



April 23rd, 2026

Ironwood Business Consulting, LLC
Kevin Reynolds
President
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City of Broken Arrow
Human Resources
918-259-6508

Re: Request for Proposal – Lockout/Tagout Procedure Development Services (RFP 26.149)

Dear Selection Committee,


IRONWOOD Business Consulting, LLC is pleased to submit our proposal in response to Request for Proposal 26.149 for Lockout/Tagout (LOTO) Procedure Development Services for the City of Broken Arrow.

We understand the City's objective is not only to achieve full compliance with OSHA requirements, but to develop clear, consistent, and practical, equipment-specific procedures that enhance employee safety and can be effectively used in real-world operating environments. IRONWOOD's approach is designed to do exactly that—translate regulatory requirements into structured, field-ready procedures that are both defensible and easy for employees to follow.

Our team brings experience supporting public-sector and operational environments with safety program development, compliance alignment, and implementation-ready documentation. We approach engagements like this with a focus on accuracy, usability, and consistency, ensuring that each procedure reflects the specific equipment, energy sources, and operational realities of the facility while maintaining a standardized format across all deliverables.

We are prepared to meet the City's project timeline, including site visits, procedure development, and delivery milestones, and have structured our approach to allow for efficient field assessment and parallel development to support timely completion. Our goal is to provide the City with a comprehensive, sustainable set of LOTO procedures that not only meet regulatory expectations but also support long-term safety practices across departments.

IRONWOOD appreciates the opportunity to be considered for this engagement. Please feel free to contact me directly with any questions or requests for additional information.

Sincerely,


Kevin Reynolds
President
kevin@ironwoodbc.com



PROPOSAL RESPONSE

REQUEST FOR PROPOSAL (RFP):

Lockout/Tagout (LOTO) Written Procedure
Development Services
RFP 26.149

PREPARED FOR:

City of Broken Arrow, Oklahoma

4/23/2026

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NEW MEXICO

Lovington

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EXECUTIVE SUMMARY

Ironwood Business Consulting, LLC (“IRONWOOD”) is pleased to present our proposal to support the City of Broken Arrow in the development of equipment-specific Lockout/Tagout (LOTO) procedures. We understand the City’s objective is to establish a **standardized, compliant, and user-friendly LOTO program** that **enhances employee safety, reduces risk**, and ensures alignment with applicable regulatory requirements, including OSHA 29 CFR 1910.147.

At its core, this engagement is not simply a documentation exercise. It is a safety and risk management initiative. Effective LOTO procedures must do more than meet regulatory standards; they must be **clear, accurate, and usable in real-world operating environments**. IRONWOOD’s approach is designed to **translate complex regulatory requirements into structured, practical, and field-ready procedures** that employees can **confidently follow**.

Our methodology is built on four key phases: (1) discovery and on-site assessment, (2) procedure development, (3) quality assurance and compliance review, and (4) delivery and implementation support. Through **on-site evaluations**, our team will **identify and inventory all applicable equipment, assess energy sources, and develop detailed, machine-specific procedures**.

Each procedure will be **standardized in format**, supported by **visual aids where appropriate**, and designed for **ease of use in the field**.

IRONWOOD places a strong emphasis on **consistency and long-term sustainability**. In addition to individual procedures, we will provide a **comprehensive master equipment index** and deliver all documentation in both **editable formats** and **field-ready PDFs** to support **ongoing updates and internal ownership**. Our structured quality assurance process ensures that all deliverables are accurate, compliant, and aligned with industry best practices.

We recognize the importance of timely execution and have aligned our project approach to meet the City’s anticipated schedule, including **site visits, draft delivery, and final implementation milestones**. Our team is equipped to conduct **efficient field assessments** and execute **parallel development efforts** to ensure all milestones are met **without compromising quality**.

What differentiates IRONWOOD is our focus on delivering solutions that are not only compliant, but practical and defensible. We prioritize **usability** for frontline employees, **clarity** and consistency across facilities, and **real-world application** of safety procedures.

IRONWOOD appreciates the opportunity to partner with the City of Broken Arrow on this important initiative and is committed to delivering a **high-quality, implementation-ready solution** that enhances **safety, consistency, and long-term program sustainability**.

“Given their proven track record, their multifaceted expertise, and their unwavering commitment to excellence, I can say with utmost confidence that IRONWOOD Business Consulting would be a tremendous asset to any organization.” – IRONWOOD Partner

FIRM OVERVIEW & QUALIFICATIONS

Firm Overview


IRONWOOD was founded in 2016 by Kevin Reynolds with a simple but powerful goal: **to be an advocate for organizations facing complex regulatory, operational, and cultural challenges.** Built on the belief that organizations deserve a partner who not only understands the rules but also fights for practical, people-centered solutions, IRONWOOD has grown into a trusted consulting firm specializing in HR, Safety, DOT, and Regulatory Compliance services.

At IRONWOOD, our commitment to our mission, vision, and values is the cornerstone of our organization and is designed to serve as the blueprint for our actions and decisions.

We partner with leadership teams to build resilient systems that protect the organization, drive performance, and align with long-term strategic goals. What sets IRONWOOD apart is our ability to blend the hands-on support of an internal team with the structure, strategy, and objectivity of an outside advisor. We live by our tagline: **“Never complacent. Always compliant.”** More than a motto, it reflects the integrity, grit, and excellence embedded in every service we provide.

Mission

To Provide Shelter From The Storm.



Vision

To be an industry-defining advocate, business partner and advisor, while enriching the lives of employees, their families, and our greater community.

Core Competencies

- 

DOT Consulting

 - DOT # Setup
 - Mock Audit
 - DQ File Maintenance
 - Driver Training
 - CSA Score Improvement
 - D&A Clearinghouse
- 

Human Resources Consulting

 - EEOC Investigation
 - Company Handbook
 - Benefits Administration
 - Workplace Investigation
 - Leadership Coaching
 - HR Audit
- 

OSHA/Safety Consulting

 - OSHA Investigation
 - Safety Manual
 - Site Audit
 - Training
 - Workplace Injury
 - Safety Program Creation
- 

Contractor Compliance

 - ISNetworld®
 - Veriforce®
 - Avetta
 - DISA
 - NCMS
 - TPS Alert
- 

Crisis Management Consulting

 - EEOC Citation
 - DOL Investigation
 - Employee Fatality
 - Crisis Hotline
 - DOT Violation
 - Emergency Response Plan
- 

Operations

 - Recruiting
 - Brand Development
 - Culture Transformation
 - Strategic Development
 - Project Management
 - Marketing

Qualifications

We support **public-sector and regulated organizations** by delivering solutions that are **structured, practical, and defensible**, with a focus on real-world implementation rather than theoretical design. Our work centers on translating complex regulatory requirements into **clear, actionable programs** that organizations can implement effectively and sustain over time. This approach aligns directly with the needs of the City of Broken Arrow in

developing **equipment-specific Lockout/Tagout (LOTO) procedures** that are both compliant and usable in the field.



