Via Electronic Mail

September 14, 2022

Caroline Thomas Jacobs
Director
Office of Energy Infrastructure Safety
715 P Street
Sacramento, California 95814
Caroline.ThomasJacobs@energysafety.ca.gov

Subject: Bear Valley Electric Service, Inc. Request for 2022 Safety Certification Pursuant to Public Utilities Code Section 8389

Dear Ms. Jacobs:

Section 8389(f)(2) of the Public Utilities Code[1] provides that an electrical corporation seeking a subsequent safety certification must submit a request to the Office of Energy Infrastructure Safety ("OEIS") prior to the expiration of an existing safety certification. Bear Valley Electric Service, Inc. ("BVES" or "Bear Valley") was previously granted a safety certification on September 14, 2021. The 2022 Safety Certification Guidelines ("2022 Guidelines") issued by the OEIS states that in order to avoid a lapse in Bear Valley's existing safety certification, it should submit its request for a new safety certification by September 14, 2022.[2] Thus, this request is timely filed.

Section 8389(f)(2) provides that the request for a subsequent safety certification include documentation that it has satisfied the requirements of Section 8389(e). In addition, the 2022 Guidelines provide further guidance on satisfying the statutory requirements.

This letter summarizes how BVES meets all the relevant requirements of Section 8389 and the 2022 Guidelines, as further documented by the supporting materials referenced herein or

[1] All statutory references herein are to the California Public Utilities Code, unless specifically stated otherwise.
[2] 2022 Certification Guidelines, Table 1, pp. 6-7.

attached hereto. My affidavit is also attached, confirming that all of the information provided herein is true and accurate.

BVES respectfully requests a safety certification in accordance with Section 8389 and the 2022 Guidelines. Pursuant to Section 8389(f)(4), Bear Valley's existing safety certification shall remain valid until OEIS acts on this request.

1. Section 8389(e)(1): Approval of Wildfire Mitigation Plans.

In Resolution WSD-022, issued September 10, 2021, the California Public Utilities Commission ("Commission") ratified OEIS's Action Statement approving Bear Valley's 2021 Wildfire Mitigation Plan Update ("2021 WMP Update"). BVES submitted its 2022 update Wildfire Mitigation Plan ("2022 WMP Update") to OEIS on May 6, 2022. On July 22, 2022, OEIS issued a Revision Notice to BVES that identified issues of significant concern within its 2022 WMP Update and required BVES to submit a revised version of its 2022 WMP Update that includes changes that respond to the issues identified in the Revision Notice. On August 29, 2022, BVES submitted its revised 2022 WMP Update in response to the Revision Notice issued by OEIS. The revised 2022 WMP Update remains under review by OEIS as of the date of this letter.

This documentation satisfies the requirement in the 2022 Guidelines that in a utility's 2022 Safety Certification submission, the utility must document the date of its approved WMP.[3] A copy of Bear Valley's approved 2021 WMP Update is available on Bear Valley's public website at www.bves.com.

2. Section 8389(e)(2): Good Standing.

Section 8389(e)(2), as well as the 2022 Guidelines, provide that in order to receive a Safety Certification, the utility must provide documentation that the utility is in good standing, which can be satisfied by the utility having agreed to implement the findings (including recommendations for improvement) of its most recent safety culture assessment. The utility must document its agreement to implement the findings of its most recent safety culture assessment.

On October 27, 2021, OEIS issued the Safety Culture Assessment ("SCA") report to BVES, which BVES accepted on October 28, 2021 by letter to OEIS. BVES has agreed to

[3] 2022 Guidelines, p. 4.

implement all of the findings (including recommendations for improvement) of the SCA, its most recent safety culture assessment.

On April 29, 2022, BVES filed with the Commission its Q1 2022 BVES Quarterly WMP Safety Report under Advice Letter 442-E ("Q1 Safety Report"). The Q1 Safety Report included the following information:

- BVES has completed its safety culture assessment, in accordance with Resolution WSD-011, by staff conducting the necessary surveys during the period of May 12 to May 26, 2021.
- BVES has initiated actions to implement the recommendations of the SCA report, which are:
    - Embed leadership skills development into the "Engaged Management" 12-month objective to improve the Bear Valley safety culture. To achieve this, BVES provided training for managers, supervisors and foremen on March 3, 2022 to improve leadership skills in monitoring for job hazards and leading with safety as the primary focus in everything BVES does.
    - In collaboration with its vegetation management contractor, BVES developed and implemented an action plan to address safety culture issues, in particular regarding the flow of information about wildfire hazard mitigation. In addition, BVES has been working closely with its vegetation management contractor to ensure that the action plan to address safety culture issues is successfully implemented. Paragraph 5 below provides additional details on how BVES implemented this SCA recommendation.

A copy of Advice Letter 442-E is attached hereto as Appendix A.

3. Sections 8389(e)(3) and 8389(e)(5): Board Structure and Safety Reporting.

To receive a Safety Certification, Section 8389(e)(3) requires that the utility's board of directors must have a safety committee comprised of members with appropriate and relevant experience. In compliance with that statutory requirement and the 2022 Guidelines, BVES provides the following:

Safety Committee Member Resumes. The resume for each Safety and Operations Committee ("Safety Committee") member is attached as Appendix B, showing each member's relevant experience.

Safety Committee's Role in Overall Corporate Governance. The Safety Committee of the BVES Board of Directors ("Board") is responsible for overseeing (i) the preparation of BVES's wildfire mitigation plan and the assessment of BVES's compliance with the plan, (ii) other activities intended to identify wildfire risks and other safety risks related to the operation and maintenance of the BVES electric utility system, (iii) steps taken to reduce such risks and to respond to safety events, and (iv) such other matters as set forth in its charter or delegated to the Safety Committee from time to time by the Board. The Safety Committee reviews, approves, modifies, and assesses the effectiveness of, and seeks to improve, BVES' safety culture and its safety programs, policies and practices related to the operation and maintenance of its electric utility system, and considers actions to prevent, mitigate or respond to wildfires and other BVES risks related to the operation and maintenance of its electric utility system. Management updates the Safety Committee thoroughly on these issues at least quarterly and acts upon the recommendations of the Safety Committee. The Safety Committee reports regularly to the Board on deliberations, recommendations and actions taken by the Safety Committee. The oversight role of the Safety Committee with respect to such BVES safety-related matters does not alter management's safety-related authority, responsibility or accountability. The Safety Committee's powers and responsibilities are delegated by the Board as set forth in the Safety and Operations Committee's Charter. Currently, three BVES Board of Directors serve on the Committee.

Summary of Significant Topics Covered by the Safety Committee and Safety Committee Recommendations Implemented by BVES Since Issuance of Last Safety Certification. On November 10, 2021, BVES's Safety Committee convened and the Chairman, Paul Marconi, briefed the Safety Committee on the current COVID-19 situation, its impact on employees, and the plan to re-open offices; safety items and performance; the results of the most recent SCA (October 2021) and its recommendations; Public Safety Power Shut-offs ("PSPS") planning and policies; progress on achieving targets for the 2021 WMP initiatives; and ignition probability and risk modeling that BVES is using to aid in resource allocation. Safety Committee discussions focused on the results of employee and contractor surveys provided in the SCA and management's plan to implement the SCA recommendations. The Safety Committee approved

of management's recommended approach to implementing the SCA recommendations. The Safety Committee also discussed the safety certification renewal process.

On February 17, 2022, the Safety Committee convened, and the Chairman provided the Safety Committee with an update on the current COVID-19 situation, its impact on employees, and the plan to re-open offices; safety items and performance; the progress in completing the implementation of recommendations of the most recent SCA; fire season preparations; performance in achieving targets for the 2021 WMP initiatives; and proposed 2022 WMP initiatives and targets. Safety Committee discussions focused on the WMP initiative targets achieved in 2021 and the proposed targets for 2022. Chairman Marconi then presented to the Safety Committee the 2022 WMP capital improvement associated budget and proposed the Safety Committee support a resolution recommending that the Board approve additional capital expenditures to achieve the 2022 WMP CAPEX budget. The Safety Committee approved the resolution which was later adopted by the Board. The Chairman then discussed in detail a proposed Environment, Health and Safety ("EHS") Policy statement for the corporation and proposed the Safety Committee adopt the policy statement by resolution, which the Safety Committee unanimously approved.

On June 16, 2022, prior to convening the Safety Committee meeting, the members participated in a 3-hour tour of BVES's service area to observe wildfire mitigation plan work in progress or completed. Following the tour, the Safety Committee convened and the Chairman provided an update on the current COVID-19 situation, its impact on employees, and the phased plan to re-open offices; safety items and performance; the progress in completing the implementation of the recommendations from the most recent SCA; final fire season preparations; performance in achieving targets for the 2022 WMP initiatives to date; and efforts to develop risk modeling to provide BVES (1) on-demand, real-time fire spread predictions and consequence impact analysis; (2) forecasting behavior for customer and service territory assets that will take shape through daily weather prediction integration to support PSPS and response operations; and (3) asset risk analysis using historical weather climatology for future WMP planning using the Wildfire Risk Reduction Model ("WRRM"). The Chairman then presented the Safety Committee with a request to conduct a pilot program along with its associated budget and proposed the Safety Committee support a resolution recommending that the Board approve the additional capital expenditures to include this pilot program in the 2022 WMP CAPEX

budget. The Safety Committee unanimously supported the resolution, which the Board later adopted.

On August 19, 2022, the Safety Committee convened and the Chairman briefed members on the current COVID-19 situation, its impact on employees, and the progress on the phased plan to re-open offices; safety items and performance; the progress in completing the implementation of the recommendations from the most recent SCA; performance in achieving targets for the 2022 WMP initiatives to date; and the Radford Line Replacement Project and the challenges in obtaining a permit to construct from the U.S. Forest Service. The Chairman outlined a milestone plan for obtaining the permit with a target date of December 2022. The Chairman then updated the Safety Committee on an initiative to upgrade the corporation's vegetation management GIS database and discussed the enhancements provided by the new initiative.

Board-of-Director-Level Reporting to the Commission on Safety Issues – §8389(e)(5). Section 8389(e)(5) requires documentation that a utility has established board-level reporting to the Commission and OEIS on safety issues. The 2022 Guidelines also require a utility seeking a Safety Certification to provide any materials used or referenced in a public meeting where the Commission and the OEIS were briefed by a Board member and the chief safety/risk officer (or equivalent) on safety performance.[4]

On November 11, 2021, BVES's President and Safety Committee Chairman briefed the Commission and OEIS Director on the following topics:

- Key priorities and efforts to improve safety and operational performance.
- Recent safety outcomes achieved and goals for the future.
- Primary challenges to improving safety performance and actions to address those challenges.
- Aspects of safety culture and safety culture initiatives that will drive performance.
- Board-level accountability for Executive Officers if safety performance targets and metrics are not met.

Attached hereto as Appendix C are materials used or referenced in that public meeting.

[4] 2022 Guidelines, p. 5.

4. Sections 8389(e)(4) and 8389(e)(6): Executive Compensation.

To receive a Safety Certification, Sections 8389(e)(4) and 8389(e)(6) require that a utility has established an executive compensation structure approved by OEIS that satisfied those statutory requirements.

On March 14, 2022, BVES submitted its 2022 Executive Compensation Plan to OEIS for approval. On July 29, 2022, OEIS approved of Bear Valley's 2022 Executive Compensation Plan.

5. Section 8389(e)(7): Implementation of Wildfire Mitigation Plan.

To receive a Safety Certification, Section 8389(e)(7) requires that the utility provide documentation that it is implementing its approved wildfire mitigation plan. It further provides that the utility file a notification of implementation to OEIS on a quarterly basis detailing progress on its wildfire mitigation plan, the recommendations of its most recent Commission and OEIS safety culture assessments, and a statement of the recommendations of the Board of Directors' Safety Committee meeting.

A copy of Bear Valley's Q1 Safety Report, submitted under Advice Letter 442-E, is attached hereto as Appendix A. It includes information regarding the requirements of Section 8389(e)(7). BVES provides additional related information below.

To address the SCA recommendation to "Embed leadership skills development into the "Engaged Management" 12-month objective to improve the Bear Valley Safety Culture" BVES implemented the following actions:

- The President discussed with frontline supervisors the need to improve the safety culture regardless of business unit and then he provided coaching on how to achieve this through open communications, listening, taking action on employee's concerns, setting the "high standards" example, and constantly emphasizing the important role their employees have in public safety.
- BVES leadership conducted training on JHAs and leadership skills to enhance safety culture in March 2022.
- BVES leadership continued to focus on the importance of addressing safety planning and objectives in BVES's Weekly Management Meeting.

- Additionally, BVES leadership has been included in the Safety Committee meetings to listen to concerns and address safety issues.

To address the SCA recommendation to collaborate with Bear Valley's vegetation management contractor to develop and implement an action plan to address safety culture issues, in particular regarding the flow of information about wildfire mitigation, BVES has taken the following actions:

- The need to develop and implement an action plan to address safety culture issues was discussed with the vegetation contractor's CEO, Operations Manager, and Safety Group.
- BVES worked closely with its vegetation contractor safety group to address the issues identified in the survey and to ensure a specific plan was in place to improve information flow among contractor employees and between contractor employees and supervisors about wildfire hazards. The plan included steps to increase compliance with procedures to control workplace and wildfire hazards.
- The plan was developed jointly by BVES and its vegetation contractor.
- The vegetation contractor conducted training and then examined the effectiveness of the training through an internal safety culture survey which showed significantly improved results.
- Additionally, BVES meets with the vegetation contractor's field crews on a weekly basis to discuss safety issues and awareness.
- BVES supervisors perform checks on the contractor's vegetation clearance crews performing work in the field.

BVES is on track to meet its 2022 WMP initiative targets with the exception of the Radford Line Replacement Project. As detailed in BVES's Q2 2022 Quarterly Notification Letter to OEIS, construction work on the Radford Line Replacement Project, which replaces bare wire with covered conductor and wood poles with fire resistant poles in the High Fire Threat District Tier 3, will be delayed until April/May 2023 (previously BVES had hoped to start construction in June 2022, at the latest). The delay is due to BVES not receiving approval on the permit to construct by the United States Forest Service ("USFS") in time to start and complete construction before the winter weather season in 2022. BVES has been working closely with the

USFS and has made significant progress in satisfying USFS permitting requirements. BVES believes it is on track to obtain the permit according to the following timeline of major permitting milestones:

- BVES's environmental contractor responds to USFS additional questions (6 total) regarding the BVES permit request. (This step was completed as of the date of this letter.)
- Receive approval from USFS to conduct cultural survey. (This step was completed as of the date of this letter.)
- BVES's environmental contractor conducts cultural survey and submits report for NEPA-CE and CEQA categorical exemption to USFS. (Anticipated to be completed the week of September 26, 2022 – note access to the Radford Line is restricted due to Radford Wildfire.)
- USFS reviews the cultural survey, NEPA-CE and CEQA documents, and submits permit package to State Historic Preservation Officer (SHPO). (Anticipated to be completed the week of October 17, 2022.)
- SHPO reviews permit package and enters it into the record. (Anticipated to be completed week of November 21, 2022.)
- USFS issues public notice. (Anticipated to be completed week of December 12, 2022.)
- USFS issues permit approval. (Anticipated to be completed by the end of December 2022 or beginning of January 2023.)

Based on this timeline, BVES anticipates commencing the Radford Line Replacement Project in April/May 2023 depending on snow pack, and completing the Project by October 2023. In the interim, BVES will continue to de-energize the Radford Line when load requirements do not require its operation, which is generally from the end of March through November of each year. Prior to energizing the Radford Line, BVES will patrol the line. Additionally, when the line is energized, the recloser will be placed in manual (no automatic reclosing).

In conclusion, for all of the foregoing reasons and associated documentations, BVES respectfully requests that OEIS issue a Safety Certification to BVES in accordance with Section 8389(f)(2) and its 2022 Guidelines.

Please feel free to contact me if you have any questions regarding these materials.

Respectfully submitted

_/s/__Paul Marconi_____
President, Treasurer and Secretary
Bear Valley Electric Service, Inc.

Cc: BVES Safety Certification Request 2022_09142022
2022 Safety Certifications Docket (2022-SCs)

AFFIDAVIT

I am an officer of Bear Valley Electric Service, Inc. and am authorized to make this Affidavit on its behalf. I am informed and believe that all of the information set forth in the foregoing document is true and accurate.

I declare under penalty of perjury that the foregoing is true and correct.

Executed this 14th day of September, 2022, at the City of Big Bear, California.

_____

Paul Marconi
President, Treasurer and Secretary
Bear Valley Electric Service, Inc.

