



**PORT OF TACOMA
REQUEST FOR PROPOSALS
No. 070344**

CONSULTANT SERVICES FOR DEFERRED COMPENSATION PLAN

Issued by
Port of Tacoma
One Sitcum Plaza
P.O. Box 1837
Tacoma, WA 98401-1837

RFP INFORMATION	
Contact:	Heather Shadko, Procurement
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Phone:	253-428-8697
Submittal Date	JUNE 6, 2016 @ 2:00 PM (PST)

**PLEASE SUBMIT ALL CORRESPONDENCE AND PROPOSALS
VIA E-MAIL DIRECTLY TO THE PROCUREMENT CONTACT LISTED ABOVE
AND INCLUDE 'CONSULTANT SERVICES FOR DEFERRED COMPENSATION
PLAN' IN THE SUBJECT LINE**

PORT OF TACOMA
Request for Proposals (RFP) #070344
CONSULTANT SERVICES FOR DEFERRED COMPENSATION PLAN

The Port of Tacoma and the Northwest Seaport Alliance (“Employer”) is soliciting proposals from Teams/Firms (“Teams”) that can provide the following services for a five year term with an option for one 2-year extension:

1. Provide ongoing consultant services for the Employer’s 457 and 401(a) Plans; and to
2. Issue and analyze a formal Request for Proposal (RFP) to Third Party Administrators. The successful proposer will provide sole administration, record-keeping, education, participant advice and investment management services for the Employer’s current 457 Deferred Compensation Plan (“457 Plan”), the Port of Tacoma’s 401(a) Money Purchase Plan (“401 Plan”) and the Port of Tacoma’s Retirement Health Savings Plan collectively “Plans.”

A. BACKGROUND

The Employer has approximately 260 employees. Approximately 240 employees are eligible to participate in the 457 plan. Of those, approximately 165 are currently participating. There are approximately 130 inactive participants (separated employees). The 457 total plan assets (to include outstanding loans) are approximately \$24 million.

Approximately 120 participants have balances in the 401(a) plan. This plan was closed to new participants in 2015. The total 401(a) plan assets are approximately \$1.7 million.

There are currently 13 participants who have plan balances in the Retirement Health Savings Plan. This plan was closed to new participants in 2006. The total Retirement Health Savings Plan assets are approximately \$280 thousand.

As of May 3, 2016, the plan assets were invested as follows:

Asset Class	Total %
Stable Value/Cash Management	30.9%
Bond	2.4%
Balanced/Asset Allocation	24.0%
U.S. Stock	36.2%
International/Global Stock	3.6%
Specialty	1.8%
Guaranteed Lifetime Income	1.1%

B. SCOPE OF SERVICES:

The Employer desires to hire a Team whose primary focus is investment advising and consulting services rather than securities, sales, marketing etc. and would be willing to work on a fixed fee basis.

To learn more about the Port of Tacoma, visit www.portoftacoma.com.

To learn more about the Northwest Seaport Alliance, visit www.nwseaportalliance.com.

The Employer anticipates awarding two separate contracts to the selected Team for the services outlined in the Scope of Work. These contracts will be for:

1. **Ongoing Consultant Services.** The contract is estimated not to exceed \$22,000 per year including taxes.
2. **Request for Proposal for Plan Administrator.** The one time contract is estimated not to exceed \$27,500 including taxes.

The Employer's Standard Terms and Conditions are included as Attachment B to this RFP. By submitting a Proposal, the Proposer represents that it has carefully read and agrees to be bound by the Employer's Standard Terms and Conditions.