Core Capabilities

IRONWOOD brings relevant expertise in:

- Safety program development and implementation
- OSHA compliance alignment, including hazard control and regulatory interpretation
- Field-based operational assessments across municipal and industrial environments
- Development of standardized, equipment-specific procedures
- Documentation systems designed for consistency, clarity, and usability

Our focus is not only on meeting compliance requirements, but on ensuring procedures are **practical for frontline employees, consistent across facilities, and sustainable for long-term use.**



Relevant Expertise for LOTO Procedure Development

IRONWOOD's experience aligns directly with the requirements of this project, including:

- Conducting **multi-facility assessments** requiring standardized safety approaches
- Identifying and evaluating **hazardous energy sources** (electrical, mechanical, hydraulic, pneumatic, and thermal)
- Developing **step-by-step, task-based procedures** aligned with regulatory expectations
- Creating **clear, employee-focused documentation** that supports safe and consistent execution

We recognize that effective LOTO procedures must be both **technically accurate** and **operationally practical**, ensuring employees can **confidently and safely perform required tasks** in real-world conditions.



Public-Sector Experience

IRONWOOD regularly supports **municipal and public-sector clients**, where safety programs must balance:

- Regulatory compliance requirements
- Operational realities and resource constraints
- Accountability and defensibility in public environments

This experience allows us to develop solutions that are **scalable, consistent across departments**, and aligned with how work is actually performed in the field.



Quality Assurance and Consistency

IRONWOOD utilizes a **structured quality assurance and quality control (QA/QC) process** to ensure all deliverables are:

- Accurate and technically sound
- Aligned with applicable OSHA standards and industry best practices
- Consistent in format and terminology across all procedures

- Clear and easy for employees to understand and apply

This disciplined approach ensures that deliverables are not only compliant, but also **usable, repeatable, and sustainable over time.**

Why IRONWOOD

What differentiates IRONWOOD is our ability to deliver solutions that are not only compliant, but **practical, defensible, and implementation-ready.** We approach engagements with a focus on how work is actually performed in the field, ensuring that procedures are **designed for frontline usability**, not just developed to meet regulatory requirements. Our methodology emphasizes **clarity and consistency across facilities**, allowing organizations to standardize safety practices while still accounting for equipment-specific nuances. In addition, our work is grounded in **regulatory alignment and documentation discipline**, ensuring that all deliverables can withstand internal review and external scrutiny. The result is a set of LOTO procedures that are not only technically sound, but also **usable, scalable, and sustainable for long-term operational safety.**

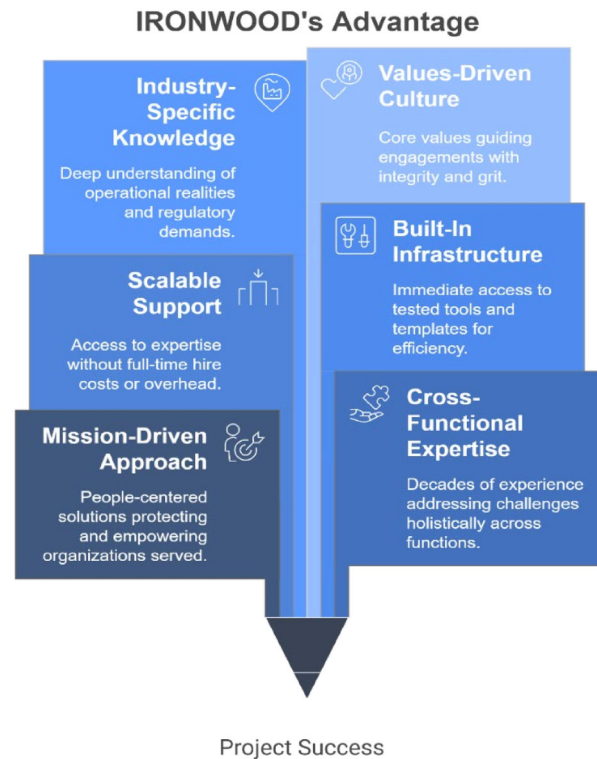


Figure 1 – Key Differentiators.

RELEVANT EXPERIENCE

IRONWOOD brings experience supporting public-sector and operational organizations with **safety program development, regulatory compliance, and implementation-ready documentation**. While each engagement is tailored to the client's specific environment, our work consistently involves translating regulatory requirements into clear, structured, and field-usable procedures that support safe operations.



Safety Program Development & Compliance Alignment

IRONWOOD has supported organizations in developing and refining safety programs aligned with OSHA standards, including **hazard identification, policy development, and operational procedure design**. This work frequently requires evaluating real-world work environments, identifying risk exposure, and developing clear, step-by-step guidance that employees can follow in the field.

Our experience includes:

- Developing written safety procedures and programs aligned with regulatory requirements
- Supporting hazard control initiatives across operational environments
- Translating regulatory standards into practical, actionable procedures
- Creating standardized documentation frameworks to ensure consistency across departments

This directly aligns with the City's need for equipment-specific Lockout/Tagout (LOTO) procedures that are both compliant and usable.



Field-Based Assessments & Multi-Site Environments

IRONWOOD regularly conducts on-site and operational assessments to evaluate processes, identify risks, and develop targeted solutions. These engagements often span multiple facilities or departments, requiring a balance between standardization and site-specific accuracy.

Through this work, our team has experience:

- Conducting facility walkthroughs and operational observations
- Identifying equipment, workflows, and associated risks
- Evaluating varied operating environments while maintaining consistency in deliverables
- Developing solutions that are scalable across locations while tailored to specific equipment or processes

This experience supports the City's requirement to assess equipment at multiple facilities and develop consistent, equipment-specific procedures.



Procedure Development & Documentation Systems

A core component of IRONWOOD's work is the development of clear, structured, and user-friendly documentation. We design materials that are not only compliant, but also accessible and practical for employees performing the work.

Our approach includes:

- Developing step-by-step, task-based procedures

- Structuring documentation for clarity, consistency, and ease of use
- Incorporating visual elements or simplified formats where appropriate
- Delivering materials in both editable formats and field-ready versions

We understand that procedures must be usable in real-world conditions, not just technically accurate, which is critical for effective LOTO implementation.



Public-Sector & Operational Experience

IRONWOOD has experience supporting municipal and public-sector clients, where projects must align with:

- Regulatory compliance expectations
- Operational constraints and workforce considerations
- Public accountability and defensibility

This experience informs our approach to delivering solutions that are structured, transparent, and aligned with how organizations operate in practice.



Commitment to Quality and Results

Across all engagements, IRONWOOD applies a disciplined, quality-driven approach to ensure deliverables are:

- Accurate and compliant with applicable standards
- Consistent across all documentation
- Clear and usable for employees in the field
- Sustainable for long-term use and updates

Our focus is on delivering solutions that not only meet project requirements but also support ongoing safety practices and organizational effectiveness.

PROJECT UNDERSTANDING

IRONWOOD understands that the City of Broken Arrow is seeking to develop **equipment-specific Lockout/Tagout (LOTO) procedures** that ensure full compliance with OSHA 29 CFR 1910.147 while also being **clear, consistent, and usable in real-world operating environments**.

This project requires more than the development of written procedures—it requires a **structured and accurate translation of complex operational processes and hazardous energy controls into step-by-step instructions** that employees can reliably follow during servicing and maintenance activities. The effectiveness of a LOTO program depends not only on compliance, but on whether procedures are **understood, accessible, and consistently applied in the field**.

