



City of Tacoma

Questions and Answers

Safety Management Software RFP Specification No. CM25-0121F

All interested parties had the opportunity to submit questions in writing by email to Hailey Erichsen by October 8, 2025. The answers to the questions received are provided below and posted to the City's website at www.TacomaPurchasing.org; Navigate to [Current Contracting Opportunities](#) / [Services Solicitations](#), and then click [Questions and Answers](#) for this Specification. This information IS NOT considered an addendum. Respondents should consider this information when submitting their proposals.

- 1. Question: How many active users does the City anticipate needing access to the Safety Management Software for data capture and submissions versus administrative functions?**

Answer: The city currently employs 3800 employees. There will be around 25 admins.

- 2. Question: Does the City prefer that all submissions be completed through a mobile app with offline capability, or should vendors also plan to support web-based access from a computer browser?**

Answer: Web browser however app would be nice to have.

- 3. Question: For potential future modules such as Job Safety Analysis (JSA), Permit to Work, and Contractor Management, does the City have existing templates or workflows it would like vendors to use as a baseline, or should vendors propose their own configurable solutions?**

Answer: Yes we do currently have existing templates, however the is not a unified approach city wide. We would prefer that the vendors would propose their own configurable solutions.

- 4. Question: The RFP lists integrations with SAP and ServiceNow. Will the City accept API-based integrations, or are you specifically seeking prebuilt/native connectors to these platforms?**

Answer: Since API's are more customizable, using an API over the prebuilt, if one exists, will likely depend on the type of data we need to call.

- 5. Question: The RFP notes an estimated implementation date of January 2026. Does the City anticipate a full organization-wide deployment at that time, or a phased rollout by department?**

Answer: January 2026 is the implementation start date. Due to complexities within the City structure a phased roll out is likely.

- 6. Question: The RFP references "automatic flagging" of recordable incidents. Since OSHA recordability often involves nuanced criteria and contextual judgment, could you clarify whether you expect this process to be fully automated, or if having a configurable field where users can designate incidents as "recordable" would meet your needs?**



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Answer: Yes, we need a drop-down field of recordable/ non recordable and a field that says compensable or non-compensable and an open field for justification.

7. Question: When referencing “audit logging,” can you clarify whether you are referring to:

- **System-level audit logs (e.g., user activity, data changes, administrative actions),**
- **Records of regulatory audit findings and inspections,**
- **Or both?**

Answer: Both

8. Question: Regarding associating incidents or inspections with regulatory citations or standards:

- **Which regulatory frameworks are most relevant to your operations (e.g., OSHA General Industry 29 CFR 1910, OSHA Construction Industry 29 CFR 1926, state-specific regulations, etc.)?**
- **Would you prefer users to select applicable standards from a predefined list, or would you like an open-text field for entering citation references?**

Answer: Federal OSHA, Federal Rail Administration, WA State Labor and Industries, and DOT

An open field only specific users could add to an open text field.

9. Question: Could you confirm which SSO provider(s) or authentication protocols are currently in use (e.g., Okta, Azure AD, SAML, OIDC), so we can plan the most seamless integration?

Answer: Azure AD and SAML

10. Question: Could you elaborate on the types of data or workflows you envision integrating with SAP and/or ServiceNow (e.g., incident status updates, corrective actions, notifications)?

Answer: At this time we are just asking if your system is capable of integrating with our ERP (SAP) and our ITSM (ServiceNow). Depending on what else your system can do, these integrations may or may not be needed.

11. Question: For Microsoft 365 (Teams/SharePoint) integration, can you describe the expected use cases (such as document sharing, task management, or alert notifications) that are most important to your team?

Answer: Records Management and Access Control are the key use cases for this integration.

12. Question: Regarding calendar integration, would you prefer safety events to be displayed within our platform’s internal calendar, or synchronized directly with your Outlook/M365 environment?

Answer: Synced with Outlook/M365



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13. Question: What criteria or conditions should trigger incident escalation within the system (e.g., severity, classification, certain incident types)?

Answer: Severity, classification, certain incident type, hospitalization, driver cited etc.

14. Question: Should notifications be triggered by specific data points (e.g., SIF/PSIF indicators), and if so, how are those currently defined within your organization?

Answer: Yes. They are currently not defined.

15. Additionally, what follow-up actions or workflows typically occur after such notifications?

Answer: We currently do not have a unified approach across the City.

16. Question: Could you provide a high-level overview of your current incident management workflow (from initial reporting through investigation and closure) to ensure our solution aligns with your internal processes?

Answer: We currently do not have a unified approach across the City. Each of the 22 departments will have different workflows. We will gather those for implementation.

