamlining processes, improving service efficiency and cost effectiveness.

## **DISCUSSION**

Under this new contract for Regions 1, 2 and 3 combined, the contractor is required to provide general maintenance and clean-up services for Metro Rights-Of-Way (ROWs), facilities, parking lots and parcel properties, clearing trash, illegal dumping, and removing overgrown vegetation.

Regular trash, bulky item and overgrown vegetation removal services are essential for Metro facilities to ensure maintaining smooth operations, complying with CPUC guidelines, providing safe and clean facilities, and enhancing customer experience system-wide.

The Diversity and Economic Opportunity Department (DEOD) established a 24% SBE goal and a 3% DVBE goal for each of the three (3) regions. Woods Maintenance Services, Inc. made a 24% SBE and a 3% DVBE commitment for Regions 1, 2, and 3.

## **DETERMINATION OF SAFETY IMPACT**

The approval of this item will ensure the continuity of maintenance services, meeting Metro maintenance standards while providing a proactive approach to maintenance needs and ensuring delivery of safe, clean, on-time and reliable services system-wide.

## **FINANCIAL IMPACT**

Subject to Board approval of the FY22 Budget, funding of \$8,272,800 is to be allocated under cost center 8370 - Facilities Contracted Maintenance Services, account 50308, Service Contract Maintenance, under various projects.

Since this is a multi-year contract, the cost center Manager, and Sr. Executive Officer, Maintenance and Engineering will be accountable for budgeting the cost in future years.

### **Impact to Budget**

The preliminary source of funds for this action are Proposition A/C, Measure R/M, and the Transportation Development Act. Use of these proposed funding sources currently maximizes project funding allocations given approved funding provisions and guidelines.

## **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

This board action supports Strategic Goal 5: Provide responsive, accountable, and trustworthy governance within the Metro organization. Performing regular trash and overgrown vegetation removal services will ensure providing a safe and clean Metro facilities and ROWs while enhancing customer experience system-wide.

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**ALTERNATIVES CONSIDERED**

Staff considered providing this service through in-house staff; however, this would require the hiring, training of additional personnel, purchase of additional equipment, vehicles, and supplies to support the expanded responsibility. Staff's assessment indicates that this is not a cost-effective option for Metro.

**NEXT STEPS**

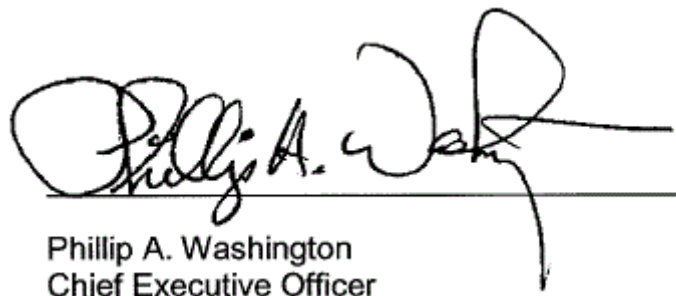
Upon approval by the Board, staff will execute Contract No. OP1788340008370 for Regions 1, 2 and 3 combined, with Woods Maintenance Services, Inc., to provide the necessary trash and overgrown vegetation removal services system-wide effective July 1, 2021.

**ATTACHMENTS**

Attachment A - Procurement Summary  
Attachment B - DEOD Summary  
Attachment C - Three (3) Regions' Maps

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Phillip A. Washington  
Chief Executive Officer

**PROCUREMENT SUMMARY  
TRASH AND OVERGROWN VEGETATION REMOVAL SERVICES /  
OP1788340008370**

1.	<b>Contract Number:</b> OP1788340008370	
2.	<b>Recommended Vendor:</b> Woods Maintenance Services, Inc.	
3.	<b>Type of Procurement (check one):</b> RFP    IFB    IFB-A&E Non-Competitive                      Modification    Task Order	
4.	<b>Procurement Dates:</b>	
	<b>A.Issued:</b> March 18, 2020	
	<b>B.Advertised/Publicized:</b> March 16, 2020	
	<b>C.Pre-proposal/Pre-Bid Conference:</b> September 17, 2020	
	<b>D.Proposals/Bids Due:</b> October 20, 2020	
	<b>E. Pre-Qualification Completed:</b> submitted on March 23, 2021	
	<b>F. Conflict of Interest Form Submitted to Ethics:</b> March 11, 2021	
	<b>G.Protest Period End Date:</b> May 15, 2021	
5.	<b>Solicitations Picked up/Downloaded:</b> 37	<b>Proposals Received:</b> <b>Region 1:</b> 3 proposals <b>Region 2:</b> 2 proposals <b>Region 3:</b> 2 proposals
6.	<b>Contract Administrator:</b> Rommel Hilario	<b>Telephone Number:</b> (213) 922-4654
7.	<b>Project Manager:</b> Shaunt Avanesian	<b>Telephone Number:</b> (213) 922-5931