IRONWOOD recognizes several key components critical to the success of this engagement:

- The need to **identify and inventory all applicable equipment** across multiple facilities, ensuring no gaps in coverage
- The requirement to evaluate **multiple types of hazardous energy sources**, including electrical, mechanical, hydraulic, pneumatic, and thermal systems
- The importance of developing **machine-specific procedures** that accurately reflect the equipment, its energy sources, and the steps required to safely isolate and control those hazards
- The necessity of creating **clear, step-by-step instructions** that include shutdown, isolation, lockout/tagout application, stored energy release, verification, and restart processes
- The expectation that all procedures are **standardized in format, easy to understand, and practical for employees performing the work**

In addition, IRONWOOD understands that the City is operating within a **multi-facility environment**, requiring a balance between consistency across departments and accuracy at the equipment level. Procedures must be developed in a way that supports **standardization of documentation**, while still accounting for the unique characteristics of each piece of equipment.

We also recognize the importance of delivering documentation that supports **long-term sustainability**. This includes providing materials in editable formats, establishing a clear indexing system, and ensuring that procedures can be maintained and updated by the City over time as equipment or operations evolve.

Finally, IRONWOOD understands the importance of **timely execution** within the City's established project schedule. This requires an approach that supports **efficient on-site assessments, organized data collection, and parallel development of procedures** to meet key milestones without sacrificing quality or accuracy.

Overall, IRONWOOD's understanding of this project is grounded in the need to deliver a **compliant, consistent, and field-ready LOTO program** that enhances **employee safety**, reduces **operational risk**, and provides the City with a **sustainable framework for ongoing safety management**.

TECHNICAL APPROACH

IRONWOOD will deliver a **structured, efficient, and field-informed approach** to support the City of Broken Arrow in developing equipment-specific Lockout/Tagout (LOTO) procedures aligned with OSHA 29 CFR 1910.147.

Our methodology is designed to ensure all procedures are **accurate, compliant, consistent, and practical for real-world use**, while meeting the City’s project timeline and deliverable expectations.

The project will be executed in four key phases:

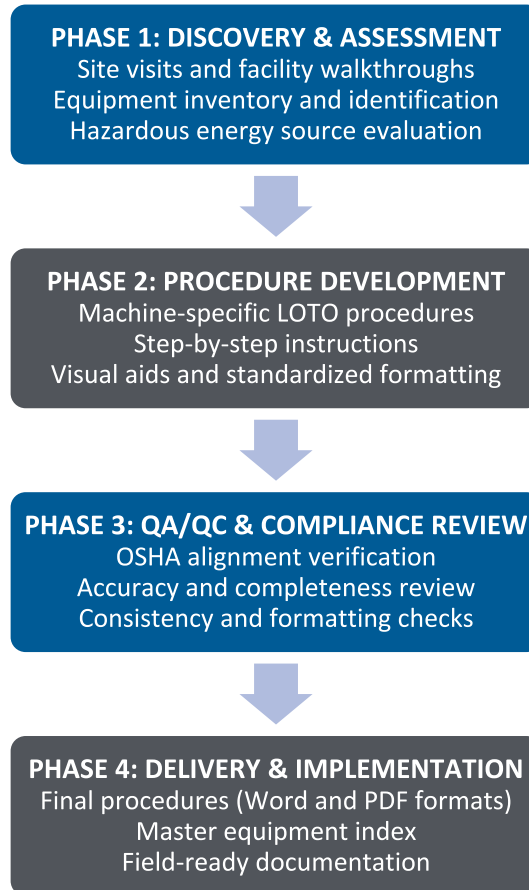


Figure 2 – Technical Approach Phases.



Phase 1: Discovery & On-Site Assessment

IRONWOOD will conduct on-site assessments at designated facilities to establish a complete understanding of the City’s equipment, operations, and hazardous energy sources.

Key activities include:

- Performing **facility walkthroughs** at all identified locations
- **Identifying and inventorying all equipment** requiring LOTO procedures
- Evaluating **hazardous energy sources**, including electrical, mechanical, hydraulic, pneumatic, and thermal systems

- Observing **operational workflows** to ensure procedures reflect real-world conditions
- Coordinating with City staff to validate equipment details and operational practices

This phase ensures that all subsequent procedures are based on **accurate, site-specific information**, minimizing gaps and ensuring alignment with actual operations.



Phase 2: Procedure Development

Using data gathered during the assessment phase, IRONWOOD will develop **individual, machine-specific LOTO procedures** for each applicable piece of equipment.

Each procedure will include:

- Equipment identification (name, location, and relevant identifiers)
- Types of hazardous energy present
- Detailed shutdown procedures
- Isolation steps for all energy sources
- Lockout/tagout application steps
- Stored energy release methods
- Verification of isolation procedures
- Safe restart procedures

Procedures will be developed using a **standardized format** to ensure consistency across all equipment while **maintaining accuracy** at the individual machine level.

To enhance usability, IRONWOOD will:

- Structure procedures with clear, step-by-step instructions
- Incorporate visual aids or photos where appropriate
- Use plain, direct language suitable for field application

This approach ensures that procedures are not only compliant, but also accessible and actionable for employees performing the work.



Phase 3: Quality Assurance & Compliance Review

IRONWOOD will implement a **structured quality assurance and quality control (QA/QC) process** to validate all procedures prior to delivery.

This process includes:

- Review of each procedure for **technical accuracy and completeness**
- Verification of alignment with **OSHA standards and industry best practices**
- Cross-checking for **consistency in format, terminology, and structure**
- Internal review by experienced team members to ensure **clarity and usability**

This phase ensures that all deliverables are defensible, compliant, and ready for implementation.



Phase 4: Documentation, Delivery & Implementation Support

Upon completion of development and review, IRONWOOD will deliver a **comprehensive, organized set of LOTO procedures** to the City.

Deliverables will include:

- Individual equipment-specific procedures
- A master equipment list and indexed procedure set
- Documentation provided in both:
 - Editable digital format (Microsoft Word)
 - Field-ready PDF format
- All documentation will be:
 - Standardized in format and branding
 - Easy to navigate and reference
 - Designed to support ongoing updates and internal maintenance

IRONWOOD will coordinate with the City to ensure deliverables are complete, organized, and aligned with expectations, and can provide implementation support or guidance as needed.



Project Execution & Efficiency

To meet the City's schedule, IRONWOOD will utilize an approach that supports:

- **Efficient field assessments** through structured data collection
- **Parallel procedure development**, allowing drafting to begin as assessments are completed
- Ongoing coordination to ensure alignment and **timely delivery of milestones**

This ensures that project timelines are met without compromising quality, accuracy, or completeness.



Summary of Approach

IRONWOOD's technical approach is designed to **deliver a complete, compliant, and field-ready** LOTO program that:

- Accurately reflects equipment and operational conditions
- Provides clear, step-by-step guidance for employees
- Ensures consistency across facilities
- Supports long-term sustainability and updates

Our focus is on delivering procedures that are not only compliant with regulatory requirements, but also practical, usable, and effective in supporting safe work practices.

WORK PLAN & TIMELINE

IRONWOOD will execute this engagement using a **structured, milestone-driven work plan** designed to align with the City of Broken Arrow's schedule while ensuring **accuracy, efficiency, and high-quality deliverables**.

Our approach is built to support **timely execution without compromising thoroughness**, using **coordinated field assessments and parallel development processes** to meet all project milestones.