APPENDIX A

ADVICE LETTER 442-E

PUBLIC UTILITIES COMMISSION
505 Van Ness Avenue
San Francisco CA 94102-3298

Bear Valley Electric Service, Inc.
ELC (Corp ID 913)
Status of Advice Letter 442E
As of June 1, 2022

Subject: Q1 2022 BVES Quarterly WMP Safety Report Pursuant to Public Utilities Code Section 8389(e)(7)

Division Assigned: Energy

Date Filed: 04-29-2022

Date to Calendar: 05-06-2022

Authorizing Documents: *PUC8389-E

Disposition:	**Accepted**
Effective Date:	**04-30-2022**

Resolution Required: No

Resolution Number: None

Commission Meeting Date: None

CPUC Contact Information:

edtariffunit@cpuc.ca.gov

AL Certificate Contact Information:

Nguyen Quan
(909) 394-3600 X664
RegulatoryAffairs@bvesinc.com

STATE OF CALIFORNIA **GAVIN NEWSOM,** *Governor*

PUBLIC UTILITIES COMMISSION
505 Van Ness Avenue
San Francisco CA 94102-3298

To: Energy Company Filing Advice Letter

From: Energy Division PAL Coordinator

Subject: Your Advice Letter Filing

The Energy Division of the California Public Utilities Commission has processed your recent Advice Letter (AL) filing and is returning an AL status certificate for your records.

The AL status certificate indicates:

Advice Letter Number
Name of Filer
CPUC Corporate ID number of Filer
Subject of Filing
Date Filed
Disposition of Filing (Accepted, Rejected, Withdrawn, etc.)
Effective Date of Filing
Other Miscellaneous Information (e.g., Resolution, if applicable, etc.)

The Energy Division has made no changes to your copy of the Advice Letter Filing; please review your Advice Letter Filing with the information contained in the AL status certificate, and update your Advice Letter and tariff records accordingly.

All inquiries to the California Public Utilities Commission on the status of your Advice Letter Filing will be answered by Energy Division staff based on the information contained in the Energy Division's PAL database from which the AL status certificate is generated. If you have any questions on this matter please contact the:

Energy Division's Tariff Unit by e-mail to
edtariffunit@cpuc.ca.gov

California Public Utilities Commission

ADVICE LETTER SUMMARY

ENERGY UTILITY

MUST BE COMPLETED BY UTILITY (Attach additional pages as needed)

Company name/CPUC Utility No.: Bear Valley Electric Service, Inc (913-E)

Utility type:
☑ ELC ☐ GAS ☐ WATER
☐ PLC ☐ HEAT

Contact Person: Nguyen Quan
Phone #: (909) 394-3600 x664
E-mail: RegulatoryAffairs@bvesinc.com
E-mail Disposition Notice to: RegulatoryAffairs@bvesinc.com

EXPLANATION OF UTILITY TYPE
ELC = Electric GAS = Gas WATER = Water
PLC = Pipeline HEAT = Heat

(Date Submitted / Received Stamp by CPUC)

Advice Letter (AL) #: 442-E

Tier Designation: 1 INFORMATION ONLY

Subject of AL: Q1 2022 BVES Quarterly WMP Safety Report Pursuant to Public Utilities Code Section 8389(e)(7)

Keywords (choose from CPUC listing): Compliance

AL Type: ☐ Monthly ☑ Quarterly ☐ Annual ☐ One-Time ☐ Other:

If AL submitted in compliance with a Commission order, indicate relevant Decision/Resolution #:
PUC 8389(e)(7)

Does AL replace a withdrawn or rejected AL? If so, identify the prior AL: No

Summarize differences between the AL and the prior withdrawn or rejected AL:

Confidential treatment requested? ☐ Yes ☑ No

If yes, specification of confidential information:
Confidential information will be made available to appropriate parties who execute a nondisclosure agreement. Name and contact information to request nondisclosure agreement/ access to confidential information:

Resolution required? ☐ Yes ☑ No

Requested effective date: 4/30/22

No. of tariff sheets: 0

Estimated system annual revenue effect (%):

Estimated system average rate effect (%):

When rates are affected by AL, include attachment in AL showing average rate effects on customer classes (residential, small commercial, large C/I, agricultural, lighting).

Tariff schedules affected:

Service affected and changes proposed[1]:

Pending advice letters that revise the same tariff sheets:

[1]Discuss in AL if more space is needed.

Clear Form

Protests and all other correspondence regarding this AL are due no later than 20 days after the date of this submittal, unless otherwise authorized by the Commission, and shall be sent to:

CPUC, Energy Division
Attention: Tariff Unit
505 Van Ness Avenue
San Francisco, CA 94102
Email: EDTariffUnit@cpuc.ca.gov

Name: Nguyen Quan
Title: Regulatory Affairs Manager
Utility Name: Bear Valley Electric Service, Inc
Address: 630 E. Foothill Blvd
City: San Dimas State: California
Telephone (xxx) xxx-xxxx: (909) 394-3600 x664
Facsimile (xxx) xxx-xxxx: (909) 394-7427
Email: RegulatoryAffairs@bvesinc.com; nquan@gswater.com

Name: Zeng Zhu
Title: Rate Analyst
Utility Name: Bear Valley Electric Service, Inc
Address: 630 E. Foothill Blvd
City: San Dimas State: California
Telephone (xxx) xxx-xxxx: (909) 394-3600 x495
Facsimile (xxx) xxx-xxxx: (909) 394-7427
Email: RegulatoryAffairs@bvesinc.com; zeng.zhu@bvesinc.com

Clear Form

Bear Valley Electric Service, Inc.
P.O. Box 9028
San Dimas, CA 91773-9028
A Subsidiary of American States Water Company

April 29, 2022

Advice Letter No. 442-E **(U 913 E)**

California Public Utilities Commission

Bear Valley Electric Service, Inc. ("BVES") hereby transmits for filing the following:

SUBJECT: *Q1 2022 BVES Quarterly WMP Safety Report Pursuant to Public Utilities Code Section 8389(e)(7)*

PURPOSE

Pursuant to Public Utilities Code ("PUC") Section 8389(e)(7), and the February 16, 2021 Office of Energy Infrastructure Safety ("OEIS") Compliance Operational Protocols, Bear Valley Electric Service ("BVES") submits to OEIS this notification.

Statutory provision requires that BVES file a notification "a quarterly basis that details the implementation of both its approved wildfire mitigation plan and recommendations of the most recent safety culture assessments by the commission and office, and a statement of the recommendations of the board of directors safety committee meetings that occurred during the quarter." Section 8389(e)(7) also requires that the notification "shall also summarize the implementation of the safety committee recommendations from the electrical corporation's previous notification and submission."

This notification reports BVES's 2022 first quarter ("Q1") Wildfire Mitigation Plan ("WMP") activities, recorded Safety Committee meetings, and recommendations of the most recent safety culture assessment.

BACKGROUND

Governor Newsom signed Assembly Bill ("AB") 1054 into law on July 12, 2019. AB 1054 contains numerous statutory provisions and amendments designed to enhance the mitigation and prevention of catastrophic wildfires – including wildfires linked to utility equipment – in California. AB 1054 is added to the PUC Section 8389(e), which establishes the requirements for annual safety certifications and, inter alia, requires electrical corporations to establish a safety committee of its board of directors composed of members with relevant safety experience, establish board-of-director-level reporting to the California Public Utilities Commission ("Commission") on safety issues, and file quarterly notifications as described above.

IMPLEMENTATION OF BVES'S WILDFIRE MITIGATION PLAN

To support sustained implementation and improvement of the WMP, BVES continues to track progress through metrics on applicable initiatives in 10 categories for mitigating wildfire in addition to the quarterly data, which conform to OEIS standards. BVES's quarterly initiative summary presentation includes information submitted to the OEIS under the Quarterly Initiative Update ("QIU") and the Quarterly Data Report ("QDR") filings for Q1 2022.

In Attachment A, BVES provides an initiative summary of progress for individual mitigation measures during the first quarter of 2022.

Overview of Significant Achievements and Issues
BVES made significant progress in achieving its WMP initiative targets for 2022.

In Q1 2022, some of the more significant achievements were:

- Completed the 2022 target to harden 412 poles along the main evacuation routes to the Big Bear Lake area in February 2022. The target was achieved by installing fire resistant wire mesh on the 412 poles. This completes BVES's effort to have all of its evacuation routes hardened by 2022. BVES front loaded this effort to ensure it was completed prior to the fire season.
- Replaced 2.3 circuit miles of 34.5 kV sub-transmission and 4 KV distribution bare wire with covered conductor, which was well head of target.
- Cleared vegetation to enhance clearance specifications along 36.6 circuit miles, which not only exceeded the target for Q1 but also the Q2 target.
- Issued the BVES's "Plan to Address Access and Functional Needs During De-Energization Events" on January 31, 2022.

As previously indicated, the Radford Line Replacement Project, which replaces bare wire with covered conductor and wood poles with fire resistant poles in the High Fire Threat District Tier 3, was delayed by one year due to not receiving approval on the permit to construct by the United States Forest Service ("USFS") in time to start and complete construction before the winter weather season in 2021. BVES has been working closely with the USFS and has made significant progress in satisfying USFS permitting requirements. BVES anticipates possible approval to execute the project starting June 2022. In the interim, BVES will continue to de-energize the Radford Line when load requirements do not require its operation, which is generally from the end of March through November of each year.

Implementation of BVES's Most Recent Safety Culture Assessment
BVES completed its safety culture assessment in accordance with Resolution WSD-011. BVES staff conducted safety culture assessment surveys during the period of May 12, 2021 to May 26, 2021.

On October 27, 2021, OEIS issued the Safety Culture Assessment ("SCA") report to BVES. BVES accepted the report on October 28, 2021 by letter to OEIS. BVES has initiated action to implement the recommendations of the report, which are:

1. Embed leadership skills development into the "Engaged Management" 12-month objective to improve the Bear Valley safety culture. Specific training for managers, supervisors and foreman has been scheduled for February 2022 to improve leadership skills in monitoring for job hazards and leading with safety as the primary focus in everything BVES does.
2. In collaboration with its vegetation management contractor, BVES develops and implements an action plan to address safety culture issues, in particular regarding the flow of information about wildfire hazard mitigation. In addition, BVES has been working closely with its vegetation management contractor to ensure that the action plan to address safety culture issues are successfully implemented.

Safety and Operations Committee

On February 17, 2022, BVES's Safety and Operations Committee ("Committee") convened. Chairman Paul Marconi briefed the Committee on the following topics:

- Current COVID-19 situation, its impact on employees, and the plan to re-open offices;
- Safety items and performance; the progress in completing the recommendations from of the recent SCA;
- Fire season preparations;
- Performance in achieving targets for the 2021 WMP initiatives; and
- Proposed 2022 WMP initiatives and targets.

Committee discussions focused on the WMP initiative targets achieved in 2021 and the proposed targets for 2022. The Committee discussed the briefed items, asked questions, which Chairman Marconi addressed, and, based on the information briefed, the Committee did not see the need to alter the initiatives or provide additional direction to management.

Chairman Marconi then presented the Committee the 2022 WMP capital improvement associated budget and proposed the Committee support a resolution recommending that the Board approve additional capital expenditures to achieve the 2022 WMP CAPEX budget. The Committee discussed the resolution, and upon motion duly made, seconded and unanimously carried, the Committee approved the resolution.

Chairman Marconi then discussed in detail a proposed Environment, Health and Safety ("EHS") Policy for the Corporation. He then referred the Committee to draft resolutions recommending that the Committee approve the EHS Policy statement. The Committee discussed the resolutions, and upon motion duly made, seconded and

unanimously carried, the Committee approved the resolutions. This action formally approved BVES's EHS Policy Statement.

COMPLIANCE

This advice letter requests approval in compliance with Public Utilities Code Section 8389(e)(7).

ATTACHMENT

Attachment A: WMP QAL Initiative Report Q1 2022.

TIER DESIGNATION

This advice letter is submitted with a Tier 1 INFORMATION ONLY designation.

EFFECTIVE DATE

BVES respectfully requests this advice letter becomes effective on April 30, 2022.

NOTICE AND PROTESTS

A protest is a document objecting to the granting in whole or in part of the authority sought in this advice letter. A response is a document that does not object to the authority sought, but nevertheless presents information that the party tendering the response believes would be useful to the CPUC in acting on the request.

A protest must be mailed within 20 days of the date the CPUC accepts the advice letter for filing. The Calendar is available on the CPUC's website at www.cpuc.ca.gov.

A protest must state the facts constituting the grounds for the protest, the effect that approval of the advice letter might have on the protestant, and the reasons the protestant believes the advice letter, or a part of it, is not justified. If the protest requests an evidentiary hearing, the protest must state the facts the protestant would present at an evidentiary hearing to support its request for whole or partial denial of the advice letter.

The utility must respond to a protest within five days.

All protests and responses should be sent to:
California Public Utilities Commission, Energy Division
ATTN: Tariff Unit
505 Van Ness Avenue
San Francisco, CA 94102
E-mail: EDTariffUnit@cpuc.ca.gov

Copies should also be mailed to the attention of the Director, Energy Division, Room 4004 (same address above).

Copies of any such protests should be sent to this utility at:

Bear Valley Electric Service, Inc.
ATTN: Nguyen Quan
630 East Foothill Blvd.
San Dimas, CA 91773
Fax: 909-394-7427
E-mail: RegulatoryAffairs@bvesinc.com

If you have not received a reply to your protest within 10 business days, contact Nguyen Quan at (909) 394-3600 ext. 664.

Correspondence:
Any correspondence regarding this compliance filing should be sent by regular mail or e-mail to the attention of:

Nguyen Quan
Manager, Regulatory Affairs
Bear Valley Electric Service, Inc.
630 East Foothill Blvd.
San Dimas, California 91773
Email: RegulatoryAffairs@bvesinc.com

The protest shall set forth the grounds upon which it is based and shall be submitted expeditiously. There is no restriction on who may file a protest.

Sincerely,

/s/Zeng Zhu
Zeng Zhu
Rate Analyst, Regulatory Affairs

cc: Franz Cheng, Energy Division
R. Mark Pocta, California Public Advocates Office
BVES General Order 96-B Service List

BEAR VALLEY ELECTRIC SERVICE, INC.

G.O. 96-B
SERVICE LIST

AGNES ROBERTS, FINANCIAL ANALYST
AGNES.ROBERTS@BBCCSD.ORG
EMAIL ONLY

CITY CLERK
CITY OF BIG BEAR LAKE
39707 BIG BEAR BLVD.
P.O. BOX 10000
BIG BEAR LAKE, CA 92315

CITY ATTORNEY
CITY OF BIG BEAR LAKE
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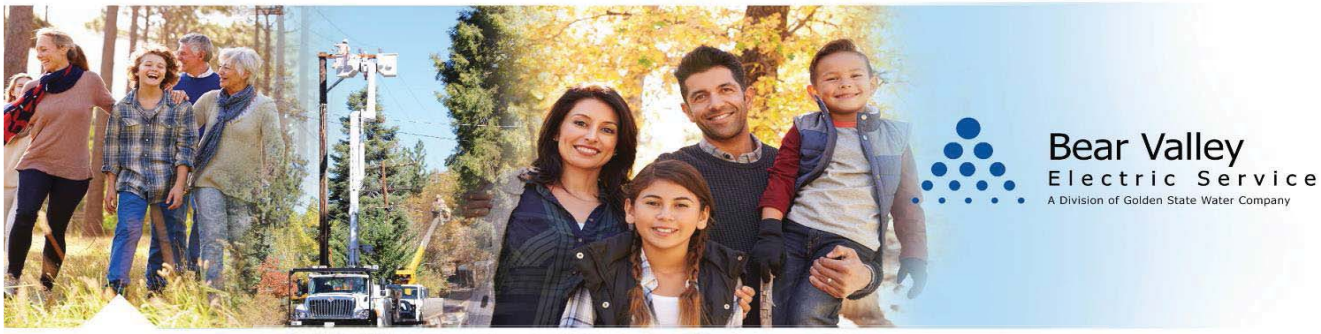
ATTACHMENT A

Wildfire Mitigation Plan
Quarterly Advice Letter Initiative Report for
Q1 2022



Wildfire Mitigation Plan
Quarterly Advice Letter

(now an Information Only Report)

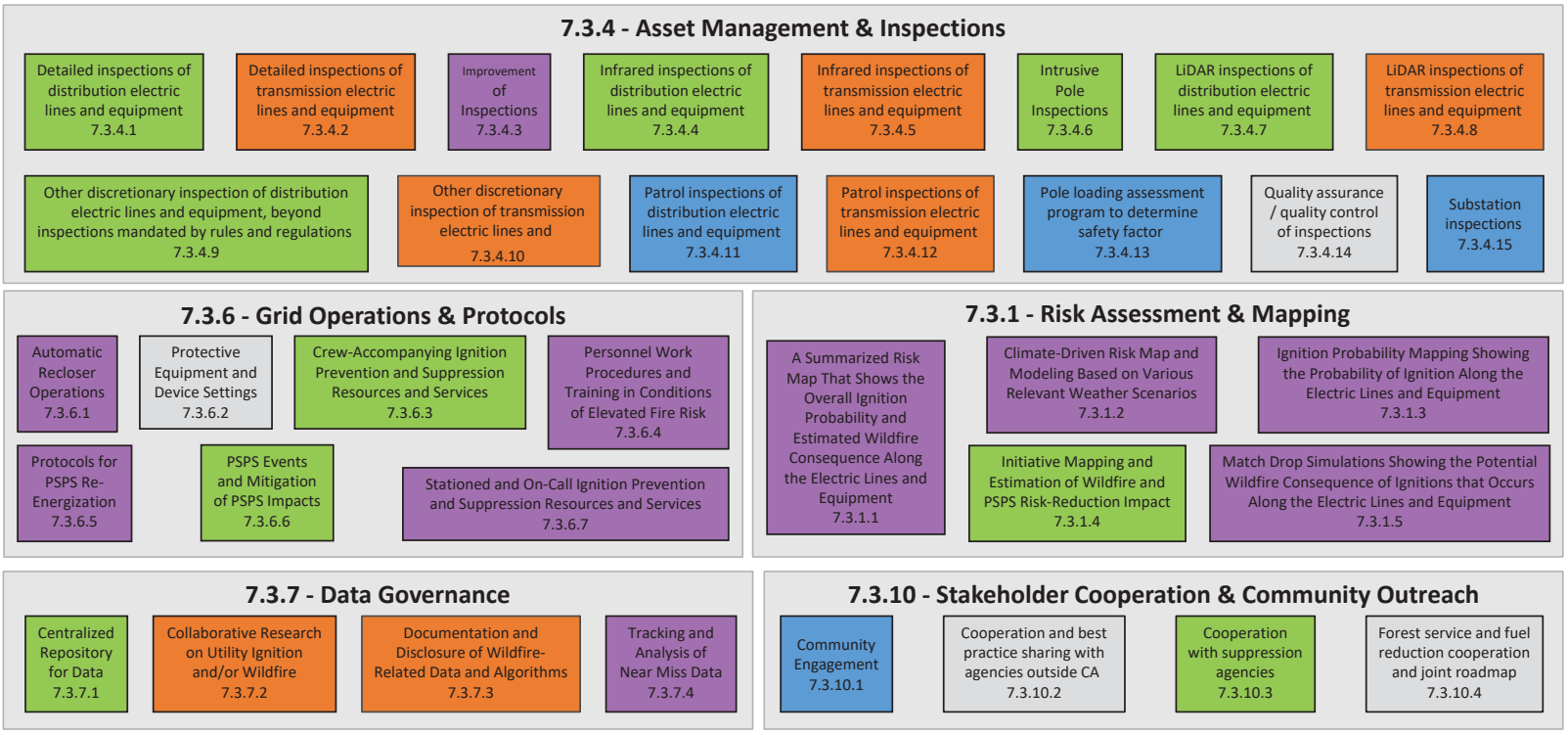
Initiatives Update

Bear Valley Electric Service, Inc.