17. Question: Is compliance with WCAG 2.1 AA accessibility standards considered a mandatory requirement for your project, or a preferred feature?

Answer: At this stage in the RFP process it is an evaluation criteria only. At this time it is preferred but not required.

18. Question: The RFP references capturing user feedback after incident resolution or audits. Should we interpret this as being equivalent to a “post-incident learning summary,” or are you envisioning a distinct feedback process with separate goals or outcomes?

Answer: We would like to learn more about both of these feedback processes.

19. Question: What is the primary source of work experience and training data you anticipate integrating into the platform (e.g., internal records, external training providers, existing HR systems)?

Answer: We currently use the Docebo LMS to track training data. Linking to that data via an integration would be ideal.

20. Question: How would you ideally like this information to be presented? For example, in dashboards, individual profiles, or exportable reports?

Answer: All of the above. The City uses Tableau as our data visualization tool. The tool should have ability to feed dashboards with real-time monitoring, using charts, heat maps and KPI's to highlight trends and risk areas. Additionally, incident reports, compliance and audit logs, and trend and risk analysis reports should be available to view in dashboard or exportable reports.

21. Question: For early detection of declining safety trends, are there specific leading or lagging indicators that you currently monitor and would like to continue tracking in the new system?



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Answer: Corrective actions, leadership site visits, near miss, recordable injury rate, lost time rate, modified duty rate, training.

22. Question: Do you have defined rules or thresholds for identifying when a “declining trend” should be flagged, or would you like the platform to support configurable logic for this?

Answer: The City currently does not have defined rules or thresholds for identifying when a declining trend should be flagged. The City has 22 separate departments with varying work conditions and work hazards with varying work indicators. We need the system to be flexible.

23. Question: Admin Features – Incidents; What types of Incidents would you like to track in the system? Common examples include Employee Injuries, Non-Employee Injuries, Property Damage, Vehicle Accidents, Near Miss, Safety Observations, Regulatory Interactions, Chemical Spills.

Answer: All of the above. Also, security breach, fires, leaks (gas), violence, harassment etc.

24. Question: Admin Features – Inspections and Audits; Do you have existing Audit/Inspection checklists that you would like configured in the system? If yes, how many types and approximately how many questions do they have?

Answer: Yes 35 different types minimum, with on average 50 questions.

25. Question: Admin Features – Existing Incident data; Please provide details on all historical data you would like brought into the system – type of data, format, source system, etc. For example, will the Incident data be in a spreadsheet? Will there be associated File Attachments? Is there any other data needed for Investigations, Audits, etc.?

Answer: The City currently has multiple systems, we will determine at time of implementation which to export.

26. Question: Integration Features; You mentioned Integrations with SAP and ServiceNow. Would SAP be for Employee demographic data imported into the system? What type of data would be sent to or from ServiceNow?

Answer: Employee data would come from SAP. Servicenow is a growing tool in the City and its specific use in this case is not yet defined.

27. Question: Integration Features – MS365, Teams, SharePoint; Can you elaborate on what you envision for this integration? Would you like documents housed in SharePoint to be accessible in the system via links?

Answer: Document linking/records management, Access control, notifications/alerts, calendar reminders/scheduling, engagement/collaboration. We want to improve visibility, have faster response times to incidents, increase engagement from field teams and leadership and increase compliance.

28. Question: User Interface Features – Multi-language interface support; Can you provide details on which languages you require and for what use cases?



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Answer: the tool should primarily support English, but the City is required to offer language assistance for individuals with limited English proficiency (LEP) in accordance with Title VI of the Civil Rights Act of 1964. Does your system have the ability to import tools like Google Translate or Microsoft Translator in the web portals and mobile apps?

29. Question: Can Exhibit A be submitted as a separate attachment from the proposal document?

Answer: Yes. Please do. An excel document is preferred.

30. Question: Please confirm that the cover page, table of contents, and required forms do not count towards the 20-page limit.

Answer: yes, they do not count.

31. Question: Please confirm that emailed proposals are accepted.

Answer: Please send bids to sendbid@cityoftacoma.org, your submittal must be an attachment. Maximum email size including attachments: 35 MB. Multiple emails may be sent for each submittal. Reference page 2 of the specification for further details.

32. Question: Please describe how you'd ideally like to integrate with SharePoint for document linking

Answer: Rest API for data sync, Power Automate for workflows and file uploads.

33. Question: Please provide any sample risk assessment reports that you feel would be helpful for us to understand how you would like to track / visualize risk levels and likelihood vs. consequence matrices

Answer: There are safety and risk assessments that vary by department. Bidders can submit sample reports that are included with their software.