Project Schedule Alignment

IRONWOOD has aligned its work plan with the City's anticipated project schedule:

- Project Kickoff: May 6, 2026
- Site Visits / Assessments: May 6 – May 8, 2026
- Draft Procedure Delivery: June 1, 2026
- Final Deliverables: June 5, 2026

Our team is prepared to mobilize immediately upon award to ensure all milestones are achieved **within the established timeframe**.



Work Plan by Phase

Phase 1: Project Initiation & Coordination (May 6, 2026)

IRONWOOD will initiate the project with a **focused kickoff meeting** to confirm expectations, finalize logistics, and ensure alignment with City stakeholders.

Key activities include:

- Confirming project scope, schedule, and communication protocols
- Coordinating site access and facility logistics
- Identifying primary points of contact
- Finalizing data collection approach and documentation standards

This phase establishes a **clear foundation for efficient execution**.



Phase 2: On-Site Assessments & Data Collection (May 6 – May 8, 2026)

IRONWOOD will conduct **on-site facility assessments** to gather the information necessary to develop accurate, equipment-specific procedures.

Key activities include:

- Performing facility walkthroughs at all designated locations
- Identifying and inventorying equipment requiring LOTO procedures
- Evaluating hazardous energy sources and control points
- Documenting equipment details, configurations, and operational workflows
- Capturing photos and field notes to support procedure development

Data collection will be conducted using a **structured and consistent approach** to ensure completeness and accuracy.



Phase 3: Procedure Development (May 9 – June 1, 2026)

Following site assessments, IRONWOOD will begin **parallel development of machine-specific LOTO procedures**, allowing drafting to proceed efficiently while maintaining quality.

Key activities include:

- Developing equipment-specific procedures based on collected data
- Structuring procedures using a standardized format
- Incorporating step-by-step instructions and visual references
- Conducting internal reviews during development to ensure consistency

Parallel workflow allows IRONWOOD to **accelerate production while maintaining accuracy and attention to detail**, supporting timely draft delivery.



Phase 4: Draft Review & Refinement (By June 1, 2026)

IRONWOOD will deliver a **complete draft set of procedures** for City review.

Key activities include:

- Submitting draft procedures for review and feedback
- Coordinating with City stakeholders to address questions or clarifications
- Incorporating feedback and necessary revisions

This phase ensures that final deliverables reflect both **technical accuracy and operational alignment**.



Phase 5: Finalization & Delivery (June 1 – June 5, 2026)

IRONWOOD will finalize all documentation and prepare deliverables for implementation.

Key activities include:

- Finalizing all LOTO procedures
- Performing final QA/QC review for accuracy and consistency
- Delivering:
 - Editable Word documents
 - Field-ready PDF versions
 - Master equipment list and indexed procedure set

All deliverables will be **organized, standardized, and ready for immediate use**.



Project Management & Communication

Throughout the engagement, IRONWOOD will provide **consistent project oversight and communication** to ensure alignment and transparency.

This includes:

- A designated project manager as the primary point of contact
- Regular progress updates aligned with key milestones
- Responsive communication to address questions or emerging needs
- Coordination to ensure minimal disruption to City operations during site visits



Schedule Assurance

IRONWOOD's work plan is specifically designed to meet the City's timeline through:

- Efficient, structured field assessments
- Parallel procedure development workflows
- Built-in quality control throughout the process

This approach ensures that all deliverables are completed **on time, accurate, and ready for implementation**, supporting the City's goal of establishing a **compliant, consistent, and field-ready LOTO program**.

"We had a fantastic experience working with Ironwood. The team truly listened to our concerns, taking the time to answer all our questions thoroughly and explain the 'whys and hows' behind their recommendations. Their patience, attention to detail, and commitment to understanding our needs made this a very positive experience. We highly recommend Ironwood to anyone seeking a professional and attentive partner.– Client

PROJECT TEAM & STAFFING

IRONWOOD will assign a **dedicated, cross-functional team** with experience in **safety compliance, operational assessments, and procedure development** to support the City of Broken Arrow. Our staffing approach is designed to ensure the project is executed **efficiently, accurately, and in alignment with the City’s timeline**.

The project team is structured to provide **clear leadership, technical expertise, and coordinated execution**, while maintaining flexibility to meet project demands.

Nickole “Nikki” Ayala will serve as the City’s primary account manager and single point of contact throughout the engagement. The Project Manager is responsible for:

- Overall coordination and service delivery
- Client communication and responsiveness
- Schedule and resource management
- Quality control and oversight of deliverables

This structure ensures clear communication, accountability, and seamless service delivery across all requests.

Depth of Team Expertise

IRONWOOD’s team brings a combination of **senior-level oversight and operational execution**, allowing the City to benefit from both **strategic guidance and efficient, field-based delivery**. Team members have supported similar engagements within municipal and regulated environments, including conducting field assessments, developing safety procedures, supporting OSHA compliance efforts, and producing implementation-ready documentation. This blend of expertise ensures the project is executed with **accuracy, consistency, and alignment to real-world operations**. Please see Appendix A for Key Personnel biographies.

Scalable, Cost-Conscious Staffing Model

IRONWOOD utilizes a tiered staffing approach to ensure the City receives the appropriate level of expertise while maintaining cost efficiency. Work is assigned to the lowest appropriate labor category capable of delivering high-quality results.

Labor Category	Typical Role	Estimated Hours
Senior Consultant	Senior subject matter expert responsible for high-level assessments, regulatory interpretation, strategic planning, and development of custom solutions.	10%
Consultant	Experienced professional who delivers direct client services such as assessments, policy development, training, and technical guidance.	10%
Coordinator	Mid-level team member who supports execution of project tasks including audits, training, implementation activities, and internal coordination.	40%

Administrator	Operational lead responsible for daily file management, system setup, compliance tracking, and ongoing administrative maintenance.	25%
Project Manager	Oversees the full scope of engagement, managing timelines, milestones, resource allocation, and client communication to ensure successful delivery.	10%
Administrative Support	Entry-level staff assisting with data entry, formatting, document control, scheduling, and general project administration.	5%

Figure 3 – Estimated Distribution of Project Hours by Labor Category.

Flexible Service Delivery (Remote and On-Site)

IRONWOOD will deliver this engagement through a hybrid approach, combining on-site field assessments with remote procedure development and coordination to ensure both accuracy and efficiency.

On-site work will be focused on facility walkthroughs, equipment inventory, and data collection, allowing our team to gather the detailed, equipment-specific information necessary to develop accurate LOTO procedures. Following site visits, the majority of procedure development, documentation, and quality review will be completed remotely to support timely delivery and efficient use of resources.

This approach allows IRONWOOD to maintain strong field alignment while ensuring deliverables are completed quickly, consistently, and without unnecessary disruption to City operations.

Capacity to Support the City

IRONWOOD utilizes a team-based delivery model that allows for parallel workstreams and efficient execution throughout the project. This ensures that field assessments, procedure development, and quality review activities can occur concurrently, supporting the City’s compressed timeline.

Our team has experience supporting municipal and regulated organizations in similar project-based engagements, demonstrating the ability to deliver consistent, high-quality results within defined timelines. By assigning work to the appropriate level of expertise and maintaining structured oversight, IRONWOOD ensures the project is completed with accuracy, consistency, and reliability.

TOOLS, QUALITY, & DIFFERENTIATORS

IRONWOOD utilizes a **structured, disciplined approach** supported by practical tools and quality controls to ensure all deliverables are **accurate, consistent, and ready for implementation**. Our focus is not only on meeting regulatory requirements, but on delivering **clear, usable documentation** that supports safe execution in the field.



