
REQUEST FOR PROPOSALS

SELECTION OF EXECUTIVE SEARCH FIRM



RFP: BC100

Proposal Due Date: January 16, 2018
3:00 p.m.

DECEMBER 8, 2017
LOWCOUNTRY COUNCIL OF GOVERNMENTS
PO Box 98 | 634 Campground Road, Yemassee, SC 29945

REQUEST FOR PROPOSALS

RFP #: BC100

This RFP is available in its entirety in electronic form via the Lowcountry Council of Governments (LCOG) website at <http://www.lowcountrycog.org/solicitations/index.php> and from the Beaufort County website at www.bcgov.net. You are responsible for sending your name, address, e-mail address, and telephone number to the RFP Coordinator in order for your organization to receive any RFP amendments or bidder questions/ agency answers.

It can also be obtained by submitting a written request to the RFP Coordinator, Sabrena Graham, Lowcountry Council of Governments, sgraham@lowcountrycog.org, Phone: 843-473-3990.

A pre-proposal conference will not be held for this project.

PROJECT TITLE: Request For Proposals For Selection Of An Executive Search Firm/Consultant.

PROPOSAL DUE DATE: January 16, 2018, 3:00 pm.

EXPECTED TIME PERIOD FOR CONTRACT:

March 12, 2018 to August 31, 2018. Beaufort County Council reserves the right at its discretion to extend the contract up to three additional months.

CONSULTANT ELIGIBILITY: This procurement is open to those consultants that satisfy the minimum qualifications stated herein and that are available for work in Beaufort, South Carolina.

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1. INTRODUCTION

1.1 PURPOSE OF REQUEST

Lowcountry Council of Governments is initiating this Request for Proposals (RFP) to solicit proposals from qualified firms or consultants interested in serving as consultant to the Beaufort County Council in the recruitment and hiring for the County Administrator of Beaufort County. The proposal should include the approach, method and project requirements/tasks necessary to completely execute all aspects of a comprehensive and inclusive search process.

1.2 BACKGROUND - BEAUFORT COUNTY GOVERNMENT

Beaufort County government exists to serve the people of Beaufort County in a cost-effective manner, so all citizens may enjoy and appreciate a protected quality of life, natural and developed resources in a coastal environment, a diverse heritage, and economic well-being. Beaufort County is the fastest growing county in the state. Beaufort and Hilton Head are its principal population centers. The County has a permanent population of 120,937; 200,000+ in season. The County employs 1200 employees and has an annual operating budget of \$72 million.

1.3 MINIMUM QUALIFICATIONS

The consultant must be licensed to do business in Beaufort County and the State of South Carolina. The consultant must have demonstrated experience in conducting national searches at the highest executive levels; skill in working with a wide range of constituencies and stakeholders in developing consensus and facilitation of public forums; recruitment of candidates and overall management of public search processes. Successful experience with executive searches in local government will be preferred.

1.4 PERIOD OF PERFORMANCE

The period of performance of any contract resulting from this RFP is tentatively scheduled to begin on or about March 12, 2018 and to extend through August 31, 2018. Amendments extending the performance period, if any, shall be at the sole discretion of the Beaufort County Council.

1.5 DEFINITIONS

- A. Consultant – Individual or company submitting a proposal in order to obtain a contract with Beaufort County.

- B. Contractor — Individual or company whose proposal has been accepted by the Beaufort County Council and is awarded a fully executed, written contract.
- C. Council – Beaufort County Council.
- D. LCOG – Lowcountry Council of Governments
- E. May - The term "may" denotes an advisory or permissible action.
- F. Must , Will - The terms "must" and "will" denote mandatory requirements.
- G. Search Committee - A group appointed by the County Council.
- H. Shall — The term "shall" denotes mandatory requirements.
- I. Should — the term "should" denotes a desirable, advisory, or permissible action.

1.6 ADA

The Lowcountry Council of Governments complies with the Americans with Disabilities Act (ADA). Consultants may contact the RFP Coordinator to receive this Request for Proposals in alternative formats.