The selected Team will be assisting the Employer with all of the following:

- 1) Fiduciary responsibilities:
 - a) Contractually agree to co-fiduciary relationship with the Employer;
 - b) Provide expert advice and analysis with respect to the following:
 - i) Proposed or actual Federal legislation and regulations affecting 457, 401(a) plans, and/or Retirement Health Savings plans;
 - ii) Potential modification of plan's provisions;
 - iii) Respond to questions which may arise in the administration of the Plan concerning the interpretation of Federal rules and policies and their applicability to the Employer;
 - iv) Ensure plan is prepared for regulatory changes;
 - v) Recommend policies, procedures and processes to ensure compliance with fiduciary responsibilities; and
 - vi) Analyze proxy statements and educate Employer on issue(s) in statement.
 - c) Investment Policy Statement review and maintenance; and
 - d) On-going due diligence.
- 2) Quarterly performance measurements and plan reporting;
- 3) Semi-annual in person plan reviews with the Employer;
- 4) Periodic compliance review:
 - a) Review plan documents (e.g. policies, procedures, processes) to ensure plan remains in compliance; and

- b) Assist with an action plan to resolve administrative issues or deficiencies that require a solution.
- 5) Investment fund option review:
 - a) Attend semi-annual Employer meetings to review fund lineup;
 - b) Evaluate new investment opportunities upon request;
 - c) Conduct Fund searches and make recommendations to Employer; and
 - d) Monitor fund performance and recommend Investment fund additions/replacements.
- 6) Record keeping review (i.e. plan design, technological and record-keeping issues, fiscal health review and fee structuring improvements);
- 7) New products and concepts:
 - a) Alert committee to new ideas and innovations in the industry;
 - b) Review new products and tools presented by the Record keeper; and
 - c) Educate committee about new products and concepts.
- 8) Provide general advice and assistance regarding participant communications, training and enrollment materials;
- 9) Analyze, summarize and communicate general market trends;
- 10) Provide periodic training for committee members concerning fiduciary responsibilities, plan compliance, regulatory changes, new products and concepts and the like.
- 11) Manage the Request for Proposal process for plan administrator (in 2018 for an effective date no later than September 22, 2018):
 - a) Solicit bids from financial services organizations, interviewing and selecting a financial services organization to administer the Plans;
 - b) Provide recommendations from a slate of funds made available by the Financial Services Organization appropriate for the asset classes selected;
 - c) Advise if the slate of funds available limits ability to meet fiduciary obligations to provide reasonable-cost funds with appropriate return; and
 - d) Update Investment Policy Statement to include appropriate asset categories and policy criteria for selecting, monitoring and releasing fund managers.
- 12) Other non-routine items as requested by Employer.

The Team must have successfully assisted at least five organizations within the past five years with services outlined in the Scope of Services. Teams that do not meet this requirement may be deemed nonresponsive and may not be considered.

C. SCHEDULE & DELIVERABLES:

Provide quarterly reports, and attend semi-annual full report meetings. The reports will minimally provide the following information:

- Plan's overall savings and growth rate;

- Comparison of Employer's total return to the returns of benchmark investments;
- Comparison of Plan's performance to the Investment Policy statement to ensure investments fit within the guidelines; and
- Regulatory and legal issues affecting plan and recommendation for compliance.
- Fund reports will include, at a minimum:
 - Identification of changes to personnel and ownership of funds;
 - Identification of regulatory and legal issues affecting funds;
 - Statement and analysis of fiscal fund performance;
 - Identification and analysis of changes in fund strategy and/or direction;
 - Recommendations for changes to investment menu; and
 - Analysis of over and under performance of funds compared to their benchmarks.

D. RFP ELEMENTS & EVALUATION CRITERIA:

Proposals should present information in a straightforward and concise manner, while ensuring complete and detailed descriptions of the Team's abilities to meet the requirement of this RFP. Emphasis will be on completeness of content. The written proposals should be prepared in the sequential order as outlined below.

Proposals are limited to 10 numbered pages (8 ½ by 11 inch) including the cover letter. Resumes are not included in the page count but may be added as an appendix. No other appendices shall be included. All pages shall be in portrait orientation with 1 inch margins. Font size shall be 11 point or larger. Proposals that do not follow this format may not be reviewed.

Proposals are to address, and will be evaluated upon, the following criteria:

INITIAL EVALUATION PHASE

1. Qualifications & Experience 30 PTS

- Identify the proposed Team to include:
 - Name and title;
 - Academic and professional credentials;
 - Number of years in industry;
 - Number of years with current Team;
 - Number of years in current position;
 - Size of portfolios advised; and
 - Number of accounts assigned/asset size of account.
- Resumes of the key individuals may be included as an appendix and are not included in the total page count. Resumes are to be limited to one single-sided, letter-size page. Resumes exceeding this limit will not be reviewed.