Q1 2022

WMP Activity Summary

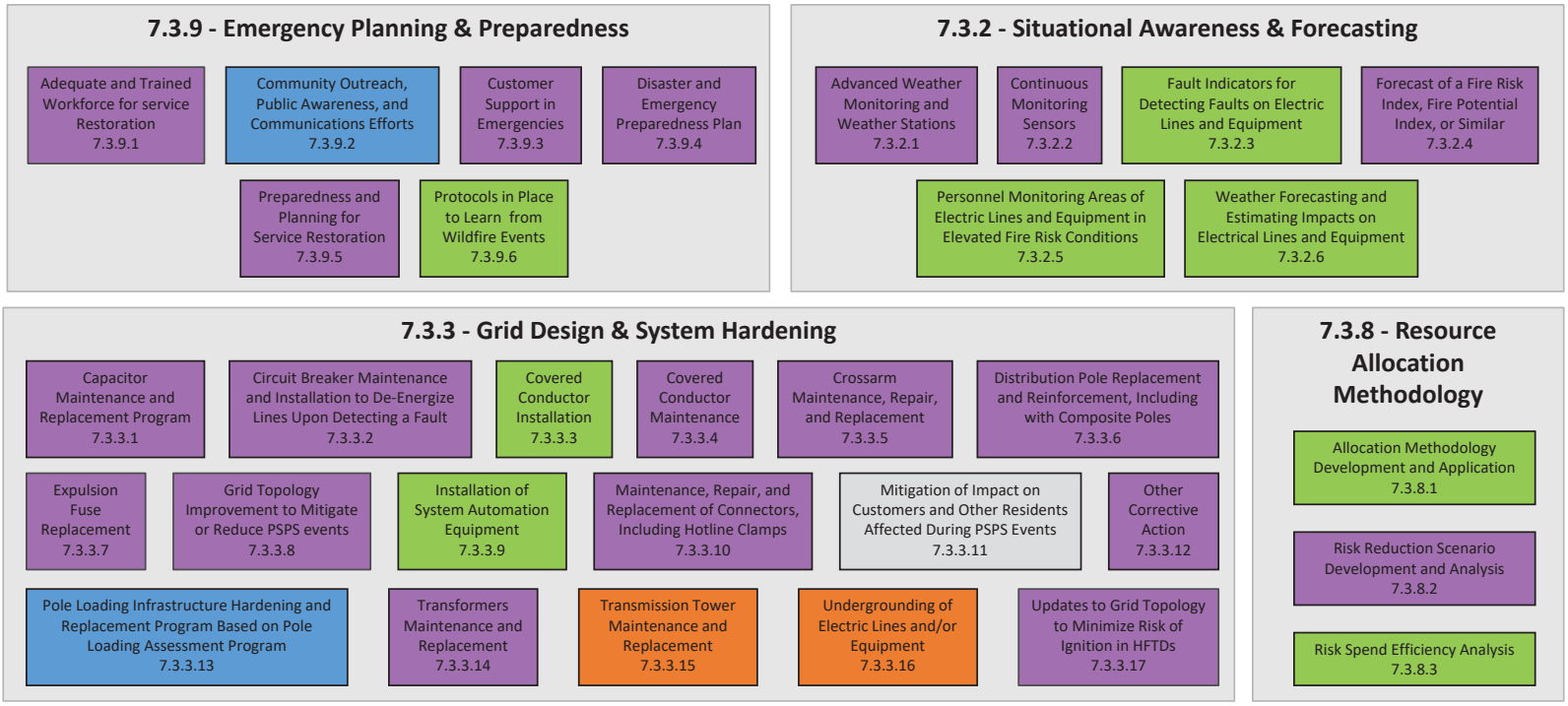
Not Started | Completed/Ongoing | Ahead of Plan | On Track | Off Track | Not Currently Scheduled*



(*) Not Currently Scheduled – BVES included this Status Icon to indicate where an initiative is not currently identified for this WMP cycle, or, that it is not applicable (BVES does not own or operate assets equal to or greater than 65kV).

WMP Activity Summary

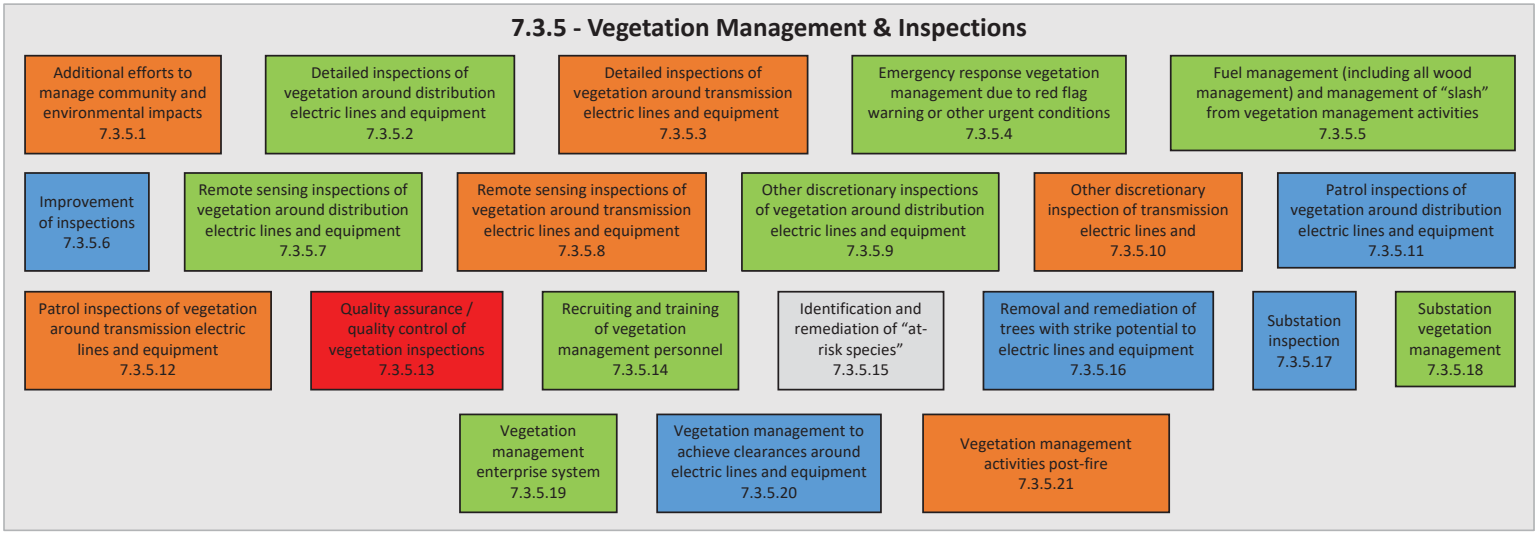
Not Started | Completed/Ongoing | Ahead of Plan | On Track | Off Track | Not Currently Scheduled*



(*) Not Currently Scheduled – BVES included this Status Icon to indicate where an initiative is not currently identified for this WMP cycle, or, that it is not applicable (BVES does not own or operate assets equal to or greater than 65kV).

WMP Activity Summary

Not Started | Completed/Ongoing | Ahead of Plan | On Track | Off Track | Not Currently Scheduled*



(*) Not Currently Scheduled – BVES included this Status Icon to indicate where an initiative is not currently identified for this WMP cycle, or, that it is not applicable (BVES does not own or operate assets equal to or greater than 65kV).

WMP Activities Status vs. WMP Activity Goals

7.3.1 - Risk Assessment & Mapping

A Summarized Risk Map That Shows the Overall Ignition Probability and Estimated Wildfire Consequence Along the Electric Lines and Equipment
7.3.1.1
Ignition Probability & Wildfire Consequence Mapping Project
Completed

Climate-Driven Risk Map and Modeling Based on Various Relevant Weather Scenarios
7.3.1.2
Ignition Probability & Wildfire Consequence Mapping Project
Completed

Initiative Mapping and Estimation of Wildfire and PSPS Risk-Reduction Impact
7.3.1.4
Ignition Probability & Wildfire Consequence Mapping Project
On Track

Ignition Probability Mapping Showing the Probability of Ignition Along the Electric Lines and Equipment
7.3.1.3
Ignition Probability & Wildfire Consequence Mapping Project
Completed

Match Drop Simulations Showing the Potential Wildfire Consequence of Ignitions that Occurs Along the Electric Lines and Equipment
7.3.1.5
Ignition Probability & Wildfire Consequence Mapping Project
Completed

Contracting with Risk Mapping Resource:
2022 Goal: During 2021 in conjunction with the contracted resource BVES completed its initial Risk Mapping. Due to a lack of historical data the PSPS risk reduction aspect was deferred. For 2022 BVES plans to evaluate the best course of action to add this tool to its Risk Assessment & Mapping program.
Key Actions: BVES continues to evaluate the best course of action to add PSPS Risk Reduction mapping to its Risk Assessment & Mapping program.

7.3.7 - Data Governance

Centralized Repository for Data
7.3.7.1
GIS Data Collection & Sharing
On Track

GIS Data Collection & Sharing Improvements:
BVES continues to work towards a class leading Data Repository.
Key Actions: BVES continue to work with its contracted experts to update its GIS database as well as develop a more streamlines method for reporting and sharing of information

Tracking and Analysis of Near Miss Data
7.3.7.4
WMP Metrics Tracking
Ongoing

WMP Metrics Tracking:
BVES has an established program in place and continues to monitor all aspects of the program for compliance. During the period Q1 of 2021 there were no compliance issues identified.
Key Actions: BVES recorded necessary metrics for inclusion in quarterly reporting

Not Started | Completed/Ongoing | Ahead of Plan | On Track | Off Track | Not Currently Scheduled

WMP Activities Status vs. WMP Activity Goals

7.3.2 - Situational Awareness & Forecasting

Advanced Weather Monitoring and Weather Stations
7.3.2.1
Situational Awareness Hardware Program
Completed

Revised Schedule for 2021 Planned Deployment & Additional Installation:
Volume vs 2022 Goal: BVES does not have any planned weather stations for 2022.
Key Actions: BVES continues to evaluate the needed for future weathers stations in its operating territory.

Forecast of a Fire Risk Index, Fire Potential Index, or Similar
7.3.2.4
Weather Consultant / Risk Mapping
Completed

Contracting with Risk Mapping Resource:
Volume vs 2022 Goal: During 2021 in conjunction with the contracted resource BVES completed its initial Risk Mapping.
Key Actions: BVES continues to evaluate the need for future improvements to the designed system.

Continuous Monitoring Sensors
7.3.2.2
Situational Awareness Hardware Program
Completed

Situational Awareness Hardware Program:
Volume vs 2022 Goal: BVES does not have any planned HD Cameras for 2022.
Key Actions: BVES continues to evaluate the needed for future HD Cameras in its operating territory.

Personnel Monitoring Areas of Electric Lines and Equipment in Elevated Fire Risk Conditions
7.3.2.5
Grid Operations & Protocols
No High-Risk Events Occurred

Grid Operations & Protocol:
Volume vs 2022 Goal: BVES has established a resource allocation level for the instance where a high fire risk condition occurs.
Key Actions: BVES currently has the resource pool available to combat high fire risk conditions in its operating area.

Fault Indicators for Detecting Faults on Electric Lines and Equipment
7.3.2.3
Situational Awareness Hardware Program
On Track

Situational Awareness Hardware Program:
Volume vs Q1 2022 Goal: BVES is scheduled to begin this program in Q3 with a target of 50 fault indicator instillations in 2022
Key Actions: Currently on track to begin work.

Weather Forecasting and Estimating Impacts on Electrical Lines and Equipment
7.3.2.6
Weather Consultant
Support Requirement Met

Weather Consultant for Weekly Reporting:
2022 Goal: BVES currently has a weather consultant on payroll who supports the weather forecasting and analysis necessary.
Key Actions: Additional task for quarterly aggregation of High Wind Warning and Red Flag Warning accounts to support Quarterly Data Reports.

Not Started | Completed/Ongoing | Ahead of Plan | On Track | Off Track

WMP Activities Status vs. WMP Activity Goals

7.3.3 - Grid Design & System Hardening

Covered Conductor Installation
7.3.3.3.1
Covered Conductor Replacement Program
Ahead of Plan

Covered Conductor Replacement Program:
Volume vs Q1 2022 Goal: BVES planned to complete 0 circuit miles in Q1. BVES was able to complete 2.3 circuit miles. The target for 2022 is 12.9 circuit miles.
Key Actions: BVES was able to complete 2.3 circuit miles of covered conductor instillation. This puts this initiative ahead of schedule.

Covered Conductor Installation
7.3.3.3.2
Covered Conductor Replacement Program - Radford
On Track

Covered Conductor Replacement Program - Radford:
Volume vs Q1 2022 Goal: BVES planned to complete 0 circuit miles of covered conductor in Q1. The target for 2022 is 2.7 circuit miles.
Key Actions: The project is still on track to hit its target of 2.7 circuit miles in 2022

Distribution Pole Replacement and Reinforcement, Including with Composite Poles
7.3.3.6.1
Distribution Pole Replacement and Reinforcement – GO 95 Projects

Distribution Pole Replacement and Reinforcement – GO 95 Projects:
Volume vs 2022 Goal: There are no current targets for this initiative in 2022
Key Actions: Initiative targets will be evaluated for future calendar years

Distribution Pole Replacement and Reinforcement, Including with Composite Poles
7.3.3.6.2
Covered Conductor Project – Radford Line

Covered Conductor Project – Radford Line:
Volume vs 2022 Goal: There are no current targets for this initiative in 2022
Key Actions: Initiative targets will be evaluated for future calendar years

Other Corrective Action
7.3.3.12.1
Tree Attachment Removal Program

Completion Toward 80 Attachment Removals for the Year:
Volume vs Q1 2022 Goal: BVES planned to remove 0 tree attachments in Q1 of 2022. No tree attachments were removed in Q1 of 2022.
Key Actions: BVES plans to remove all 80 tree attachments planned for 2022 in Q4 due to a variety of constraints.

Other Corrective Action
7.3.3.12.2
Evacuation Route Hardening
Ahead of Plan

Evacuation Route Hardening:
Volume vs Q1 2022 Goal: BVES planned to harden 350 poles in Q1 as part of its Evacuation Route Hardening Program. 412 wood poles were hardening with a wire mesh protective coating.
Key Actions: BVES was able to meet its 2022 Goal of 412 poles hardened in Q1 of 2022.

Distribution Pole Replacement and Reinforcement, Including with Composite Poles
7.3.3.6.3
Evacuation Route Hardening-Pilot

2020 Completed Route Hardening Pilot:
Volume vs 2022 Goal: The BVES does not have an established goal for this pilot as it was completed in 2020.

Distribution Pole Replacement and Reinforcement, Including with Composite Poles
7.3.3.6.4
Evacuation Route Hardening
Ahead of Plan

Evacuation Route Hardening:
Volume vs Q1 2022 Goal: BVES planned to harden 350 poles in Q1 as part of its Evacuation Route Hardening Program. 412 wood poles were hardening with a wire mesh protective coating.
Key Actions: BVES was able to meet its 2022 Goal of 412 poles hardened in Q1 of 2022.