2. GENERAL INFORMATION FOR CONSULTANTS

2.1 RFP COORDINATOR

The RFP Coordinator is the sole point of contact for this procurement. All communication between the proposer and the County upon receipt of this RFP shall be with the RFP Coordinator, as follows:

Name/Title	Sabrena Graham, Executive Director Lowcountry Council of Governments
Address	PO Box 98 634 Campground Road
City, State, Zip Code	Yemassee, SC 29945
Phone Number	(843) 473-3990
Email Address	sgraham@lowcountrycog.org

Any other communication will be considered unofficial and non-binding on the County. Consultants are to rely on written statements issued by the RFP

Coordinator. Communication directed to parties other than the RFP Coordinator may result in disqualification of the proposer.

2.2 ESTIMATED SCHEDULE OF PROCUREMENT ACTIVITIES

Issue Request for Proposals	December 8, 2017
Proposals Due	January 16, 2018, 3:00pm
Evaluate Proposals	January 22 – February 2, 2018
Conduct Interviews with Finalists	February 5 – 16, 2018
Announce “Apparent Successful Contractor” and send notification via email to unsuccessful Consultants	February 19, 2018
Negotiate Contract	February 20 – March 9, 2018
Begin Contract Work	March 12, 2018

The Lowcountry Council of Governments and Beaufort County Council reserves the right to revise the above schedule.

2.3 SUBMISSION OF PROPOSALS

Proposals must be submitted in hard copy and/or electronically as set forth below. Proposals may not be transmitted via facsimile.

Consultants are required to submit three (3) original complete copies of their proposal and submit the proposal electronically. Three hard copies with original signatures must be submitted. The proposal, whether mailed or hand delivered, **must** arrive at the LCOG no later than 3:00 pm on **Tuesday, January 16, 2018.**

The proposal is to be sent to the RFP Coordinator at the address noted in Section 2.1. The envelope should be clearly marked to the attention of the RFP Coordinator: Sabrena Graham.

Consultants mailing proposals should allow normal mail delivery time to ensure timely receipt of their proposals by the RFP Coordinator. Consultants assume the risk for the method of delivery chosen. The LCOG assumes no responsibility for delays caused by any delivery service. **Proposals may not be transmitted using facsimile transmission.**

Proposals deemed late will not be accepted and will be automatically disqualified from further consideration. Receipt of late proposals will be accepted under the following circumstances:

- The proposal is the only proposal received.

The proposals must respond to the procurement requirements. Do not respond by referring to material presented elsewhere. The proposal must be complete and must stand on its own merits. Failure to respond to any portion of the procurement document may result in rejection of the proposal as non-responsive. All proposals and any accompanying documentation become the property of Beaufort County and will not be returned.

2.4 PROPRIETARY INFORMATION/PUBLIC DISCLOSURE

Materials submitted in response to this competitive procurement shall become the property of the County.

All proposals received shall remain confidential until the contract, if any, resulting from this RFP is signed by the County's authorized representative and the apparent successful contractor. Thereafter, the proposals shall be deemed public records.

Any information in the proposal that the consultant desires to claim as proprietary and exempt from disclosure must be clearly designated. Such proprietary and confidential information includes information which, if disclosed, might cause harm to the competitive position of the consultant. Each page claimed to be exempt from disclosure must be clearly identified by the word "Confidential" printed on the lower right hand corner of the page.

The County will consider a consultant's request for exemption from disclosure; however, marking the entire proposal exempt from disclosure will not be honored. The consultant must be reasonable in designating information as confidential.

2.5 REVISIONS TO THE RFP

In the event it becomes necessary to revise any part of this RFP, addenda will be mailed or emailed to those who either received the RFP or who responded with a Letter of Intent to Propose.

In the event it becomes necessary to revise any part of this RFP, addenda will be published on the Lowcountry Council of Governments website at <http://www.lowcountrycog.org/solicitations/index.php> and the Beaufort County website at www.bcgov.net.

You are responsible for sending your name, address, e-mail address, and telephone number to the RFP Coordinator in order for your organization to receive any RFP amendments or bidder questions/ agency answers.

The County reserves the right to cancel or to reissue the RFP in whole or in part, prior to execution of the contract.

2.6 ACCEPTANCE PERIOD

Proposals must provide 90 days for acceptance by the Beaufort County Council from the due date for receipt of proposals.

PROPOSALS SHALL NOT BE OPENED PUBLICLY. ONLY THE NAMES OF CONSULTANTS SUBMITTING PROPOSALS SHALL BE IDENTIFIED ALOUD. PRICES SHALL NOT BE READ.

