



REQUEST FOR PROPOSALS – STRATEGIC PLAN

For North East King County Regional Public Safety
Communications Agency

RFP # 2024-1

Release date: December 27, 2024

Date Due: 3:00 PM Friday, February 14,
2025

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Introduction

North East King County Regional Public Safety Communications Agency (NORCOM), a Washington Interlocal governmental agency, is requesting proposals for Strategic Plan development consulting services. NORCOM's needs are outlined in the following Request for Proposal (RFP).

NORCOM, a 9-1-1 Public Safety Answering Point and Dispatch Center located in Bellevue, Washington, was founded in 2007 by an Interlocal agreement. NORCOM currently serves 14 Fire Agencies and 8 Law Enforcement Agencies. NORCOM handles emergency, fire, police, and medical calls and provides dispatch services for a service area of approximately 662 square miles of North King County. NORCOM requires that no person or entity shall, on the grounds of race, religion, color, national origin, sex, age, marital status, political affiliation, sexual orientation, or the presence of any sensory, mental, or physical disability be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity. NORCOM further assures that every effort will be made to ensure non-discrimination in all its programs and activities, whether those programs are federally funded or not.

Project Description

NORCOM is interested in partnering with a consultant to prepare a Strategic Plan and needs assessment. The project is anticipated to be an inclusive and collaborative process that provides a picture of how NORCOM fits within the state of 911 in Washington State and develop plans to address expansion related to projected population growth, evolving services (e.g., mental health), and changing demands (e.g., customer expectations of service and IT support services).

The project will be guided by a Strategic Plan Steering Team that includes NORCOM staff from various departments, and representatives of NORCOM stakeholders. Communications and correspondence will be conducted in various methods including in-person meetings, emails, or virtual meetings. These participants will work closely with the consultant team throughout the process and ensure the momentum of the Strategic Plan Project.

Scope of Work

Tasks of this project include:

- Environmental scan of the state of 911 in Washington
- Identification of NORCOM customers (current and future)
- Assess current organizational structure and operations
- Identify the gaps in current services or capabilities
- Develop a roadmap for NORCOM future services
- SWOT analysis
- Analysis of infrastructure needs for alignment with current and future service delivery goals and expectations
- Evaluate the current financial model for its alignment with the agency's needs and goals
- Data analysis to include but not limited to
 - Call volume and dispatched calls for service
 - Workload drivers
 - Staffing levels
 - Retention/attrition drivers
 - Population projections

- Satisfaction with NORCOM’s service

Attachment A has a detailed list of tasks and deliverables for the scope of project.

The NORCOM Governing Board has authorized staff to proceed with this RFP.

Term

The contract will be from approximately March 2025 to December 2025. The contract resulting from this RFP shall remain in effect until completion and a final payment of the services described in the Contract unless terminated earlier per NORCOM’s contractual policies. NORCOM reserves the right to terminate this Contract at any time upon 30 days written notice to the consultant.

Timeline

Milestone	Date
RFP Announced	December 27, 2024
Deadline to Submit RFP	February 14, 2025
Evaluations of Proposals	February 21, 2025
Interviews	Approx. March 2025
Consultant Selected	March 14, 2025
Execution of Contract	March 21, 2025
Project Kickoff	March 24, 2025

Proposal Due

Proposals are due to NORCOM’s Finance Manager no later than Friday, February 14, 2025 at 3:00 PM

Late proposals will not be considered for award of contract.

NORCOM reserves the right to reopen the solicitation if there are no proposals acceptable to NORCOM due to this solicitation. Any changes or amendments to this solicitation will be immediately posted to the NORCOM’s website, and any previous submitter(s) will be allowed to rescind and resubmit their application(s).

Proposal Submittal Procedures

We encourage that the responses be submitted by email. Emailed responses should include "NORCOM Strategic Plan" in the subject line and be addressed to: mdeppen@norcom.org . (Emailed responses must be in PDF format and cannot exceed 20MB). As an alternate to email, responses can be shared through a cloud service provider of the respondent’s choice or mailed or delivered to:

NORCOM
 Attn: Marianne Deppen – Strategic Plan
 PO BOX 50911
 Bellevue, WA 98015

The respondent is responsible for covering all expenses incurred in creating a response to this RFP, and NORCOM is not liable for any costs. The respondent must bear all costs of preparing and presenting the

written and oral submissions. Any response and accompanying documentation submitted will become the property of NORCOM and will not be returned. Responders can withdraw their proposals before the listed close date, provided they give a written notification to the designated NORCOM agent(s).

