



March 2, 2026

**Subject:        Supporting Documentation for 2024 Safety Culture Assessment for Horizon West Transmission, LLC**

Enclosed is the Supporting Documentation submitted by Horizon West Transmission, LLC (HWT) for the 2024 Safety Culture Assessment (SCA) conducted by the Office of Energy Infrastructure Safety (Energy Safety) pursuant to Public Utilities Code section 8386.2(b).

Energy Safety's resulting 2024 SCA Report for HWT, published on December 19<sup>th</sup>, 2025,<sup>1</sup> may be accessed in the 2024 Safety Culture Assessments docket (Docket #2024-SCAs).<sup>2</sup>

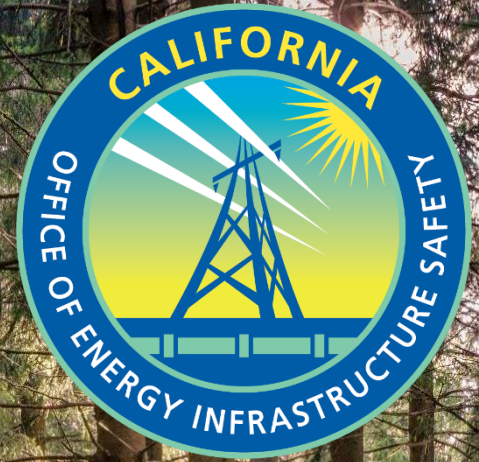
---

<sup>1</sup> 2024 SCA Report for HWT:

(<https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=59950&shareable=true>, accessed January 12, 2026).

<sup>2</sup> 2024 Safety Culture Assessments (SCAs) docket:

(<https://efiling.energysafety.ca.gov/EFiling/DocketInformation.aspx?docketnumber=2024-SCAs>, accessed December 15, 2025).



# APPENDIX B: Supporting Documentation



OFFICE OF ENERGY  
INFRASTRUCTURE  
SAFETY



## Supporting Documentation

January 2025

# Horizon West Transmission, LLC



## Section 2. Supporting Documentation

*The electrical corporation submitted supporting documentation for the safety culture objectives and lessons learned (SCOLL). An index organized by the SCOLL section and the documentation follow.*

### **Reference SCOLL Section 1.1**

1. Objective 6 – 2024 Safety Coin Front
2. Objective 6 – 2024 Safety Coin Back
3. Objective 7 – HWT - NEET Ops Monthly Safety Meeting  
October 2024

### **Reference SCOLL Section 1.3**

1. Lessons Learned 1 – Corporate Guiding Principles Graphic
2. Lessons Learned 1 – Site Safety Photos
3. Lessons Learned 1 – Top 10 Off Normal Situations Job Aid

### **Reference SCOLL Section 1.4**

1. Recommendations – All Injuries Are Preventable Poster
2. Recommendations – Corporate Safety Kickoff Message  
Recommendations – Corporate Safety Page Safety Expectations

Section 1.1 Objective 6 – 2024 Safety Coin Front

Confidential  
Do Not Distribute



Section 1.1 Objective 6 – 2024 Safety Coin Back

Confidential  
Do Not Distribute





Confidential  
Do Not Distribute

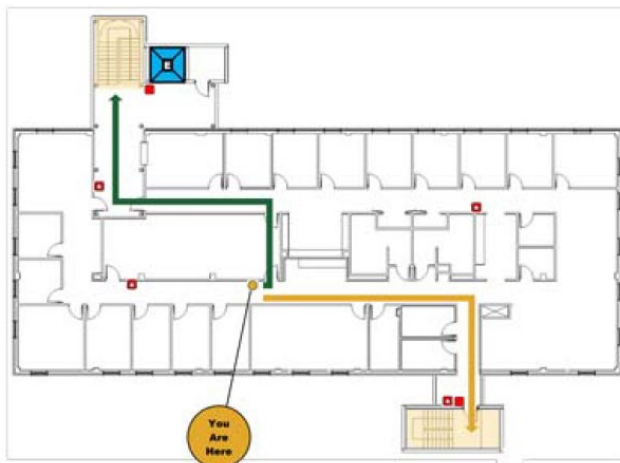
## NEET Operations Monthly Safety Meeting

Hosted by: LST & HWT

October 17, 2024

Confidential  
Do Not Distribute

### Housekeeping



LEGEND	
	You Are Here
	Fire Extinguisher
	Pull Station
	Primary Exit
	Secondary Exit
	Elevator