Tools & Documentation Approach

IRONWOOD uses **standardized templates and structured documentation frameworks** to ensure consistency across all procedures while maintaining flexibility for equipment-specific detail. These tools are designed to produce procedures that are:

- Clear and easy to follow in the field
- Consistent in format, terminology, and structure
- Aligned with OSHA requirements and industry best practices
- Adaptable for future updates and internal use

During on-site assessments, our team utilizes **organized data collection methods**, including equipment inventory tracking, structured field notes, and photo documentation, to ensure that all procedures are based on **accurate, site-specific information**. All deliverables will be provided in both **editable formats (Microsoft Word)** and **field-ready PDFs**, allowing the City to maintain and update procedures over time.



Quality Assurance & Control

IRONWOOD applies a **multi-level quality assurance and quality control (QA/QC) process** throughout the project to ensure all procedures are complete, accurate, and consistent. This process includes:

- Technical review to verify accuracy of equipment details and hazardous energy controls
- Compliance review to ensure alignment with applicable OSHA standards
- Consistency review to standardize formatting, terminology, and structure across all procedures
- Usability review to confirm procedures are clear and practical for employees performing the work

Quality control is integrated throughout the development process—not just at the end—ensuring issues are identified and resolved early and that final deliverables are **implementation-ready upon delivery**.



Differentiators

What differentiates IRONWOOD is our ability to deliver solutions that are not only compliant, but **practical, structured, and aligned with real-world operations**. We focus on developing procedures that employees can **understand, follow, and apply consistently**, rather than producing documentation that exists solely for compliance purposes.

Our approach emphasizes **standardization without sacrificing accuracy**, allowing the City to maintain consistency across facilities while ensuring each procedure reflects the specific equipment and conditions involved. In addition, our work is grounded in **documentation discipline and regulatory alignment**, providing the City with deliverables that are both **defensible and sustainable over time**.

By combining **field-based insight, structured development processes, and disciplined quality control**, IRONWOOD delivers a final product that supports both **regulatory compliance** and **day-to-day operational safety**.

COST PROPOSAL

IRONWOOD proposes a firm-fixed price (FFP) structure for the development of equipment-specific Lockout/Tagout (LOTO) procedures for the City of Broken Arrow. This approach provides the City with cost certainty, transparency, and alignment with defined project deliverables.

This fee includes all labor, project management, on-site assessments, procedure development, quality assurance, and final deliverables as outlined in the Scope of Services.

Phase	Description	Cost
Phase 1: Project Initiation & On-Site Assessments	Kickoff coordination, site visits, equipment inventory, and data collection	\$9,000
Phase 2: Procedure Development	Development of machine-specific LOTO procedures and standardized documentation	\$16,500
Phase 3: QA/QC & Compliance Review	Technical review, OSHA alignment, and consistency checks	\$5,500
Phase 4: Finalization & Delivery	Final deliverables, formatting, and master equipment index	\$3,500
Project Management & Coordination	Ongoing oversight, communication, and quality control	\$3,500
Total Project Cost		\$38,000

Figure 4 – Proposed Price.

Optional Services (If Requested)

The following services are not included in the base project scope or firm-fixed price but may be provided upon request through a separately scoped or amended agreement:

- LOTO Training or Implementation Support
- Procedure Updates for New or Modified Equipment
- Additional Site Visits Beyond Initial Scope

If requested, these services will be performed at IRONWOOD’s **blended hourly rate of \$194.50**, unless otherwise mutually agreed upon in writing.

Travel & Reimbursable Expenses

Travel required for on-site assessments will be billed at actual cost with no markup, in accordance with applicable GSA per diem guidelines. Anticipated travel includes site visits during the assessment phase; however, IRONWOOD will coordinate scheduling to minimize travel-related costs and operational disruption. **AS A LOCALLY BASED FIRM, IRONWOOD IS WELL-POSITIONED TO PROVIDE RESPONSIVE, ON-SITE SUPPORT WHILE MINIMIZING TRAVEL TIME AND ASSOCIATED COSTS.**

Pricing Assumptions

The proposed cost is based on the following assumptions:

- The City will provide reasonable access to facilities, equipment, and key personnel during scheduled site visits, and will assist in coordinating access as needed.
- The scope includes development of Lockout/Tagout (LOTO) procedures for equipment located at the two identified facilities (City Hall and Field Operations Center), based on a typical municipal equipment environment. For purposes of pricing, a typical municipal equipment environment for two facilities of this type is assumed to include approximately 30–50 pieces of equipment requiring LOTO procedures.
- The total number of equipment assets requiring LOTO procedures is assumed to fall within a standard and manageable range for facilities of this type. If the number of applicable assets significantly exceeds initial expectations, adjustments to scope and pricing may be addressed through mutual agreement.
- Equipment is assumed to be in generally operable condition with identifiable energy sources. Highly complex systems, non-standard equipment, or equipment requiring extensive engineering analysis may require additional scoping.
- The City will provide available documentation (equipment lists, manuals, prior procedures, etc.) to support efficient development and reduce redundancy.
- Work will be completed within the defined project timeline, assuming timely access, coordination, and feedback from the City.
- The proposal includes one (1) consolidated review cycle of draft procedures. Additional revisions beyond this scope may be addressed through mutual agreement.
- Training services, if requested, are not included in this proposal unless otherwise specified and may be provided as an optional add-on.
- Any services outside the defined scope, including but not limited to expanded facility coverage, additional equipment beyond initial assumptions, or extended on-site time, will be addressed through mutually agreed-upon change orders.

Cost Approach

IRONWOOD's pricing reflects a commitment to efficient resource allocation and high-quality delivery. Work is performed at the appropriate level of expertise, ensuring the City receives both technical accuracy and cost-effective execution. Our goal is to deliver a complete, compliant, and implementation-ready LOTO program within a transparent and predictable cost structure.

REFERENCES

IRONWOOD has provided services to **public-sector and regulated organizations** in areas including **safety program development, compliance support, operational assessments, and procedure development**. The following references reflect organizations for whom IRONWOOD has delivered **similar or related services**.

The following references highlight IRONWOOD’s ability to serve as a **trusted advisory partner** in safety, compliance, and operational environments. Beyond these examples, IRONWOOD has **partnered with over 3,000 organizations**, with **approximately 1,500 active client engagements** at any given time. This depth and continuity of service underscore our ability to provide structured, defensible, and implementation-ready support on a scale.