Submissions must include all necessary information and meet the requirements outlined in this RFP. A committee will assess all proposals submitted. NORCOM may request additional information or clarification from responding firms during the evaluation process.

Response Requirement and Format

Proposals should be prepared in a straightforward, concise manner. Emphasis should be on accuracy, completeness, and clarity of content. All parts, pages, figures, and tables should be numbered and clearly labeled.

Responses to this RFP must include the following:

- **Executive Summary:** Introduce your agency and showcase your understanding of the proposal and why you are interested in partnering with NORCOM. This section should also outline your approach, understanding, and strategy for completing the work.
- **Prior Experience:** provide a detailed summary of your prior experience in public safety communications. This summary should include, but not be limited to:
 - **Scope of experience:** describe specific projects or contracts completed within the public safety communications sector (e.g., 911 call centers, dispatch centers or related services.)
 - **Timeframe:** indicate the duration of the experience, specifying start and end dates for relevant projects.
 - **Relevance:** Explain how the previous work aligns with the scope of services requested in this RFP.
 - **Demonstrated Outcomes:** highlight measurable achievements or improvements resulting from your work in public safety communications.
- **A work plan** for completing the scope of work outlined in Appendix A
 - Timeline for each task
 - Brief description of tasks including anticipated stakeholders to involve and anticipated level of work by NORCOM staff
 - Ability of consultant to complete the project in view of dedicated staff, resources, and commitments to other projects.
- **Project budget:** provide a detailed budget that breaks down cost by phase or deliverable. If any expenses need to be included in your proposal, please list them as separate line items and indicate the total anticipated costs and nature of the expenses (ex. Supplies, lodging, meals, etc.)
- **References-** Please include a list of references (with contact name and telephone number) of at least three (3) projects completed within the last three years

Additionally, Consultants must make the proposals in the official name of the firm or individual under which business is conducted (showing official business address) and must be signed by a person duly authorized to legally bind the person, partnership, company, or corporation submitting the proposal. A corporation must indicate the place and date of incorporation.

Selection and Award

All interested parties are requested to provide a response containing all required elements herein to NORCOM by the deadline given. A selection committee will review and evaluate all proposals, with the intention of selecting a consultant who provides a proposal that, in the opinion of NORCOM, provides the best value (receives the highest score, as determined by the evaluation criteria listed below). If the selection committee so chooses, respondents may be invited for an interview to supplement their submission.

Evaluation Criteria

Criteria	Weight
Budget	10%
Understanding of needs	25%
Project approach	25%
Plan to collect quantitative data and qualitative data	25%
Experience	15%

Budget (10%) – provide a detailed budget proposal that justifies the proposed expenditures and demonstrate cost-effectiveness while meeting the project’s objectives.

Understanding of Needs (25%) - demonstrate a thorough understanding of the project’s goals, challenges, and specific requirements. Your proposal should articulate the project’s purpose and objectives clearly, highlighting any insights into its unique aspects.

Project Approach (25%) - describe your methodology and overall approach to successfully executing the project. This should include clear, feasible, and creative strategies to achieve the desired outcomes, as well as an outline of key steps and timelines.

Plan to Collect Quantitative and Qualitative Data (25%) - present a detailed plan for collecting and analyzing both quantitative and qualitative data. Include information about the tools, methods, and strategies you will use, ensuring they are rigorous, appropriate, and capable of producing actionable insights.

Experience (15%) - highlight your team’s relevant experience and qualifications. Provide examples of similar projects completed successfully, emphasizing your organization’s capability to deliver results within the proposed timeline and scope.

Questions and Inquiries

Please direct any questions concerning this RFP or NORCOM’s requirements to the NORCOM agent(s) listed below. No other NORCOM official or employee is empowered to speak for NORCOM with respect to this request. Information obtained from any other source shall not be binding and may disqualify your response.