**A. Procurement Background**

This Board Action is to approve the award of firm fixed unit rate Contract No. OP1788340008370 to Woods Maintenance Services, Inc. (Woods) for Regions 1, 2, and 3, to provide trash removal services, bulky item pick-up and overgrown vegetation control through mechanical weed abatement throughout Metro facilities, Inactive Rights of Way (IROWs), Metro Park & Ride Lots, Caltrans Park & Ride Lots effective July 1, 2021. Board approval of contract awards are subject to resolution of any properly submitted protest.

This procurement was a competitively negotiated procurement in accordance with Metro's Acquisition Policy and the contract type is a firm fixed unit rate. To better coordinate trash and vegetation removal services and maximize efficiencies, the Scope of Services was divided into three (3) geographical regions. Proposers were allowed to propose on one or multiple regions for a maximum of three (3) regions. Each geographical region was assigned a 27% goal, inclusive of a 24% Small Business Enterprise (SBE) goal and a 3% Disabled Veteran Business Enterprise (DVBE) goal.

On March 18, 2020, Request for Proposal (RFP) No. OP68537 was issued as a competitive procurement in accordance with Metro's Acquisition Policy. The proposed contract type is firm fixed unit rates.

Prior to the release of the RFP, an informational meeting was held at Metro Headquarters on December 19, 2019, to encourage potential proposers, including community-based organizations (CBOs), to participate in this procurement and help increase the competitive base. This action was intended to expand opportunities for small business participation while maintaining service efficiency and continuity. There were thirty-three (33) participants representing twenty-six (26) firms that attended the outreach event.

Eight amendments were issued during the solicitation phase of the RFP:

- Amendment No. 1, issued on March 25, 2020, provided pre-proposal conference information and a conference call in number;
- Amendment No. 2 issued on April 13, 2020, provided pre-proposal conference material including prevailing wage information;
- Amendment No. 3 issued on May 8, 2020, extended the proposal due date;
- Amendment No. 4 issued on May 15, 2020 extended the proposal due date to allow for delays due to COVID-19.
- Amendment No. 5 issued on September 10, 2020, scheduled new proposal due date, new pre-proposal conference date, and provided new proposal attachments and exhibits;
- Amendment No. 6 issued on September 22, 2020, extended the proposal due date; provided pre-proposal materials, including labor compliance handouts;
- Amendment No. 7 issued on October 7, 2020, provided a revised scope of services;
- Amendment No. 8 issued on October 12, 2020, extended the proposal due date and revised the evaluation criteria.

A virtual pre-proposal conference was held on September 17, 2020. There were nine questions received and responses were provided prior to the proposal due date. On October 20, 2020, seven proposals were received and deemed responsive from the three firms listed below, by region, in alphabetical order:

#### **REGION 1**

1. Parkwood Landscape Maintenance, Inc.
2. Urban Graffiti Enterprises, Inc.
3. Woods Maintenance Services, Inc.

#### **REGION 2**

1. Parkwood Landscape Maintenance, Inc.
2. Woods Maintenance Services, Inc.

#### **REGION 3**

1. Parkwood Landscape Maintenance, Inc

## 2. Woods Maintenance

### **B. Evaluation of Proposals/Bids**

A Proposal Evaluation Team (PET) consisting of staff from Metro's Maintenance and Engineering, and Bus/Rail Operations Departments was convened and conducted a comprehensive technical evaluation of the proposals received.

The proposals were evaluated based on the following evaluation criteria and weights:

- |  |           |
|--|-----------|
| • Qualifications of the Firm/Team                | 15 points |
| • Qualifications and Experience of Key Personnel | 20 points |
| • Management Plan/Approach                       | 35 points |
| • Cost Proposal                                  | 30 points |

The evaluation criteria are appropriate and consistent with criteria developed for similar procurements. Several factors were considered when developing these weights, giving the greatest importance to the management plan/approach.

The PET determined that of the seven proposals received, one proposal was not ranked in the competitive range. The six proposals that fell within the competitive range were submitted by the following two firms:

1. Parkwood Landscape Maintenance, Inc.
2. Woods Maintenance Services, Inc.

### **Qualifications Summary of Firms Within the Competitive**

#### **Range: Parkwood Landscape Maintenance, Inc.**

Parkwood Landscape Maintenance, Inc. (Parkwood), located in Van Nuys, CA has provided professional landscape services in the Los Angeles area for over 48 years. They currently have contracts with the City of Palmdale, City of Los Angeles, City of Moorpark and Port of Long Beach. Parkwood currently employs over 200 full time local employees (FTEs). Parkwood possesses and maintains all the licensing and permits that are necessary to perform their services.

