



**PORT OF TACOMA  
REQUEST FOR PROPOSALS  
No. 070171**

**FINANCIAL AUDIT SERVICES**

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

RFP INFORMATION	
Contact:	Heather Shadko, Procurement
Email Addresses:	<a href="mailto:procurement@portoftacoma.com">procurement@portoftacoma.com</a>
Phone:	(253) 428-8697
Submittal Date	<b>JANUARY 15, 2016 @ 4:00 PM (PST)</b>

PLEASE SUBMIT ALL CORRESPONDENCE AND PROPOSALS  
VIA E-MAIL DIRECTLY TO THE PROCUREMENT CONTACT LISTED ABOVE AND INCLUDE  
'FINANCIAL AUDIT SERVICES' IN THE SUBJECT LINE

**PORT OF TACOMA**  
**Request for Proposals (RFP) #070171**  
**Financial Audit Services**

**A. BACKGROUND**

**Port of Tacoma and The Northwest Seaport Alliance**

The Port of Tacoma (Port) is a leading North American seaport and is a major gateway to Asia and Alaska. The Port serves more than 10 of the industry's largest container shipping lines and provides marine and export/import-oriented services, cargo handling and storage activities.

Located on Commencement Bay, a natural, deep-water harbor in southern Puget Sound, the Port of Tacoma is an independent municipal corporation that operates under state-enabling legislation. Created by Pierce County citizens in 1918, the Port has 3,400 acres (1377 hectares) that are used for shipping terminal activity and warehouse, distributing, and manufacturing. More information on the Port is available on our website at: [www.portoftacoma.com](http://www.portoftacoma.com).

On August 4<sup>th</sup>, 2015, the ports of Seattle and Tacoma joined forces to create The Northwest Seaport Alliance (NWSA). The formation of the NWSA unified the management of Tacoma & Seattle's marine cargo facilities and business lines to strengthen the Puget Sound gateway and attract more marine cargo and jobs for the region. The NWSA is the first of its kind in North America and becomes the third-largest container gateway in North America. The NWSA delivers less congestion, closer proximity to Asia and award-winning ease of doing business. Regional marine cargo facilities are also a major center for bulk, breakbulk, project/heavy-lift cargoes, automobiles and trucks. Additional information: <https://www.nwseaportalliance.com>.

The Northwest Seaport Alliance ( NWSA), a Washington Port Development Authority, was established under RCW 53.08 as a joint venture between Port of Seattle and Port of Tacoma to manage the two ports' marine cargo terminals and related functions, effective January 1, 2016. As such,

- The NWSA will be governed by Managing Members consisting of the two Commissions from each home port. The two home ports will remain as separate legal entities, independently governed by their respective commissioners, and will retain ownership of all existing assets including the initial underlying assets managed by the NWSA and responsibility for the related debt.
- Each home port will license certain cargo terminals and related industrial properties to the NWSA to manage and operate on a unified basis.
- Through the NWSA, the home ports plan to jointly fund future capital expenditures, and share revenues and all expenses related to the operations, management, and use of the marine cargo terminals properties on a 50/50 basis.

- Through the execution of service agreements among the home ports and the NWSA, a range of administrative functions, e.g. accounting, finance, information technology, treasury, risk management, etc., and project delivery functions, e.g. project management, engineering, construction management/procurement, etc. are performed by each home port in supporting the NWSA formation and its ongoing operations. The financial data related to these activities are captured by each home port's financial system. At each month end, the Port of Seattle sends the NWSA – North Harbor financial data to Port of Tacoma for consolidation with the NWSA – South Harbor financial data.
- Joint venture accounting will be applied per GASB Statement No. 14, paragraph 69 where the two ports will be pooling their resources through NWSA to jointly share in the costs, business risks, and revenues. To complete the Port's financial statement audit starting 2016, the Port will need to rely on the consolidated NWSA financial statements prepared by Port of Tacoma for the NWSA to properly account for and report its equity interest in the joint venture.
- Additional information related to the Northwest Seaport Alliance can be found in the links below:

NWSA Interlocal

Agreement: <https://www.nwseaportalliance.com/sites/default/files/150804.ILA%20between%20POS%20%26%20POT%20Creating%20Alliance.pdf>

NWSA Charter:

<https://www.nwseaportalliance.com/sites/default/files/alliancepdacharte>

## **Audit Committee**

The Audit Committee is an extension of the Port of Tacoma Commission. Its primary function is to oversee financial audit matters relating to the Port's auditing processes and procedures.

The Port is soliciting proposals from firms interested in providing financial audits of the Port's financial statements for the fiscal years of 2016, 2017 and 2018. The contract will include an option, at the Port's discretion, to extend the contract for up to two additional years.

