**NORCOM**

**Strategic Plan Development Consultant RFP# 2024-1**

**Addendum No. 2**

**01/22/2025**

**Notice to all Proposers:**

This Addendum No. 2 containing the following revisions, additions, deletions and/or clarifications is hereby made part of the Plan and Contract Documents for the above-named project. Proposers shall take this addendum into consideration when preparing and submitting their proposal and it shall be attached to the contract documents.

All other requirements of the contract documents remain in effect.

Questions clarified by NORCOM:

**Q1. Is the successful responder prohibited from competing for any future NORCOM RFPs?**

No

**Q2. Can you elaborate on the task “Environmental scan of the state of 911 in Washington”.  Specifically, what is meant by “Environmental”?**

The desired environmental scan is an analysis and understanding of the Washington 911 roadmap. This will provide a critical foundation for the NORCOM strategic plan, ensuring the plan is informed by a holistic understanding of the current state and future trajectory of 911 services in Washington. This may include identifying and evaluating key factors that influence the operations, challenges, and opportunities for public safety answering points (PSAPs) across the state. The selected consultant will be expected to engage stakeholders, review existing data, and provide actionable insights to guide the development of a forward-thinking, sustainable strategy.

**Q3. Please confirm that the task for “Analysis of infrastructure needs for alignment with current and future service delivery goals and expectations” includes the following systems:**

1. Mechanical-No
2. Electrical-No
3. Structural- No
4. Telecommunications-No
5. Radio systems-No
6. Dispatch (CAD)-No
7. Architectural- No

NORCOM is interested in an examination of the current business infrastructure as it relates to opportunities for improvement and readiness for future growth.  Since 2009, NORCOM’s service delivery area and the population served, has expanded several times, and there may be opportunities for additional growth.  Such growth requires a careful analysis of current and future service needs, which may include work volume, radio usage/saturation, staffing levels, staffing deployment, general organizational structure, as well as the current and future adequacy of the NORCOM physical workspace.

**Q4. Why is NORCOM looking to build a strategic plan, and why now?**

NORCOM was formed in 2007 and went live in 2009. Since its inception, much of the organization’s focus has been on establishing trust among its stakeholders, ensuring equitable financial planning, and creating a strong operational foundation. Over the years, NORCOM has grown significantly, now serving 14 fire departments and eight police departments, each with unique needs. Governance includes representatives from police, fire, and city officials, all contributing to a diverse and collaborative leadership structure.

NORCOM has never implemented a formal strategic plan. As the agency continues to expand, it has reached a point where a roadmap is essential. This strategic plan will enable NORCOM to:

* Transition from being reactionary to more proactive in addressing future challenges and opportunities.
* Identify opportunities to improve service delivery
* Guide its growth, ensuring it remains on a sustainable and intentional path.
* Support informed, strategic funding decisions, especially as the agency anticipates further expansion and increasing demands.

In short, NORCOM has "grown up," and the need for a strategic plan reflects the organization’s maturity and commitment to delivering exceptional service while navigating the complexities of growth and resource management.

**Q5. What does success look like for this project?**

Success is defined by:

* A strategic plan that is both actionable and achievable.
* A roadmap that helps NORCOM align future decisions with strategic goals.
* A tool for prioritizing funding choices in alignment with organizational needs and stakeholder expectations.

**Q6. Are funding choices primarily around technology or staffing levels?**

Funding choices are closely aligned with maintaining or enhancing first responder safety, quality service delivery, employee recruitment, training and retention. The strategic plan should help define related funding priorities. NORCOM is interested in a comprehensive analysis of staffing and the general organizational structure. This may include the current organizational structure, evolving technologies, service delivery demands, and evolving customer expectations. While there is a technology element tied to most service delivery, staffing analysis is equally critical.

**Q7. What skills, expertise, or experience would be most helpful in a consultant?**

The ideal consultant will demonstrate:

* Working knowledge of the 911 profession and the culture of 911 employees.
* Experience with public safety and an understanding of service delivery expectations in Washington and more specifically an understanding of NORCOMs service area and related service delivery expectations.
* Skills in facilitating authentic stakeholder engagement, ensuring employees and stakeholders are heard and involved.
* The ability to provide in-person engagement at strategic intervals, particularly for input-gathering, facilitation sessions, and NORCOM Governing Board updates.

**Q8. Regarding the roadmap for future services and infrastructure needs, are you seeking external expertise or a facilitated process?**

The process will require a combination of both:

* Input from stakeholders to inform the understanding of current infrastructure.
* External expertise to assess NORCOM’s infrastructure capacity, particularly in the context of anticipated growth and potential consolidation within King County.
* Guidance on how NORCOM can accommodate future partners (e.g., standalone centers which may seek a partnership with NORCOM) while maintaining service excellence.

The consultant should help bridge technical assessments with stakeholder perspectives, particularly those of board members, to develop informed and balanced recommendations.

**Q9. What is the anticipated timeline for the project?**

* The project is expected to begin in March 2025.
* A draft strategic plan should be presented to the governing board at their December 2025, meeting.

Sufficient time should be allocated to make final adjustments following this presentation to ensure implementation by the end of December 2025.

**Q10. What are the crucial parts of stakeholder engagement?**

Stakeholder engagement is a key component of this project and should include:

* **Internal stakeholders:** NORCOM staff, with a focus on building authentic and meaningful dialogue to foster informed input, buy-in and support for the plan.
* **External stakeholders:** Relationships with police, fire, EMS and Governmental partners are critical. Input from these groups is essential to align the plan with operational needs and service expectations.
* **Governance:** NORCOM’s governing board and its subcommittee, which includes representatives from city manager’s offices, police, and fire, will be actively involved.
* **Key coordinators:** Engagement with the Washington State and King County 911 Coordinators’ Offices is important for broader alignment, deconfliction and future planning.