#### **Woods Maintenance Services, Inc.**

Woods Maintenance Services, Inc. (Woods) has over 40 years of experience in the industry and is currently performing these services for Metro in a satisfactory manner. The firm started as a janitorial maintenance contractor in 1975 under the name of D & B Maintenance, Inc. Graffiti Control Systems was added for graffiti abatement services as a new division in 1980. Woods began to provide landscape and irrigation maintenance services in early

1990, and became a prime contractor in these services, employing subcontractors in 2007. The firm employs over 140 technicians and has dedicated FTEs to each region proposed. Woods maintains all necessary licensing and permits to perform the services.

Firms were requested to submit a Best and Final Offer (BAFO). The following is a summary of the PET scores:

## REGION 1

1	Firm	Average Score	Factor Weight	Weighted Average Score	Rank
2	<b>Woods Maintenance Services, Inc.</b>				
3	Qualifications of the Firm/Team	94.66	15.00%	14.20	
4	Qualifications and Experience of Key Personnel	94.15	20.00%	18.83	
5	Management Plan/Approach	94.65	35.00%	33.13	
6	Cost Proposal	95.23	30.00%	28.57	
7	<b>Total</b>		<b>100.00%</b>	<b>94.73</b>	<b>1</b>
8	<b>Parkwood Landscape Maintenance, Inc.</b>				
9	Qualifications of the Firm/Team	88.00	15.00%	13.20	
10	Qualifications and Experience of Key Personnel	91.65	20.00%	18.33	
11	Management Plan/Approach	90.65	35.00%	31.73	
12	Cost Proposal	100.00	30.00%	30.00	
13	<b>Total</b>		<b>100.00%</b>	<b>93.26</b>	<b>2</b>

## REGION 2

1	Firm	Average Score	Factor Weight	Weighted Average Score	Rank
2	<b>Wood Maintenance Services, Inc.</b>				

3	Qualifications of the Firm/Team	94.66	15.00%	14.20	
4	Qualifications and Experience of Key Personnel	94.15	20.00%	18.83	
5	Management Plan/Approach	94.65	35.00%	33.13	
6	Cost Proposal	99.36	30.00%	29.81	
7	<b>Total</b>		<b>100.00%</b>	<b>95.97</b>	<b>1</b>
8	<b>Parkwood Landscape Maintenance, Inc.</b>				
9	Qualifications of the Firm/Team	88.00	15.00%	13.20	
10	Qualifications and Experience of Key Personnel	91.65	20.00%	18.33	
11	Management Plan/Approach	90.65	35.00%	31.73	
12	Cost Proposal	100.00	30.00%	30.00	
13	<b>Total</b>		<b>100.00%</b>	<b>93.26</b>	<b>2</b>

### REGION 3

1	Firm	Average Score	Factor Weight	Weighted Average Score	Rank
2	<b>Wood Maintenance Services, Inc.</b>				
3	Qualifications of the Firm/Team	94.66	15.00%	14.20	
4	Qualifications and Experience of Key Personnel	94.15	20.00%	18.83	
5	Management Plan/Approach	94.65	35.00%	33.13	
6	Cost Proposal	99.36	30.00%	29.81	
7	<b>Total</b>		<b>100.00%</b>	<b>95.97</b>	<b>1</b>
8	<b>Parkwood Landscape Maintenance, Inc.</b>				
9	Qualifications of the Firm/Team	88.00	15.00%	13.20	
10	Qualifications and Experience of Key Personnel	90.85	20.00%	18.17	
11	Management Plan/Approach	90.65	35.00%	31.73	



12	Cost Proposal	100.00	30.00%	30.00	
13	<b>Total</b>		<b>100.00%</b>	<b>93.10</b>	<b>2</b>

### C. Price Analysis

Since Woods Maintenance Services, Inc. (Woods) was the highest ranked proposer in all 3 Regions, Metro negotiated one contract price. As a result of negotiations, the firm agreed to a \$1,339,896 reduction, or a 3% decrease, to its BAFO for a five-year not-to-exceed (NTE) price of \$43,523,520.

#### REGION #1

The recommended price has been determined to be fair and reasonable based on adequate price competition including an independent cost estimate (ICE), price analysis, technical analysis, and fact-finding. The recommended price is lower than Metro's ICE.

