



OFFICE OF ENERGY INFRASTRUCTURE SAFETY
WILDFIRE SAFETY ADVISORY BOARD

**DRAFT WORK PLAN AND
IMPLEMENTATION PLAN**

SEPTEMBER 2024

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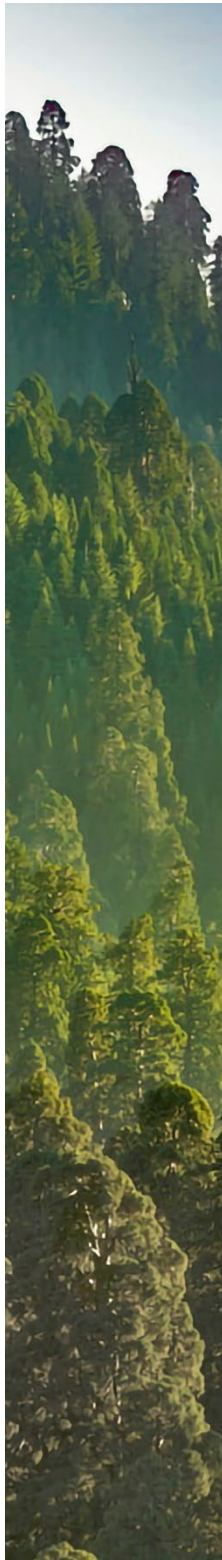
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1. EXECUTIVE SUMMARY

The Wildfire Safety Advisory Board’s 2024 – 2027 Strategic Plan includes four priorities: Building Collaborative Relationships with External Partners, Actualizing Our Mission in Collaboration with the Office of Energy Infrastructure Safety, Retaining and Developing Staff, and Creating the Structures and Practices for Successful Implementation. The Strategic Plan also requires the development of an “Implementation Plan” which includes assigning responsibilities for action items and identifying and/or validating key performance metrics/measurements for each priority. At the time the Strategic Plan was adopted, WSAB did not have a work plan describing how it would meet its mandates and assign staff resources. This Work Plan and Implementation Plan describes the work the Wildfire Safety Advisory Board and its staff will do over the next year to meet its mandates and Strategic Plan Priorities. It identifies key performance indicators for each of the four priorities in the Strategic Plan and shows how those priorities will be met. Finally, the Implementation Plan describes the process for staff to report progress on each of the priorities to the Board.

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2. INTRODUCTION

This section gives a brief overview of the work of the Wildfire Safety Advisory Board, its Strategic Plan, this Work Plan, and Implementation Plan. While the work plans and implementation plans are often separate documents, here they are combined because the plans were developed at the same time and because some of the activities included in the two plans overlap. Combining the plans into one document also helps to show the staff resource deployment.

2.1 Wildfire Safety Advisory Board

The Wildfire Safety Advisory Board (WSAB or the Board) was created in 2019. Its composition and primary responsibilities are defined in California Public Utilities Code (PUC) §§ 326.1, 326.2, and 8389(b). WSAB consists of seven expert members. Five are appointed by the Governor, one by the Speaker of the Assembly, and one by the Senate Committee on Rules. WSAB meets at least quarterly and alternates locations between northern, central, and Southern California when feasible. WSAB develops and makes recommendations to the Office of Energy Infrastructure Safety (Energy Safety). The Board also reviews and provides comments and advisory opinions to each local publicly owned electric utility and electrical cooperative (collectively, POUs) regarding the content and sufficiency of its wildfire mitigation plan and recommendations on how to mitigate wildfire risk.

So far, WSAB has issued annual recommendations to Energy Safety and four advisory opinions to publicly owned electric utilities and electrical cooperatives.¹ The Board has also adopted three Policy Papers.

2.2 Work Plan

At the time the Strategic Plan was adopted, the WSAB Branch did not have a work plan. Here, “work plan” means the list of workstreams, a schedule for workstream completion with final and interim milestones, and staff assignments. Developing a work plan was necessary for the WSAB supervisor to ensure that WSAB could meet its mandates and that staff resources are effectively managed. The supervisor met with the Executive, Policy and Utility Safety Culture (Policy), and Publicly Owned Utilities Issues (POU) Committees; reviewed the work of the Board; and polled all Board Members for topics they would like to see covered in the staff’s future work. The supervisor also worked with Energy Safety staff and management to generate ideas for new workstreams.

Sections 3 and 4 of this document outline elements of the work plan for WSAB staff for approximately the next year. The work plan describes proposed workstreams, including mandated reports, as well as workstream milestones.