- Demonstrate the Team's experience in performing the requested services and describe how the Team meets or exceeds the required qualifications. The Employer will evaluate the experience, technical competence and qualifications of the Key Personnel identified, their project specific roles and responsibilities, overall organization of the Team, and responses to the References Questionnaires (Attachment C). Emphasis will be placed on experience and expertise in performing work of similar scope.
- Describe any current or pending claim submitted by any client against the Team within the past two years related to the professional services provided by the Team or its key personnel. For purposes of this request, "claim" means a sum of money in dispute in excess of 10% of the Team's fee for the services provided.

2. Project Approach Narrative

20 PTS

Proposals should clearly outline the Team's recommended approach and methodology for:

- Accomplishing the Scope of Services: Clearly describe the approaches and methods that will be used to accomplish the tasks required in the scope of services. Include a summary of innovative ideas and suggestions for enhancing the scope of services;
- Schedule: Describe how the Team is able to provide reports in a timely manner as requested by the Employer;
- Describe how the Team would conduct the RFP process for the Employer addressing each of the following elements:
 - Describe what experience the Team has had in leading a selection process for a Plan's record keeper to include:
 - Experience drafting Requests for Proposals for record keeper services;
 - Experience your Team has with leading committees to select a record keeper; and
 - When a new record keeper has been selected, describe Team's role in the transition process.
 - Identify what services or approaches distinguish your Team from other potential Teams and the value you would bring to the Employer's RFP process;
 - Provide a recommended project timeline for the RFP process;
 - Describe the planned method for determining record keeper qualifications;
 - Describe written evaluations and recommendations that will support the Employer in selecting a record keeper;
 - Describe the plan for fee and contract negotiations with the record keeper;

- Explain the planned employee communications, should a new record keeper be selected. Provide a sample of key communications used in other projects you have worked on;
 - Describe any features of your plan developed to minimize participant dissatisfaction with the process; and
 - Estimate, by month and type of Employer staff, the hours that would be spent on this RFP process.
- Describe how your Team would conduct the Investment Lineup Review addressing each of the following elements:
 - Describe what experience your Team has had with investment lineup reviews;
 - Identify what services or approaches distinguish your Team from other potential Teams and the value your Team would bring to the Employer's investment lineup review;
 - Provide a recommended timeline;
 - Describe how your Team measures and reports performance of investments to industry benchmarks and peer group indices; and
 - Explain how your Team determines any fund over or underperformance, risk and standard deviation characteristics, style and cycle analysis recommendations. Include your Team's philosophy regarding investment performance monitoring.
- Coordination & Communication: Provide a plan for communications and coordination between the Team, the Employer's project manager and the various stakeholders.

3. Team's Policies and Affiliations..... 20 PTS

- Describe in detail if the Team or any affiliates and related entities receive any remuneration or other economic benefit from any broker/dealer, money management firm, third party administrator, insurance company or other organizations that sell investments, administration, auditing, legal or related services to retirement plans;
- Briefly describe the Team's policies and procedures to prevent possible conflicts of interest which may result from other services or products provided by the Team or affiliated organizations;
- Describe any performance guarantees;
- List any exceptions your Team may have to accepting the Employer's standard Terms and Conditions (Attachment B) and describe the nature of any exceptions and Firm's proposed alternative; and
- Provide any other information you consider appropriate.

4. Compensation

30 PTS

Present detailed information on the Team's proposed fee structure for the services proposed. Specify any additional fees, charges, expenses, etc. that are, or may be, billable to the Employer.

All rates quoted shall be:

- Quoted in US Dollars;
- Full cost inclusive of sales tax and other government fees, taxes and charges; and
- Valid throughout the contract period unless otherwise amended and agreed to by both parties in writing.

FINAL EVALUATION PHASE (if applicable)

Note: The Employer reserves the right to award a contract from the initial evaluation phase. If that is not possible, the Employer will interview up to the top three ranked teams. The team interview(s) will be scored as indicated below.