	<b>Proposer Name</b>	<b>Proposal Amount</b>	<b>Metro ICE</b>	<b>NTE amount</b>
1.	Woods Maintenance Services, Inc.	\$3,796,176	\$3,999,474.72	\$3,543,120
2.	Parkwood Landscape Maintenance, Inc.	\$3,615,960		

#### REGION #2

The recommended price has been determined to be fair and reasonable based on adequate price competition including an ICE, price analysis, technical analysis, and fact-finding. The recommended price is lower than Metro's ICE.

	<b>Proposer Name</b>	<b>Proposal Amount</b>	<b>Metro ICE</b>	<b>NTE amount</b>
1.	Woods Maintenance Services, Inc.	\$17,909,760	\$19,713,364.40	\$17,436,000
2.	Parkwood Landscape Maintenance, Inc.	\$17,799,360		

#### REGION #3

The recommended price has been determined to be fair and reasonable based on adequate price competition including an ICE, price analysis, technical analysis, and fact-finding. The recommended price is lower than Metro's ICE.

	<b>Proposer Name</b>	<b>Proposal Amount</b>	<b>Metro ICE</b>	<b>NTE amount</b>
1.	Woods Maintenance Services, Inc.	\$23,157,480	\$25,494,656.40	\$22,544,400
2.	Parkwood Landscape Maintenance, Inc.	\$23,015,580		

**D. Background on Recommended Contractor**

**Woods Maintenance Services, Inc.**

Woods has over 40 years of experience in the industry and is currently performing these services for Metro in a satisfactory manner. The firm employs over 140 technicians and has dedicated FTEs to each region proposed. Woods maintains all necessary licensing and permits to perform the services.

## DEOD SUMMARY

TRASH AND OVERGROWN VEGETATION REMOVAL SERVICES /  
OP1788340008370**A. Small Business Participation**

The Diversity and Economic Opportunity Department (DEOD) established a 24% Small Business Enterprise (SBE) and 3% Disabled Veteran Business Enterprise (DVBE) goal for this solicitation. Regions 2 & 3 of this procurement were subject to Metro's Medium-Sized Business Enterprise (MSZ) Program. However, none of the proposers identified themselves as a MSZ firm. Woods Maintenance made a 24% SBE and 3% DVBE commitment for each of the regions.

<b>Small Business Goal</b>	<b>24% SBE 3% DVBE</b>	<b>Small Business Commitment</b>	<b>24% SBE 3% DVBE</b>
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**Region 1:**

	<b>SBE Subcontractors</b>	<b>% Committed</b>
1.	Bread & Water, LLC	24%
	<b>Total SBE Commitment</b>	<b>24%</b>

	<b>DVBE Subcontractors</b>	<b>% Committed</b>
1.	IECLT, Inc.	3%
	<b>Total DVBE Commitment</b>	<b>3%</b>

**Region 2:**

	<b>SBE Subcontractors</b>	<b>% Committed</b>
1.	Bread & Water, LLC	8.19%
2.	BriteWorks, Inc.	5.40%
3.	BJAG Group, LLC	5.40%
4.	Far East Landscape and Maintenance, Inc.	5.01%
	<b>Total SBE Commitment</b>	<b>24.00%</b>

	<b>DVBE Subcontractors</b>	<b>% Committed</b>
1.	IECLT, Inc.	3%
	<b>Total DVBE Commitment</b>	<b>3%</b>

**Region 3:**

	<b>SBE Subcontractors</b>	<b>% Committed</b>
1.	Bread & Water, LLC	11.01%
2.	BriteWorks, Inc.	4.56%
3.	BJAG Group, LLC	4.56%
4.	Far East Landscape and Maintenance, Inc.	3.87%
	<b>Total SBE Commitment</b>	<b>24.00%</b>

	<b>DVBE Subcontractors</b>	<b>% Committed</b>
1.	IECLT, Inc.	3%
	<b>Total DVBE Commitment</b>	<b>3%</b>

**B. Living Wage and Service Contract Worker Retention Policy Applicability**

The Living Wage and Service Contract Worker Retention Policy is not applicable to this contract.

**C. Prevailing Wage Applicability**

Prevailing Wage requirements are applicable to this project. DEOD will monitor contractors' compliance with the State of California Department of Industrial Relations (DIR), California Labor Code, and, if federally funded, the U S Department of Labor (DOL) Davis Bacon and Related Acts (DBRA).