## **B. SCOPE OF SERVICES**

The Port requests proposals from qualified firms having the breadth of resources and depth of expertise to cover the complexity of the Port's business and interested in providing financial audit services to plan, implement, report and render an opinion on the Port's annual financial statements and the Port's Comprehensive Annual Financial Reports. The Port's accounting policies conform to generally accepted accounting principles (GAAP) as applicable to proprietary funds of governmental units. The Port's accounting records are maintained in accordance with methods prescribed by the State Auditor's Office under the authority of [Chapter 43.09](#), Revised Code of Washington. The Port uses the Uniform System of Accounts for Ports Districts in the State of Washington.

The successful firm will have extensive experience in both the private and public sectors, experience performing audits of similar entities in terms of size, budget, revenue, diversity of operations and industry (port authority, enterprise fund, OPEB).

The successful firm will perform audit services in accordance with auditing standards prescribed and generally accepted in the United States of America; the standards applicable to financial audits contained in Government Auditing Standards issued by the Comptroller General of the United State; with generally accepted auditing standards (GAAS) and the AICPA Audit and Accounting Guide for State and Local Governmental Units.

In addition to the audit, the firm shall provide up to twenty hours annually of consulting services as requested by the Port.

The Port will be given the opportunity to review and discuss the audit report for possible clarification before final release. Confidentiality will be maintained throughout the audit process. When the final report is distributed, all working papers and report become public documents.

## **MINIMUM REQUIREMENTS**

Only firms registered to practice public accounting in the state of Washington, in accordance with [WAC 4-25-750](#) should respond to this RFP. Firms must also have a peer review during the last three years.

## **CONTRACT TERM**

The contract term will be three fiscal years: 2016 - 2018. The contract will include an option, at the sole discretion of the Port to extend the contract for up to two additional years.

## **C. DELIVERABLES:**

Deliverables shall include, but are not limited to:

- Independent audit and expression of an opinion on the Port's financial statements and the Port's Comprehensive Annual Financial Report for each year;
- Independent audit and expression of an opinion on the Port's Post-Employment Health Care Benefits Trust Fund for each year;
- Issue an agreed upon procedures engagement based the year end net position to satisfy the requirements of the Environmental Protection Agency;
- Draft audit reports;
- Draft management recommendations;
- Final audit report

## Audit Report Deadlines

Port requires the audit report be completed before the end of April of the subsequent year. For each of the fiscal years to be audited the financial statement audit along with the issuance of the independent auditor's opinion must meet the April deadline.

A draft audit report and any draft management letter of recommendations must be completed no later than the third week of March of the subsequent year.

## **D. EVALUATION CRITERIA AND PROPOSAL ELEMENTS:**

Interested firms are encouraged to submit qualifications and experience in a brief, concise Proposal. Proposals are limited to 10 numbered pages (8 ½ by 11 inch) **excluding** the cover letter and appendices. **Proposals that exceed 10 pages will not be reviewed.** Resumes are not included in the page count but may be added as an appendix using a maximum of one page resume per team member. At a minimum, proposals should address:

### **1. Firm..... 30 PTS**

Firm background and technical experience:

- Describe the firm's experience performing audits of similar entities in terms of size, budget, revenue, diversity of operations, industry (port authority, enterprise fund, OPEB);
- Firm's experience and history in accurately completing the scope of work on schedule;
- Ability of the firm and the assigned team members to communicate and work effectively with client staff, regulators and other stakeholders involved in the work;
- List of recent audits in the last three years, to include a point of contact and contact information and brief description, for services relevant to the items listed in the Scope of Services as performed by the key personnel. Only projects completed by members of the project team will be considered.

### **2. Team..... 25 PTS**

The composition of the team and their ability and capacity to perform scope of work:

- The proposed project team's ability to perform the work identified in the Scope of Services and a staffing estimate;
- The audit approach, planning, identifying key areas of risk associated with deliverables;
- The audit approach and key areas of risk and challenges considering the formation of the Northwest Seaport Alliance ("NWSA") by the Port of Seattle and the Port of Tacoma

**3. Staff.....25 PTS**

The experience and technical competence of key team members and their role on the project:

- Name, title, education and professional license(s), employment history proposed position on the team;
- Describe key individuals experience and roles in past or current projects of a similar scope;

**4. Compensation.....10 PTS**

Firms should present detailed information on the firm's proposed fee structure for the services proposed for each year.