Not Started | Completed/Ongoing | Ahead of Plan | On Track | Off Track

WMP Activities Status vs. WMP Activity Goals

7.3.3 - Grid Design & System Hardening

Expulsive Fuse Replacement
7.3.3.7
Fuse Replacement Program
0 Remaining

0 Conventional Fuses Remaining:
Volume vs 2022 Goal: There are no current targets for this initiative in 2022
Key Actions: This initiative was completed in 2021.

Mitigation of Impact on Customers and Other Residents Affected During PSPS Events
7.3.3.11.1
Energy Storage Project
Planned

8 MW/ 4 MWh Energy Storage Facility Planned in 2023:
2022 Goal: Seek siting location and work on associated agreements
Key Actions: BVES is still in the process of siting the storage device

Installation of System Automation Equipment
7.3.3.9.1
Grid Automation Program

Grid Automation:
Volume vs Q1 2022 Goal: BVES planned to connect 0 substations to SCADA in Q1 of 2022. BVES plans to have 2 substations connected to SCADA by the end of 2022.
Key Actions: The initiative is on track to meet its target in 2022

Installation of System Automation Equipment
7.3.3.9.2
Grid Automation Program // FLISR

Grid Automation FLISR Project:
Volume vs 2022 Goal: There are no activities planned for this initiative in 2022
Key Actions: This project/program will begin in 2023

Installation of System Automation Equipment
7.3.3.9.3
Grid Automation Program // Fuse Trip Saver

Grid Automation Fuse Trip Saver Project:
Volume vs 2022 Goal: There are no activities planned for this initiative in 2022
Key Actions: This project/program will begin in 2023

Grid Topology Improvement to Mitigate or Reduce PSPS events
7.3.3.8
Grid Topology Improvements
Completed

Grid Topology Improvements - Completed:
Volume vs Goal: BVES will install sectionalizing devices as the need is determined. Currently, zero are planned in 2022.
Key Actions: No actions were taken for this initiative in Q1 of 2022.

Mitigation of Impact on Customers and Other Residents Affected During PSPS Events
7.3.3.11.2
BVPP Phase 4 Upgrade Project
Planned

8 MW/ 4 MWh Energy Storage Facility Planned in 2023:
2022 Goal: Seek siting location and work on associated agreements
Key Actions: BVES is still in the process of siting the storage device

Updates to Grid Topology to Minimize Risk of Ignition in HFTDs
7.3.3.17
Grid Topology Improvements
Completed

Grid Topology Improvements - Completed:
Volume vs Goal: BVES will install sectionalizing devices as the need is determined. Currently, zero are planned in 2022.
Key Actions: No actions were taken for this initiative in Q1 of 2022.

Pole Loading Infrastructure Hardening and Replacement Program Based on Pole Loading Assessment Program
7.3.3.13
Pole Loading & Replacement Program
30 Poles Assessed

Pole Assessment Program:
Volume vs Q1 2022 Goal: The goal for Q1 was to assess an additional 30 poles as part of the assessment process. BVES has currently assessed 30 of its targeted 165 poles for 2022.
Key Actions: 30 poles were assessed in Q1. BVES met its goal of 10 poles assessed by assessing 30 poles in Q1 2022.

Not Started | Completed/Ongoing | Ahead of Plan | On Track | Off Track

WMP Activities Status vs. WMP Activity Goals

7.3.3 - Grid Design & System Hardening Initiatives

Capacitor Maintenance and Replacement Program
7.3.3.1
Complete / Ongoing

Circuit Breaker Maintenance and Installation to De-Energize Lines Upon Detecting a Fault
7.3.3.2
Complete / Ongoing

Covered Conductor Maintenance
7.3.3.4
Complete / Ongoing

Crossarm Maintenance, Repair, and Replacement
7.3.3.5
Complete / Ongoing

Maintenance, Repair, and Replacement of Connectors, Including Hotline Clamps
7.3.3.10
Complete / Ongoing

Transformers Maintenance and Replacement
7.3.3.14
Complete / Ongoing

BVES Maintenance Best Practice:
The following Grid Design and System Hardening initiatives are covered under ongoing maintenance of sub-transmission and distribution facilities and are not separated as unique WMP initiatives.

7.3.10 - Stakeholder Cooperation & Community Outreach

Community engagement
7.3.10.1
Community Outreach Program
Exceeded Targets

Community Outreach Program:
Volume vs Q1 2022 Goal: BVES had planned to conducted at minimum 90 outreach activities. BVES recorded 141 outreach activities 157% of target for Q1.
Key Actions: Grizzly Newspaper advertisements are posted during the week (M-F) for either WMP or PSPS and BVES will have 1 advertisement broadcasted each month.

Cooperation with suppression agencies
7.3.10.3
Coordination On Track

Cooperation with suppression agencies:
Volume vs 2022 Goal: BVES does not currently participate in cooperation with suppression agencies. BVES plans to have discussion with suppression agencies and determine if there are additional actions that can be taken to improve their program.
Key Actions: BVES established plans to engage in coordination efforts based on PSPS activations, which will include suppression agencies.

Cooperation and best practice sharing with agencies outside CA
7.3.10.2
Planned

Cooperation and sharing with agencies outside CA:
Volume vs 2022 Goal: Currently BVES does not participate in cooperation and best practice sharing with agencies outside of CA. BVES plans to have discussion with other agencies within CA to determine how they are approaching this initiative.
Key Actions: No actions have currently been taken

Forest service and fuel reduction cooperation and joint roadmap
7.3.10.4
Planned

Cooperation with forest service and fuel reduction:
Volume vs 2022 Goal: Currently BVES does not participate in forest service and fuel reduction cooperation and joint roadmap programs. BVES plans to have discussions with their forest service contacts to determine the applicability of these programs to improve their overall program.
Key Actions: No actions have currently been taken

Not Started | Completed/Ongoing | Ahead of Plan | On Track | Off Track

WMP Activities Status vs. WMP Activity Goals

7.3.4 - Asset Management & Inspection

Detailed inspections of distribution electric lines and equipment
7.3.4.1
Detailed Inspection Program
On Track

Detailed Inspection Activities
Volume vs Q1 2022 Goal: BVES set a target of 0 circuit miles by end of Q1. BVES plans to conduct 29 circuit miles of inspection in 2022.
Key Actions: No actions for this initiative were taken in Q1 of 2022.

Infrared inspections of distribution electric lines and equipment
7.3.4.4
UAV Thermography Program
On Track

UAV Inspection Activities
Volume vs Q1 2022 Goal: Zero circuit miles were scheduled for Q1 of 2022.
Key Actions: BVES plans to complete 211 circuit miles, which would fulfil the goal of conducting infrared inspections of the entire system annually

Intrusive Pole Inspections
7.3.4.6
Intrusive Pole Inspection Program
On Track

Intrusive Pole Inspections
Volume vs Q1 2022 Goal: Zero intrusive pole inspections were scheduled for Q1 of 2022. BVES plans to assess 850 poles in 2022.
Key Actions: No actions for this initiative were taken in Q1 of 2022.

LiDAR inspections of distribution electric lines and equipment
7.3.4.7
LiDAR Inspection Program
On Track

LiDAR Inspection Activities
Volume vs Q1 2022 Goal: Zero circuit miles were scheduled for Q1 of 2022.
Key Actions: BVES plans to complete 211 circuit miles, which would fulfil the goal of conducting infrared inspections of the entire system annually

Other discretionary inspection of distribution electric lines and equipment, beyond inspections mandated by rules and regulations
7.3.4.9.1
Third Party Ground Patrol
On Track

Contracted Third Party Inspection
Volume vs Q1 2022 Goal: Zero circuit miles were scheduled for Q1 of 2022.
Key Actions: BVES plans to complete 211 circuit miles, which would fulfil the goal of conducting infrared inspections of the entire system annually

Other discretionary inspection of distribution electric lines and equipment, beyond inspections mandated by rules and regulations
7.3.4.9.2
UAV HD Photography/Video Program
On Track

UAV HD Photography/Video Program
Volume vs Q1 2022 Goal: Zero circuit miles were scheduled for Q1 of 2022.
Key Actions: BVES plans to complete 211 circuit miles, which would fulfil the goal of conducting infrared inspections of the entire system annually

Improvement of Inspections
7.3.4.3
Ongoing Effort

Improvement of Inspections:
Key Actions: BVES is always trying to optimize its inspections and is open to changes/adaptations leading to a better process.

Not Started | Completed/Ongoing | Ahead of Plan | On Track | Off Track

WMP Activities Status vs. WMP Activity Goals

7.3.4 - Asset Management & Inspection

Patrol inspections of distribution electric lines and equipment 7.3.4.11 **Patrol Inspection Program** **Ahead of Plan**	**Patrol Inspection within the Service Area** **Volume vs Q1 2022 Goal:** BVES targeted 25 circuit miles inspected in Q1 2022. BVES was able to conduct 83.2 circuit miles of inspection in Q1 2022. **Key Actions:** BVES plans to inspect 211 circuit miles in 2022.
Pole loading assessment program to determine safety factor 7.3.4.13 **Pole Loading & Replacement Program** **Ahead of Plan**	**Pole Loading & Replacement** **Volume vs Q1 2022 Goal:** BVES targeted 0 pole assessments in Q1 2022. BVES was able to conduct 27 pole assessments in Q1 2022. **Key Actions:** BVES plans to conduct 225 pole assessments in 2022.
Quality assurance / quality control of inspections 7.3.4.14 **Quality Control of Inspections** **Planned**	**Quality Control for Electrical Inspections Program** **Volume vs Goal:** BVES has not yet established quantitative or qualitative targets for the planned quality control program and therefore, have no quarterly units to report in the Quarterly Advice Letter. **Key Actions:** Currently on track to discuss framework for formal controls development for internal and third-party inspection patrols.
Substation inspections 7.3.4.15 **GO-174 Substation Inspection Program** **Ahead of Plan**	**Substations Inspected** **Volume vs Q1 2022 Goal:** BVES targeted 36 substation inspections in Q1 2022. BVES was able to complete 39 substation inspections in Q1 2022. **Key Actions:** BVES plans to conduct 36 substation inspections per quarter with an annual target of 144 substation inspections.

Not Started | Completed/Ongoing | Ahead of Plan | On Track | Off Track

WMP Activities Status vs. WMP Activity Goals

7.3.5 - Vegetation Management & Inspection

Detailed inspections and management practices for vegetation clearances around distribution electrical lines and equipment
7.3.5.2
Detailed Inspection Program
On Track

Detailed Inspection Activities:
Volume vs Q1 2022 Goal: BVES set a target of 0 circuit miles by end of Q1. BVES plans to conduct 29 circuit miles of inspection in 2022.
Key Actions: No actions for this initiative were taken in Q1 of 2022.

Emergency response vegetation management due to red flag warning or other urgent conditions
7.3.5.4
Emergency Preparedness & Response Program

Emergency Preparedness and Response Program:
Volume vs Goal: BVES did not record an emergency in Q1 of 2022. This means that the use of the Emergency Preparedness & Response Program was not required.

Improvement of inspections
7.3.5.6
Quality Control of Inspections

Improvement of Inspections:
Volume vs Q1 2022 Goal: One vegetation management audit was planned for Q1 2022. BVES was able to complete 2 vegetation management audits in Q1 2022.
Key Actions: BVES plans to conduct one audit per quarter with an annual target of 4 vegetation management audits in 2022.

Identification and remediation of "at-risk species"
7.3.5.15
Planned

Remediation of At-Risk Species:
Key Actions: BVES and its contractors account for at risk species when doing field work and evaluation. Cycle Breaker vegetation is are an example of what may be recorded. Remediation as a separate initiative is considered for the future with no set program/project at this time.

Remote sensing inspections of vegetation around distribution electric lines and equipment
7.3.5.7
LiDAR Inspection Program

LiDAR Inspection Activities
Volume vs Q1 2022 Goal: Zero circuit miles were scheduled for Q1 of 2022.
Key Actions: BVES plans to complete 211 circuit miles, which would fulfil the goal of conducting infrared inspections of the entire system annually

Other discretionary inspections of vegetation around distribution electric lines and equipment
7.3.5.9.1
Third Party Ground Patrol

Contracted Third Party Inspection
Volume vs Q1 2022 Goal: Zero circuit miles were scheduled for Q1 of 2022.
Key Actions: BVES plans to complete 211 circuit miles, which would fulfil the goal of conducting infrared inspections of the entire system annually

Other discretionary inspections of vegetation around distribution electric lines and equipment
7.3.5.9.2
UAV HD Photography/Video Program

UAV HD Photography/Video Program
Volume vs Q1 2022 Goal: Zero circuit miles were scheduled for Q1 of 2022.
Key Actions: BVES plans to complete 211 circuit miles, which would fulfil the goal of conducting infrared inspections of the entire system annually

Patrol inspections of vegetation around distribution electric lines and equipment
7.3.5.11
Patrol Inspection Program

Patrol Inspection within the Service Area
Volume vs Q1 2022 Goal: BVES targeted 25 circuit miles inspected in Q1 2022. BVES was able to conduct 83.2 circuit miles of inspection in Q1 2022.
Key Actions: BVES plans to inspect 211 circuit miles in 2022.

Not Started | Completed/Ongoing | Ahead of Plan | On Track | Off Track

WMP Activities Status vs. WMP Activity Goals

7.3.5 - Vegetation Management & Inspection

Quality assurance / quality control of vegetation inspections
7.3.5.13
Quality Control of Inspections
16 QC Reviews

Quality Control for Electrical Inspections Program
Volume vs Q1 2022 Goal: BVES planned to conduct 18 quality controls reviews in Q1 2022. BVES was able to conduct 16 quality control reviews in Q1 2022.
Key Actions: BVES plans to conduct 18 quality control reviews per quarter with an annual target of 72 quality control reviews in 2022.

Recruiting and training of vegetation management personnel
7.3.5.14
Vegetation Management Program Staffing
Met Targets

Resource Allocation & Training:
BVES has an established program in place and continues to monitor all aspects of the program for compliance. During the period Q4 of 2021, there were no compliance issues identified.
Key Actions: BVES reviewed staffing program and methodology

Removal and remediation of trees with strike potential to electric lines and equipment
7.3.5.16
Enhanced Vegetation Management Program

Mid-Year Detailed Inspection Activities
Volume vs Q1 2022 Goal: BVES planned to remove/remediate 18 hazardous trees in Q1 2022. BVES was able to remove/remediate 20 hazardous trees in Q1 2022.
Key Actions: BVES plans to clear 18 circuit miles per quarter with an annual target of 72 circuit miles cleared in 2022.

Fuel management (including all wood management) and management of "slash" from vegetation management activities
7.3.5.5
Enhanced Vegetation Management Program
Contractor Meets Requirements

Enhanced VM Program Inspection
Key Actions: This is a contractor lead initiative. Following the monthly substation inspections identified vegetation concerns and their associated waste are removed by the contractor per the contract. At which point BVES is notified, and the inspection and removal is logged.

Substation inspection
7.3.5.17
GO-174 Substation Inspection Program
Inspected & Cleared Vegetation

Substations Inspected
Volume vs Q1 2022 Goal: BVES planned to inspect 36 substations in Q1 2022. BVES was able to clear 39 substations in Q1 2022.
Key Actions: BVES plans to inspect 36 substations per quarter with an annual target of 144 circuit miles cleared in 2022.

Substation vegetation management
7.3.5.18
Substation Vegetation Management Inspections & Corrections

Substation Inspection
Key Actions: This is a contractor lead initiative. Following the monthly substation inspections identified vegetation concerns and their associated waste are removed by the contractor per the contract. At which point BVES is notified, and the inspection and removal is logged.

Vegetation management enterprise system
7.3.5.19
GIS Data Collection & Sharing
Trimmed Trees Logged

GIS Data Collection & Sharing:
Volume vs 2022 Goals: BVES continues to work towards a class leading Data Repository.
Key Actions: BVES continue to work with its contracted experts to update its GIS database as well as develop a more streamlines method for reporting and sharing of information.

Vegetation management to achieve clearances around electric lines and equipment
7.3.5.20
Enhanced Vegetation Management Program

Circuit Miles Cleared:
Volume vs Q1 2022 Goals: BVES planned to clear 18 circuit miles in Q1 2022. BVES was able to clear 36.6 circuit miles in Q1 2022.
Key Actions: BVES plans to clear 18 circuit miles per quarter with an annual target of 72 circuit miles cleared in 2022.

Not Started | Completed/Ongoing | Ahead of Plan | On Track | Off Track

WMP Activities Status vs. WMP Activity Goals

7.3.6 - Grid Operations & Operating Protocols

Automatic Recloser Operations
7.3.6.1
Grid Automation Program
Completed

Fault Interrupters – IntelliRupters Pulsing Auto Reclosers – Completed Cycle Work:
Volume vs Goal: BVES plans to install S&C's Pulse Closer Fault Interrupters across its major 34 kV system auto-reclosers that was completed in 2020. BVES has installed Fault Indicators (FIs) at key locations to reduce the time it takes to locate faults, thereby reducing the time to isolate faults from the system or correcting the damage. Prior to the start of the program, BVES had 110 FIs installed in its system at key locations. As part of the WMP, BVES will install an additional 117 FIs at 39 key locations to provide optimal FI coverage in the system in 2022.
Key Actions: BVES has completed the effort as identified within this WMP cycle.