**D. Project Labor Agreement/Construction Careers Policy**

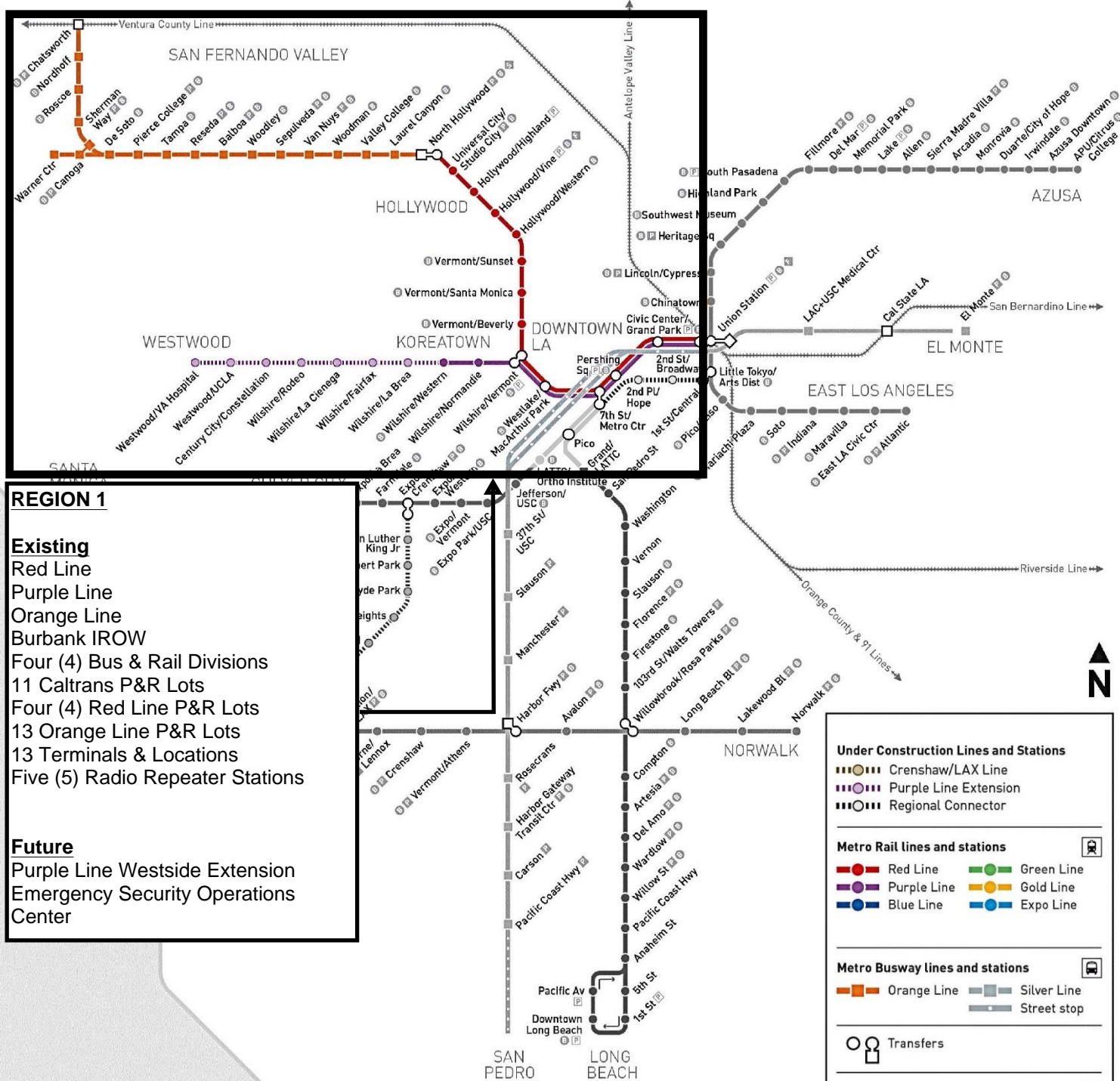
Project Labor Agreement/Construction Careers Policy is not applicable to this Contract. Project Labor Agreement/Construction Careers Policy is applicable only to construction contracts that have a construction contract value in excess of \$2.5 million.