Contact

Bill Hamilton

Executive Director

Email: bhamilton@norcom.org

Phone: 425-577-5586

Appendix of Attachments

A. Scope of Work

The following have been prepared as a detailed list of tasks and deliverables for the scope of project

Phase 1: Project Launch	Phase 2: Information Gathering	Phase 3: Strategic Plan Development	Phase 4: Plan Adoption
Key Phase Milestones			
<ol style="list-style-type: none"> 1. Steering Committee Group Workshop 2. Governing Board presentation 	<ol style="list-style-type: none"> 1. Surveys/Interviews/Focus Groups of selected stakeholders and interest groups 2. Regular meetings with Steering Committee 	<ol style="list-style-type: none"> 1. Regular meetings with Steering Committee 2. Stakeholder engagement and review 	<ol style="list-style-type: none"> 1. Governing Board presentation 2. Stakeholder presentations
Key Phase Deliverables			
<ol style="list-style-type: none"> 1. Draft and final workplan and engagement strategy 2. Phase 2 and 3 schedule 	<ol style="list-style-type: none"> 1. SWOT Analysis 2. Survey/Interview/Focus Group findings 3. Strategic plan recommendations 	<ol style="list-style-type: none"> 1. Draft Strategic Plan 2. Draft Implementation Plan 3. Draft Monitoring Plan 	<ol style="list-style-type: none"> 1. Final Strategic Plan 2. Final Implementation Plan 3. Final Monitoring Plan

B. Sample Agreement

CONTRACT FOR PROFESSIONAL SERVICES

THIS AGREEMENT is made and entered into this [Click here to enter day](#) day of [Click here to enter month](#), 2025, by and between North East King County Regional Public Safety Communications Agency (hereinafter referred to as NORCOM), and [Click here to enter text.](#), (hereinafter referred to as "CONSULTANT").

I. SERVICES BY CONSULTANT

- A. Performance of Services. The Consultant shall perform the services described in the Scope of Services, which is attached hereto as Attachment "A" and by this reference is incorporated herein. All Services will be rendered with the degree of skill and care exercised by members of Consultant's profession practicing under similar circumstances at the same time and in the same or similar locale and in compliance with all standards, policies, and rules reasonably established by NORCOM.
- B. Modification. NORCOM periodically may make changes to the Services that are within the general scope of the Contract, by giving the Consultant written notice of such changes. If any change results in an increase or a reduction in the work that was contemplated to be performed by the Consultant as described in Attachment "A", the Consultants compensation hereunder shall be modified accordingly

II. PAYMENT

- A. NORCOM will be paying the Consultant for such services a total amount of [Click here to enter amount](#).
- B. The Consultant shall maintain time and expense records, report them to NORCOM monthly and shall submit invoices to NORCOM monthly for payment of work performed to the date of the invoice. Invoices shall be in a format acceptable to NORCOM.
- C. NORCOM shall pay all invoices from the Consultant within 30 days of receipt of a properly completed invoice after approval of the Consultant's completed tasks/deliverables to the date of the invoice or monthly report, as appropriate.
- D. All records and accounts pertaining to this Contract are to be kept available for inspection by representatives of NORCOM for a period of three (3) years after final payment. Copies shall be made available to NORCOM upon request.
- E. If during the course of the Contract, the work performed does not meet the requirements set forth in the Contract, the Consultant shall correct or modify the work to comply with the Contract requirements and NORCOM shall have the right to withhold payment for such work until it meets the requirements of the Contract.

III. DISCRIMINATION AND COMPLIANCE WITH LAWS

- A. The Consultant agrees not to discriminate against any employee or applicant for employment or any other person in performance of this Contract because of race, color, creed, religion, gender, age, national origin, pregnancy, genetic information, marital status, sexual orientation (including gender identity), or the presence of any sensory, physical, or mental

disability, or other circumstance prohibited by federal, state, or local law or ordinance, except for a bona fide occupational disqualification.

- B. The Consultant shall comply with all current federal, state, and local laws and ordinances applicable to the work to be done under this Contract.
- C. Violation of this Section 3 shall be a material breach of this Contract and grounds for cancellation, termination or suspension of the Contract by NORCOM, in whole or in part, and may result in ineligibility for further work for NORCOM.

IV. TERM AND TERMINATION OF CONTRACT

- A. See Attachment "A" for term details.
- B. Term. This Contract shall remain in effect until completion of the services described in Attachment "A" and final payment therefor unless terminated earlier in accordance of section 4.C of this Contract
- C. Rights Upon Termination. This Contract may be terminated by either party without cause upon thirty days' written notice, in which event all finished or unfinished documents, reports, or other material or work of Consultant pursuant to this Contract shall be submitted to NORCOM, and the Consultant shall be entitled to just and equitable compensation at the rate set forth in Section 2 for any satisfactory work completed prior to the date of termination.
- D. Non-Interference with Business. During the course of the Consultant's performance of the Services for NORCOM and for period of twelve (12) months after the completion of such Services, the Consultant will not interfere with NORCOM's business in any manner, including without limitation, encouraging anyone to leave NORCOM's employ or encouraging any employee or independent Consultant to sever that person's relationship with NORCOM.