5. Interviews (as requested by the Employer)

100 PTS

ATTACHMENT A – INSTRUCTIONS FOR PROPOSING

ATTACHMENT B – PERSONAL SERVICES TERMS AND CONDITIONS

ATTACHMENT C – REFERENCE QUESTIONNAIRE

PROCUREMENT PROCESS

SOLICITATION TIMELINE:

Issuance of RFP	MAY 10, 2016
Last Day To Submit Questions	MAY 18, 2016
Proposal packets due	JUNE 6, 2016 @ 2:00 PM (PST)
Short List Consultants*	JUNE 14, 2016
Interviews (if required)*	WEEK OF JUNE 20, 2016
Final Selection*	JUNE 24, 2016
Execute Contract*	JULY 1, 2016

*Dates are tentative.

All status updates on the above solicitation timeline will be announced on the [Port's website for this solicitation](#).

VENDOR OBLIGATION

Port of Tacoma Requests for Bids, Requests for Proposals and Requests for Qualifications can be accessed on the Port's website, www.portoftacoma.com under 'Contracts'; 'Procurements'.

When viewing the details page for this procurement on the Port's Website firms have the option of subscribing to the Holder's List.



By subscribing to the Holder's List, firms will automatically be notified when new documents or changes relating to this procurement occur.

***Only those who have subscribed to the Holder's List will receive notifications throughout the procurement process, up until a firm is selected.**

COMMUNICATION / INQUIRES

Proposers who, relative to this scope of services, contact any individuals or Commission members representing the Port, other than the Procurement Representative listed on the RFP may be disqualified from consideration.

Written questions about the meaning or intent of the Solicitation Documents shall only be submitted to the Procurement Department, procurement@portoftacoma.com (**Solicitation Name** in the subject line).

Proposers who may have questions about provisions of these documents are to email their questions by the date listed above. The Port will respond to all written questions submitted by this deadline.

ADDENDA

The Port may make changes to this Solicitation. Oral or other interpretations, clarifications or submittal instructions will be without legal effect. Any information modifying a solicitation will be furnished in a formal, written addendum. If at any time, the Port changes, revises, deletes, increases, or otherwise modifies the Solicitation, the Port will issue a written Addendum to the Solicitation. Addenda will be posted to the Port's web site and conveyed to those potential submitters who have requested to be placed on the Holder's List.

SUBMITTAL PROCESS

Proposals must be received via email on or before the date and time outlined on the front page of this RFP. Send your electronic submittal to:

procurement@portoftacoma.com.

Name of Firm, RFP Title (Subject Line)

Please submit proposal, including all appendices and compensation in separate Adobe Acrobat PDF format. Submittals need to be limited to **9 MB in total email size**. It is the Consultant's responsibility to verify the receipt of the submittal. Electronic verification will be provided upon request.

***Late proposals will not be accepted by the Port. Proposals received after the stated date and time will not be reviewed and shall be deemed non-responsive.**

All proposals submitted shall be valid and binding on the submitting firm for a period of ninety days following the Proposal submittal deadline and for any extension of time granted by the submitting firm.

EVALUATION AND AWARD PROCESS

An evaluation team will review each proposal and evaluate all responses received based upon the criteria listed herein. The Port may request clarifications or additional information, if needed. After the evaluation team individually scores each proposal, the scores are tallied and the firms are ranked based on the scores.

A selection may be made based on the proposals and initial evaluation criteria alone. Alternatively, the evaluation team may create a short list of the top ranked firms and invite the short listed firms in for interview and/or check references. Scores for reference checks and interviews will be tallied and added to the short listed firm's initial evaluation scores. Final selection will be based on reference checks and interviews.

The Port intends to select the Proposer who represents the best value to the Port and begin the negotiation and award process based on the evaluated scores.

The selected Consultant will be invited to enter into contract negotiations with the Port. Should the Port and the selected firm(s) not reach a mutual agreement, the Port will terminate negotiations and move to the next highest ranked firm and proceed with negotiations.