34. Question: Is the City open to a fully customizable SaaS solution built on a low-code platform, where workflows, forms, and reports can be easily configured and adapted to evolving needs through the platform's built-in capabilities?

Answer: We are open to review a proposal. Yes, but this will depend on the level of effort needed to support this platform. While we would prefer solutions built on already existing platforms such as Power Platform and Nintex, we acknowledge that these may not fully meet the requirements of this RFP.

35. Question: For SAP integration - which SAP modules are currently in use, and what specific data elements need to be synchronized between SMS and SAP?

Answer: At this time there is nothing that needs to be sync'd, we are only inquiring about the ability to integrate. SAP is the City's ERP and various HR data may be requested to be sync'd based on the ability of the SMS.

36. Question: For ServiceNow integration - what workflows or data exchanges are expected between the SMS and ServiceNow?



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Answer: At this time there is nothing that needs to be sync'd, we are only inquiring about the ability to integrate. Servicenow is a tool that is evolving in the City's landscape and future functions may lead to a request for data exchange between platforms.

37. Question: Are there any other enterprise systems not mentioned in the RFP that may require integration?

Answer: Docebo is the City's LMS. Training data from Docebo may be requested to be integrated into the SMS.

38. Question: For the integration requirements (SAP, ServiceNow, etc.), what is the City's preferred integration methodology? (e.g., real-time API calls, batch file transfers, use of an existing Enterprise Service Bus).

Answer: Different systems may require different methodologies. Prebuilt integration connectors and API's will be preferred.

39. Question: Does COT have a preferred cloud provider (AWS, Azure, GCP), or is the vendor free to propose any U.S.-hosted solution that meets security, residency, and compliance requirements?

Answer: any U.S.-hosted solution that meets security, residency, and compliance requirements.

40. Question: How many years of historical incident data need to be migrated, and in what format is this data currently stored?

Answer: The City currently has multiple systems, we will determine at time of implementation which to export.

41. Question: Is the January 2026 implementation date for full go-live across all departments, or can this be phased?

Answer: That is the start date that will be phased.

42. Question: What is the expected number of total system users across all 19 departments?

Answer: Every employee currently 3800.

43. Question: What is the breakdown of user types (administrators, supervisors, field workers, read-only users)?

Answer: 25 administrators, 600 supervisors, 1500 field, will need further definition of what a read-only user is.

44. Question: What is the approximate annual volume of safety incidents, near misses, and observations currently tracked?

Answer: There is approximately 250 recordables a year and 400 near misses. A large number of corrective actions are not being tracked currently. The goal is to have a unified tracking system city wide with the expectation this is going to increase exponentially.

45. Question: How many safety inspections and audits are conducted annually?



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Answer: Unknown. The goal is to have a unified tracking system city wide with the expectation this is going to increase exponentially.

46. Question: For future module pricing in Exhibit A, should vendors provide per-module pricing or bundled package options? Also, will these prices be locked in for the contract term or subject to renegotiation?

Answer: The RFP is asking if you provide these or similar modules. If you do, answer yes. Adding additional information, like a link to the module white page or information page would be nice. If selected as the vendor, any pricing information you provide in the RFP, will become part of the contract for the contracted term. After the contracted term, the City and the vendor can negotiate pricing for additional terms. You are not being asked at this time to provide pricing for the Future Modules.

47. Question: Should the proposal include a long-term cost analysis (e.g., 10-year total cost of ownership) comparing alternative deployment or licensing models?

Answer: You can include it but you are not being evaluated on it.

48. Question: From a budgeting perspective, does the City prefer solutions structured under operational expenditure or capital expenditure models?

Answer: for software/SaaS deployments that meet the Capital expenditure requirements we will capitalize the effort to remain compliant with State Auditor Office guidelines.

49. Question: Beyond OSHA 300/301 logs, what other regulatory reports must the system generate automatically?

Answer: DOT drug and alcohol test.

50. Question: Are there specific Washington State (DOSH) reporting requirements beyond federal OSHA?

Answer: No. Potential for workers compensation suites. Future state.

51. Question: What percentage of users will primarily access the system via mobile devices?

Answer: TBD. Approximately 25% of our workforce is mobile but most of them have access to desktop computers. Approximately 60% of the City's workforce has access to City Owned mobile devices.

52. Question: What is the typical duration workers may need to operate in offline mode before syncing?

Answer: A few hours. Likely only in situations where there is no cellular service available.

53. Question: Does the City have a preferred cloud hosting provider (AWS, Azure, Google Cloud)?

Answer: No.