V. OWNERSHIP OF WORK PRODUCT

All data, materials, reports, memoranda and other documents developed under this Contract whether finished or not shall become the property of NORCOM, shall be forwarded to NORCOM at its request and may be used by NORCOM as it sees fit. NORCOM agrees that if it uses products prepared by the Consultant for purposes other than those intended in this Contract, it does so at its sole risk and it agrees to hold the Consultant harmless therefor.

VI. GENERAL, ADMINISTRATION AND MANAGEMENT

The director of the Department, or his/her designee, shall be NORCOM's representative, and shall oversee and approve all services to be performed, coordinate all communications, and review and approve all invoices, under this Contract.

VII. INDEMNIFICATION AND HOLD HARMLESS

- A. The Consultant shall protect, defend, indemnify and save harmless NORCOM, its officers, employees and agents from any and all costs, claims, judgments or awards of damages,

arising out of or in connection with the performance of this Agreement, including but not limited to the acts or omissions of the Consultant, its contractors, subcontractors, and/or the users of the Consultant's services and/or products, except for injuries and damages caused by the sole negligence of NORCOM. The Consultant agrees that its obligations under this subparagraph extend to any claim, demand, and/or cause of action brought by, or on behalf of, any of its employees or agents. In the event NORCOM obtains any judgment or award, and/or incurs any cost arising therefrom including attorneys' fees to enforce the provisions of this Section, all such fees, expenses, and costs shall be recoverable from the Consultant.

- B. NORCOM shall protect, defend, indemnify and save harmless the Consultant, its officers, employees and agents from any and all costs, claims, judgments or awards of damages, directly caused by the sole negligence of NORCOM. NORCOM agrees that its obligations under this subparagraph extend to any claim, demand, and/or cause of action brought by, or on behalf of, any of its employees or agents. In the event the Consultant obtains any judgment or award, and/or incurs any cost arising therefrom including attorneys' fees to enforce the provisions of this article, all such fees, expenses, and costs shall be recoverable from NORCOM.
- C. Should a court of competent jurisdiction determine that this Agreement is subject to RCW 4.24.115, then, in the event of liability for damages arising out of bodily injury to persons or damages to property caused by or resulting from the concurrent negligence of the Consultant and NORCOM, or each party's respective officers, officials, employees, and agents, the indemnifying party's liability hereunder shall be only to the extent of the indemnifying party's negligence. It is further specifically and expressly understood that the indemnification provided herein constitutes the parties' waiver of immunity under Industrial Insurance, Title 51 RCW, solely for the purposes of this indemnification. This waiver has been mutually negotiated by the parties. The provisions of this section shall survive the expiration or termination of this Agreement.
- D. The Consultant will indemnify, defend, and hold NORCOM (and its elected officials, officers, employees, successors, assigns, insurers, licensees, distributors, independent Consultants, and agents) harmless from all claims, damages, losses, and expenses (including reasonable attorney's fee's incurred on such claims and in proving the right to indemnification) arising out of or resulting from any claim, action, or other proceeding that is based upon (a) the Consultant's breach of any obligations, representations, or warranties under the Contract, (b) the Consultant's outside business activities, or (c) the infringement or misappropriation by the Consultant of any foreign or United States patent, copyright, trade secret, or other proprietary right in results.

VIII. INSURANCE; RISK OF LOSS

The Consultant shall maintain insurance that is sufficient to protect the Consultant's business against all applicable risks, as set forth in Attachment "B". The Consultant will cause the indemnified parties, as described in Section 7A and 7D, above, to be named as additional insureds on the policy required under the Contract and shall cause its insurance to be primary to any insurance carried by the indemnified parties. The Consultant will provide NORCOM with certificates of insurance and other supporting materials as NORCOM reasonably may request to evidence Consultant's continuing

compliance with this Section 8. The Consultant will be liable for all loss or damage, other than ordinary wear and tear, to NORCOM's property in the Consultant possession or control that is caused by the Consultant. In the event of any such loss or damage, the Consultant will pay NORCOM the full current replacement cost of such equipment or property within thirty (30) days after its loss or damage. Insurance shall be placed with Insurers with an AM Best rating of A-minus or higher