2.7 RESPONSIVENESS

All proposals will be reviewed by the RFP Coordinator to determine compliance with administrative requirements and instructions specified in this RFP. The consultant is specifically notified that failure to comply with any part of the RFP may result in rejection of the proposal as non-responsive.

County Council reserves the right, however, at its sole discretion to waive minor administrative irregularities.

Upon review of the proposals, Beaufort County Council will issue a "Notice of Intent to Award" letter to the apparent successful Consultant. LCOG will notify all unsuccessful Consultants as to the outcome of the evaluation process.

2.8 MOST FAVORABLE TERMS

Beaufort County Council reserves the right to make an award without further discussion of the proposal submitted. Therefore, the proposal should be submitted initially with the most favorable terms which the consultant can propose. There will be no best and final offer procedure. The Council does reserve the right to contact a consultant for clarification of its proposal.

The consultant should be prepared to accept this RFP for incorporation into a contract resulting from this RFP. Contract negotiations may incorporate some or all of the consultant's proposal. It is understood that the proposal will become a part of the official procurement file on this matter without obligation to the County.

In addition, if the consultant is selected as the apparent successful contractor, the County reserves the right to enter into contract negotiations with the apparent successful contractor, which may include discussion regarding the terms of the proposal.

2.9 COSTS TO PROPOSE

The LCOG and Beaufort County will not be liable for any costs incurred by the consultant in preparing a proposal submitted in response to this RFP, in conducting a presentation, or in performing any other activities related to responding to this RFP.

2.10 AWARD OF CONTRACT

- A. The contract will be awarded to the most responsible and responsive Consultant whose proposal, conforming to the RFP, will be most advantageous to the County Council with the highest points, considering price and other factors. The basis of award will be determined by the Evaluation of Proposals section with a recommendation of award to the highest scoring Consultant.
- B. The County Council reserves the right to enter into an Agreement without further discussion of the proposal submitted based on the initial offers received. Published data in support of experience, financial or performance capability will be evaluated if such data reflects a current position and such data is submitted as a part of the response to the Request for Proposal.
- C. The County Council reserves the right to reject any or all proposals or any part of the proposal and to waive informalities and minor irregularities in the proposals received.
- D. The RFP, its addendums, and the proposal of the selected Contractor will become part of any contract initiated by the County Council.
- E. A formal Contract will be signed by the successful Consultant and Beaufort County Council to perform this service.
- F. The County Council reserves the right to enter into discussions with any one or all of the Consultants after proposals have been initially reviewed. Such responses shall be subject to all provisions, terms and conditions as set forth in the Request for Proposal, unless otherwise modified.
- G. If the contract negotiation period exceeds 30 days or if the selected Consultant fails to sign the contract within seven calendar days of delivery of it, the County Council may elect to cancel the award and award the contract to the next highest ranked Consultant.
- H. The County Council intends to award to a single Consultant.

2.11 COMMITMENT OF FUNDS

Beaufort County official(s) designated by the County Council are the only individuals who may legally commit the County to the expenditures of funds for a contract resulting from this RFP. No cost chargeable to the proposed contract may be incurred before receipt of a fully executed contract.

2.12 INSURANCE COVERAGE

Prior to commencing work hereunder, Contractor, at his expense, shall furnish insurance certificate showing the certificate holder as Beaufort County, P.O. Drawer 1228, Beaufort, SC 29901-1228, Attention: Purchasing Director and with a special notation naming Beaufort County as an Additional Insured on the liability coverages. If not otherwise specified, the minimum coverage shall be as follows:

- 2.12.1 Worker's Compensation Insurance -Contractor shall have and maintain, during the life of this contract, Worker's Compensation Insurance for his employees connected to the work/delivery, in accordance with the Statutes of the State of South Carolina and any applicable laws.
- 2.12.2 Commercial General Liability Insurance -Contractor shall have and maintain, during the life of this contract, Commercial General Liability Insurance. Said Commercial General Liability Policy shall contain Contractual Liability and Products/Completed Operations Liability subject to the following minimum limits: BODILY INJURY of at least \$1,000,000 PER PERSON, \$1,000,000 PER OCCURRENCE; PROPERTY DAMAGE of at least \$1,000,000 PER OCCURRENCE; or BODILY INJURY/PROPERTY DAMAGE of at least \$2,000,000 COMBINED SINGLE LIMIT.
- 2.12.3 Comprehensive Automobile Liability Insurance- The Contractor shall have and maintain, during the life of this contract, Comprehensive Automobile Liability, including non-owned and hired vehicle, of at least \$1,000,000 PER PERSON, \$1,000,000 PER OCCURRENCE; PROPERTY DAMAGE of at least \$1,000,000 PER OCCURRENCE, or BODILY INJURY/PROPERTY DAMAGE of at least \$2,000,000 COMBINED SINGLE LIMIT.
- 2.12.4 The required insurance policy at the time of issue must be written by a company licensed to do business in the State of South Carolina and be acceptable to the County.
- 2.12.5 The Contractor/vendor shall not cause any insurance to be canceled or permit any insurance to lapse. All insurance policies shall contain a clause to the effect that the policy shall not be canceled or reduced, restricted or limited until fifteen (15) days after the County has received written notice,

as evidenced by return receipt of registered or certified letter. Certificates of Insurance shall contain transcript from the proper office of the insurer, the location, and the operations to which the insurance applies, the expiration date, and the above-mentioned notice of cancellation clause.

- 2.12.6 The information described above sets forth minimum amounts and coverages and is not to be construed in any way as a limitation on the Contractor's liability.

3. PROPOSAL REQUIREMENTS

Proposals must be submitted on eight and one-half by eleven (8 1/2 x 11) inch paper with tabs separating the major sections of the proposal. The four major sections of the proposal are to be submitted in the order noted below:

1. Letter of Submittal
2. Proposed Methodology
3. Management of Proposal
4. Cost Proposal

Proposals must provide information in the same order as presented in this document with the same headings. This will not only be helpful to the evaluators of the proposal, but should assist the consultant in preparing a thorough response.

The consultant should set forth, in detail, the proposed methodology and management plan by which he intends to meet each of the requirements contained in section 3.2 Proposed Methodology below. The consultant, in his methodology and management plan, should present the information necessary for the Council's evaluation of his or her technical and management qualifications. The proposal will be evaluated in light of the material and the substantiating evidence presented in the proposal, not on the basis of what may be inferred.

3.1 LETTER OF SUBMITTAL (MANDATORY)

The Letter of Submittal must be signed and dated by a person authorized to legally bind the consultant to a contractual relationship. Along with introductory remarks, the Letter of Submittal is to include by attachment the following information about the consultant and any proposed subcontractors:

1. Name, address, principal place of business, phone number, fax number, e-mail address of the legal entity or individual by whom the contract would be executed.

2. Name, address, and phone number of each principal officer (President, Vice President, Treasurer, Chair of the Board of Directors, etc.).
3. Legal status of the consultant (sole proprietorship, partnership, corporation, etc.) and the year the entity was organized to do business as the entity now substantially exists.
4. Location of the office/facility from which the consultant would operate.

3.2 PROPOSED METHODOLOGY (MANDATORY)

The Proposed Methodology must contain a comprehensive description of services including the following elements:

- A. Project Approach/Methodology** – Include a complete description of the consultant’s proposed approach and methodology for the project. This section should convey the consultant’s understanding of the proposed project.
- B. Work Plan** – Include all project requirements and the proposed tasks, services, activities, etc. necessary to accomplish the scope of the project defined in this RFP. Describe how the proposed plan will reach and encourage response from qualified applicants from a variety of ethnic and cultural backgrounds. This section of the proposal must contain sufficient detail to convey to members of the evaluation team the consultant’s knowledge of the subjects and skills necessary to successfully complete the project. **Include any required involvement of County staff.** The consultant may also present any creative approaches that might be appropriate and may provide any pertinent supporting documentation.
- C. Project Schedule** – Include a project schedule indicating when the elements of the work will be completed and when deliverables, if any, will be provided.
- D. Deliverables** – Fully describe deliverables to be submitted under the proposed contract.
- E. Outcomes and Performance Measurement** – Describe the impacts/outcomes the consultant proposes to achieve as a result of the delivery of these services, including how these outcomes would be monitored, measured and reported to County Council.
- F. Overall Risk** –
 1. Define risks you identify as being significant to the success of the project. Include how you would propose to effectively monitor and manage these risks, including reporting of risks to the County Council.
 2. Provide a business continuation plan that illustrates how you will manage staff turnover or other contingencies and their impact on the completion and success of the project.

