



Liberty
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March 30, 2026

Tony Marino
Acting Director, Office of Energy Infrastructure
Safety California Natural Resources Agency
715 P Street, 20th Floor
Sacramento, CA 95814

Docket #2024-SCAs

Re: Liberty Response to Findings of Energy Safety 2024 Safety Culture Assessment

Dear Acting Director Marino:

Liberty Utilities (CalPeco Electric) LLC (“Liberty”) appreciates the efforts of the Office of Energy Infrastructure Safety (“OEIS”) in preparing the 2024 Safety Culture Assessment for Liberty (“SCA”).

Pursuant to California Public Utilities Code Section 8389(e)(2), Liberty agrees to implement the findings of its most recent SCA. Liberty submits the following responses related to the findings in the 2024 SCA and agrees to implement the OEIS recommendations.

Liberty Response Regarding Recommendation to Increase Organizational Learning

Section 4.2.1 of the 2024 SCA Report for Liberty recommends that “Liberty should continue to increase organizational learning by encouraging safety reporting and feedback. Liberty should also continue to improve leadership engagement to increase perceptions of support and commitment from leadership and create a work environment that is conducive for learning.” This recommendation continues a recommendation from Energy Safety’s 2023 SCA Report for Liberty.

The goal of this recommendation is to enhance a sense of trust, respect, and cooperation between and amongst employees and leadership and to also increase perceptions of support and commitment from leadership. Liberty will continue its progress in collaboratively improving its overall workplace culture, in enhancing organizational learning, and in establishing a better sense of trust, respect, and cooperation between employees and Leadership by doing the following:

- Increase leadership engagement and communication.
- Continue safety culture meetings to discuss any recent safety near misses, upcoming trainings, and improvements that can be made to safety culture to ensure alignment amongst leadership.



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- Continue safety culture training to all supervisor and above positions.
- Continue monthly safety trainings with field employees attended by leadership to enforce and influence safety culture.
- Execute detailed leadership job site reviews, include review and actions at safety culture meetings.
- Reinforce top-tier job briefs, critical lift trigger, and communication expectations.
- Increase field engagements and close-the-loop communication after hazards or near misses.

Liberty Response Regarding Recommendation to Continue Developing a Culture Committee

Section 4.2.2 of the 2024 SCA Report for Liberty recommends that “Liberty should continue developing a cross-functional culture committee comprised of individual contributors and managers to gather insights and take action to improve overall safety culture.” This recommendation continues a recommendation from Energy Safety’s 2023 SCA Report for Liberty.

The goal of this recommendation is to build upon existing efforts to gather insights on safety culture, and further develop a positive, inclusive, and collaborative approach to improve safety practices and overall culture. Liberty is committed to fostering a culture of safety excellence and will continue to build a workplace culture of trust, learning, and accountability by doing the following:

- Execute detailed leadership job site reviews, include review and actions at safety culture meetings.
- Continue safety culture training to all supervisor and above positions.
- Reinforce top-tier job briefs, critical lift triggers, and communication expectations.
- Achieve 2026 safety targets.

Liberty Response Regarding Recommendation to Increase Contractor Engagement

Section 4.2.3 of the 2024 SCA Report for Liberty recommends that “Liberty should increase engagement with contractors to address continued low workforce survey participation from its contractor workforce. Liberty should refine its safety culture objectives to target ways to improve contractor relationships and solicit feedback from them.”

The goal of this recommendation is to increase engagement with contractors and improve the contractor participation in future workforce surveys. Liberty will continue to improve contractor engagement and actively gather feedback from its contractor workforce by doing the following:

- Establish the Contractor Academy to standardize expectations, training, and supervision.
- Increase contractor awareness on how their work fit the big picture of reducing



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ignition and PSPS risk.

- Increase field engagements and close-the-loop communication after hazards or near misses.

Please let me know if you have additional questions related to Liberty's efforts to advance its safety culture.

Sincerely,

A handwritten signature in black ink, appearing to read "Jordan Parrillo". The signature is fluid and cursive, written in a professional style.

Jordan Parrillo
Manager, Regulatory Affairs
Liberty