



**PORT OF TACOMA
REQUEST FOR PROPOSALS**

No. 070976

**Executive Search Services – Executive Director
Position-2018**

Issued by
Port of Tacoma
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RFP INFORMATION	
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Submittal Date	NOVEMBER 28, 2018 @ 2:00 PM (PST)

PLEASE SUBMIT ALL CORRESPONDENCE AND PROPOSALS
VIA E-MAIL DIRECTLY TO THE PROCUREMENT CONTACT LISTED ABOVE
AND INCLUDE 'EXECUTIVE SEARCH SERVICES – EXECUTIVE DIRECTOR'
IN THE SUBJECT LINE

PORT OF TACOMA
Request for Proposals (RFP) #070976
Executive Search Services – Executive Director Position-2018

The Port of Tacoma (Port) is seeking a well qualified Executive Search firm to assist in the recruiting and hiring of a Port Executive Director. The selected firm will work with Port Commission to develop and refine the Port Executive Director's job description as well as advertise and assist in the selection and hiring process.

A. BACKGROUND

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.

The Port of Tacoma is a major center for container cargo, bulk, break-bulk, autos and heavy-lift cargo. Created by Pierce County citizens in 1918, the Port of Tacoma has become one of the largest container ports in North America and one of the top 50 in the world. The Port of Tacoma manages a diverse set of business operations relating to maritime trade.

The Port is located on Commencement Bay – a natural, deep-water harbor in Southern Puget Sound. It is an independent municipal corporation that operates under the state-enabling legislation. The Port of Tacoma is one of the leading seaports in North America and plays a major role in international trade as well as in the economic development of Pierce County and state of Washington. The Port's approximately 2,650 acres are primarily located in the Commencement Bay Tideflats, and currently over 150 acres of land available for industrial development.

In an effort to improve the competitive position of Puget Sound, the Port of Tacoma and the Port of Seattle joined forces in August 2015 to form The Northwest Seaport Alliance (NWSA). By combining resources, the NWSA is the fourth largest gateway for containerized cargo in North America. With most of the Port's maritime assets leased to the NWSA, the Port's efforts are focused on industrial development, real estate, and growth in bulk business.

More information on the Port is available on our website at www.portoftacoma.com. A map of the NWSA and Port of Tacoma is provided at Attachment B.

The Port anticipates awarding a single contract to the selected vendor. The period of performance of the contract is one (1) year. Any contract awarded from this RFP is subject to Port of Tacoma Commission approval.

The Port's Draft Contract and Standard Terms and Conditions are included as Attachment E to this RFP. By submitting a Proposal, the Proposer represents that it has carefully read and agrees to be bound by the Port's Standard Terms and Conditions. Identify during the question submittal and response period, any sections you consider onerous, clarify why you consider these sections onerous, propose alternative language and describe why it is in the Port's best interests to adopt the alternative language.

Proposals submitted with altered or conditioned Terms and Conditions or bid documents without prior written agreement from the Port will be considered non-responsive and not considered for evaluation.

B. EXECUTIVE DIRECTOR POSITION

The Executive Director serves at the discretion of the Port of Tacoma Commission and is responsible for the economic development of the Port properties not leased to the NWSA, financial oversight, statutory compliance and the organization's short- and long-term planning and execution, including:

- Growing Port business outside of the NWSA;
- Overseeing all leasing activities associated with Port properties not licensed to the NWSA;
- Ensuring the preparation and approval of the Port's operating budget, capital investment plan, plan of finance and debt issuance;
- Partnering with NWSA leadership to leverage licensed and non-licensed properties where necessary in support of Marine Cargoes that are strategic to the mission of NWSA; and
- Representing the Port to international, national, regional and local groups and organizations. Fosters productive and mutually beneficial relationships with key stakeholders, community leaders, business partners, customers, the general public, employees and labor partners.

The Management and Operating Agreements between the Port of Tacoma and The NWSA are provided in Attachment C.