Protective equipment and device settings
7.3.6.2
Protective Equipment and Device Settings

Protective Equipment and Device Settings:
Key Actions: All protective device settings are logged and controlled by Engineering. The settings are set based on coordination studies.

Crew-Accompanying Ignition Prevention and Suppression Resources and Services
7.3.6.3
Emergency Preparedness & Response Program
No Emergency Events

Stationed and On-Call Ignition Prevention and Suppression Resources and Services
7.3.6.7
Emergency Preparedness & Response Program
Ongoing

Emergency Preparedness & Response Program:
BVES has an established program in place. BVES continues to monitor all aspects of the program for compliance. During the period Q1 of 2022, there were no emergency events that would require the use of said program.
Key Actions: There were no key actions related to this program in Q1 of 2022.

Personnel Work Procedures and Training in Conditions of Elevated Fire Risk
7.3.6.4
PSPS Program & Procedures
Ongoing

Protocols for PSPS Re-Energization
7.3.6.5
PSPS Program & Procedures
Established

PSPS Events and Mitigation of PSPS Impacts
7.3.6.6
PSPS Program & Procedures
0 PSPS Events

PSPS Program & Procedure:
BVES has an established program and procedures in place. BVES continues to monitor all aspects of the program for compliance. During the period Q1 of 2022 there were no PSPS events that would require the use of said program.
Key Actions: There were no key actions related to the Program as there were no PSPS events.

Not Started | Completed/Ongoing | Ahead of Plan | On Track | Off Track

WMP Activities Status vs. WMP Activity Goals

7.3.9 - Emergency Planning & Preparedness

Adequate and Trained Workforce for Service Restoration
7.3.9.1
Resource Allocation Methodology
Completed

Resource Allocation Methodology:
BVES has an established program in place and continues to monitor all aspects of the program for compliance. During the period Q1 of 2022, there were no compliance issues identified.
Key Actions: Staffing for service restoration was reviewed and declared adequate. In the instance of a service restoration event BVES will review the results and re-evaluate staffing if necessary.

Community Outreach, Public Awareness, and Communications Efforts
7.3.9.2
Community Outreach Program
Targets Exceeded

Community Outreach Program:
Volume vs Q1 2022 Goal: BVES had planned to conduct 90 outreach activities at minimum. BVES recorded 141 outreach activities 157% of target for Q1.
Key Actions: BVES exceeded its outreach targets in Q1 at 157% of the established target. BVES continues to establish coordination and communication events as pre-season PSPS planning takes place.

Disaster and Emergency Preparedness Plan
7.3.9.4
Emergency Preparedness & Response Program
Established

Preparedness and Planning for Service Restoration
7.3.9.5
Emergency Preparedness & Response Program
Ongoing

Customer Support in Emergencies
7.3.9.3
Emergency Preparedness & Response Program
Established

Protocols in Place to Learn from Wildfire Events
7.3.9.6
Emergency Preparedness & Response Program
In Progress

Emergency Preparedness and Response Program:
Volume vs Q1 2022 Goal: BVES did not record an emergency in Q1 of 2022. This means that the use of the Emergency Preparedness & Response Program was not required.

7.3.8 - Resource Allocation Methodology

Allocation Methodology Development and Application
7.3.8.1
Resource Allocation Methodology
Program In Process

Resource Allocation Methodology [Primary]:
BVES has an established program in place and continues to monitor all aspects of the program for additional staff. During the period Q1 of 2022, there were no gap issues identified.
Key Actions: BVES routinely reviewed staffing program needs.

Risk Reduction Scenario Development and Analysis
7.3.8.2
Ignition Probability & Wildfire Consequence Mapping
Completed

Contracting with Risk Mapping Resource
2022 Goal: During 2021 in conjunction with the contracted resource BVES completed its initial Risk Mapping. Due to a lack of historical data, the PSPS risk reduction aspect was deferred. For 2022, BVES plans to contract with Technosylva to develop real-time fire modeling capabilities.
Key Actions: BVES continues to evaluate the best course of action to add PSPS Risk Reduction mapping and has engaged a contractor for additional modeling support.

Risk Spend Efficiency Analysis
7.3.8.3
Ignition Probability & Wildfire Consequence Mapping
In Progress

Contracting with Risk Mapping Resource
2022 Goal: During 2021 in conjunction with the contracted resource BVES completed its initial Risk Mapping. Due to a lack of historical data the PSPS risk reduction aspect was deferred. For 2022 BVES plans to evaluate the best course of action to add this tool to its Risk Assessment & Mapping program.
Key Actions: BVES continues to evaluate the best course of action to add PSPS Risk Reduction mapping to its Risk Assessment & Mapping program.

Not Started | Completed/Ongoing | Ahead of Plan | On Track | Off Track

APPENDIX B

SAFETY COMMITTEE MEMBERS

CURRICULUM VITAE

JOHN K. (JACK) HAWKS

1283 Honey Trail, Walnut Creek, CA 94597-2126
415.305.4393 ♦ jkhawks@comcast.net

RESUME of QUALIFICATIONS

SUMMARY OF EXPERIENCE

Senior Energy and Water Utility Executive with proven record of regulatory, legislative and public affairs successes for a major national energy company, two national energy associations, and one state water utility association. Forty-five years' experience in natural gas utility marketing and media relations, wholesale electric power generation and power marketing, power plant siting and development, federal energy regulatory policy, water utility regulatory and legislative affairs, as well as acquisitions and consolidation of small water utilities. Areas of expertise include:

- Water/Electric Utility Regulatory Affairs
- Water/Electric Utility Legislative Affairs
- Cost-of-Service Ratemaking/Rate Design
- Federal ISO and State PUC Regulatory Policy
- Water/Electric Utility Public Policy
- Association Management
- Wholesale Electric Power Marketing
- Merchant Power Plant Screening/ Development
- Business Presentations and Proposals
- Media Relations/Public Affairs
- Conference Program Development
- Staff Support for Boards of Directors
- Coalition Building/Grass Roots Support
- Utility Marketing/Communications

ACCOMPLISHMENTS

- Served as the first Executive Director of the California Water Association for 14-plus years; successfully implemented its ongoing regulatory, legislative and communications plans. Was instrumental in the development and enactment of multiple water industry/CPUC/State Water Resources Control Board legislative statutes and regulatory policies during that time.
- Served on the Board of Directors of the Electric Reliability Council of Texas (ERCOT) and was Board Chair in 2000-2001. Was one of the principals in the design and initial operation of the ERCOT Independent System Operator (ISO) wholesale market, the ERCOT retail electric market, and the integration of these two market designs with ERCOT's reliability responsibilities and obligations.
- Served on the Pennsylvania-New Jersey-Maryland (PJM) ISO's Members (policymaking) Committee from 1998 -2002 and chair of its Governance Committee. Helped refine PJM's market design and establish a governance structure that provided equity for utilities, wholesale and industrial customers, power marketers, retail energy suppliers, independent power producers, and regulators.
- Served as a principal in the design and establishment of the North American Energy Standards Board (NAESB), and particularly its governance structure.
- Effectively managed the media relations programs of the American Gas Association and the Electric Power Supply Association.

EMPLOYMENT HISTORY

J.K. HAWKS & ASSOCIATES, INC. – President 2005 – 2020

Provided water/energy utility consulting services.

CALIFORNIA WATER ASSOCIATION – Executive Director 2005 – 2020

Served as lead executive officer; managed the Association's regulatory, legislative, and communications programs; represented the Association before the California PUC, the State Water Resources Control Board, the Dept. of Water Resources, the Governor's Office and the state legislature.

ELECTRIC POWER SUPPLY ASSOCIATION – Vice President, Public Affairs & Planning 2003 – 2005

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Managed the Association's state regulatory and legislative programs, as well as its media relations, external communications and planning functions.

PG&E NATIONAL ENERGY GROUP 1991 - 2003

Vice President Regulatory Affairs and Market Policy (1998 - 2003)

Responsible for Regional Transmission Organization (RTO) and ISO regulatory policy development and implementation in PJM, New York ISO, New England ISO, Midwest ISO, ERCOT, Southwest Power Pool, RTO West and the California ISO. Ensured a favorable business environment for the company's capital assets and continually advocated for development of a functional wholesale market structure that optimized the company's market and energy trading activities.

Vice President, Government Relations (1995 – 1998)

Responsible for federal and state legislative affairs, and for state regulatory affairs. Managed a dozen local consultants involved with advocating on behalf of the company in its local power plant development activities, as well its power plants in construction and operation.

Director, Public Affairs (1991-1995)

Responsible for all local community activities, including advocacy, NIMBY efforts, and media relations with local municipalities, city councils, county commissions, planning commissions, legislators, etc., in connection with the development, construction and operation of approximately 15 different power plants in more than a dozen states from California to Florida.

AMERICAN GAS ASSOCIATION – 1975 – 1991

Director, Public Information (1988 - 1991)

Responsible national media relations and all external communications; responsible for writing and preparation of senior officer speeches and presentations; editor of the Association's weekly government relations newsletter.

Director, Advertising Programs (1986 - 1988)

Responsible for the natural gas distribution industry's national advertising program, which included preparation of print ads and television commercials that appeared in national business and newsweekly publications, as well as political talk shows, television news shows, and major televised sporting events (e.g. World Series, NFL Playoffs, Rose Bowl, etc.)

Manager, Advertising & Promotion (1981 - 1986)

Assisted the Director in all the above tasks and was solely responsible for the Association's business-to-business industrial and commercial advertising and advertorials, including cooperative marketing programs with manufacturers of natural gas-fueled appliances and equipment.

Assistant Manager, Advertising & Promotion (1977 - 1981)

Similar to above, but without the sole responsibility of the I/C advertising.

Production Assistant (1975 - 1977)

Responsible for production of trade advertising and all promotional materials.

HONORS

- Member of American Gas Association's Industrial/Commercial "Hall of Flame"
- Member of American Gas Association's Residential "Hall of Honor"
- Recognized by NAESB for the instrumental role he had in its formation
- Recognized by the California State Senate for his contributions to California water utility policy.

OTHER QUALIFICATIONS

- MBA, George Mason University, Fairfax, VA
- BS Journalism & Mass Communications, University of Kansas, Lawrence, Kansas

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- Attended College of William & Mary, Williamsburg, VA; majored in political science.
- Accredited by the Public Relations Society of America

Harry Scarborough

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Target: Board of Directors – Electric Utility & Power Generation Sectors

Expert in Mergers & Acquisitions, Operations, Risk Management, and Strategic Plan Development

Experienced board member with 25+ years of experience in the Electric Utility and Power Generation, Education, and Business Development sectors with a history of award-winning performance as a visionary leader for development planning, goal setting, budget forecasting, and advancing corporate growth. Repeated success propelling teams to improve operational efficiencies including performance metrics in support of the corporate strategic plan. Applied varied experience that provides valuable perspective to boards to cultivate a sense of partnership across the company. Incorporated a drive for growth with fiscal responsibility and emphasis on generating the highest possible ROI/ROR.

Highlighted executive achievements include:

- Achieved 8% YoY growth in annual revenues for 2018 & 2019 (Northwest Lineman College)
- Generated enrollment growth by 10-30% between campuses (Northwest Lineman College)
- Received Campus of the Year Award 2017 & 2018 (Northwest Lineman College)
- Successful negotiation of union contract renewals (BVES)
- In 2015, Achieved a 9.7% actual Rate of Return against a budgeted 8.6% through an ambitious capital improvement program. (BVES)
- In 2015, ROE was 12.26% compared to a forecasted 11.32%. Earnings per share (EPS) were $.07 vs $.06 budgeted.
- Developed ambitious capital improvement programs (BVES), to include undergrounding of distribution
- Former Executive Member of the Southern California Leadership Council Energy Subcommittee formed in 2012 to address energy policy and quality of life issues in Southern California. (BVES)
- Extensive experience dealing and negotiating with the California Public Utility Commission, the Federal Energy Regulatory Commission and the North American Electric Reliability Council. (MMC Energy)

EXECUTIVE LEADERSHIP PERFORMANCE

Chief Education Officer/ VP of Campus Operations (2019 – Present) | Campus President (2016 – 2019)

Northwest Lineman College (https://lineman.edu/) | Ada County, Idaho | 2016 - Present

A private vocational technical college with a concentration on careers in the electric power, telecom, and natural gas industries offering career training programs in partnership with a Fortune 500 company, Quanta Energy Services.

SCOPE: Curriculum Development & Program Development ▪ 4 U.S. Campuses ▪ 8,000+ Students ▪ 16 Direct Reports ▪ 1,000+ Employer Facilitation ▪ Manage education operations, finance, enrollment engagement, and business standards.

SUMMARY OF CONTRIBUTIONS: Advanced quickly from Campus President to the Chief Education Officer based off the ability to advance to positions of increasing scope, responsibility, and complexity while delivering against operational, team, and financial performance goals. Serve as one of five officers reporting to directly to the CEO. Provide educational strategic planning and direction related to proven best practices in the power delivery, gas, and telecommunications industries. Establish B2B relationships to fuel student's training and learning experience for future career opportunities. Recruit, onboard, train, and lead a department of 16 curriculum developers, graphic designers, and instructional designers to develop world-class educational materials for the utility trades. Assists in the creation of new programs and courses.

SELECTED ACCOMPLISHMENTS:

- Initiated weekly situation reports from all four campus presidents to drive enrollments and campus objectives.
- Conducted mock audits every six months leading to all campuses receiving outstanding grades through our internal audit process in advance of the actual audit dates.
- Worked extensively with the marketing group to analyse the student market to further focus on areas that could have the greatest impact.
- Accelerated an 8% YoY growth in annual revenues for 2018-2019; drove enrollments up by 10-30% on each campus; reduced expenses 3-5% annually for 2018-2019.

Director

Bear Valley Electric Service (https://www.bves.com/home/) | Big Bear Lake, CA | 2010-2016

Bear Valley Electric Service is a leading provider of power to the Lake Williams, Erwin Lake, Sugarloaf, Big Bear City, Big Bear Lake, Moonridge, Fawnskin and Boulder Bay areas.

SUMMARY OF CONTRIBUTIONS: Created accountability within the organization by performing change management initiatives including the reconstruction of the entire team of approximately 30 employees, revising policies and procedures, and establishing internal KPIs in support of the corporate strategic plan. Provided the utility with instantaneous data that was previously unavailable by replacing analog mechanical meters for every customer with automated digital meters. Improved labor costs with better visibility on the scope of power outage events.

SELECTED ACCOMPLISHMENTS:

- Decreased customer informal CPUC complaints by 30% with only two complaints for 2012.
- Reliability of electrical service was 99.99%.
- Doubled net income in the first year of this position through successful general rate case filing and cutting of operations and maintenance expenses.
- Initiated capital improvement to replace all meters with AMRs resulting in a reduced labor expenses and $200K in savings
- Held down wage increases to 2.5%, 2.25% and 2.25% for 2011, 2012 and 2013, significantly below the union's requested increases.
- Co-Authored Bear Valley Electric Enterprise Risk Assessment Matrix – Identifying Key Operational and Financial Risks and actions to mitigate identified risks
- Completed phase 1 & 2 of the Big Bear Boulevard Undergrounding Project and completing the designing and planning for Phases 3 &4

Senior Vice President

MMC Energy, Inc. (http://www.mmcenergy.com/)| New York, NY | 2006-2009

SUMMARY OF CONTRIBUTIONS: Established a business strategy for the California region to include analyzing market conditions, contacting current owners to discuss plans to divest assets, and performing due diligence during advanced stages of bid proposals for renewable and fossil-fired facilities. Developed strategy for taking company through an intensive public offering and lining up investors for key capital purchases and company growth.

SELECTED ACCOMPLISHMENTS:

- Negotiated a twenty-five-million-dollar loan facility with GE for the purchase of gas turbines
- Successfully permitted a repowering application through a conditional use permit process utilizing a mitigated negative declaration

ADDITIONAL PREVIOUS CAREER EXPERIENCE

Director of Operations, Maintenance, and Construction | Commissioning, Enron Wind/GE Wind Corporation | 1998 – 2001
International Regional Manager | GE Power systems/Stewart and Stevenson | 1996 – 1998
Plant Manager | Stewart and Stevenson Operations, Inc. | 1995 – 1996
Plant Manager | LFC Power Systems | 1993 – 1995

EDUCATION

Executive Graduate Certificate in Business Administration - University of Notre Dame, Notre Dame, Indiana
Master of Science, Organizational Development - Chapman University, Orange, CA
Master of Arts, Education and Training - Chapman University, Orange, CA
Bachelors Business Administration - National University, San Diego, CA
Graduate, Office of Water Programs, Water Distribution. System O&M - California State University Sacramento
California General Building Contractor's License ▪ Navy Nuclear Power Training

Paul A. Marconi

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Big Bear Lake, CA 92107 *LinkedIn profile: www.linkedin.com/in/pmarconi* *Email: paulmarconi1@gmail.com*

Summary: Excellence in operational leadership of businesses, customer programs, production facilities, power plants, personnel, technical programs, and engineering projects. Specializes in developing and leading Teams to achieve **Operational Excellence**.