- ✓ Location of restrooms
- ✓ If there is an emergency:
  - Locate exits and muster stations
  - Who will call 911
  - Account for all employees



**Confidential**  
**Do Not Distribute**

# Lone Star & Horizon West Safety Presentation

## Agenda

- **Engagement Update –**
- **Summer Safety Series**
  - Healthy Eating –
  - Grilling Safely –
  - Bites & Stings –
  - Storm Preparedness –
  - Heat Stress –
- **BeSafe Safety Beacons**
  - A, B, C's Always be Checking –
  - Driving in Windy Weather –
  - After a Flood –
- **October Safety Connect**
  - NEET Switching and Safety Performance –
  - NEET Safety Topic of the Month (Wildfire Safety) –
  - Complacency or Overconfidence –
  - Predicting the Outcome –
- **Other Items & Closing –**

3



# POWER DELIVERY GUIDING PRINCIPLES

**1** All injuries are preventable

**2** Every day safety is MY responsibility

**3** Leadership is accountable for preventing injuries

**4** See something, Say something, Do something

**5** Live the 7 Saves



Section 1.3 Lessons Learned 1 – Site Safety Photos

# Confidential Do Not Distribute

Site Safety Images

GREATEST DYNAMIC REACTIVE  
POWER SUPPORT PROJECT
FIRE RULES

### 1. Required Fire Prevention Tools

Near Work Areas	All Vehicles	Vehicles operating on site	Trucks	When using Generators, Pumps, Welders, and Dry Cleaning Equipment, Tools, and Welding
<ul style="list-style-type: none"> <li>• 48 inch round point shovel</li> <li>• Fuel spill kit</li> <li>• 5 gallon "red" Backpack Hand Pump Water Extinguisher</li> <li>• 5 gallon 3A-ABC Dry Chemical Fire Extinguisher</li> </ul>	<ul style="list-style-type: none"> <li>• 48 inch round point shovel</li> <li>• 5 gallon "red" Backpack Hand Pump Water Extinguisher</li> <li>• 5 gallon 3A-ABC Dry Chemical Fire Extinguisher</li> <li>• Fire aid kit</li> </ul>	<ul style="list-style-type: none"> <li>• 48 inch round point shovel</li> <li>• 5 gallon "red" Backpack Hand Pump Water Extinguisher or 5 gallons of water</li> <li>• 5 gallon ABC multi purpose extinguisher</li> <li>• Fire aid kit</li> </ul>	<ul style="list-style-type: none"> <li>• 48 inch round point shovel</li> <li>• 5 gallon "red" Backpack Hand Pump Water Extinguisher</li> <li>• 5 gallon 3A-ABC Dry Chemical Fire Extinguisher</li> <li>• Fire aid kit</li> <li>• 10 foot 1 1/2 inch fire response hose with nozzle greater than 1 1/2 inch nozzle</li> </ul>	<ul style="list-style-type: none"> <li>• Water system equipped with hoses, shovels, fuel spill kit, and easy access to personnel</li> </ul>

### 3. Housekeeping

**NO SMOKING:**

- Smoking is not permitted on the project site

**EQUIPMENT:**

- Keep equipment in good working order
- Monitor motor and tools and keep free of excessive dirt and grease
- Equip internal combustion engines with spark arrestors that are in good working order
- Maintain all cars and light trucks that be maintained in good working order
- Inspect electrical wiring and equipment regularly
- Do not overload circuits or any extension cords unless other approval would be safer
- Turn off and unplug electrical equipment when not in use

**VEGETATION MANAGEMENT:**

- Ensure all parking areas and fuel or oil storage areas are cleared of grass and brush by a distance of 35 feet prior to use
- Ensure parking areas and small equipment engine areas are clear of all combustible flammable materials
- No idling of parking or vehicles over unimproved and dry vegetation
- Light trucks and cars shall be used only on roads where the roadway is cleared of vegetation

**HAZARDS:**

- Load All Containers with Hazardous and Incombustible materials as to contents
- Keep work areas free of combustible materials
- Like and store hazardous and combustible materials in areas away from ignition sources including native vegetation
- Properly store chemicals such that incompatible (i.e. chemically reactive) substances are separated appropriately
- Inform your Site Safety Officer when combustibles are being stored in the open air
- Dispose of combustible wastes according to laws and regulations
- Report and repair fuel and petroleum leaks immediately
- Keep evacuation routes free of obstructions

### 2. Evacuation Procedures

**Designated Meeting Area:**

**Primary:** In the event of an evacuation, convene at the Designated Primary Assembly Area Primary Access Driveway/Main Entrance, or as otherwise designated.