1	<p>Buckley Space Force Base</p> <ul style="list-style-type: none"> • Contact: Charles Walden • Email: Charles.walden.4@spaceforce.mil • Scope of Work: Conducted a confined space inventory and supported safety-related operational assessments within a regulated environment. • Outcome: This engagement demonstrates IRONWOOD’s ability to support safety-sensitive operations requiring accurate hazard identification, structured documentation, and alignment with regulatory standards. The work required coordination within a controlled, compliance-driven environment, reinforcing our capability to deliver field-informed safety solutions.
2	<p>Faith Manufacturing, Inc</p> <ul style="list-style-type: none"> • Contact: Cas Webster, General Manager • Phone: 281-441-9595 • Email: cwebster@faithmfg.com • Scope of Work: Conducted a workplace investigation and provided ongoing consulting support focused on compliance, risk mitigation, safety program functions, and internal process improvement. Services include support with policy development, safety-related procedures, and operational compliance practices. • Outcome: IRONWOOD delivered structured findings and recommendations that supported improved documentation practices, compliance alignment, and overall risk management, including enhancements to safety program consistency and operational practices. The engagement established a foundation for ongoing advisory support, demonstrating IRONWOOD’s ability to provide practical, defensible guidance across both safety and compliance functions within an operational environment.
	<p>HiVolt Energy</p> <ul style="list-style-type: none"> • Contact Name: Danny Cook • Title: Manager • Number: 432-288-9244 • Email: dcook@hivoltenergy.com • Scope: Delivered a comprehensive 12-month safety program implementation, including development of policies, procedures, and safety documentation, with specific focus on Lockout/Tagout (LOTO) and hazard control practices. • Outcome: IRONWOOD developed and implemented structured, field-ready safety procedures, improving consistency in safety practices and compliance alignment across operations. The engagement demonstrates our direct experience developing LOTO-

	related procedures and practical safety documentation designed for real-world application.
3	City of Missouri City, TX <ul style="list-style-type: none"> • Contact Name: Shauna Shepard • Title: HR Director • Phone Number: 281-403-8680 • Email: Shauna.Shepherd@Missouricitytx.gov • Scope: Partnered with the City to conduct an organizational review within a municipal government environment, supporting a workforce of significant scale and complexity. The engagement included structured interviews, evaluation of internal reporting mechanisms, and analysis of operational and administrative processes impacting organizational effectiveness and leadership oversight. • Outcome: IRONWOOD delivered a structured findings report and actionable recommendations that enhanced organizational visibility, communication practices, and internal process consistency. This engagement demonstrates IRONWOOD’s experience working within municipal government structures, navigating complex organizational dynamics, and delivering clear, defensible documentation aligned with public-sector expectations and operational realities.
4	El Paso County, TX <ul style="list-style-type: none"> • Contact Name: Kourtney Canales, SHRM-CP • Title: Employee Relations and Development Manager • Number: 915-273-2492 • Email: K.Canales@epcountytexas.gov • Scope: Provided consulting support within a large county government environment, working across departments to evaluate organizational processes, internal controls, and compliance practices. Services included structured fact-finding, review of policies and procedures, and consultation with leadership to assess alignment with regulatory requirements and operational best practices. • Outcome: IRONWOOD delivered structured recommendations and process improvements that strengthened documentation practices, internal consistency, and compliance alignment across county operations. This engagement demonstrates IRONWOOD’s experience supporting large, complex government organizations, navigating multi-departmental environments, and delivering clear, defensible solutions aligned with public-sector expectations.

Figure 5 – Reference List.

REQUIRED FORMS & ACKNOWLEDGEMENTS

IRONWOOD acknowledges and agrees to the requirements outlined in Request for Proposal (RFP) 26.149 issued by the City of Broken Arrow. The following certifications and acknowledgements are provided in support of this proposal.

By submission of this proposal, IRONWOOD acknowledges receipt of the RFP and any associated addenda and confirms that this proposal is submitted in accordance with all stated requirements, instructions, and conditions. IRONWOOD understands that proposals must remain valid for a period of ninety (90) calendar days from the proposal due date and agrees to comply with this requirement.

IRONWOOD affirms that it is qualified and capable of performing the services described in this RFP and will comply with all applicable federal, state, and local laws, regulations, and ordinances, including but not limited to safety and employment-related requirements.

IRONWOOD further affirms that all work will be performed in alignment with applicable standards, including OSHA 29 CFR 1910.147, and consistent with industry best practices.

Insurance Certification

IRONWOOD confirms that it maintains all required insurance coverage consistent with the requirements outlined in the RFP. This includes, but is not limited to:

- Workers' Compensation Insurance in accordance with applicable state requirements
- Commercial General Liability Insurance with minimum coverage limits of \$1,000,000 per occurrence
- Professional Liability Insurance

Upon award, IRONWOOD will provide certificates of insurance and will name the City as Additional Insured, as required.

Non-Collusion

IRONWOOD certifies that this proposal is submitted in good faith, without collusion or fraud, and that the firm has not directly or indirectly induced or solicited any other proposer to submit a false or sham proposal.

CLOSING

IRONWOOD appreciates the opportunity to submit this proposal to the City of Broken Arrow for Lockout/Tagout (LOTO) Procedure Development Services. We recognize the importance of this initiative in protecting employees, ensuring regulatory compliance, and establishing consistent, reliable safety practices across City operations.

Our team is prepared to deliver a **structured, practical, and implementation-ready solution** that goes beyond documentation—providing the City with **clear, accurate, and field-usable procedures** that employees can confidently apply in real-world conditions.

What distinguishes IRONWOOD is **our ability to combine field-based insight, disciplined methodology, and a focus on usability to deliver results that are not only compliant, but sustainable and defensible over time**. We approach this engagement with a **commitment to accuracy, efficiency, and minimal disruption to City operations**, ensuring the project is completed on schedule and aligned with expectations.

We are confident in our ability to deliver a high-quality outcome that supports both immediate compliance needs and long-term safety performance. More importantly, we view this as an opportunity to serve as a trusted partner to the City—providing not just a deliverable, but a solution that adds lasting value.

We welcome the opportunity to support the City of Broken Arrow on this important initiative and are available at any time to discuss our approach, answer questions, or provide additional information.

“What sets IRONWOOD apart is their ability to adapt to the unique challenges faced by clients across various industries. Their commitment to delivering tailor-made solutions is indicative of their customer-centric business philosophy.” – Client

APPENDICES

Appendix A – Consultant Biographies

IRONWOOD assigns experienced HR professionals to support client engagements, ensuring organizations receive practical guidance grounded in employment law, regulatory compliance, and workforce management best practices. Our consultants regularly support public-sector and regulated organizations in navigating complex employee relations matters and implementing consistent HR practices.

The following biographies summarize the qualifications and professional experience of the consultants who may provide support to the City as part of the proposed service delivery model.



Kevin Reynolds is the President of IRONWOOD Business Consulting and brings more than 30 years of experience advising organizations on regulatory compliance, operational risk management, and workplace safety practices. Kevin has built IRONWOOD around a core mission of helping organizations navigate complex regulatory environments by translating compliance requirements into practical, implementable operational practices.

Kevin has extensive experience supporting organizations in safety, regulatory compliance, and operational advisory services, including compliance with Department of Labor (DOL), Occupational Safety and Health Administration (OSHA), and Department of Transportation (DOT) regulations. His work focuses on helping organizations understand regulatory expectations, strengthen internal procedures, and reduce operational risk through improved compliance practices and workforce training.

After graduating from the University of Texas McCombs School of Business, Kevin founded and operated his own business for 15 years before transitioning into regulatory compliance consulting. For the past 15 years, he has advised organizations across the United States on OSHA, DOT, and DOL compliance matters, assisting leadership teams in strengthening compliance programs, improving safety practices, and effectively managing regulatory challenges.

Kevin is also an active presenter and industry speaker on regulatory compliance and workplace safety topics. He has presented for organizations including the Texas Mechanical Contractors' Association, Texas Motor Trucking Association, Colorado Motor Carriers Association, AIG's Safety Roundtable, Texas Mutual Loss Control Group, and Caterpillar's Costa Rica Peer Group. These engagements reflect his experience advising organizations operating in highly regulated environments where workplace safety and regulatory compliance are critical to operations.