- Director of a regulated investor owned utility (IOU) with accountability for P&L, operations, energy supply, financial performance, regulatory compliance, customer service, public relations and leadership of employees.
- Captain of a Los Angeles Class attack nuclear submarine and Base Commander of major Navy nuclear submarine base.
- Director of Operations of engineering and software business unit in oil & gas and power generation with P/L accountability.
- Operations & Planning Manager for electric power generation, transmission and distribution of a regulated IOU.
- Proven management of large matrix organizations (800+personnel), high value assets ($2B+), programs ($1B+), projects ($500MM+) and operating budgets ($104MM+) in defense, power generation (nuclear, fossils, renewables) and oil & gas.
- Significant experience in risk based methodologies, reliability engineering, mechanical integrity, predictive & preventive maintenance, inspection & remediation programs, outage planning & execution & operator behavioral performance programs.
- Business development leader with excellent sales growth – raised contracted backlog by 22% and sales pipeline by 46%.
- Change leader who implemented Geographic Information Systems (GIS), Outage Management System (OMS), Supervisory Control & Data Acquisition (SCADA), Enterprise Resource Planning (SAP), PeopleSoft Financials & HR Manager (Oracle), Customer Relationship Management (CRM – MS Dynamics), Voice of Customer (Net Promoter Score) and ISO 9001 QM.
- Strong record of building high performance technical teams, establishing operational excellence and achieving goals. Skilled in budgeting for profit, strategic planning, managing operations and production, leading continuous improvement and quality programs, managing change, cost control strategies, capture management, and building and managing Customer relationships.

Converts high-level strategic goals into day-to-day measurable and executable tasks. Motivates Team to deliver results.

Skills: Executive Leadership; Strategic Planning; Business Development; Business Operations (P/L); Budgeting & Forecasting; Program & Major Project Management; Risk-Based Decision Making; Team Building, Mentoring, Personnel Management; Engineering & Technology; Equipment Reliability & Asset Mechanical Integrity; Power Plant and Oil & Gas Operations; Environmental, Safety & Code Compliance; Training; Leading Change, Program Implementation; Sales Proposals, Vendor/Supplier Qualification, Contracts & Negotiation; Continuous Process Improvement, Quality Management Systems, Root Cause Analysis; Business Analytics, Metrics, Optimization; Strategic Messaging, Public Speaking; Customer Relationship Management; Voice of Customer Programs; Global Business; Government, Defense & Energy, Undersea Operations.

Education: M.S. Engineering Management, Catholic University of America, May 2001 (GPA: 4.0)
B.S. Chemical Engineering, Tufts University, May 1984 (Cum Laude GPA: 3.03)

Languages: English (fluent), Italian (fluent), Spanish (past fluency), French (past fluency)

Experience:

Bear Valley Electric Service, Inc. (subsidiary of American States Water Company) **Big Bear Lake, CA**
(6/2014 – Present) California regulated investor owned utility (IOU) providing electric generation, transmission and distribution in Big Bear Lake Valley to 24,500+ customers.

President & Treasurer and Board Director (7/2020-present) Reports directly to Company's Board of Directors, BVES Inc. and absolutely accountable for the Profit and Loss (P&L) results of BVES, Inc. and directing the overall operations of BVES, Inc., earning an adequate rate of return for BVES, Inc., as well as developing and executing strategic plans with a 5±year horizon.

- As President performs duties of the chief executive officer of the corporation and has, subject to the control of the Board, general supervision, direction and control of the business and officers of the corporation.
- As Treasurer performs the duties of the chief financial officer of the corporation.

Director (8/2016-6/2020) Reports to CEO/President, GSWC with absolute accountability for management of the Electric Division including operations, planning, financial management and supervision of work performed by staff, consultants and contractors. Accountable for achieving P&L goal including authorized ROR, target EPS, and growing Rate Base.

- Led 46 full-time employees & contractors including energy & business analysts, customer service, accounting & purchasing, engineers, planners, IT tech, IBEW union linemen and power plant operators to produce a remarkable record of achievement. Established culture focused on excellence in quality of service to customers, safety, and maximizing shareholder value through superior financial performance by innovative solutions, staff empowerment to resolve challenges, minimizing life-cycle costs, conserving resources, and leveraging diversity among employees and vendors. Provided direct leadership on development and timely filing of General Rate Case (GRC) 2018-2022 – a significant undertaking for BVES' small staff. Worked constructively with legal support and specialized consultants to ensure testimony substantiated base revenue requirements, rate design and cost allocation, cost of capital & rate of return proposal, capital projects, staff reorganization, and special programs. Implemented tight process control ensuring all communications with Commission and intervening parties were documented and ensured over 70 intervener requests were responded to in accurate and timely manner. Personally prepared substantial testimony on results of operations, operations & maintenance, capital projects and risk-based decision making process. Prepared rebuttal testimony in these areas in response to intervener testimony. Key player in productive settlement discussions. Coordinated effective forward leaning public engagement strategy with positive results.
- Demonstrated strong leadership and management in the area of reducing the risk to wildfires for the BVES service area. Implemented detailed and highly effective strategy to mitigate utility caused wildfires. Presented his program to Board of Directors (ASWC). Supported study to ensure insurance coverage was sufficient to protect the Company in the event of a wildfire. Developed Wildfire Mitigation Plan per SB-901 and presented the plan to the President of the Commission, other Commissioners, Deputy Director CAL FIRE, Deputy Executive Director Safety Enforcement Division, and other parties to the WMP proceeding. Developed detail risk evaluation model for each proposed wildfire mitigation measure to quantify the risk reduction and the risk spend ratio to better inform the decision making process on which mitigation measures to implement and the timeframe to execute them. Tracked wildfire legislation and regulation developments in the legislature and at the CPUC and provided updates to the Board of Directors. BVES's comprehensive WMP included innovative projects setting new trends in the T&D industry sector such as: Fuse Upgrades, Tree Attachment Removal Project, Pole Loading Assessment & Remediation Program, Radford Line Covered Conductor Replacement Project, Covered Wire Installation Program, Install Remote Weather Stations, Additional On-Ground Inspection, Electrical Preventative Maintenance Program, and LIDAR Inspection.
- Key player on project team for a reorganization plan to spin BVES off from being a division of Golden State Water Company to a separate, direct subsidiary under American States called BVES, Inc. Participated in the due diligence effort, which was critical to senior management's decision making on whether or not to proceed with the effort. Provided support in developing the application filed with the CPUC to gain approval for the reorganization. Worked closely with public relations firm to develop stakeholder, public and employee engagement and messaging strategy. Gained IBEW Local 47's support for the proposed reorganization and obtained their commitment to send a letter of support to the CPUC. Engaged local government officials, state assembly member, and state senator to inform them of the reorganization. Oversaw a myriad of transition details including transfer of power purchase agreements, contracts, franchise agreements, environmental and operating permits, and physical property and easements; development of BVES Inc. policies and procedures; establishing mechanisms to transition logos, website, social media, and other customer and stakeholder media; and working with accounting and IT department to ensure processes in place to cutover customer billing and accounting system applications.
- Led efforts to develop 7.9 MW AC single axis tracking utility owned solar generating facility and made significant progress toward achieving project approval that will benefit all stakeholders (landowner, customers and BVES). Negotiated purchase sales agreement and developed application for facility construction to CPUC. Led all aspects of business case development, contracting an EPC, permitting, legal representation, ITC recoupment and engineering design and permitting. Briefed numerous stakeholders on the project to gain their support including GSWC Board of Directors, BBARWA Board of Directors, City of Big Bear Lake City Manager, California Public Advocate, and CPUC Energy Division. Worked closely with General Electric (EPC) in conducting preliminary CEQA and site surveys. Participated in settlement negotiations with California Public Advocate and reached a settlement agreement, which was presented to the ALJ for the CPUC proceeding. Engaged public relations firm to conduct public engagement for the project. Conducted several media interviews regarding the project as well as talks with various community groups.
- Oversaw the innovative development of annual and seasonal long-term power purchase agreements and the associated application to the CPUC for approval. The executed PPAs reduce BVES's long-term fixed power supply costs (when compared to previous PPAs) by 12.8% or $4,016,087 over 5 years, which translates into a reduction in system average rate (SAR) of 2.07%. His Team looked at the value and risk propositions of fixed, shaped and variable power purchase products and developed the combination that provides the best value for BVES customers based on forecasted load. Played a key role in negotiating the final PPA terms and conditions with energy suppliers to allow for the novation of the PPAs upon the close of the BVES Inc. transaction. Oversaw Integrated Resource Plan(IRP) development.
- Expertly managed Transportation Electrification (TE) application to CPUC on a very tight timeline. Worked with consultants to develop two TE pilot programs that install electric vehicle (EV) charging stations and institute time-of-use

(TOU) rates relevant to the BVES service area. Provided oversight in producing direct testimony to support the programs and rebuttal testimony to intervening party testimony. Led settlement talks and quickly reached common ground with interveners to settle.

- Implemented BVES's risk-based decision-making framework to evaluate safety & reliability risks and to ensure GRC mitigates high risk issues. Drafted BVES's Risk Management Manual, which CPUC adopted as template for small California IOUs. Presented BVES's program at CPUC En Banc to other utilities and public as guest speaker and panelist.
- Led efforts to file an application to CPUC to put in place a Distributed Generation tariff for customer owned renewable sources. The program replaced the Net Energy Metering (NEM) program, which closed January 1, 2018. In the DG program, customers are to be compensated based on the 12-month average Net Surplus Compensation Rate published by SCE (CAISO requirement) plus avoided transmission access costs and avoided line losses. True-up will be monthly instead of annually. Additionally, the NEM program agreements were formally capped to 20 years at which point existing NEM customers would transition to the DG tariff. This application was not opposed and was approved by the CPUC as requested.
- Working closely with Regulatory Affair, he was highly involved in current state regulatory issues including: R.5-02-020 OIR on Further Development of Renewables Portfolio Standard Program, R.14-08-013 OIR on Distribution Resources Plan, R.15-05-002 OIR on Risk Based Decision Making, R.15-05-006 OIR on Fire Safety Maps and Prevention Measures, R.15-06-009, OIR Physical Security of Electric Utility Facilities, R.16-02-007 OIR on Integrated Resource Planning, R.17-05-010 (issued May 19, 2017) OIR to Consider Revisions to Electric Rule 20 and Related Matters, I.17-06-027 and R17-06-028, OII into the Creation of a Shared Database or Statewide Census of Utility Poles and Conduit in California, R.17-07-007 OIR to Consider Streamlining Interconnection of Distributed Energy Resources and Improvements to Rule 21, R.17-10-010 OIR to Consider Amendments to General Order 95, R.18-03-011 OIR Regarding Emergency Disaster Relief Program to Support California Residents, R.18-04-018 OIR to Evaluate the Mobile Home Park Pilot Program and to Adopt Programmatic Modifications, R.18-04-019 OIR Strategies and Guidance for Climate Change Adaptation, R.18-07-005 OIR New Approaches to Disconnections and Reconnections to Improve Energy Access and Contain Costs, R.18-10-007 OIR to Implement Electric Utility Wildfire Mitigation Plans Pursuant to Senate Bill 901, R.18-12-005 OIR to Examine Electric Utility De-Energization of Power Lines in Dangerous Areas, R.19-07-017 OIR to Consider Authorization of a Non-By Passable Charge to Support California's Wildfire Fund, and I.19-11-013 OII on the Commission's Own Motion on the Late 2019 Public Safety Power Shutoff Events.
- Worked hard to engage local leadership and stakeholders improving Company's public image. Held office calls with local leaders including State Senator Mike Morrell, State Assemblyman Jay Obernolte, City of Big Bear Lake Mayor and Councilmen, County Supervisor, and City Manager. Conducted numerous interviews with local media (radio and newspaper) generating positive press about BVES. Spoke about the Company at various local groups and organized community events such as Earth Day gatherings showcasing along with sponsors environmental stewardship. Launched BVES's Facebook platform reaching over 1,700 customers in first 2 weeks and providing daily updates to community.
- Expertly managed short notice change to Mobile Home Park (MHP) conversion pilot project when the designated MHP (90 units) was changed to a 250 unit MHP, a $5.2 million project. Typically, a 24-month project, his Team designed the project, contracted beyond-the-meter work and underground infrastructure, procured materials and equipment, and installed distribution system within 7 months.
- Implemented 5-year strategy to insert technology into BVES grid to improve safety, reliability and quality of electric service. Geographic Information System (GIS), Outage Management System (OMS), and Interactive Voice Recognition (IVR) System were fully deployed. Instituted significant customer website upgrade including fillable online forms. Established a $3.9 million project to install a fiber optic network in BVES's service area and automate the gird.
- Promoted staff reorganization to modify 5 positions and eliminate 3 positons in order to better fit requirements of a safety and reliability focused; data driven; and advanced technology oriented electric utility. Plan reduced costs ~$165,000/yr.
- Worked closely with HCM experts to resolve sensitive staff issues and ensure qualified replacements were hired.
- Maintained productive and excellent working rapport with IBEW Union representatives and settled with the union to establish a 3-year contract, which ratified in January 2018, keeping wages slightly under CPI.
- Established 3-year $2,600,000 competitively bid contract significantly improving vegetation management program well ahead of changes in CPUC regulations. Improvements increased clearance zones around power lines, established "blue sky" requirement for 34.5 kV system, implemented program to remove dead trees outside the clearance zone that might fall into power lines, and significantly improved documentation of tree trimming activities.
- Ensured numerous regulatory compliance reports were submitted accurately on time to CPUC, Environmental Protection Agency(EPA), South Coast Air Quality Management District(SCAQMD), California Independent System Operator(CAISO), California Air Resources Board(CARB), State Water Resources Control Board(SWRCB), Energy Information Administration (EIA), California Energy Commission(CEC), Federal Energy Regulatory Commission(FERC), and U.S. DOE.
- Proven strong operational leadership in coordinating restoration activities during major outages focusing on public safety first, restoration of service and keeping Company officials, local community leaders and customers informed. During

Holcomb Fire, which resulted in a loss of BVES's main transmission supply, he rallied Staff to dispatch the generation facility, energize an alternate supply line and implement rotating outages to minimize impact on customers. In aftermath, he presented BVES's actions to City of Big Bear Lake City Council and received praise for the Company's efforts.

Operations & Planning Manager (6/2014 – 8/2016): Reports to Director, BVES with total accountability for generation, transmission and distribution operations, maintenance, engineering planning and design, and site IT.

- Walked into budget deficit and implemented cost controls to achieve $1.4MM in savings (surplus) on a $12.6MM budget in 1st 6 months resulting in BVES' 2014 ROR being 11.66% in excess of adopted ROR (8.60%).
- Masterfully managed $19.6MM capital budget extracting maximum value for shareholders and ratepayers.
- Established frame work for risk based decision making process for asset management, system operations and capital improvement planning.
- Expertly led 24 employees (engineers, planners, IT techs, union linemen and power plant operators) to deliver safe reliable service. Achieved reliability of >99.99%, SAIDI at 48.2 min., and increased power plant availability from 57.1% to 95.8%.
- Managed a highly complex $10 MM+ major overhead to underground distribution conversion project along 3 miles of the principal roadway at Big Bear Lake. Successfully completed a complete rebuild project ($1.4 MM) of a major substation to double its capacity and insert state-of-the-art technology including SCADA monitoring and controls.
- Developed strategic 5-year roadmap to convert BVES distribution grid into a smart grid. Initiated implementation of GIS to establish distribution management system (DMS) and designed communications backbone for grid.
- Developed reliability reporting requirements for California IOUs on joint rulemaking working group. Personally drafted proposed General Order for CPUC on reliability indices (SAIDI, SAIFI, MAIFI and CAIDI) recording and reporting.
- Key player in developing 2017 General Rate Case to Public Utilities Commission (PUC) and responsible for assisting in developing 4-year operating and maintenance expense budget, staffing plan, and $27.8MM capital investment plan.
- Established safety program focused on leading indicators (jobsite inspections, tailboards, equipment checks, and training).
- Renegotiated power plant operating permit to eliminate CEMS requirement realizing over $130,000/yr. savings.
- Interfaced with media and city officials to promote BVES projects. Established cooperation with school district on science, technology, engineering and mathematics (STEM).

Intertek – Asset Integrity Management (AIM) **Houston, TX (4/2012 – 6/2014)**

Delivers mechanical integrity services and products including high-end engineering assessments; reliability engineering; risk based inspection and maintenance programs; integrity database management; advanced non-destructive testing and inspection; process safety management; laser scanning; materials laboratory analysis and software products in the power generation and oil & gas sectors.

Director of Operations (1/2013 – 6/2014): Reporting to VP AIM with total P/L responsibility for engineering services ($17.8MM) and software products ($6MM). Accountable for all operations including sales and service/product delivery.