The Port reserves the right to accept or reject any or all information in its entirety or in part and to waive informalities and minor irregularities and to contract as the best interest of the Port may require. The Port reserves the right to reject any or all Proposals submitted as non-responsive or non-responsible.

Procedure When Only One Proposal is received

In the event that a single responsive proposal is received, the Proposer shall provide any additional data required by the Port to analyze the proposal. The Port reserves the right to reject such proposals for any reason.

GENERAL INFORMATION

News releases pertaining to this RFP, the services, or the project to which it relates, shall not be made without prior approval by, and then only in coordination with, the Port.

COSTS BORNE BY PROPOSERS

All costs incurred in the preparation of a Proposal and participation in this RFP and negotiation process shall be borne by the proposing firms.

SMALL BUSINESS AND DISADVANTAGED BUSINESS OPPORTUNITIES

The Port of Tacoma encourages participation in all of its contracts by MWBE firms certified by the Office of Minority and Women's Business Enterprises (OMWBE). Participation may be either on a direct basis in response to this solicitation/invitation or as a subcontractor to a Bidder/Proposer. However, unless required by federal statutes, regulations, grants, or contract terms referenced in the contract documents, no preference will be included in the evaluation of bids/submittals, no minimum level of MWBE participation shall be required as a condition for receiving an award and bids/submittals will not be rejected or considered non-responsive on that basis. Any affirmative action requirements set forth in federal regulations or statutes included or referenced in the contract documents will apply. The selected firm will be required to show evidence of outreach.

PUBLIC DISCLOSURE

Proposals submitted under this Solicitation will be considered public documents and, with limited exceptions, will become public information and may be reviewed by appointment by anyone requesting to do so following the conclusion of the evaluation, negotiation, and award process. This process is concluded when a signed contract is completed between the Port and the selected Consultant.

If a firm considers any portion of its response to be protected under the law, the vendor shall clearly identify each such portion with words such as "CONFIDENTIAL," "PROPRIETARY" or "TRADE SECRET" on each page for which the protection is sought. If a request is made for disclosure of such portion, the Port will notify the vendor of the request and allow the vendor not less than ten (10) days to seek a protective order from the Courts or other appropriate remedy and/or waive the claimed confidentiality. Unless such protective order is obtained and provided to the Port by the stated deadline, the Port will release the requested portions of the Proposals. By submitting a response the vendor assents to the procedure outlined in this paragraph and shall have no claim against the Port on account of actions taken under such procedure.

ATTACHMENT B

**Port of Tacoma Terms And Conditions
Personal Services Agreement**

In consideration of the mutual covenants, obligations, and compensation to be paid by the Port to Consultant, it is agreed that:

1. Key Personnel

The Consultant and/or its subconsultants' key personnel, as described in its Consultant selection submittals, shall remain assigned for the duration of the Project unless otherwise agreed to by the Port.

2. Relationship of the Parties

Consultant, its subconsultants and employees, is an independent Contractor. Nothing contained herein shall be deemed to create a relationship of employer and employee or of principal and agent.

3. Conflicts of Interest

Consultant warrants that it has no direct or indirect economic interest which conflicts in any manner with its performance of the services required under this Agreement. Consultant warrants that it has not retained any person to solicit this Agreement and has not agreed to pay such person any compensation or other consideration contingent upon the execution of this Agreement.

4. Compliance with Laws

Consultant agrees to comply with all local, state, tribal and federal laws and regulations applicable to the project, including building codes and permitting regulations existing at the time this Agreement was executed and those regarding employee safety, the work

place environment, and employment eligibility verifications as required by the Immigration and Naturalization Service. Consultant shall obtain all professional licenses and permits required to complete the scope of work as defined.

5. Records and other Tangibles

Until the expiration of six years after the term of this Agreement, Consultant agrees to maintain accurate records of all work done in providing services specified by the Agreement and to deliver such records to the Port upon termination of the Agreement or otherwise as requested by the Port.