G. Scope of Services

This section should present a detailed statement of the methodology to be utilized to carry out each task and a precise description of the deliverables to be received by the County Council as end products of the services rendered.

The scope of the work requested for the search for a County Administrator for Beaufort County includes but is not limited to the following:

Needs Assessment - Working in partnership with the County Council the Contractor will determine the required set of skills and competencies, define the required experience and other characteristics necessary to meet the needs of the county. County Council must approve the final assessment.

- A. Support and assist the County Council throughout all phases of the search and selection process.
- B. Support and assist in the development and advertisement of the position announcement/ brochures, including mailing of position announcement/ brochures to prospective candidates.
- C. Conduct outreach and recruitment beyond the scope of standard County practice.
- D. Conduct confidential personal recruitment when needed.
- E. Provide guidance and direction to the County Council during interviews, open forums, and site visits, as required.
- F. Finalize a process with the Search Committee and/or County Council for interviews of the candidates during the first and second interviews.
- G. Conduct in-depth reference checks of finalist candidates.
- H. Assist and provide guidance to the County Council with the final selection and negotiations with the selected candidate as directed by the Council.
- I. Contractor shall be required to attend a minimum of two council meetings.

3.3 MANAGEMENT OF PROPOSAL

A. Project Management (MANDATORY)

1. **Project Team Structure/Internal Controls** – Provide a description of the proposed project team structure and internal controls to be used during the course of the project, including any subcontractors. Provide an organizational chart of your firm indicating lines of authority for personnel involved in performance of this potential contract and relationships of this staff to other programs or functions of the firm. This chart must also show lines of authority to the next senior level of management. Designate who within the firm will have primary responsibility and final authority for the work.
2. **Staff Qualifications/Experience** – Identify staff, including subcontractors, who will be assigned to the potential contract, indicating the responsibilities and qualifications of such personnel, and include the amount of time each will be assigned to the project. Provide a resume/vita for the named staff including information on their particular skills related to this project, education, experience, significant accomplishments and any other pertinent information. The consultant must commit that staff identified in its proposal will actually perform the assigned work. A resume/vita for each person who will work on the contract is required. Any staff substitution must have the prior approval of the County Council.

B. Relevant Company Experience (MANDATORY)

1. Your firm's experience in recruiting senior administrators in local government.
2. Other Experience - Indicate other relevant experience that indicates the qualifications of the consultant, and any subcontractors, for the performance of the potential contract.
3. Contracts - Include a list of contracts the consultant has had during the last five years that relate to the consultant's ability to perform the services needed under this RFP. List contract reference numbers, contract period of performance, contact persons, phone numbers, and e-mail addresses.
4. Description of a typical search conducted by your firm including how many contacts your firm makes. From where do the selected candidates typically come? What happens if the search is not completed after one round of candidates? When and how can the County Council terminate the search? What happens if the person recruited leaves or is fired?
5. Your firm's success ratio in filling search assignments, and your firm's average time to complete assignments.

C. References (MANDATORY)

List names, addresses, phone numbers, fax numbers and e-mail addresses of five business references that have used your firm to conduct an executive search, for whom work has been accomplished and briefly describe the type of

service provided. The consultant must grant permission to the County to contact the references. Do not include current County staff as references.

D. Related Information (MANDATORY)

1. If the consultant has had a contract terminated for default in the last five years, describe such incident. Termination for default is defined as notice to stop performance due to the consultant's non-performance or poor performance, and the performance issue was either (a) not litigated due to inaction on the part of the consultant, or (b) litigated and such litigation determined that the consultant was in default.
2. Submit full details regarding any default, including the other party's name, address, and phone number. Present the consultant's position on the matter. The County will evaluate the facts and may, at its sole discretion, reject the proposal on the grounds of the past experience. If no such termination for default has been experienced by the consultant in the past five years, so indicate.

3.4 COST PROPOSAL

The evaluation process is designed to award this procurement not necessarily to the consultant of least cost, but rather to the consultant whose proposal best meets the requirements of this RFP. The proposal must specifically set forth the firm/consultant's professional fees and anticipated expenses in a "not to exceed" amount.