**Compensation information MUST be provided separately from the proposal, in an individual PDF document.**

All rates quoted shall be:

- a) **Fully burdened, including, but not limited to, per diem, administrative overhead, travel, lodging, and transportation (all direct/indirect expenses included);**
  - b) Quoted in US Dollars;
  - c) Full cost inclusive of sales tax and other government fees, taxes and charges; and
  - d) Valid throughout the contract period unless otherwise amended and agreed to by both parties in writing.
- Firms should present detailed information on the firm's proposed fee structure for the services proposed for each year. All rates quoted shall be 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;
  - Describe any claim submitted by the firm to any client, or submitted by any client against the firm, within the past two years related to the professional services provided by the firm or its key personnel. For purposes of this request, "claim" means a sum of money in dispute in excess of 10% of the firm's fee for the services provided;
  - Exceptions to Terms and Conditions:
    - List any exceptions your firm may have to accepting the Port's standard Terms and Conditions. Attachment A is the Port's standard Terms and Conditions; describe the nature of any exceptions to the Port's standard Terms and Conditions and firm's proposed alternative.

**5. References.....10 PTS**

Ensure completion of a **minimum of 3 references** submitted using Attachment C. All references must be received by the Port by the proposal due date. The Port will evaluate the reference checks to assess the proposed team's overall performance and success of previous, similar work. Reference checks will also be utilized to validate information contained in the proposal. The Port may contact submitted reference sites directly to accomplish this.

**FINAL EVALUATION PHASE (if applicable)**

**6. Interviews.....100 PTS**

Failure to participate in the interview process will result in the proposer's disqualification from further consideration. Interviews will be held at the Port of Tacoma, Tacoma, WA. Travel costs will not be reimbursed for the interview.

**ATTACHMENT A – INSTRUCTIONS FOR PROPOSING**

**ATTACHMENT B – PERSONAL SERVICES CONTRACT TEMPLATE & TERMS AND CONDITIONS**

**ATTACHMENT C – REFERENCE QUESTIONNAIRE**

## **PROCUREMENT PROCESS**

### **SOLICITATION TIMELINE:**

Issuance of RFP	<b>DECEMBER 7, 2015</b>
Last Day To Submit Questions	<b>JANUARY 7, 2016</b>
<b>Proposal packets due</b>	<b>JANUARY 15, 2016 @ 2:00 PM (PST)</b>
Short List Consultants*	<b>JANUARY 29, 2016</b>
Interviews (if required)*	<b>FEBRUARY 16, 2016</b>
Final Selection*	<b>FEBRUARY 26, 2016</b>
Execute Contract*	<b>MARCH 31, 2016</b>

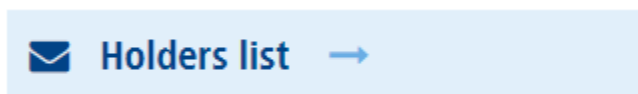
\*Dates are tentative.

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](http://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](mailto: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](mailto:procurement@portoftacoma.com).

Name of Firm, RFP Title (Subject Line)

Please submit proposal, including all appendices and compensation in separate Adobe Acrobat PDFs. 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.

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## **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 contract number, description of work items being invoiced, title of project, total authorized, total current invoice, balance of authorization by the 10<sup>th</sup> 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 “A”****HOURLY RATES****Consultant  
Project Name****Personnel****Hourly Rates**

Sr. Consultant 2	\$
Sr. Consultant 1	\$
Consultant 2	\$
Consultant 1	\$
Project 2	\$

Additional labor categories are not authorized without prior written approval from the Port's Project Manager.

ATTACHMENT C  
REFERENCES QUESTIONNAIRE

**INSTRUCTIONS TO THE PROPOSER:**

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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 experience that is similar in nature to the products or services being requested by this RFP, and are within the last three (3) 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: 070171  
RFP Title: Financial Audit Services**

**REFERENCE NAME (Company/Organization):** \_\_\_\_\_

**PROPOSER NAME (Company/Organization):** \_\_\_\_\_ has submitted a proposal to the Port of Tacoma, 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](mailto:procurement@portoftacoma.com)
5. This completed document **MUST** be received no later than **January 15, 2016 at 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

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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 the response time of this firm:

**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 the overall customer service and timeliness in responding to customer service inquiries, issues and resolutions:

**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 ability to quickly and thoroughly resolve a problem related to the services provided:

10    9    8    7    6    5    4    3    2    1    0

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

10    9    8    7    6    5    4    3    2    1    0

9. 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**

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1. Please include a brief description of the services provided by this firm for your business:

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

Month: \_\_\_\_\_ Year: \_\_\_\_\_ to    Month: \_\_\_\_\_ Year: \_\_\_\_\_

## **Section III. ACKNOWLEDGEMENT**

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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