6. Ownership of Work

The services to be performed by Consultant shall be deemed instruments of service for purposes of the copyright laws of the United States. The Port has ownership rights to the plans, specifications, and other products prepared by the Consultant. Consultant shall not be responsible for changes made in the models, programs, reports or other products by anyone other than the Consultant. Consultant shall have free right to retain, copy and use any tangible materials or information produced but only for its own internal purposes. Use of models, programs, reports or other products prepared under this Agreement for promotional purposes shall require the Port's prior consent.

7. Disclosure

All information developed by the Consultant and all information made available to the Consultant by the Port,

and all analyses or opinions reached by the Consultant shall be confidential and shall not be disclosed by the Consultant without the written consent of the Port.

8. Compensation

As full compensation for the performance of its obligations of this Agreement and the services to be provided, the Port shall pay Consultant as specified in the Agreement.

9. Payment Schedule

Consultant shall submit detailed numbered invoices showing description of work items being invoiced, title of project, total authorized, total current invoice, balance of authorization, by the 10th of the month to be paid by the end of the current month, unless other terms are agreed to by the parties.

10. Costs and Disbursements

Consultant shall pay all costs and disbursements required for the performance of its services under this Agreement.

11. Insurance - Assumption of Risk

a) As a further consideration in determining compensation amounts, the Consultant shall procure and maintain, during the life of this Agreement, such commercial general and automobile liability insurance as shall protect Consultant and any subconsultants performing work under this Agreement from claims for damages from bodily injury, including death, resulting there from as well as from claims for property damage which may arise under this Agreement, whether arising from operations conducted by the Consultant, any subconsultants, or anyone directly or

indirectly employed by either of them.

- b) With respect to claims other than professional liability claims, Consultant and its subconsultants agree to defend, indemnify and hold harmless the Port of Tacoma, its appointed and elective officers and its employees from and against any and all suits, claims, actions, losses, costs, penalties and damages of whatever kind and nature, including attorney fees and costs by reason of any and all claims and demands on it, its officers and employees, arising from the negligent acts, errors or omissions by the Consultant in the performance of the Consultant's professional services.
- c) With respect to professional liability claims only, Consultant and its subconsultants agree to indemnify and hold harmless the Port of Tacoma, its appointed and elective officers and its employees from and against any and all suits, claims, actions, losses, costs, penalties and damages of whatever kind and nature, including attorney fees and costs by reason of any and all claims and demands on it, its officers and employees, arising from the negligent acts, errors or omissions by the Consultant in the performance of the Consultant's professional services.

12. Standard of Care

Consultant shall perform its work to conform to generally accepted professional standards. Consultant shall, without additional compensation, correct or revise any errors or omissions in such work.

13. Time

Time is of the essence in the performance by the Consultant of the services required by this Agreement.

14. Assignability

Consultant shall not assign any interest in this Agreement and shall not transfer any interest in the Agreement to any party without prior written consent of the Port.

15. Term of this Agreement

The effective dates of this Agreement are as specified. This Agreement may be terminated by the Port for cause when the Port deems continuation to be detrimental to its interests or for failure of the consultant to perform the services specified in the Agreement. The Port may terminate this Agreement at any time for government convenience in which case it shall provide notice to the Consultant and reimburse the Consultant for its costs and fees incurred prior to the notice of termination.

16. Disputes

If a dispute arises relating to this Agreement and cannot be settled through direct discussions, the parties agree to endeavor to settle the dispute through a mediation firm acceptable to both parties, the cost of which shall be divided equally. The Port reserves the right to join any dispute under this Agreement with any other claim in litigation or other dispute resolution forum, and the Consultant agrees to such joinder, so that all disputes related to the project may be consolidated and resolved in one forum. Venue for any litigation shall be the Pierce County Superior Court of the state of Washington and the prevailing party shall be entitled to recover its costs and reasonable attorney's fees.

17. Extent of Agreement

This Agreement represents the entire and integrated understanding between the Port and Consultant and may be amended only by written instrument signed by both the Port and Consultant.