¹ [Publications | Office of Energy Infrastructure Safety](#)

2.3 Strategic Plan

In the spring of 2024, WSAB developed the 2024 – 2027 Strategic Plan.² WSAB members and staff met for a full day, in person public meeting facilitated by Keirsten Taillon to develop a draft Strategic Plan. At its June 5, 2024 meeting, WSAB adopted the Strategic Plan.

The WSAB Strategic Plan begins with simple, powerful vision and mission statements. The **vision** of WSAB is a fire resilient California free of utility caused wildfires. Its **mission** is to advise and make recommendations to reduce the risk of utility related wildfires.

The Strategic Plan sets out four priorities:

1. Building Collaborative Relationships with External Partners
2. Actualizing Our Mission in Collaboration with the Office of Energy Infrastructure Safety
3. Retaining and Developing Staff
4. Creating the Structures and Practices for Successful Implementation

Each of the priorities includes a definition, objectives, implementation strategy, and possible key performance indicators/targets.

The Strategic Plan identifies as a next step for WSAB to develop an implementation plan; assign responsibilities for action items; and identify and/or validate key performance metrics/measurements for each strategic priority.

2.4 Implementation Plan

At the June 5, 2024 WSAB meeting, the Chair asked the WSAB supervisor to shape the Implementation Plan by working with the Board established committees. Following this direction, the Supervisor met with the Policy Committee and shared an early draft of the Work Plan and Implementation Plan.

Sections 5 and 6 of this document show the Implementation Plan. It describes how the priorities in the Strategic Plan will be met, including key performance indicators (KPIs) for each priority. Finally, it shows how WSAB and staff will monitor and report on progress in addressing the Strategic Plan priorities.

3. WORK PLAN: WORKSTREAMS

WSAB staff asked Board Members for their input on potential topics to investigate. WSAB staff also worked with Energy Safety management and staff to generate ideas for topics. Staff reviewed the collected topics, developed draft workstreams to cover the topics, and sought input on each draft workstream from WSAB Committees and Energy Safety staff. Each workstream in this section includes a title, problem statement, identified Board Lead, approach, products and outcomes, and an estimate of resources needed to complete the workstream.

² [2024-2027-wsab-strategic-plan-1.pdf \(ca.gov\)](#)

3.1 Advisory Opinions on Publicly Owned Utilities' Wildfire Mitigation Plans

Public Utilities Code § 8387(b)(1) requires, in part, that “[a]fter January 1, 2020, a local publicly owned electric utility or electrical cooperative shall prepare a wildfire mitigation plan annually and shall submit the plan to the California Wildfire Safety Advisory Board on or before July 1 of that calendar year.” PUC § 326.2(c) requires WSAB to “[r]eview and provide comments and advisory opinions to each local publicly owned electric utility and electrical cooperative regarding the content and sufficiency of its wildfire mitigation plan and recommendations on how to mitigate wildfire risk.” This workstream describes the approach and staff support for WSAB to meet this statutory requirement.

3.1.1 Board Lead: Publicly Owned Utilities Issues Committee

The members of the Publicly Owned Utilities Issues Committee (POU Committee), Board Member Haines and Vice Chair Porter, have worked closely with POU in their roles outside WSAB service, as well as by convening and meeting with the WSAB-POU Working Group. In their role as POU Committee members, they have the expertise to continue that collaboration and guide staff.

3.1.2 Approach

The Advisory Opinion for the 2024 Wildfire Mitigation Plans of Electric Publicly Owned Utilities and Rural Electric Cooperatives,³ adopted by WSAB on December 8, 2023, states, “[t]he WSAB recommends that POU and the Joint Associations participate in meetings or workshops as requested by the WSAB to engage with the WSAB and to exchange information and ideas through discussions...” WSAB and POU representatives met six times between January and April 2024. The discussions resulted in a summary report with preliminary recommendations,⁴ which the POU Committee presented to WSAB at its June 5, 2024 meeting.

The POU Committee found this process to be successful. The preliminary recommendations in the summary report included, “The WSAB recommends that POU and the Joint Associations work with the WSAB to refine the list of future topics and develop an action plan of activities that could include Board action.”

This workstream will build on the success of the previous discussions with POU representatives. Staff will draft an Advisory Opinion document reviewing the Wildfire Mitigation Plans (WMPs) POU submitted in 2024 and advising on the 2025 WMPs,

³ [wsab-2024-wmp-pou-advisory-opinion.pdf \(ca.gov\)](#)

⁴ [wsab-pou-wmp-wg-summary-report-final.pdf \(ca.gov\)](#)

incorporating the work described in the Summary Report and finalizing recommendations. Staff will publish a draft for public comment before presenting a draft for WSAB consideration. Simultaneously, staff will work with the POU Committee and POU representatives to commence a second round of discussions on topics that will help WSAB develop future advice and recommendations to reduce the risk of utility related wildfires.