Christine Beldner, MSHRM, SPHR, SHRM-SCP, Senior Human Resources Consultant with IRONWOOD based in Northeast Oklahoma. Christine holds both a Bachelor’s and Master’s of Science in Human Resources Management and brings extensive experience supporting organizations with human resources compliance, employee relations, workforce management practices, and safety-related initiatives.

Christine holds the **Senior Professional in Human Resources (SPHR®)** certification from HRCI and the **SHRM Senior Certified Professional (SHRM-SCP)** credential, as well as the **SHRM Workplace Investigations Specialty**. She is an active member of the Society for Human Resource Management (SHRM) and the Tulsa Area Human Resources Association (TAHRA). Christine also holds a **Private Investigator license** through the State of Texas.



Earlier in her career, Christine supported small and large Department of Defense contractors, gaining experience in HR administration, payroll coordination, contracts, operational management, and safety oversight within highly regulated environments. As a Facility Security Officer and Safety Manager for various organizations, she supported safety compliance efforts, policy implementation, and adherence to regulatory requirements in complex operational settings. She also holds Lean Six Sigma Yellow Belt and Designated Project Manager certifications from the University of South Florida, along with additional professional development in workforce reintegration and workplace diversity initiatives.



Through her consulting work with IRONWOOD, Christine assists organizations with strengthening HR and safety-related practices, addressing employee relations concerns, and supporting compliant, consistent, and risk-aware operational processes.



Heith Spencer is a seasoned Health, Safety, and Environmental (HSE) professional with more than 20 years of hands-on experience leading safety initiatives across diverse industries, including manufacturing, construction, oil and gas, and logistics. Currently serving as HSE Coordinator for IRONWOOD Business Consulting, Heith brings a strategic and practical approach to workplace safety, regulatory compliance, and operational risk management.

Throughout his career, Heith has led the development and implementation of comprehensive safety management systems, conducted detailed incident investigations, and delivered workforce training programs aligned with OSHA standards and industry best practices. His experience includes supporting organizations in strengthening hazard recognition, improving safe work procedures, and reinforcing compliance with workplace safety regulations. Heith has also overseen environmental compliance programs, emergency response planning, and maintenance safety initiatives in both domestic and international operational environments.

Heith holds an **Associate of Applied Science in Occupational Safety and Health** from Columbia Southern University and is a **Certified Safety and Health Official** through the Texas A&M Engineering Extension Service (TEEX). His professional certifications include **OSHA Outreach Trainer, Medic First Aid and CPR Instructor, H2S and Confined Space Trainer, and Overhead Crane and Rigging Instructor.**

A natural leader and hands-on safety professional, Heith is committed to helping organizations build proactive safety cultures, reduce operational risk, and protect both employees and business operations. In his role at IRONWOOD, Heith supports clients and internal teams by strengthening regulatory compliance programs, elevating safety standards, and delivering practical, field-tested training and safety solutions.



Lindsey Karam serves as a Safety Administrator bringing more than 12 years of experience supporting organizations in regulatory compliance and operational safety administration. In her role at IRONWOOD, Lindsey works closely with clients to support compliance initiatives by gathering and managing regulatory documentation, maintaining compliance records, and assisting organizations in navigating complex compliance platforms and reporting requirements.

Lindsey regularly communicates with clients regarding safety and compliance obligations, helping organizations understand regulatory requirements and ensuring the appropriate documentation and processes are in place to maintain compliance. Her work supports clients operating in regulated environments where maintaining accurate records and adherence to safety and regulatory standards is critical.

Prior to joining IRONWOOD, Lindsey managed chemical regulatory requirements and safety compliance for a chemical supplier, overseeing compliance with applicable chemical handling, shipping, and documentation standards. This role provided her with practical experience managing regulatory obligations related to hazardous materials, domestic and international shipping requirements, and safety documentation.

Lindsey holds a **Bachelor of Science in Business Administration** from Southern Wesleyan University. She also maintains professional certifications in **DOT Dangerous Goods Shipping, IATA Dangerous Goods Shipping, and OSHA 30-Hour General Industry, OSHA 510 for Construction Industry, OSHA 511 for General Industry, and Designated Employer**



Representative PHMSA. Her experience supports IRONWOOD’s safety and compliance programs by ensuring regulatory requirements are properly documented, communicated, and integrated into client operations.



Anthony “Tony” Gantt is a Project Manager with IRONWOOD based in Texas. A 20-year U.S. Army retiree, he brings more than 30 years of experience in operations and program management across both nonprofit and private sector environments.

Prior to joining IRONWOOD, Tony served as a Performance Center Manager where he led a team of Master Resilience Trainers and performance experts supporting military personnel, family members, and Department of Defense civilians. In this role, he facilitated training focused on resilience, leadership development, and strategies for coping with high-stress environments.



Tony holds a **Master of Arts in Human Services with a concentration in Military Resilience** from Liberty University. He also holds a **Lean Six Sigma Yellow Belt** certification from the University of South Florida and a **Level 3 Master Resilience Trainer certification** from the University of Pennsylvania. He is currently pursuing the **Project Management Professional (PMP)** certification.

In his role at IRONWOOD, Tony oversees project coordination and delivery, helping ensure engagements remain organized, within scope, and aligned with client expectations.



Nickole “Nikki” Ayala is a Project Manager with IRONWOOD based in Texas. She provides administrative and coordination support for consulting engagements, assisting with project documentation, communication, and workflow management to help ensure projects are delivered efficiently and in alignment with client needs.

Nikki is bilingual and supports effective communication with diverse stakeholders, helping facilitate clear coordination between consulting teams and client organizations. Her ability to organize project materials, track progress, and support collaborative workflows contributes to the smooth execution of IRONWOOD’s consulting engagements.

Nikki is committed to continuous professional development and expanding her knowledge in project coordination and administrative support within consulting environments.



Appendix B – Sample LOTO Procedure Excerpts

The following LOTO procedure components are included as practical examples to demonstrate how hazardous energy control requirements can be documented and implemented in a clear, consistent, and operationally usable format. These examples align with guidance from the Occupational Safety and Health Administration and are intended to support adaptation based on site-specific equipment, energy sources, and work practices.

4. Responsibilities

- 4.1. Operations Manager
 - 4.1.1. Ensures compliance with OSHA and company policies.
- 4.2. Provides training and enforcement of LOTO SOPs.
- 4.3. Conducts regular annual audits of each LOTO SOP to ensure the energy control procedures continue to be implemented properly and that employees are familiar with their responsibilities under those procedures.
 - 4.3.1. To ensure that the procedure is adequate to provide effective protection to the authorized employee during servicing and maintenance operations.
- 4.4. Site Supervisor/Area Foreman
 - 4.4.1. Supervises daily operations and enforces safety measures.
 - 4.4.2. Ensure all equipment is inspected and maintained per regulations.
 - 4.4.3. Stop operations if unsafe conditions arise.
- 4.5. Equipment Operators and Technicians
 - 4.5.1. Operate equipment safely.
 - 4.5.2. Follow all safety protocols and wear appropriate Personal Protective Equipment (PPE).
 - 4.5.3. Report any malfunctions or hazards immediately.
 - 4.5.4. Participate in training and safety meetings.

