



Liberty  
933 Eloise Avenue  
South Lake Tahoe, CA 96150  
Tel: 800-782-2506  
libertyutilities.com

June 19, 2023

Caroline Thomas Jacobs  
Director, Office of Energy Infrastructure Safety  
California Natural Resources Agency  
715 P Street, 20<sup>th</sup> Floor  
Sacramento, CA 95814  
Docket #2022-SCAs

**Re: Liberty Response to Findings of 2022 Safety Culture Assessment**

Dear Director Thomas Jacobs:

Liberty Utilities (CalPeco Electric) LLC (“Liberty”) appreciates the efforts of the Office of Energy Infrastructure Safety (“OEIS”) in preparing the 2022 Safety Culture Assessment for Liberty (“SCA”).

Pursuant to California Public Utilities Code Section 8389(e)(2), Liberty may satisfy the “good standing” requirement for purposes of its annual safety certification request by agreeing to implement the findings of its most recent SCA. Liberty agrees to implement the findings of the 2022 SCA and Liberty submits the following responses addressing current actions it is already taking related to the recommendations in the 2022 SCA.

**Liberty Response Regarding Recommendation to Improve Leadership Engagement**

Section 3.1.1 of the May 8, 2023 SCA states that “Liberty should train leaders on safety leadership topics such as effective leadership skills, influencing safety culture, wildfire safety, human and organizational performance or human performance reliability, and diversity, equity, and inclusion.” Additionally, OEIS recommends that Liberty senior leadership should engage managers through listening sessions, roundtables, or a focus group to better understand and address issues related to Leadership Engagement. The stated goals for this recommendation are to establish a better sense of trust, respect, and cooperation between employees and leadership, which would enhance organizational learning.

Liberty holds monthly safety culture meetings with the West Region leadership team. These meetings include discussions on how to keep all departments and teams engaged and responsible for safety.



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### **Liberty Response Regarding Recommendation to Establish a Culture Committee**

Section 3.1.2 of the May 8, 2023 SCA states that “Liberty should establish a cross-functional culture committee comprised of individual contributors and managers to gather insights and take action regarding declines in workforce survey scores for statements related to overall culture ... and implement a SMART action plan to address workplace culture issues over the coming year.” The stated goals for this recommendation are for Liberty to gather insights on its overall workplace culture and identify areas of improvement.

Liberty holds monthly safety trainings with field employees attended by leadership to enforce and influence safety culture. Additionally, the Director of Operations holds a Safety Culture meeting to discuss any recent safety near misses, upcoming trainings, and improvements that can be made to safety culture to ensure alignment amongst leadership.

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

Sincerely,

A handwritten signature in black ink, appearing to read "Jordan Parrillo".

Jordan Parrillo  
Manager, Regulatory Affairs  
Liberty