# TRASH & OVERGROWN VEGETATION REMOVAL SERVICES

## Go Metro

### REGION 1

metro.net



**Metro**

MAR 2016

Subject to Change

15-1745 ©2016 LACMTA

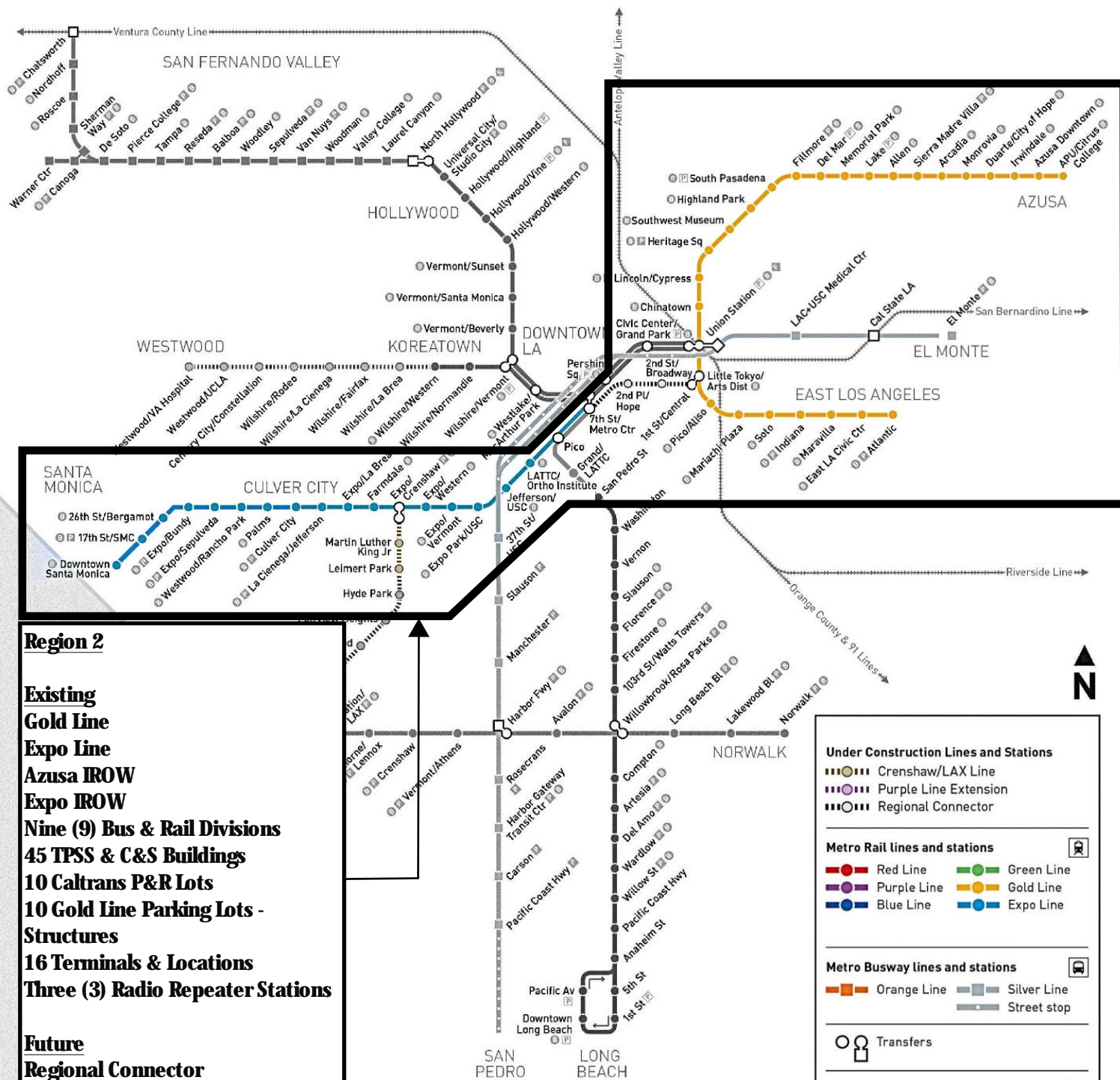


# TRASH & OVERGROWN VEGETATION REMOVAL SERVICES

## Go Metro

### REGION 2

metro.net



**Metro**

MAR 2016

Subject to Change

16-1745 ©2016 LACMTA





# Items 25, 26 & 27

## Approve Contract Awards Regions 1 Through 3

*Item 25: Trash & Overgrown Vegetation Removal*

*Item 26: Landscape & Irrigation Maintenance*

*Item 27: Graffiti Abatement*



# Existing & New Improved Maintenance Contracts

## Existing 4 Regions, Combined Services Contracts

- On September 17, 2015, Metro Board of Directors awarded **four (4) contracts**, one per region:
  - ✓ **Regions 1 & 3:** Woods Maintenance Services, Inc. (Woods)
  - ✓ **Regions 2 & 4:** Parkwood Landscape Maintenance, Inc. (Parkwood)
- Graffiti Abatement, landscape & irrigation maintenance and trash & overgrown vegetation removal **services are combined under one contract per region**
- The existing four (4) regions contracts expire on June 30, 2021
- **Woods, Parkwood and their subcontractors are in good standing with Metro's established SBE & DVBE goals**