54. Question: What are the City's backup and disaster recovery requirements (RPO/RTO)?



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Answer: For low volume non-critical data, we would like to see a daily RPO and RTO in the 12-24 hour range.

55. Question: Depending on the final licensing agreement, would the City prefer shared cloud, on-premises or City-controlled cloud hosting?

Answer: Presently, most of our SaaS solutions are hosted on shared cloud. However, if there are significant considerations between the three, such as huge pricing differences, please present all the options for our consideration.

56. Question: How many super users will need train-the-trainer sessions?

Answer: 50

57. Question: What languages need to be supported in the system interface and training materials apart from english?

Answer: the tool should primarily support English, but the City is required to offer language assistance for individuals with limited English proficiency (LEP) in accordance with Title VI of the Civil Rights Act of 1964. Does your system have the ability to import tools like Google Translate or Microsoft Translator in the web portals and mobile apps?

58. Question: Which SMS modules/ features/ scenarios/ use cases will the committee prioritize during the demo so we can tailor the presentation accordingly?

Answer: We want to see an overview of what is available. With priority on incident investigation, DOT, Risk, and KPI's (corrective actions, leadership site visits and near misses).

59. Question: Will the City accept proposals from vendors whose products meet most but not all requirements if there's a clear roadmap for missing features?

Answer: The City will review all proposals submitted. We do not expect every vendor to meet all of the feature requests. Vendors are evaluated on more than just features.

60. Question: Does COT require vendor support to be provided onshore (U.S.-based), or is it acceptable for support to be delivered from other global locations as long as service coverage aligns with Pacific Time business hours and agreed SLAs?

Answer: Off shore support is acceptable however data has to remain within the United States.

61. Question: What are the expected Service Level Agreements (SLAs) for the SMS, specifically regarding incident response times (e.g., critical, high, medium issues)?

Answer: Standard SLA's for non-critical systems

Incident Severity	Initial Response Time	Resolution Time	Notes
Critical (Severity 1)	≤ 15–30 minutes	≤ 4 hours	System outage, safety-critical failure



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High (Severity 2)	≤ 1 hour	≤ 24 hours	Major disruption, urgent safety issue
Medium (Severity 3)	≤ 4 hours	≤ 3 business days	Non-urgent issue, degraded performance
Low (Severity 4)	≤ 1 business day	≤ 7 business days	Cosmetic issue, enhancement request

62. Question: Is the current challenge primarily based on a legacy software platform, or is it a fragmented process built on non-integrated tools like spreadsheets and paper forms?

Answer: Both.

63. Question: If a software platform is currently in use, what specific actions contribute most to the "increased administrative effort" (e.g., manual data re-entry, chasing down approvals, generating reports)?

Answer: All of the above.

64. Question: For clarity in our transition plan, could the City share the name of the current safety management system or primary process in use? Has the City conducted any formal or informal evaluations, demonstrations, pilot programs, or solicitations for Safety Management Systems in the last 12–18 months? If yes, please list vendors reviewed or pilots run and any outcomes or lessons learned.

Answer: We do not have a current safety management system or primary process. Due to not having a unified approach, it is unknown if any demonstrations or pilot programs have taken place.

65. Question: If a current system or manual process is in use, what are the major pain points (e.g., data fragmentation, reporting gaps, lack of mobile/offline capture, compliance reporting, user adoption)?"

Answer: All of the above.

66. Question: How many employees will need access to the solution?

Answer: 3800.

67. Question: Can you provide us with an overview of the types of users that will need for this solution (ex: admin, power user, end user) and how many of each will you need?

Answer: 25 administrators, 600 supervisors, 1500 field, will need further definition of what a end user is.

68. Question: How many demos have you seen pre-RFP and are you able to share the names of the solutions you reviewed?

Answer: Zero.



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69. Question: How was the budget and budget breakdown determined (ex: 50K annually, 15K implementation)? Is there flexibility to receive a larger budget for the best solution for your needs if it exceeds your current budget?

Answer: Yes.

70. Question: What are your expectations around implementation timeline?

Answer: This will largely depend on the selected solution. Once a vendor is selected, the contracting process will begin, an SOW will outline the implementation plan based on the services and features selected. We understand that January is an ambitious timeline.

71. Question: What are the 3 biggest outcomes your team is looking to achieve with a new SMS solution?

Answer: A unified citywide approach to reduce injuries, reduce risk and provide accurate data to our city management.

72. Question: Are you able to share any specific workflows or forms you're looking to bring over to your new SMS solution?

Answer: There are safety and risk workflows that vary by department. Bidders can submit sample reports that are included with their software.