3.1.3 Products and Outcomes

Staff will produce a draft Advisory Opinion document for public comment, and a revised draft for WSAB consideration at a public meeting. Staff will work with the POU Committee and POU representatives to convene at least six meetings to discuss topics of interest, and produce a draft report summarizing those meetings.

3.1.4 Resource Requirements

Staff estimates that convening 6 meetings with the POU Committee and POU representatives, including research, meeting logistics and attendance, and writing and managing review of a summary report, will require about 450 hours of staff time. Staff estimates that writing the POU Advisory Opinion, including reviewing POU WMPs and writing and managing review of the draft document, will require approximately 400 hours of staff time.

3.2 Recommendations on Wildfire Mitigation Plan Requirements, Safety Culture Assessments, and Performance Metrics

Public Utilities Code § 8389(b) states that, by June 30, 2020, and annually thereafter, the board shall make recommendations to Energy Safety on all of the following:

- 1) Appropriate performance metrics and processes for determining an electrical corporation's compliance with its approved wildfire mitigation plan.
- 2) Appropriate requirements in addition to the requirements set forth in Section 8386 for the wildfire mitigation plan.
- 3) The appropriate scope and process for assessing the safety culture of an electrical corporation.

Public Utilities Code § 326.2 states that, the California Wildfire Safety Advisory Board shall do all of the following:

- a) Develop and make recommendations to [Energy Safety] related to wildfire safety and mitigation performance metrics.
- b) Develop and make recommendations related to the contents of wildfire mitigation plans pursuant to Chapter 6 (commencing with Section 8385) of Division 4.1.
- c) Review and provide comments and advisory opinions to each local publicly owned electric utility and electrical cooperative regarding the content and sufficiency of its wildfire mitigation plan and recommendations on how to mitigate wildfire risk.

- d) Provide other advice and recommendations related to wildfire safety as requested by Energy Safety.

WSAB has historically met its obligations under PUC § 8389 by annually adopting a report that includes recommendations on the three topics listed (sometimes informally referred to as IOU Recommendations or the 8389 Report). WSAB has met the requirements of PUC § 326.2 through a combination of actions that have included recommendations in the IOU Recommendations report, where they also satisfy § 326(a) and (b); by preparing annual Advisory Opinions to the POUs; and issuing Policy Papers⁵.

This workstream describes the approach for WSAB to meet the statutory requirements of PUC § 8389 and 326(a) and (b) with staff report.

3.2.1 Board Lead: Policy and Utility Safety Culture Committee

The Policy and Utility Safety Culture Committee has the breadth of mandate, including policy and safety culture assessments, to guide staff in its review.

3.2.2 Approach

Staff will build on previous WSAB work to develop the annual recommendations to Energy Safety. Staff will review IOU WMPs, and Energy Safety’s WMP Guidelines, Annual Reports on Compliance, and Safety Culture Assessments, and previous recommendations from WSAB. Staff will identify particular areas in which to make recommendations, based on the workstreams below, guidance from the Board Lead and WSAB members, and staff observations. Staff will develop specific recommendations and draft a report for WSAB consideration at a public meeting. Staff will also work with other Energy Safety staff to share knowledge and observations, and to refine and target recommendations.

3.2.3 Products and Outcomes

Staff will produce a draft IOU Recommendations document for public comment, and a revised draft for WSAB consideration at a public meeting before June 30, 2025.

3.2.4 Resource Requirements

Staff estimates that reviewing IOU WMPs and other materials will require about 360 hours of staff time. Staff estimates that writing and managing review of the IOU Recommendations report will require about 400 hours of staff time.

⁵ [WSAB Adopts Policy Paper Recommendations | Office of Energy Infrastructure Safety \(ca.gov\)](#)

3.3 Risk Modeling

Risk modeling is central to utilities' WMPs and investments. As required by the WMP Technical Guidelines published by Energy Safety, electrical corporations provide certain information on their risk modeling in their WMP submissions. WSAB needs a better understanding of this modeling and how it is used in wildfire mitigation planning and decision making to make recommendations to Energy Safety on this topic.

3.3.1 Board Lead: Scientific Committee

The Scientific Committee members, Chair Block and Board Member Syphard, are skilled and experienced modelers and can effectively guide staff investigations.