## New 3 Regions, Service Specific Contracts

- Metro's service area has been restructured and split into **three (3) regions**
- Maintenance to be provided through **service specific contracts**

# Existing & New Improved Maintenance Contracts

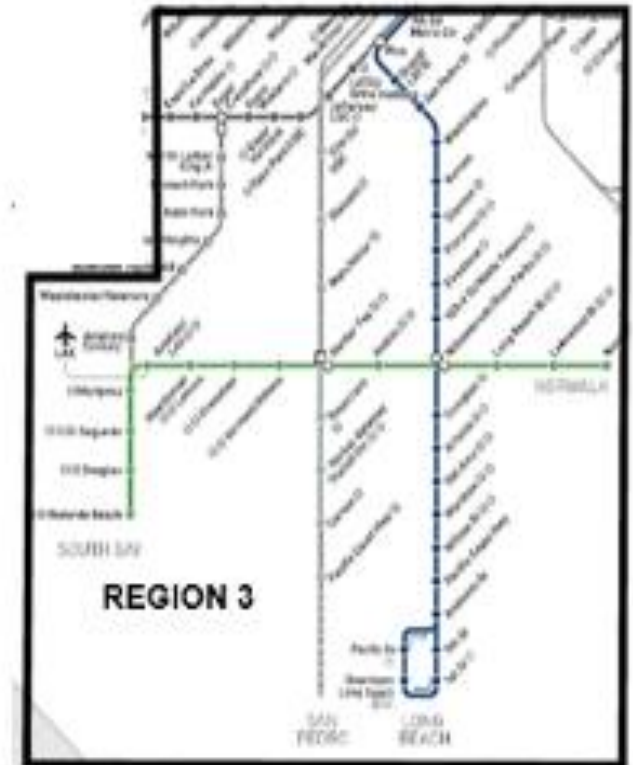
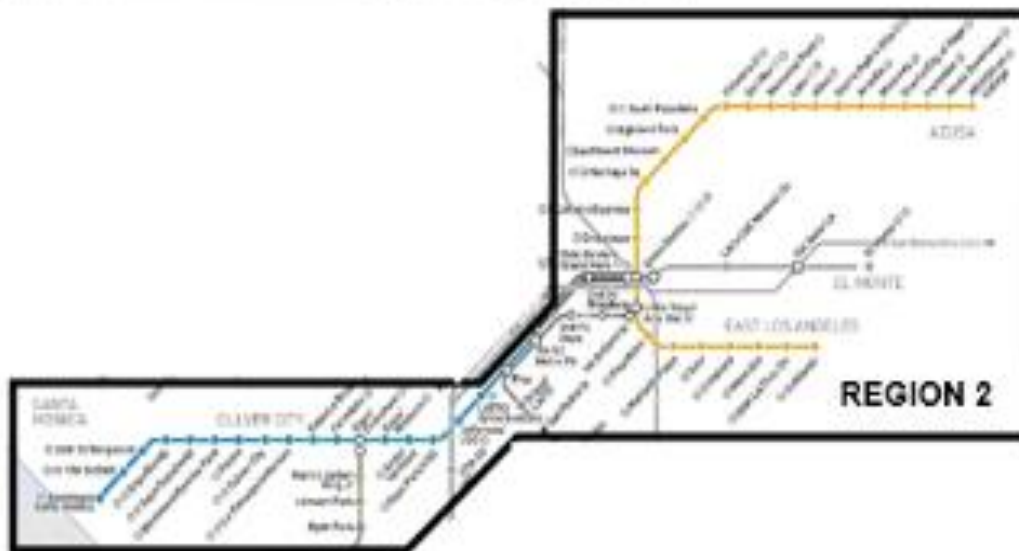
## Existing 4 Regions - Combined Services Contracts

Region 1	Region 2	Region 3	Region 4
Graffiti Abatement	Graffiti Abatement	Graffiti Abatement	Graffiti Abatement
Landscape & Irrigation	Landscape & Irrigation	Landscape & Irrigation	Landscape & Irrigation
Trash & Overgrown Vegetation Removal	Trash & Overgrown Vegetation Removal	Trash & Overgrown Vegetation Removal	Trash & Overgrown Vegetation Removal

## New 3 Regions - Service Specific Contracts

Region 1	Region 2	Region 3
Graffiti Abatement	Graffiti Abatement	Graffiti Abatement
Landscape & Irrigation	Landscape & Irrigation	Landscape & Irrigation
Trash & Overgrown Vegetation Removal	Trash & Overgrown Vegetation Removal	Trash & Overgrown Vegetation Removal