ATTACHMENT C
REFERENCES QUESTIONNAIRE

INSTRUCTIONS TO THE PROPOSER:

Proposers are allowed three (3) completed reference questionnaires. The completed references questionnaires must be from individuals, companies, or agencies with knowledge of the proposer's services that are similar in nature to the products or services being requested by this RFP. The references must be from individuals, companies or agencies who worked with the team members recommended by the proposer. The references must also be within the last 5 years from the date this RFP was issued.

If more than three (3) qualifying references are received, the first three (3) fully completed references received will be used for evaluation purposes. References will be averaged.

1. Proposers must complete the following information on page 2 of the "Reference's Response To" document before sending it to the Reference for response.

- a. Print the name of your reference (company/organization) on the "REFERENCE NAME" line.
- b. Print the name of your company/organization on the "PROPOSER NAME" line.
- c. Enter the RFP Closing date and time in Instruction 5 (see the INSTRUCTIONS block.)

2. Send the "Reference's Response To" document to your references to complete.

NOTE: It is the proposer's responsibility to follow up with their references to ensure timely receipt of all questionnaires. Proposers may e-mail the Procurement Representative prior to the RFP closing date to verify receipt of references.

**REFERENCE QUESTIONNAIRE
REFERENCE'S RESPONSE TO:
RFP Number: 070344
RFP Title: Consultant Services for Deferred Compensation Plan**

REFERENCE NAME (Company/Organization): _____

PROPOSER NAME (Company/Organization): _____ has submitted a proposal to the Port of Tacoma/Northwest Seaport Alliance, to provide the following services: Financial Audit Services. We've chosen you as one of our references.

INSTRUCTIONS

1. Complete **Section I. RATING** using the Rating Scale provided.
2. Complete **Section II. GENERAL INFORMATION** (*This section is for information only and will not be scored.*)
3. Complete **Section III. ACKNOWLEDGEMENT** by manually signing and dating the document.
(*Reference documents must include an actual signature.*)
4. E-mail **THIS PAGE** and your completed reference document, **SECTIONS I through III** to:

Procurement: Heather Shadko

E-mail: procurement@portoftacoma.com
5. This completed document **MUST** be received no later than **June 6, 2016 2:00 p.m.** (Pacific Time). Reference documents received after this time will not be considered. **References received without an actual signature will not be accepted.**
6. DO **NOT** return this document to the Proposer.
7. In addition to this document, the Port may contact references by phone for further clarification if necessary.

Section I. RATING

Using the Rating Scale provided below, rate the following numbered items by circling the appropriate number for each item:

Rating Scale	
Category	Score
Poor or Inadequate Performance	0
Below Average	1 – 3
Average	4 – 6
Above Average	7 - 9
Excellent	10

Circle **ONE** number for each of the following numbered items:

1. Rate the overall quality of the firm's services:

10 9 8 7 6 5 4 3 2 1 0

2. Rate this firm's timeliness in responding to inquiries and issues:

10 9 8 7 6 5 4 3 2 1 0

3. Rate how well the agreed upon, planned schedule was consistently met and deliverables provided on time. *(This pertains to delays under the control of the firm):*

10 9 8 7 6 5 4 3 2 1 0

4. Rate this firm's overall customer service:

10 9 8 7 6 5 4 3 2 1 0

5. Rate the knowledge of the firm's assigned staff and their ability to accomplish duties as contracted:

10 9 8 7 6 5 4 3 2 1 0

6. Rate the accuracy and timeliness of the firm's billing and/or invoices:

10 9 8 7 6 5 4 3 2 1 0

7. Rate the firm's flexibility in meeting business requirements:

10 9 8 7 6 5 4 3 2 1 0

8. Rate the likelihood of your company/organization recommending this firm to others in the future:

10 9 8 7 6 5 4 3 2 1 0

Section II. GENERAL INFORMATION

1. Please include a brief description of the services provided by this firm for your business, to include the name of the consultant(s) you worked with:

2. During what time period did the firm provide these services for your business?

Month:_____ Year:_____ to Month:_____ Year:_____

Section III. ACKNOWLEDGEMENT

I affirm to the best of my knowledge that the information I have provided is true, correct, and factual:

Signature of Reference

Date

Print Name

Title

Phone Number

Email Address