- Directed 73 subordinate engineers, technicians, programmers, business development, accounting, and administrative personnel in three major offices and laboratories (Houston, TX, Sunnyvale, CA and Edmonton, AB).
- Developed business development strategy elevating backlog by 22% and sales pipeline by 46%. Increased net margin to 18.1% (6.4% increase) through effective cost controls and improved price points. Made Customer focus top priority using Net Promoter Score to track Customer satisfaction. Established key metrics and indicators to guide business decisions.
- Led all aspects for change management to implement PeopleSoft Financial & HR modules and Customer Relationship Management (MS Dynamics) global system. First in Intertek to use these systems. Gets people onboard with new systems.
- Laser focused on "Getting Right Team in Place." Restructured group into matrix organization optimizing specialist utilization across projects. Cut obsolete services and recruited profitable consulting engineers. Instituted standard processes.
- Negotiated and approved all project contracts in accordance with corporate risk mitigation guidance. Ts&Cs approver.
- Key player on corporate cross functional team for an acquisition of an advanced nondestructive testing firm ($180MM+).

Senior Project Manager (4/2012 – 12/2012): Reporting to Power Group Director was responsible for 21 Project Managers.

- Raised net margin on 140+ projects from 9.4% to 23.2% in 7 months through persistent intrusive leadership and instituting processes for budgeting, expense tracking and work progress tracking. Implemented ISO 9001 QMS. Drafted QMS manual. ASME NQA-1/ANSI N45.2 Nuclear Lead Quality Auditor. Established HSE industrial facility training program.

- Experienced in advance technical methodologies including: HRSG, boiler and high energy piping; ASME B31.1 & 31.3, Tube-Alert[SM]; TubeMod®; Risk Based Inspection; Equipment Life Optimization; Cost of Cycling; COSTCOM®; AWARE™; NDE (automated UT–mechanized angle beam, time of flight diffraction, phased array; pulsed eddy current); integrity mitigation programs (creep, stress, hydrogen induced and flow-accelerated corrosion); and welding and metallurgical testing (fractographic and micro structural evaluation with scanning electron microscope and energy dispersive element analysis). Well versed in code and standard requirements including ASME, API and NACE.

Envirepel Energy, Inc. **San Diego, California (7/2011 - 4/2012)**
Startup company founded to convert waste streams into clean renewable energy (electricity & bio-fuels) without environmental damage.

VP of Operations (7/2011 - 4/2012): Reporting to CEO was responsible for all operations including power generation, supply chain; business development; projects; maintenance; compliance; financing, budgeting & forecasting; procurement and HR.

- Managed construction for 0.5MW R&D and 2.8 MW biomass waste-to-energy units. Developed operating & maintenance procedures; process flow & identification drawings; plant instrument & controls; and control software and displays.
- Prepared all project proposals including workbook pro forma linked chemical, heat and material balances detailing all financial and engineering aspects. Delivered investor presentations and prepared stock offering documents.

U.S. Navy: Nuclear Submarine Force **Various U.S. and Overseas locations (6/1984 - 7/2011)**
World's most formidable and advanced fleet of nuclear attack and ballistic missile submarines performing national security missions. Held operational and engineering senior leadership positions of progressively increased responsibility and authority including:

Commanding Officer, Naval Base Point Loma San Diego, CA (7/2008 - 7/2011)
Chief Executive of multi-mission base ($2.3B PRV) and large matrix organization (800+ military & civilian (union) staff) supporting 115 tenant commands with 22,000 personnel in 2,200 facilities on 1,803 acres including: 7 nuclear submarines; ship maintenance facility and dry-dock; 1M BBL fuel depot; deep-draft port; torpedo/missile armory; R&D complex with 8,000+ scientists & engineers; training schools; security force; barracks; and 3,200 homes. Directed $104MM/yr. budget.

- #1 of 10 bases in SW Region for **Customer Service** & **Operational Excellence**. Above Average 3 yrs. straight on Senior Leadership Customer Survey. Awarded Legion of Merit for excellence and improvements achieved in Command.
- Managed $506MM modernization and renewable energy projects including construction of 1M BBL fuel depot, R&D facilities, 30MW in new PV systems and deep draft pier restructuring. Responsible for environmental compliance (air, storm-water, waste, noise) for industrial and nuclear activities in California coastal zone. Led public relations gaining Congressional, state and community buy-in on environmental clean-up plan for 5M gallon underground fuel plume.
- Implemented Enterprise Resource Planning (ERP) program (SAP) base-wide integrating with Navy business enterprise.
- Applied LSS reducing utilities by 42% saving $14MM/yr. Wired smart-grid technology to 2,200 facilities, established usage awareness programs and funded high ROI conservation projects. Earned Secretary of Navy Energy and Water Conservation Award 3 yrs. straight and 2011 Federal Energy and Water Management Award (Department of Energy).
- Led strategic plan to capture stakeholder requirements; assess capability gaps and optimize resource allocation. Improved base support and saved clients $33MM by merging processes. Changed Navy's plan of record from building new facilities to refurbishing excess buildings for Mine Warfare mission transfer to San Diego saving $27MM+ and 2 yrs. in construction.

International Programs Group Leader, Office of Secretary of Defense, Washington, DC (8/2006 - 6/2008)
Reported to Deputy Assistant to Secretary of Defense (Nuclear Matters). SME for international nuclear issues to the Secretary of Defense. DoD Program Manager for nuclear weapons and energy international agreements and treaties. High-level briefer.

- Developed major policy shift for U.S.-U.K. nuclear weapons program and obtained U.S. President and U.K. Prime Minister approval to enabled collaboration on follow-on Trident missile program and submarine launch design ($50B+).
- Led technology cooperation on atomic issues with France. Developed robust relationship between Commissariat à l'énergie atomique (CEA) and Department of Energy. Coordinated Cabinet-level engagements with U.K., France and Russia on counter nuclear-terrorism preparing high-level briefs and policy issue papers. Led major exercise to demonstrate procedures.
- Head manager for atomic scientists and engineers at weapons laboratories involved in international programs.

Senior Board Member, Nuclear Propulsion Examining Board, Pacific Fleet, Pearl Harbor, HI (08/2005 - 08/2006)
Reported to Pacific Fleet Commander and Director, Naval Reactors (4-Star Admirals). SME handpicked for **Operational Excellence** in nuclear power. Assigned to audit nuclear submarines and aircraft carriers on safety & regulatory compliance.

- Directed team of 10 top performing senior engineers conducting 75+ nuclear regulatory compliance certifications in the Pacific and managing $1.1MM+ global travel budget. Personally audited 40+ nuclear submarines and aircraft carriers.
- Developed improved metrics based reports with standardized and streamlined inspection audit processes designed to promote best practice/lessons learned sharing within the fleet and specific feedback & benchmarking on performance.

Commanding Officer, USS OLYMPIA (nuclear powered submarine), Pearl Harbor, HI (08/2002 - 08/2005)
Reporting to Squadron Commodore, led all operations, training, logistics, maintenance and personnel, with ultimate accountability for mission accomplishment, of front-line nuclear attack submarine ($2B national asset) and crew of 165.

- Led two 6-month deployments to geo-politically sensitive and tactically challenging areas. Selected as #1 of 6 submarines in Squadron for **Operational Excellence** for 2 yrs. Trusted at National Security Council level to apply risk management on independent submarine covert missions with high consequences at stake. Briefed NSA (White House) on mission results.
- Developed highly effective lessons learned program. Became model for Fleet to follow. ZERO mishaps in 3 yrs.
- Managed 5-month dry-dock turnaround work package on schedule. Saved $20MM of budget by innovatively sequencing some work flow outside shipyard controlled industrial area saving high overhead costs. This practice became new standard for major maintenance. Achieved lowest annual submarine operating cost (by 18%) while meeting all commitments.

Assistant Director for Nuclear-Field Enlisted Matters, Naval Reactors, Washington, DC (09/1999 - 12/2001)
SME to Director (4-Star Admiral) on policy and HR Program Manager for 10,000+ ($1B+ in compensation) nuclear-field personnel including recruiting, training, career path, compensation, promotion and retention.

- Reduced nuclear training attrition by 17% saving $11MM/yr. by applying metrics on performance traits and statistical analysis of results to develop improved recruiting acceptance standards. Responsible for adjudicating nuclear trained enlisted personnel assignments to instructor duty and selection to officer college scholarships.
- Optimized nuclear training curricula sequence to deliver Sailors to the Fleet 2 weeks sooner saving $18MM/yr.

Executive Officer, USS HOUSTON (nuclear powered submarine), San Diego, CA (10/1997 - 09/1999)
2nd in Command of nuclear submarine (165 personnel). Directed all operations, training and administration. Selected as #1 submarine in San Diego and Top Tactical Performer in Pacific. Recognized for **Operational Excellence**.

Squadron Engineer, Commander, Squadron 22 Staff, La Maddalena, Italy (8/1995 - 09/1997)
Principal Engineer reporting to Squadron Commander responsible for oversight of overseas nuclear ship repair site with 2,000+ personnel and $66MM/yr. operating budget providing maintenance and logistics support for 18 deployed submarines. Executed 120+ ship turnarounds-outages (2.1MM man-hrs.). Directed repair facility SUBSAFE/Nuclear QMS Program. Managed site infrastructure including sure power generation, water treatment, HAZMAT and waste oil, sewage plant, cranes, and port tugs and support boats.

Chief Engineer, USS PROVIDENCE (nuclear powered submarine), Groton, CT (12/1991 - 8/1995)
Reporting to the Captain, led Engineering Department (72 personnel) responsible for safe operation and maintenance of nuclear reactor and all submarine support systems. Managed major nuclear submarine reactor overhaul project ($104MM) including production, schedule, radiological controls and quality assurance. Delivered 2 months early & $18MM under budget. Achieved highest rating for nuclear plant operations. Strong operating experience with nuclear power plant reactor controls instrumentation, chemistry and radiological controls, mechanical systems and power generation and distribution.

Staff Watch Officer, Commander, Submarine Group 8 Staff, Naples, Italy (8/1989 – 12/1991)
Selected as Top Staff Watch Officer during Desert Shield/Desert Storm. Managed global submarine logistics and -operations.

Division Officer, USS WILL ROGERS (nuclear ballistic missile submarine), Holy Loch, Scotland (6/1984 – 7/1989)
Recognized as Junior Officer of the Year for excellence in submarine operations. Served as Communications Officer, Chemistry & Radiological Controls Assistant, Reactor Controls Assistant, Sonar & Torpedo Officer, and Assistant Engineer. Qualified Engineering Officer of the Watch, Officer of the Deck, Submarine Officer Warfare Officer, and Nuclear Engineer Officer.

Continuing Training:

Utility Rate Design and the Influence of Emerging Technologies October 2019, Phoenix, AZ
CA Renewable Energy Procurement Summit (panelist)(Infocast) October 2019, Sacramento, CA
Wildfire Technology Innovation Summit (CPUC & CAL FIRE) March 2019, Sacramento, CA
Working with Electric Utility Contracts (PPAs)(EUCI) November 2018, Denver, CO
Rate Design Conference: Rate Design Renaissance (EUCI) October 2018, Minneapolis, MN
Solar Power Plant Design Fundamentals (EUCI) April 2018, Portland, OR
Electric Vehicle-Utility Industry Nexus (EUCI) December 2017, Anaheim, CA
Western Power Summit (Access Intelligence) October 2017, Denver, CO
California Energy Summit (INFOCAST) May 2017, Santa Monica, CA
Storage Summit (INFOCAST) January 2016, San Diego, CA
Advanced Storage Technologies (INFOCAST) January 2016, San Diego, CA
California ISO Symposium (CALISO) 2015, 2016, 2017, & 2018 Sacramento, CA
Utility Rate School (NARUC) May 2015, San Diego, CA
Distribution Management Systems: Strategies for Success (UU206 – DistribuTech) February 2015, San Diego, CA
Planning of Smart Distribution Systems (UU311 – DistribuTech) February 2015, San Diego, CA
ASME NQA-1/ANSI N45.2 Nuclear Lead Quality Auditor Course, Atlanta, GA May 2012
Naval Senior Officer Business Course, Naval Post Graduate Scholl, April 2009
Karrass Effective Negotiating 2 The Follow-on Program, March 2009
Karrass Effective Negotiating, 2008
Family Advocate Program & Command Family Advocacy Representative Training, August 2008
Explosives Safety and Environmental Risk Management Course, July 2008
Shore Station Senior Leadership Course, July 2008
National Security Personnel System Course, July 2008
Submarine Prospective Commanding Officer Course, June 2002
Antiterrorism Force Protection Training for Commanding Officers, October 2002
Submarine Prospective Executive Officer Course, December 1997
Senior Leaders Seminar, Department of the Navy June 1996
Submarine Officers' Advanced Course, June 1992
Sealed Authenticator System-Emergency Action Procedures, March 1991
Communications Security Materials Course, October 1986
Intercultural Relations Course, August 1989
Naval Submarine School, February 1986
Naval Nuclear Power School, March 1985

Qualifications: Major Navy Command; Nuclear Propulsion Submarine Command; Chief Engineer for Nuclear Propulsion Plants; Submarine Warfare Officer; Officer of the Deck; Engineering Officer of the Watch; ASME NQA-1/ANSI N45.2 Nuclear Lead Quality Auditor.

Security Clearance: Held Top Secret – Sensitive Compartmented Information (SCI) & Special Access Program (SAP).

Community Service:

- Elected President of Bear Valley Mountain Mutual Aid Association (organization dedicated to bringing together over 25 community government and non-government organizations to provide coordinated disaster & emergency response).
- Elected President of the Board for Viking Estates Home Owners Association in Big Bear Lake.
- Food Pantry organizer in Big Bear Lake raising increasing record levels in contributions each year for 4 years.

APPENDIX C

MATERIALS USED IN

NOVEMBER 11, 2021 PUBLIC MEETING PRESENTATION



Bear Valley
Electric Service, Inc.
A Subsidiary of American States Water Company

Safety and Operations Committee Board Level Brief to CPUC and OEIS

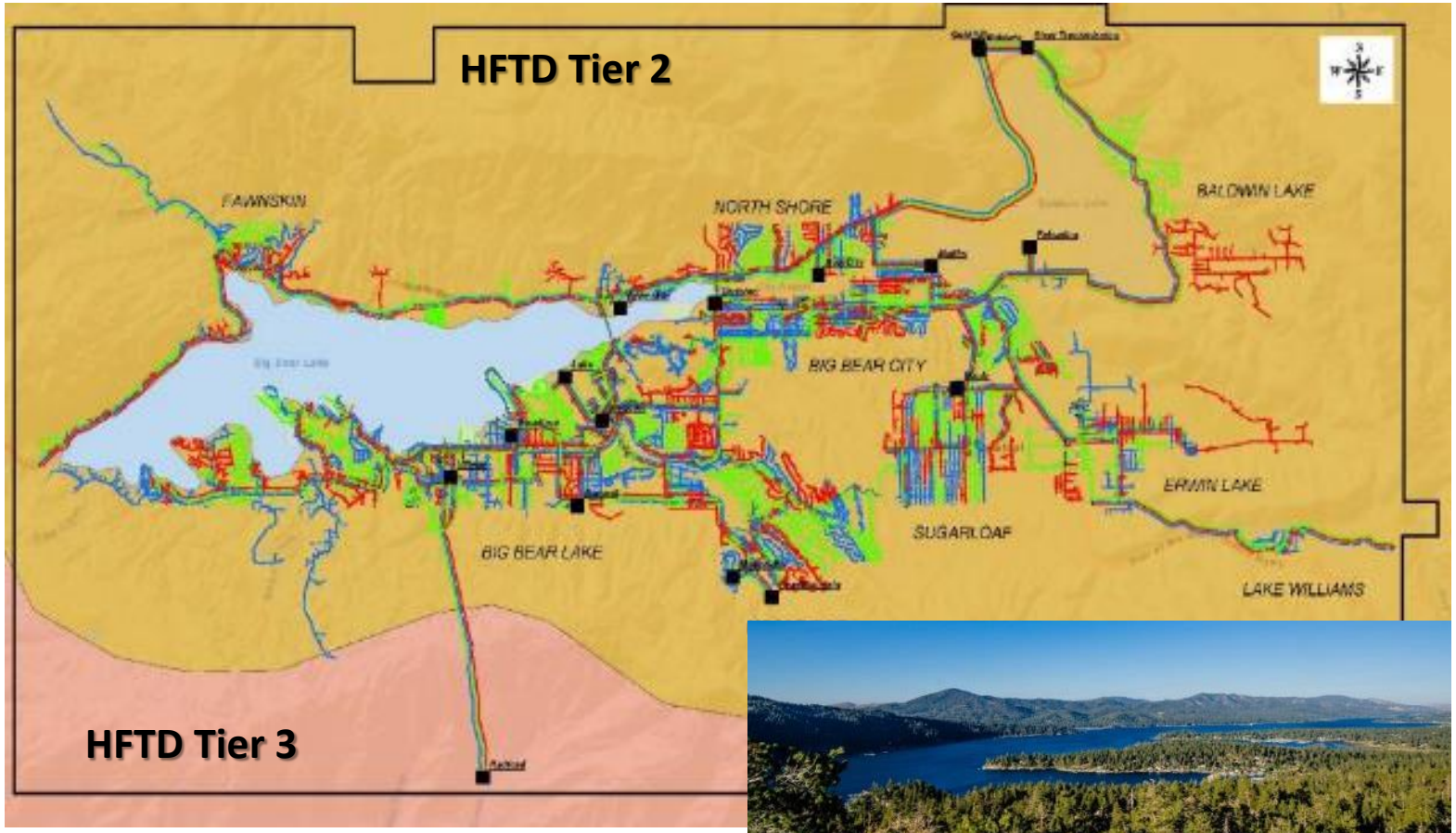
November 10, 2021

Paul Marconi, President & Safety Committee Chairman, BVES, Inc.