**Secondary:** Should be in or near emergency shelter in the Designated Primary Assembly Area, unless at the Designated Secondary Assembly Area (Secondary Access Driveway) or at a location directed by the Site Safety Officer/Supervisor.

**Evacuation Routes:**

**Primary Evacuation Route:** Exit east via Red Bluff Truck Trail and turn northbound onto Capital Safety Road, which intersects with I-8.

**Secondary Evacuation Route:** Exit south on Apple Valley Road, turn west on Laurel Road, and north on Taylor Road, which intersects with I-8.

### 4. Communications and Emergency Contacts

- All crew must have a cell phone, satellite phone, and/or radio in order to ensure communication in the event of an emergency
- Test communication equipment and pathways each day prior to starting construction activities. Equipment must be confirmed operational prior to starting construction activities

**EMERGENCY NOTIFICATION PROCEDURES:**

**IN THE EVENT OF A FIRE:**

1. First call 911
2. Call your Primary Site Contacts:

- Operations Fire Site Safety Officer - Keith Keenan - 818-622-0310
- Operations Safety Officer - 818-622-0310
- Horizon West Land Operations - Brad Sparks - 798-303-8817
- Horizon West Land Operations - Alex Wilbur - 561-351-0515
- Other Fire Contacts:
- EDCPA Boston (In non-emergency) - 818-444-4751
- CCL Fire Dispatch Center (Non-emergency) - 818-622-3100

Please refer to the Construction Fire Prevention Plan for other emergency-related contacts near the site.

All fire and medical emergencies will be immediately reported to EDC/CA/CL, FIRE and the C/EO.

Knowing the project's fire safety requirements are your responsibility.

B9

Confidential  
Do Not Distribute

# Power Delivery

## Safety is our No. 1 Value

### VISION

Achieve an injury-free lifestyle

### MISSION

Become the national leader in safety

### STRATEGY

Apply our guiding principles to everything we do

### GUIDING PRINCIPLES

All injuries are preventable

Every day safety is MY responsibility

Leadership is accountable for preventing injuries

See something, Say something, Do something

Live the 7 Saves

### STRATEGIC OBJECTIVES

- Be personally accountable for your safety and the safety of others

- Focus daily on the 7 Saves, safety rules, and adhere to safe work practices

- Apply fundamentals of physical work duties, body position, and ergonomics to eliminate injuries

- Use situational awareness with every task you do

- Prevent injuries and vehicle incidents through increased use of the latest technology, hazard recognition and Human Performance Excellence tools

- Enhance tools, processes, and equipment to engineer out injuries

- Improve safety through ongoing participation in OSHA Voluntary Protection Program/Star Program



HORIZONWEST  
TRANSMISSION



Confidential  
or Proprietary

= SVC.CA22



**! DANGER**

**HIGH VOLTAGE**

**ENTRY BY AUTHORIZED  
PERSONNEL ONLY**

ALU-20150301-003



**! PELIGRO**

**ALTA TENSIÓN**

**SOLO PERSONAL  
AUTORIZADO**

ALU-20150302-003

**SAFETY  
INSTRUCTIONS**  
Before entry  
1. De-energize and

**INSTRUCCIONES  
DE SEGURIDAD**  
Antes de ingresar  
1. Desenergizar y aislar el

**Confidential**  
**Do Not Distribute**



**SAFETY  
INSTRUCTIONS**

**Before entry**

1. De-energize and isolate equipment
  2. Lockout and tagout the equipment
  3. Confirm that the equipment is dead
  4. Apply grounding (respect discharge time as applicable)
  5. Work permit issued
- Add portable groundings as applicable before work

**When leaving**

1. Remove portable groundings
2. Lock gate/door
3. Return work permit

**Ref. document:**  
Interlocking diagram  
(available in plant documentation)

ALU-20150301-001

**INSTRUCCIONES  
DE SEGURIDAD**

**Antes de ingresar**

1. Desenergizar y aislar el equipo
  2. Bloquear y señalar el equipo
  3. Verificar que el equipo está desenergizado
  4. Poner a tierra (respetar el tiempo de descarga según corresponda)
  5. Elaborar el permiso de trabajo
- Conectar las puestas a tierra portátiles, según corresponda, antes de realizar el trabajo