IX. INDEPENDENT CONTRACTOR

- A. Nature of Relationship. The Consultant shall be and act as an independent contractor (and not as the employee, agent, or representative of NORCOM) in the performance of the Services for NORCOM. The Contract shall not be interpreted or construed as creating or evidencing an association, joint venture, partnership or franchise relationship among the parties or as imposing any partnership, franchise, obligation, or liability on any party. The Consultant will not represent himself/herself as an employee of NORCOM. The Consultant shall not be entitled to, and shall not attempt to, create or assume any obligation, express or implied, on behalf of NORCOM. So long as the Consultant is able to adequately perform all of the Consultant's obligations under the Contract in a skilled and workmanlike manner, the Consultant shall not be required to devote the Consultant's full time to the performance of the Services called for under the Contract, and it is acknowledged that the Consultant has other clients and/or offers services to the general public. Since the Consultant will not be an employee of NORCOM, the Consultant will not be entitled to any of the benefits that NORCOM may make available to its employees, such as but not limited to vacation leave, sick leave, or insurance programs, including group health insurance or retirement benefits; nor shall the Consultant permit or cause any of the Consultant's employees, agents or subcontractors to perform any services under the Contract in such a way as to cause or enable them to become, or claim to have become, employees, common law or otherwise, of NORCOM. In addition, the Consultant acknowledges that as an independent contractor, he/she/it and/or his/her/its agents, servants or employees are not eligible to recover worker's compensation benefits from or through NORCOM in the event of injury.
- B. Consultant Responsible for Taxes and Records. The Consultant will be solely responsible for and will file, on a timely basis, all tax returns and payment required to be filed with or made to any federal, state or local tax authority with respect to the Consultant's performance of the Services and receipt of fees under the Contract. The Consultant will be solely responsible for and must maintain adequate records of expenses incurred in the course of performing the Services under the Contract. No part of the Consultant's compensation will be subject to withholding by NORCOM for the payment of any social security, federal, state or any other employee payroll taxes; nor shall NORCOM be obligated to make any such withholdings and/or payments on behalf of any employee, subcontractors, supplier, or other person working for or engaged by the Consultant to perform the Consultant's obligations under the Contract. NORCOM will regularly report amounts paid to the Consultant by filing Form 1099-MISC with the Internal Revenue Service as required by law.

X. FUTURE SUPPORT

NORCOM makes no commitment and assumes no obligations for the support of the Consultant's activities except as set forth in this Contract.

XI. GENERAL PROVISIONS

- A. **Governing Law; Forum.** The Contract will be governed by the laws of Washington and its choice of law rules. The Consultant irrevocably consents to the exclusive personal jurisdiction and venue of the federal and state courts located in King County, Washington, with respect to any dispute arising out of or in connection with the Contract, and agrees not to commence or prosecute any action or proceeding arising out of or in connection with the Contract other than in the aforementioned courts.
- B. **Severability.** If any provision of the Contract is held to be invalid or unenforceable for any reason, the remaining provision will continue in full force without being impaired or invalidated in any way. NORCOM and the Consultant agree to replace any invalid provision with a valid provision that most closely approximates the intent and economic effect of the invalid provision.
- C. **Nonwaiver.** Any failure by NORCOM to enforce strict performance of any provision of the Contract will not constitute a waiver of NORCOM's right to subsequently enforce such provision or any other provision of the Contract.
- D. **No Assignment.** Neither the Contract nor any of the rights or obligations of the Consultant arising under the Contract may be assigned, without NORCOM's prior written consent. Subject to the foregoing, the Contract will be binding upon, enforceable by, and inure to the benefit of, the parties and their successors and assigns.
- E. **Notices.** All notices and other communications under the Contract must be in writing, and must be given by registered or certified mail, postage prepaid, or delivered by hand to the party to whom the communication is to be given, at its address set forth in this Contract.
- F. **Legal Fees.** In any lawsuit between the parties with respect to the matters covered by the Contract, the prevailing party will be entitled to receive its reasonable attorney's fees and costs incurred in the lawsuit, in addition to any other relief it may be awarded.
- G. **Counterparts.** The Contract may be signed in counterparts, each of which shall be deemed an original, and all of which, taken together, shall be deemed one and the same document.