A. Identification of Costs (MANDATORY)

Identify all costs, including expenses, to be charged for performing the services necessary to accomplish the objectives of the contract. The consultant is to submit a fully detailed budget including staff costs and any expenses necessary to accomplish the tasks and to produce the deliverables under the contract. Costs for subcontractors are to be broken out separately.

4.0 EVALUATION OF PROPOSALS

All proposals will be reviewed by the RFP Coordinator to determine compliance with administrative requirements and instructions specified in this RFP. Only responsive proposals which meet the minimum requirements will be forwarded to the County Council for further review.

A contract will be awarded on the basis of which proposal the Council deems best suited to fulfill the requirements of the RFP. The Council also reserves the

right not to make an award if it is deemed that no single proposal fully meets the requirements of this RFP.

4.1 EVALUATION PROCEDURE

Responsive proposals will be evaluated in accordance with the requirements stated in this solicitation and any addenda issued. The evaluation of proposals shall be accomplished by the County Council or its designated evaluation team, which will determine the initial ranking of the proposals. Selection of the apparent successful contractor will be made by the County Council following reference checks and oral presentations by the top-scoring consultants.

4.2. EVALUATION WEIGHTING AND SCORING

The following weighting and points will be assigned to the proposal for evaluation purposes:

Proposed Methodology	35 Points
Project Approach/Methodology	maximum
Work Plan/Scope of Services	
Project Schedule	
Deliverables	
Outcomes	
Overall Risks	
Management Proposal	35 Points
Project Team Structure/Internal Controls	maximum
Staff Qualifications/Experience	
Experience of the Consultant	
Documented success rate in administrator searches with evidence of successful outcomes	
Cost Proposal	30 points
	maximum
TOTAL FOR WRITTEN PROPOSAL	100 points

References and Oral Presentations

Total scores for the written proposals will determine the finalists to be interviewed by the County Council. References will be contacted and oral presentations scheduled for the top-scoring proposals only. The selection of the successful

firm/consultant will be based on the reference checks (25 points) and the oral presentation to the Council (25 points).

4.3. CLARIFICATION OF PROPOSAL

The RFP Coordinator may contact the consultant for clarification of any portion of the consultant's proposal.

4.4. ORAL PRESENTATIONS

The Council will select the top scoring finalist(s) from the written evaluation for an oral presentation and final determination of contract award. The top-scoring firms/consultants will be invited to give oral presentations to the County Council. The consultant's staff members who will actually be performing the work are required to participate in the oral presentations. All travel, per diem, and any associated costs for the oral presentation will be borne solely by the consultant. Refusal to provide an oral presentation, failure to appear for a scheduled presentation, or inability to agree on a suitable date/time for the presentation shall constitute complete grounds for disqualification of the consultant from further consideration.

4.6. NOTIFICATION TO CONSULTANTS

Consultants whose proposals have not been selected for award will be notified via phone or by e-mail.

5.0 CONTRACTOR REQUIREMENTS/RESPONSIBILITIES

- A. Report Submissions:** Progress reports shall be submitted with each invoice for payment describing the status of progress of the Contractor's performance. The Contractor shall submit a final summary report with the final invoice for payment within (30) days following expiration of the contract.
- B. Time Extensions** - Request for time extensions to the contract completion date must be made in writing with adequate justification no less than thirty (30) days prior to the end of the contract. Requested time extensions are not effective until approved in writing by the County Council.
- C. Available** - Such materials as pertain to this project are available for review, upon request of the County Council and may be used in this project, but may not take the place of items that the Contractor is required to develop.

- D. Ownership of Documents** - Upon completion or termination of the contract, all final documents prepared by Contractor for the County Council in connection with this work shall be the property of the County. Contractor's personnel and administrative files shall remain the property of the Contractor. No other person shall have a property interest therein. At any time during the contract period, the County Council shall have the right to require the Contractor to furnish copies of any or all data and all documents, notes and files collected or prepared by the Contractor specifically in connection with this contract.
- E. Hold Harmless, Indemnification** - The selected contractor shall indemnify, defend and hold harmless the County Council, its officers, agents, employees and representatives, from and against any and all costs and expenses, claims, losses, liabilities, injuries, or damages, demands and action including payment of reasonable attorney's fees, arising out of or resulting from activities performed with respect to this contract.