**Al salir**

1. Retirar las puestas a tierra portátiles
2. Cerrar las puertas de acceso
3. Devolver el permiso de trabajo

**Documento de Ref.:** Diagrama de Enclavamiento (disponible en la documentación de la planta)

ALU-20150302-001

**Confidential**  
**Do Not Distribute**



**⚠ DANGER**  
**HIGH VOLTAGE**  
ENTRY BY AUTHORIZED  
PERSONNEL ONLY

**⚠ PELIGRO**  
**ALTA TENSION**  
SOLO PERSONAL  
AUTORIZADO

**SAFETY INSTRUCTIONS**  
**Before entry**  
1. De-energize and isolate equipment  
2. Lockout and tagout the equipment  
3. Confirm that the equipment is dead  
4. Apply grounding (respect discharge time as applicable)  
5. Work permit issued  
Add portable groundings as applicable before work  
**When leaving**  
1. Remove portable groundings  
2. Lock gate/door  
3. Return work permit.  
**Ref. document:**  
Interlocking diagram  
(available in plant documentation)

**INSTRUCCIONES DE SEGURIDAD**  
**Antes de ingresar**  
1. Desenergizar y aislar el equipo  
2. Bloquear y señalizar el equipo  
3. Verificar que el equipo está desenergizado  
4. Poner a tierra (respetar el tiempo de descarga según corresponda)  
5. Elaborar el permiso de trabajo  
Conectar las puestas a tierra portátiles, según correspondá, antes de realizar el trabajo  
**Al salir**  
1. Retirar las puestas a tierra portátiles  
2. Cerrar las puertas de acceso  
3. Devolver el permiso de trabajo  
**Documento de Ref.:** Diagrama de Enclavamiento (disponible en la documentación de la planta)

Section 1.3 Lessons Learned 1 – Top 10 Off Normal Situations Job Aid

**Confidential**  
**Do Not Distribute**



**Top 10 Off-Normal Situations**



No.	Off-Normal Situation	Example	Action
1	<b>Working in restoration mode</b>	Time pressure with customers out of power	Do not rush Focus on one task at a time
		Customer interrupts repair to check on status of job	After a distraction, back up and refocus.
2	<b>Working/driving in adverse weather</b>	Driving in rain	Slow down, leave more space between vehicles, use headlights and wipers, apply Rain-X
		Working in heat	Hydrate and stretch
3	<b>Working with something new (crew member, apprentice, equipment, tool)</b>	Working with apprentice or someone new to your crew	Discuss previous experience/qualifications; Ask them for input in pre- and post-job briefing
		Working with new tool or piece of equipment	Read operating manual; do a two-minute review on how to properly use item; check for previous events associated with tool/equipment
4	<b>Outside event distractions (birthday, weekend, coming back to work, etc.)</b>	It's your/close family member's birthday	Choose to focus on work at work and birthday when you leave; communicate with crew members about potential distractions so we can all look out for one another
		You are returning from vacation	Do a two-minute review on returning to work
5	<b>Change in work plan or required clearance boundaries</b>	You are in the middle of a job and are reassigned to a different job	Clean up and secure your current work location; avoid self-imposed time pressure; do new tailboard on new job
		You are in the middle of a job and something did not go as planned	Re-tailboard with entire crew, discuss what happened
6	<b>Unexpected conditions in your environment (hole, slippery walkway, fence, dog, customer)</b>	Slippery walk surface	Identify in HAF, tape it off, set cones out
		Hole in walk path	Identify safest walk path in HAF, mark it by placing a cone
		Dog on property	Ask customer to secure it before going onto property
7	<b>Poor housekeeping</b>	Office desk is covered in papers and books, disorganized	Spend five minutes cleaning up before starting your next work task
		Truck is full of spare items and belly is not clear	Spend five minutes cleaning up before leaving yard; load vehicle in order of planned jobs to ensure material is easily accessible when needed
8	<b>Delays</b>	Time pressure from a delay in job	Do not rush Do a two-minute review prior to restarting job
9	<b>Improper PPE or material (or improperly used)</b>	You do not have right material to complete job	Stop and ask PL for correct material
		You see someone wearing regular sunglasses while working	Stop what they are doing and ask them to put on their safety glasses
10	<b>Insufficient MOT</b>	You are not able to park out of harm's way	Use safety cones and other vehicles as barriers; If you do not have enough, request MOT

Section 1.4 Recommendations – All Injuries Are Preventable Poster

Confidential  
Do Not Distribute

NEXTERA  
ENERGY

# All Injuries Are Preventable

## What we mean:

We believe that every injury or near-miss event at work, at home or at play is preventable.