Outline

- Service territory overview
- Key priorities and efforts to improve safety and operational performance.
- Recent safety outcomes achieved and goals for the future.
- Primary challenges to improving safety performance and actions to address those challenges.
- Aspects of safety culture and safety culture initiatives that will drive performance.
- Board-level accountability for Executive Officers if safety performance targets and metrics are not met.

Service Territory Overview



Location: 32 square miles of rural and mountainous terrain at approximately 7,000 ft. in San Bernardino Mountains (80 miles East of Los Angeles).

- Heavy vegetation density and mostly dry environment (80.5%).
- Entire Service Territory in High Fire Threat District (Tiers 2 & 3).
- Entire Service Territory in Heavy Loading District (>3,000 ft.).

Key jurisdictions: County of San Bernardino, City of Big Bear Lake, U.S. Forest Service.

Customers: 24,623 total [23,113 residential and 1,510 commercial].

Power Supplies: BVES system is entirely within the balancing area under the control of the California Independent System Operator. Supply lines to BVES are owned and operated by Southern California Edison.

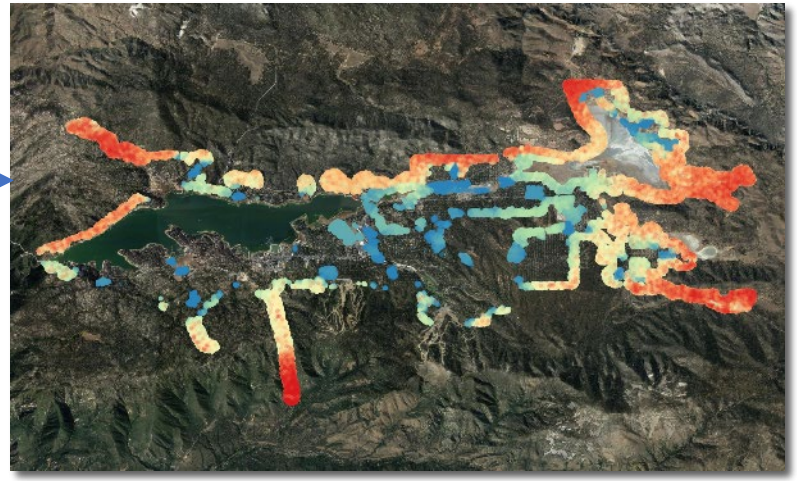
Key Priorities & Efforts

- At the tactical level
  - Situational Awareness and Forecasting
  - Grid Design and System Hardening
  - Asset Management and Inspections
  - Vegetation Management and Inspections
  - Grid Operations and Protocols
  - Stakeholder Cooperation and Community Engagement
- At the strategic Level
  - Safety Culture
  - Risk Assessment and Mapping
  - Resource Allocation Methodology
  - Data Governance
  - Emergency Planning and Preparedness

Some Initiatives In Progress

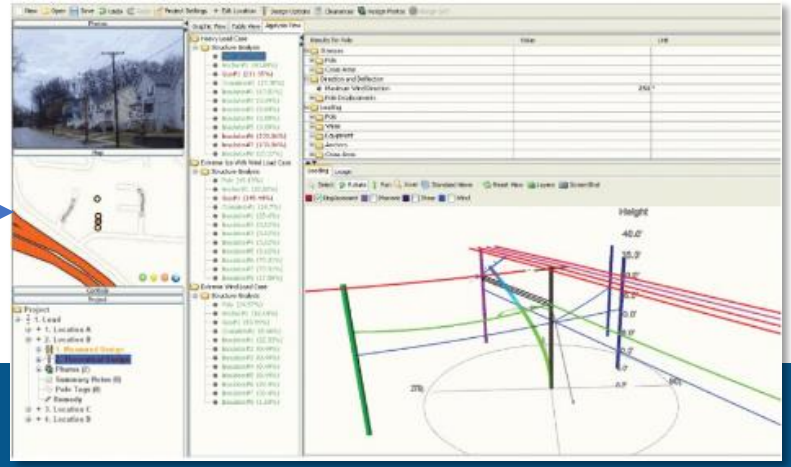
Covered Wire Project: Replaces bare wire with covered wire (4.3 circuit miles on 34 kV & 8.6 circuit miles 4 kV systems per year).

Risk Assessment & Mapping: Developing area and system specific risk modeling to include risk map that shows the overall ignition probability and estimated wildfire consequence along the electric lines and equipment. Also develops climate-driven risk map and modeling based on various relevant weather scenarios. Project to be completed by December 2021.



UAV Surveys: Implementing program to conduct annual UAV HD imaging and thermography inspections of system facilities.

Pole Loading Assessment & Remediation Program: Assess approximately 8,000 poles and replaces/remediates deficient poles.



Some Initiatives In Progress

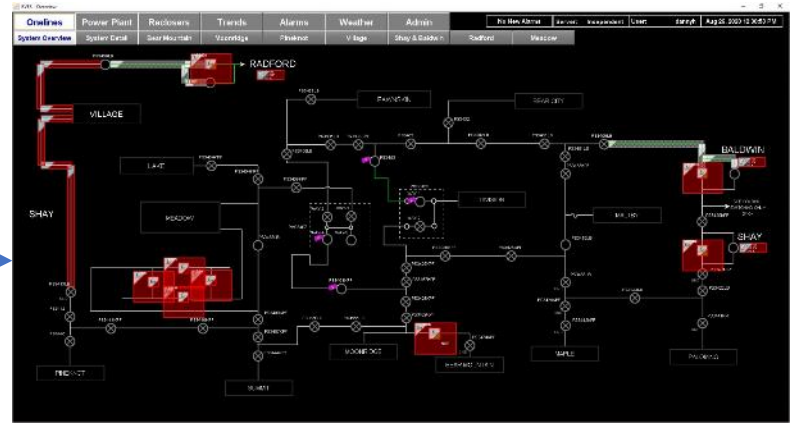
Evacuation Route Hardening: Hardens T&D facilities along main evacuation routes to prevent facilities from blocking or impeding evacuation if subject to wildfire.

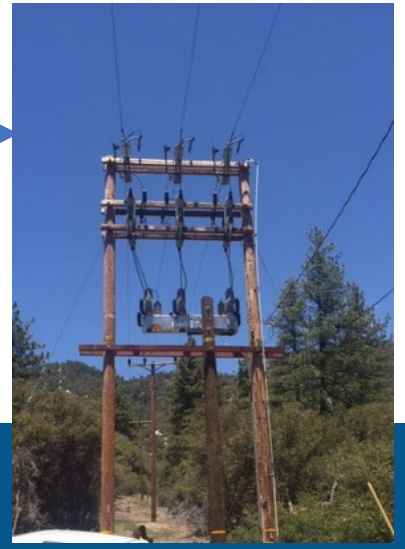
Grid Automation Project: Installs fiber network in service area, implements SCADA software and automates substations and field switches.

FLISR Project: Installs 9 Fault Localization Isolation System Restoration devices on 34 kV system.

Radford Line Replacement Project: Replaces 34 kV line & poles with covered wire & fire resistant poles in HFTD Tier 3 area.

Tree Attachment Removal Program: Removes approximately 1,207 tree attachments.





Safety Outcomes

As of October 29, 2021, BVES's Safety Record:

- Accident/injury free for 892 days.
- No fatalities in over 10 years.
- No employee contact with High Voltage in over 10 years.
- No ignitions in over 10 years.
- No COVID-19 workplace outbreaks.

Risk Reduction as Result of WMP Initiatives

- Executing 86 wildfire mitigation initiatives in 10 categories.
  - Metrics tracking progress are submitted to OEIS.

- Continue to reduce overall risk.
  - Seeking to reduce risk on all “high risk” circuits to eliminate “high risk” circuits.
  - Then intent is to further reduce “medium risk” circuits to achieve all circuits in low risk range.

Date	System Risk (Per Fire Safety Model)
12/31/2019	115,500
12/31/2020	103,470
6/30/2021	99,069
12/31/2021	95,000*
12/31/2023	60,000*
12/31/2030	<100*

*Projected risk score base on planned initiatives.

Enhanced Vegetation Management (EVM)

Year	Vegetation Contact on Lines
2021 (as of Sept. 30, 2021)	2
2020	5
2019	5
2018	9
2017	16
2016	47

- Implemented EVM program in the spring of 2018 and fully achieved the enhanced clearances by the end of 2020.
- Program invokes higher clearance standards.

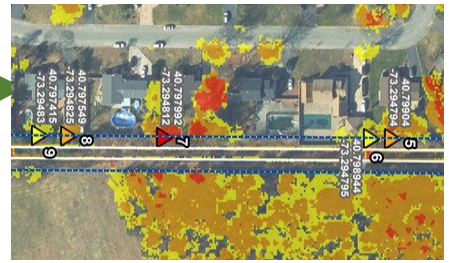
Some Completed Initiatives

34.5 kV Supply Line Re-closers: All have been changed out to Pulse Conditioned IntelliRupters.

ALERTWildfire HD Cameras: Have 15 cameras in ALERTWildfire network providing complete coverage of service area.

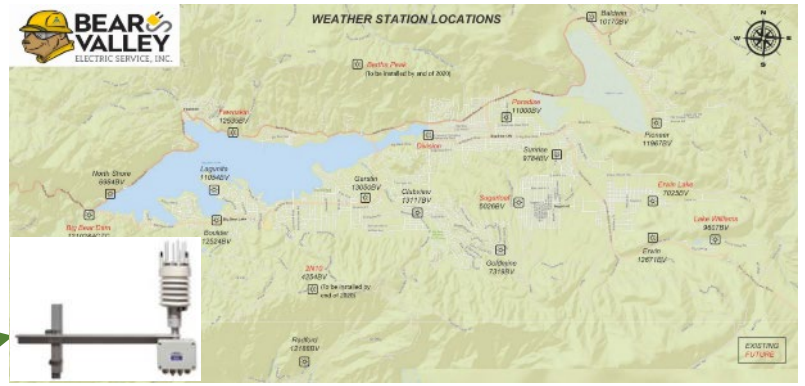
System Sectionalized: PSPS high risk areas sectionalized from rest of BVES system.

LiDAR: Implemented annual Light Detection and Ranging (LiDAR) survey of system to identify areas where additional vegetation clearing is necessary.



3rd Party Ground Patrol: Implemented annual 3rd Party Ground Patrol of the overhead system. (In addition to annual GO-165 ground patrol.)

Weather Stations: Installed 20 weather stations throughout service area.



Fuse Upgrade Program: Eliminated all expulsion (conventional) fuses from the system. 3,114 expulsion fuses were replaced by 2,578 current limiting fuses and 536 electronic fuses.

Primary Challenges to Improving Safety Performance

- Recruiting and retaining skilled staff.
- Qualified power line construction contractors.
- Supply chain.
- Permitting.
- COVID-19 mitigations: Less person-to-person engagement challenges worksite leadership, monitoring, mentoring, and teaching of staff.

Safety Culture Initiatives To Drive Performance

Initiative	Summary of Target
Engaged Management December 31, 2021	Management is fully engaged in public and worker safety in a productive and positive manner that significantly elevates management's awareness of utility field work and how it affects the public and employees.
Active Safety Committee December 31, 2021	Safety Committee directs the Company's actions to promote public and worker safety. The committee is formal with designated attendees that properly represent highest level of management, line supervisors, and various workforce roles and employee types.
Safety Program Properly Resourced December 31, 2021	The Company properly resources all safety program elements and management expends allocated budget on the intended safety initiatives. Safety Committee leads the budgeting process.
Safety Training Program December 31, 2022	The Company has a purposeful, comprehensive, formal, and documented safety oriented training program. Employees are trained in specific areas to improve public and workplace safety based on their roles and responsibilities. Lessons learned and impromptu training on emergent or changing conditions are utilized.
Leading Indicators December 31, 2022	A set of leading indicators and metrics relevant to the workplace and public safety are regularly reported to the Safety Committee and all employees. Leading indicators and metrics are analyzed and used in decision-making.
Continuous Improvement Program December 31, 2022	Highly functional continuous improvement program in place that empowers employees to refer improvement opportunities, establishes plan of action for improvements, evaluates effectiveness of action taken, and determines if further adjustments are necessary to achieve desire improvements. Results of the continuous improvement program are shared with employees.
Safety Recognition Program December 31, 2023	Employees that go above and beyond to improve public and workplace safety are recognized, celebrated, and rewarded.
Transparency & Open Communication December 31, 2023	Management frequently conducts safety briefs and encourages employees to periodically lead them. Safety Committee meeting minutes and safety performance metrics are shared with employees. Employees are motivated to report safety hazards and encouraged to make recommendations on how to reduce workplace hazards and public safety risks. Employees have buy-in in all aspects of safety.

Safety Culture Assessment

Recommendations That Will Drive Performance

- Safety culture assessment (SCA) report for 2021 noted the following:

  "To drive consistent improvement in its safety culture throughout the organization, Bear Valley should act on the following recommendations:

  1. Embed leadership skills development into the "Engaged Management" 12-month objective to improve the Bear Valley safety culture.
  2. In collaboration with Bear Valley's vegetation management contractor, develop and implement an action plan to address safety culture issues, in particular regarding the flow of information about wildfire hazard mitigation."

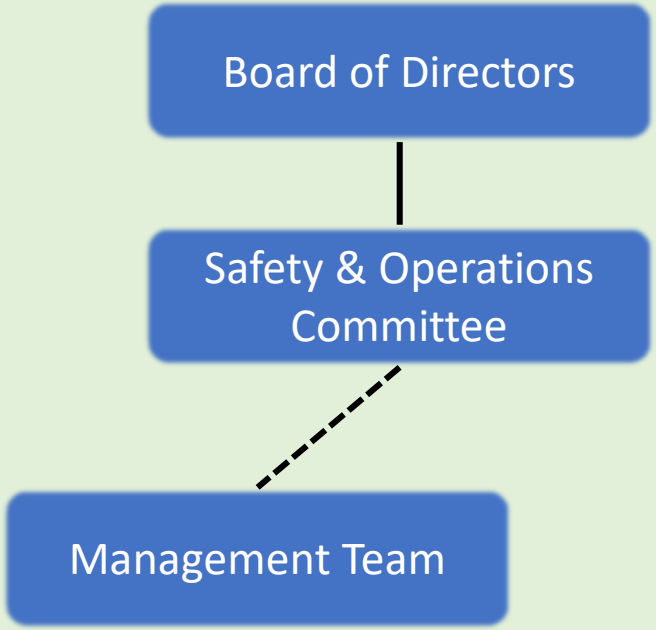
- BVES agreed to implement all of the findings and recommendations for improvements in its 2021 SCA.

Key Safety Culture Findings in 2021 SCA

- Two areas to capitalize upon to improve performance are:
  - "Bear Valley's safety culture emphasizes identifying wildfire hazards and protecting the community."
  - "Employees feel a strong personal responsibility for their own and others' safety. They believe they are authorized to stop the job for safety if necessary and that doing so would be viewed positively by management."
- Gaps in the present safety culture:
  - While Bear Valley's average workforce survey scores were highest in the safety and wildfire categories of the workforce survey (an average score of 4.28 and 4.25, respectively, on a five-point scale), the culture category of statements had a much lower average score (4.01). The Engineering and Planning unit seems to have a relatively strong safety culture, but the Customer Service and Accounting units have considerable challenges.
  - Bear Valley's contractor for vegetation management has a culture in which employees feel they cannot talk to their supervisors about wildfire hazards and a workgroup that does not follow procedures to control workplace and wildfire hazards.
  - Bear Valley's safety culture objectives do not provide details for how progress will be monitored and sustained."

Organization

Bear Valley Electric Service, Inc.



Safety & Operations Committee is responsible for overseeing:

- Preparation of BVES's wildfire mitigation plan and the assessment of BVES's compliance with the plan,
- Other activities intended to identify wildfire risks and other safety risks related to the operation and maintenance of the BVES electric utility system,
- Steps taken to reduce such risks and to respond to safety events, and
- Such other matters as set forth in the charter or delegated to the Committee from time to time by the Board.

Board-level Accountability of Executive Officers

- Executive Officer performance is accountable to and subject to control of the Board of Directors.
- Executive Compensation Plan is designed to promote public safety and financial stability. The Plan is structured to:
  - Promote safety as a priority.
  - Ensure public safety.
  - Ensure financial stability of the utility.
  - Utilize performance metrics that are measurable and enforceable.
  - Allocate the primary portion of the compensation based on achievement of performance metrics that are measurable and enforceable.



Questions?

Our Values

In pursuing our mission, the board of directors, management and the company´s employees are guided by the shared Values presented below:

Integrity - Building trust through honest communications and doing what is right
Teamwork - Maximizing efficiency through collaboration and individual strengths
Respect - Valuing diversity and treating all stakeholders with fairness
Excellence in Service - Striving for excellence and quality in everything we do
Accountability - Taking ownership of one´s actions