XII. EXTENT OF CONTRACT/ MODIFICATION

This Contract, together with the attachments and/or addenda, represents the entire and integrated Contract between the parties hereto with respect to the scope of work described herein and supersedes all prior negotiations, representations, or Contracts, either written or oral with respect to such scope of work. This Contract may be amended, modified or added to only by written instrument properly signed by both parties hereto.

XIII. SECURITY/BACKGROUND CHECKS

If requested by NORCOM, the Consultant shall do all things necessary for NORCOM to fully conduct security and/or background investigations on the Consultant, its employees, sub consultants, and any other individuals performing work on behalf of Contractor under this Agreement at a time and frequency as NORCOM determines to be appropriate. Such investigations may include, but not be limited to, a criminal background check and fingerprinting. Failure to promptly comply with the required backgrounding process, and/or having insufficient qualified staff who have passed the backgrounding process, may result in immediate termination of the Contract at NORCOM's election. Such termination will not result in any costs, fees or liability to NORCOM. In no case shall

the Consultant, its employees, sub consultants, and any other individuals performing work on behalf of Consultant under this Agreement have access to facilities, records, or data files of NORCOM, or vulnerable adults or children in NORCOM programs without prior written approval from NORCOM.

IN WITNESS WHEREOF, the parties hereto have executed this agreement effective as of the day and year first above written.

CONSULTANT

OWNER

By: _____
Consultant Name

NORCOM

(Print Name)

(Print Name, Title)

Date: _____

Date: _____

Contract Attachment A – Scope of Services and Compensation

1. Services

1.1 General Description:

1.2 Term of Contract: Consultant will begin providing services on, [Click here to enter a date.](#), or upon contract execution effective as of the last date written, whichever is later, and will complete services on [Click here to enter a date.](#), however, Consultant shall not initiate, or otherwise begin work on any services covered by this Contract until notification to proceed is provided by NORCOM's designated personnel, as identified below.

This Contract shall remain in effect until completion of the services described in Attachment "A" and final payment therefor unless terminated earlier in accordance with Section 4.B. of this Contract.

1.3 Renewal of Contract: There is no renewal option on this contract

1.4 Deliverable Items:

1.5 Designated Personnel: Consultant's main point of contact at NORCOM will be [Click here to enter text.](#), or such other personnel as NORCOM may designate from time to time.

2. Compensation

2.1 Amount and Basis:

Consultant will submit an invoice NORCOM for Services performed and reimbursable expenses. The invoice will be in a form and content reasonably acceptable NORCOM and will describe (a) the Services performed; (b) the number of hours expended performing the Services; and (c) any reimbursable expenses. Consultant will furnish such itemized receipts, documents and other supporting materials NORCOM reasonably may request to verify the contents of any invoice.

C. Insurance

The Contractor shall procure and maintain for the duration of this Contract insurance against claims for injuries to persons or damages to property which may arise from or in connection with the performance of the work hereunder by the Contractor, his agents, representatives, employees or subcontractors. The cost of such insurance shall be paid by the Contractor. Insurance shall meet or exceed the following unless otherwise approved by NORCOM.

A. Minimum Insurance:

- Commercial General Liability coverage with limits not less than \$1,000,000 per occurrence/ \$2,000,000 annual aggregate.
- Business Automobile Liability Coverage with limits not less than \$1,000,000 per accident for any auto.
- Stop Gap/Employer's Liability coverage with limits not less than \$1,000,000 per accident/disease.
- Technology Errors and Omissions (E&O) shall be written with limits no less than \$1,000,000 per claim and \$1,000,000 policy aggregate limit.
- Workers' Compensation coverage as required by the Industrial Insurance Laws of the State of Washington.

B. Self-Insured Retentions:

Self-insured retentions must be declared to NORCOM in writing.

C. Other Provisions

1. Commercial General Liability policies must be endorsed to:
 - a) include NORCOM, its officials, employees and volunteers as additional insureds,
 - b) Provide that such insurance shall be primary as respects any insurance or self-insurance maintained by NORCOM.
2. Contractor or its Insurance Agent/Broker shall notify NORCOM of any cancellation, or reduction in coverage or limits, of any insurance within seven (7) days of receipt of insurer's notification to that effect.

D. Acceptability of Insurers

Insurance shall be placed with Insurers with an AM Best rating of A-minus or higher.

E. Verification of Coverage:

Contractor shall furnish NORCOM with certificates of insurance required by this clause. The certificates are to be received and approved by NORCOM before work commences. NORCOM reserves the right to require complete, certified copies of all required insurance policies at any time.