C. SCOPE OF WORK

- Facilitate discussion with Commission for information gathering purposes leading to an approved job description (with title and salary range), position expectations, and a well-defined methodology, including interview questions, to find a successful candidate for Executive Director position.
- Prepare required qualifications of the ideal candidate's experience, knowledge, skills, education, and characteristics.
- Develop a recruitment and selection timeline that takes into account Commission schedules and contemplates community outreach events. Draft and finalize a recruitment and selection timeline.
- Conduct recruitment to include reaching out to competitive candidates from diverse backgrounds.
- Evaluate candidates against the approved ideal candidate profile, position description and qualifications, and prepare a summary analysis of each candidate.
- Provide Commission with a summary of all applicants who meet the minimum position requirements, and make recommendations for exceptional candidates for further review.

- Finalize interview questions with input from Commission.
- Facilitate candidate interviews with Commission.
- Conduct reference checks on final candidates and prepare a confidential reference report for each finalist.
- Facilitate Commission discussion leading to consensus decision on preferred candidate and provide assistance in negotiating an employment offer.
- Coordinate with appropriate Port Departments to facilitate information sharing.

D. SPECIAL CONSIDERATIONS BY COMMISSION

Given the unique nature of this role, the Commission is seeking the services of a search firm that has the following qualifications:

- A continuous successful track record of assisting organizations in defining role and responsibilities of the position, and the required experience, knowledge, skill sets, and leadership characteristics to be successful in the role. Ability to define the ideal candidate's profile.
- Develop and execute a communications plan that keeps the Commission, the public and key stakeholders well-informed. Includes the ability to manage and report information to key stakeholders while respecting the Commission's role as the final decision maker; and in turn, able to consolidate and report information from stakeholders in clear format to the Commissioners.
- Demonstrated ability to develop and implement a collaborative plan of action that is both timely and economical; and one that values and seeks diversity in all aspects of the search.

E. RFP ELEMENTS & EVALUATION CRITERIA:

Proposals should present information in a straightforward and concise manner, while ensuring complete and detailed descriptions of the firm's/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. See Attachment A for further instructions.

Proposals are limited to ten (10) numbered pages (8½" x 11") **including** the cover letter and all appendices. 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. References will be submitted per Attachment D.

Do not provide any marketing material.

The cover letter shall include the RFP title and number as well as the name, title, email address, phone number and address of the proposing team's main contact and include the following information:

Describe any claim submitted by any client against the firm within the past two years related to the 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 5% of the firm’s fee for the services provided.

Any real or perceived conflicts of interests for team members, inclusive of the prime, sub-consultants and key team members.

A statement indicating acceptance of the Port’s Terms and Conditions and acknowledgement of any addenda issued.

Proposals will be evaluated using the point method of award using the criteria and points identified below. After the initial evaluation, the four (4) top ranked firms will be forwarded to the Port Commission for the final evaluation phase which will include a scored interview that will take place during a Commission meeting.

INITIAL EVALUATION PHASE

1. Qualifications & Experience.....30 PTS

PROVIDE THE FOLLOWING INFORMATION

- Length of time in business
- Percentage of experience in recruitment of the Executive Director role with Real Estate/Development background in the public sector
- Size of staff and their roles – biographies of staff members
- Experience in defining roles and writing job descriptions
- Describe how timelines are met

2. Recruitment Approach.....30 PTS

PROVIDE THE FOLLOWING INFORMATION

- Proposed methodology to be used in recruitment/selection process
- Identify who will conduct the search (principal, senior recruiters, etc.)
- Success rate – percentage of recruitments successfully completed
- Diversity profile of candidates
- Percentage of recruitments who have remained in positions after 6 months, 1 year, 2 years, 3 years or 5 years
- Any positions filled that had to be “re-recruited” within one year of placement
- Describe candidate follow-up process
- Performance guarantees

3. References..... 20 PTS

PROVIDE THE INFORMATION REQUIRED PER ATTACHMENT E

4. Compensation.....20 PTS

Present detailed information on the firm’s proposed costs for services proposed.

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

All rates and costs/fees quoted shall be:

- **Fixed, fully burdened, including, but not limited to, travel, per diem, lodging, administrative overhead and all direct/indirect expenses.**
- 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

5. Interviews..... 100 PTS

Interviews may be conducted with the top-ranked proposers. 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 – PORT OF TACOMA/NWSA MAP

ATTACHMENT C – MANAGEMENT/OPERATING AGREEMENTS

ATTACHMENT D – REFERENCE REQUIREMENTS

ATTACHMENT E – PERSONAL SERVICES DRAFT AGREEMENT AND TERMS AND CONDITIONS