5. Safety Requirements

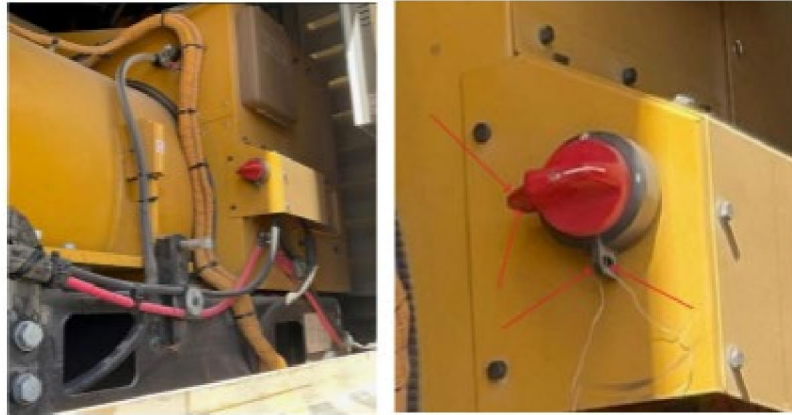
- 5.1. Personal Protective Equipment (PPE)
 - 5.1.1. Safety glasses and gloves are required.
 - 5.1.2. Either ANSI Z41 approved footwear or composite-toe boots that the conducted portion of the composite-toe is not in contact with the foot or is not exposed on the outside of the shoe.
 - 5.1.3. Hearing protection is mandatory when working near running generators.

6. Standard Operating Procedures

- 6.1. Notification
 - 6.1.1. All site affected personnel are to be notified of the LOTO procedure being implemented.
- 6.2. Equipment Specific Shutdown Procedure for Engine Only
 - 6.2.1. Step #1: Shut down generator engine using standard shutdown procedure.

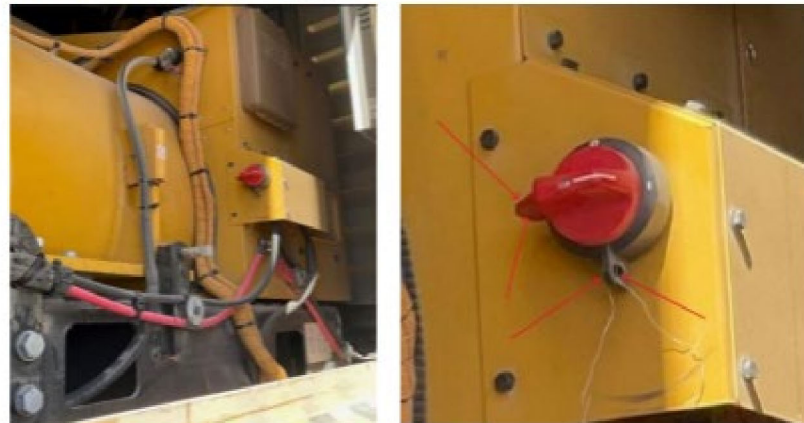
Figure 6 – Sample LOTO Procedure Excerpt – Page 1 of 3.

- 6.2.2. Step #2: Following generator shutdown, turn the generator battery power switch to the off position. See pictures below of the location of the generator battery switch.



6.3. Ensuring Shutdown

- 6.3.1. If no generator noise or vibrations are present, the generator is powered down. Verify on company's SCADA system.
- 6.3.2. Apply Lockout Tagout Devices
- 6.3.3. With the generator power switch in the off position, the holes align, allowing a lock to be applied. Apply LOTO device to the power switch and secure key. Apply LOTO tag to power switch designating the equipment is LOTO.



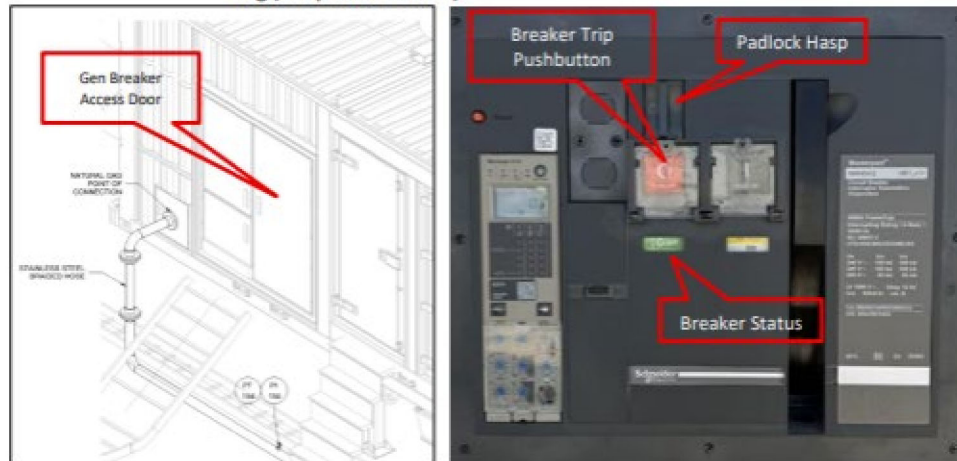
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Figure 7 – Sample LOTO Procedure Excerpt – Page 2 of 3.

6.4.3.13. Verify the breaker opens and the trip indicator changes to green “OFF” in the status window.

6.4.3.14. Apply lockout/tagout device by pulling out hasp and attaching lock and tag (see pictures below)



6.4.4. Shore Power Breaker (Optional)

6.4.4.1. See *Generator Accessories and Engine LOTO SOP* for applicable LOTO procedures for locking out the Shore Power Breaker. Note: This will not isolate the energy to the generator power bus or generator but will remove 480V auxiliary power from the generator.

6.5. Checking for Stored Energy Sources

6.5.1. Not applicable on generator LOTO

6.6. Verifying Isolation of Energy Sources

6.6.1. Attempt to start generator through SCADA system. Generator should not start.

6.6.2. The engine is locked out but not the accessories or generator power bus. Work can be performed.

6.7. Restoring Equipment Back Online

6.7.1. Notify affected employees onsite of the LOTO device being removed and the generator being brought back online.

6.7.2. Clear immediate work area of personnel and any tools used in servicing.

6.7.3. Remove the lock from the red power switch in the generator room, see the picture

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Figure 8 – Sample LOTO Procedure Excerpt – Page 3 of 3.






RFP

Final Audit Report

2026-04-22

Created:	2026-04-22
By:	Rachelle Cross (rachelle@ironwoodbc.com)
Status:	Signed
Transaction ID:	CBJCHBCAABAcb5GoPWwhjqIWNS2J0Tm2mkJOZWvJCSK

"RFP #" History

-  Document created by Rachelle Cross (rachelle@ironwoodbc.com)
2026-04-22 - 10:18:55 PM GMT
-  Document emailed to Kevin Reynolds (kevin@ironwoodbc.com) for signature
2026-04-22 - 10:19:01 PM GMT
-  Email viewed by Kevin Reynolds (kevin@ironwoodbc.com)
2026-04-22 - 10:26:39 PM GMT
-  Document e-signed by Kevin Reynolds (kevin@ironwoodbc.com)
Signature Date: 2026-04-22 - 10:26:52 PM GMT - Time Source: server
-  Agreement completed.
2026-04-22 - 10:26:52 PM GMT