The reality is that collectively,  
**we have a great deal of control over the circumstances around us.**



## What we don't mean

Events we cannot control include being hit by an asteroid, a zombie apocalypse and alien encounters.

## It's not an accident!

Using the word **accident** may imply that it was not preventable and this can divert the focus away from accountability and prevention.

## Look at injury and near-miss events as collective missed opportunities to predict and prevent!



Remember to ask "What could go wrong?" and help achieve our goal of ZERO Today! each and every day.

## Section 1.4 Recommendations – Corporate Safety Kickoff Message

The screenshot shows a web browser window with the address bar displaying "/20230103-zero-today.html" and a "Confidential Do Not Distribute" warning. The page features a navigation sidebar on the left with icons for HR4U, IT4U, Corporate Portal, Learning Management System (LMS), Collaboration Tools, Business Directories, Company News, Corporate Compliance, Org Chart, and Quick References. The main content area has a search bar and a blue "SEARCH" button. The title of the page is "Commit to working ZEROToday! all of 2023". The content is dated January 3, 2023, and includes a "The big picture" section, a "Taking a closer look" section, and a list of safety expectations for everyone.

Good Afternoon!

HR4U

IT4U

CORPORATE PORTAL

LEARNING MANAGEMENT SYSTEM (LMS)

COLLABORATION TOOLS

BUSINESS DIRECTORIES

COMPANY NEWS

CORPORATE COMPLIANCE

ORG CHART

QUICK REFERENCES

Enter keyword to search

SEARCH

### Commit to working ZEROToday! all of 2023

January 3, 2023

**The big picture:** Let's renew our focus on working 2023 ZEROToday! with no accidents and injuries. We want everyone to go home safe to their families the same way they came to work.


**Taking a closer look:** When it comes to safety, it's important to not only focus on the physical aspect of health and safety, but to also focus on and take care of your mental health. Working safely includes both mind and body, and your mental well-being plays an equally important role in your overall safety. Because of its importance, this year, we will be incorporating a focus on mental well-being into our safety communications.

Below are the safety expectations for everyone:

- Help model and mentor safe behavior.
- Don't walk distracted – be mindful and present in the moment (texting, reading, etc.).
- Hold onto the handrails or take the elevator.
- If your hands are full, take the elevator.
- Exercise caution and obey all traffic signs in the company parking lot when driving (most speed limits are 15 MPH) or walking.
- Offer peer-to-peer coaching (help others be safe).
- If you see an unsafe condition, either correct it, or take temporary measures to make it safe (obstruct the condition, mark the condition, etc.) and then contact facilities.
- Report unsafe conditions and near misses via [Safety Activity Management \(SAM\)](#).
- Ask "What could go wrong?" before you start any tasks and stop if unsure.
- Ask for help or seek support when you need it - Lyra (our EAP) is available 24/7/365.
- Check with your business unit for guidance on specific tasks.

## Section 1.4 Recommendations – Corporate Safety Page Safety Expectations

**Confidential**  
**Do Not Distribute**



### Safety Expectations

We want you to be aware of and follow NextEra Energy's safety expectations for all employees. They are designed to keep everyone safe on the job. Here are NextEra Energy safety expectations:

- Help model and mentor safe behavior.
- Eliminate distractions while walking (texting, reading, etc.).
- Hold onto the handrails on the stairs or take the elevator.
- If your hands are full, take the elevator instead of the stairs.
- Exercise caution and obey all traffic signs in the company parking lot when driving (most speed limits are 15 MPH) or walking.
- Offer peer-to-peer coaching (help others be safe).
- If you see an unsafe condition, either correct it, or take temporary measures to make it safe (obstruct the condition, mark the condition, etc.) and then contact facilities.
- Report unsafe conditions and near misses [via FOCUS1440](#).
- Ask "What could go wrong?" before you start any tasks and stop if unsure.
- Check with your business unit for guidance on specific tasks.

#### Featured Safety Resources, Policies and Programs

- Policies/Procedures/Guidelines ▼
- Trainings ▼
- Resources ▼
- Programs ▼