# New & Improved Service Specific Maintenance Contracts



# **New & Improved Service Specific Maintenance Contracts**

## **The Three (3) Regions Contracts offer**

- Moderately sized service areas, improving maintenance oversight and service delivery
- Enhanced service levels & staffing resources based on site specific needs and accessibility, in compliance with Metro's safety and operations requirements

## **Service specific Contracts ensure providing**

- Quality maintenance through a dedicated service specific experienced staff
- Streamlined processes monitoring applicable job classifications & wages while eliminating cross functional staffing issues
- Cost effective maintenance to be performed by experienced service specific prime and subcontractors, away from excessive general contracting fees

# New & Improved Service Specific Maintenance Contracts

Expanded opportunities for competition & small business participation

Existing 4 Regions Combined Services Contracts		New 3 Regions Service Specific Contracts	
SBE	DVBE	SBE	DVBE
22%	3%	24%	3%
Mandatory	Required with Evidence for GFE	Mandatory	
25%		27%	
Total of four (4) subcontractors		Total of six (6) subcontractors	
<ul style="list-style-type: none"> <li>✓ BJAG</li> <li>✓ Far East Landscape &amp; Maint.</li> <li>✓ BriteWorks</li> <li>✓ IECLT, Inc.</li> </ul>		<ul style="list-style-type: none"> <li>✓ BJAG</li> <li>✓ Far East Landscape &amp; Maint.</li> <li>✓ Briteworks</li> <li>✓ IECLT, Inc.</li> <li>✓ Bread &amp; Water LLC - New</li> <li>✓ ACME Manpower - New</li> </ul>	

# Procurement Actions

- Outreach event was conducted with approximately 26 participating firms
- Request for Proposal (RFP)
- Proposals may be submitted for one or more regions, in separate packages
- Metro may award contracts to one or more proposers:
  - ✓ Proposals that meet the requirements
  - ✓ Most advantageous to Metro
- **Evaluation Criteria:**

✓ Qualifications of the firm/team	15 Points
✓ Qualifications and experience of key personnel	20 Points
✓ Management plan/approach	35 Points
✓ Cost proposal	30 Points
- Technical evaluation overall scores reflect a clear difference among proposers, specifically for the Management Plan/Approach criteria

# Procurement Actions

Proposals received per the following:

Regions	Graffiti Abatement	Landscape & Irrigation	Trash & Overgrown Vegetation Removal
Region 1	Parkwood Urban Graffiti Woods	Far East Parkwood Woods	Urban Graffiti Parkwood Woods
Region 2	Parkwood Urban Graffiti Woods	Far East Parkwood Woods	Parkwood Woods
Region 3	Parkwood Urban Graffiti Woods	Far East Parkwood Woods	Parkwood Woods
Total proposals received per service Type	9	9	7

# Recommended Awards

Recommended Awards	Graffiti Abatement	Landscape & Irrigation	Trash & Overgrown Vegetation Removal
Region 1	Woods	Parkwood	Woods
Region 2		Woods	
Region 3			

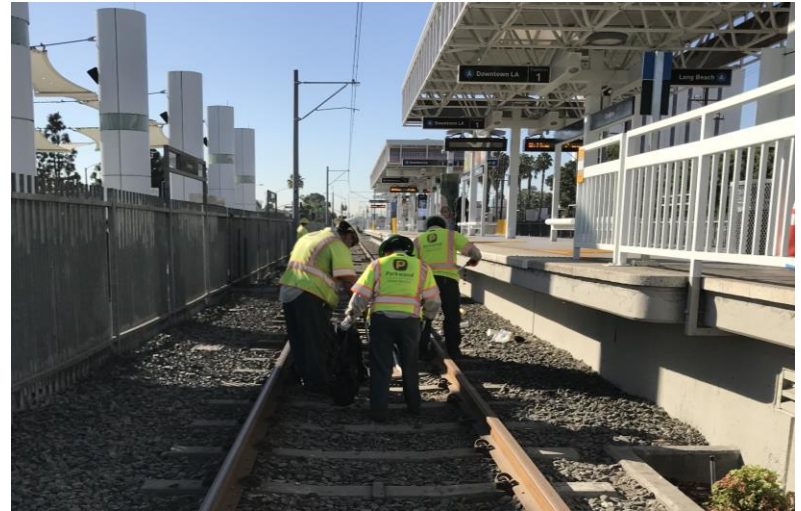
<u>Total Five (5) Year Value</u> Existing 4 Regions Combined Services Contracts	<u>Total Five (5) Year Value</u> New 3 Regions Service Specific Contracts
\$113,141,243.39	\$95,439,199
Cost Savings of ~16%, for a total of \$17.7 million	



# Highlights of Contracted Maintenance Services



**Woods**



**Parkwood**