3.3.2 Approach

Under the guidance of the Board Lead, staff will carefully review the IOUs' WMPs and Energy Safety's WMP Guidelines documents. Staff will discuss with other Energy Safety staff, participate in Energy Safety's Risk Modeling Working Group, hold one-on-one meetings with IOU expert representatives, and interview academic experts and practitioners in, for example, insurance risk modeling. As needed, staff may hold one or more public workshops. Staff will evaluate model accuracy and methods for assessing models, model transparency through WMPs and other available documentation, and determine potential opportunities to improve transparency and accessibility.

3.3.3 Products and Outcomes

Staff will write a section of an annual IOU Recommendations report detailing findings and proposing two or more recommendations to Energy Safety for WSAB consideration. Depending on the findings, staff may also engage POUs on current practices in risk modeling.

3.3.4 Resource Requirements

Staff estimates that reviewing existing materials will require about 150 hours of staff time; interviews with experts will require about 150 hours of staff time; and developing, writing, and managing review of recommendations will require about 300 hours of staff time.

3.4 Effectiveness of Grid Hardening and Vegetation Management

Grid hardening and vegetation management are two major categories of wildfire mitigation strategies. IOUs and POUs are investing time and ratepayer money in these strategies. In some cases, grid hardening and vegetation management strategies are considered as alternatives; in other cases they can be used together as complements or multipliers. Board members have particular expertise in both of these categories. A deeper look at the effectiveness and cost effectiveness of these strategies, when they are used alone or together,

could result in recommendations to improve the overall reduction in utility-related wildfire risk.

3.4.1 Board Leads: Grid Hardware and Technology and Vegetation Management and Inspection Committees

The members of the Grid Hardware and Technology Committee, Board Member Mader and Board Member Armstrong, have deep expertise in grid equipment safety and engineering. The members of the Vegetation Management and Inspection Committee, Board Member Syphard and Board Member Armstrong, have deep expertise in vegetation management practices.

3.4.2 Approach

Staff will review IOU and POU WMPs, Energy Safety’s IOU WMP guidance and reviews, and external literature on methods to measure effectiveness of wildfire risk reduction. Staff will also consider available data on the extent and location of management practices; ignitions and other measures of mitigation effectiveness; costs, cost-efficiency, and cost-benefit analyses. Staff may perform original data analysis. Staff will interview IOU and POU representatives and external experts. While complying with the requirements of the Bagley-Keene Open Meetings Act, staff will consult with and request guidance from the Board Leads. As needed, staff may hold one or more public workshops.

3.4.3 Products and Outcomes

Staff will write a section of an annual IOU Recommendations describing the data, analysis, and results of its investigation. Staff will include at least two recommendations to WSAB for Energy Safety consideration. Staff may hold one or more public workshops. Staff will share the results of the workshop with the POU Working Group in a presentation.

3.4.4 Resource Requirements

Staff estimates that researching existing practice will require approximately 200 hours of staff time; data review and original analysis will require about 600 hours of staff time; interviewing experts will require about 250 hours of staff time, and writing recommendations will require approximately 300 hours of staff time.

3.5 Arborist Workforce Recruitment and Retention

As the amount of utility vegetation management increased rapidly in California, utilities needed to acquire and develop the workforce required, sometimes looking well beyond state borders. Recent Energy Safety vegetation management audits have demonstrated that some electric utilities are challenged to recruit and retain an effective arborist workforce to assist with vegetation management efforts.

3.5.1 Board Lead: Vegetation Management and Inspections Committee

The Vegetation Management and Inspections Committee members, Board Members Armstrong and Syphard, have expertise in worker safety and vegetation management.

3.5.2 Approach

Staff will review the audits Energy Safety referred to and interview the auditors. Staff will also interview representatives of IOUs, POU, arborists and vegetation management contractors and/or contractors' associations, worker advocates, and, if access is granted, individual employees who perform vegetation management work. Staff will review relevant documents including wildfire mitigation plans, data, supporting materials, or other utility statements or reports; materials on best practices for workforce recruitment and retention; any press reports, especially trade press; worker safety reporting, labor reports, and other government reports as relevant; and other materials as available.

3.5.3 Products and Outcomes

Staff will prepare a draft report, either as a standalone policy paper or, if appropriate, as a section of the IOU Recommendations. Staff will publish the report for public comment, and present it to WSAB for consideration.

3.5.4 Resource Requirements

Staff estimates that interviewing experts, reviewing materials, and writing and managing review of a report will take about 325 hours of staff time.

3.6 How Wildfire Risk Is Integrated into Utilities' Larger Risk Management Frameworks

As noted in the description of the workstream, "Risk Modeling," understanding utilities' risk management is critical to understanding existing wildfire risk and the tools to reduce it. Utilities manage a variety of risks beyond wildfire risk, and have established risk management frameworks. Understanding these frameworks, how wildfire risk exists within larger risk management frameworks, the extent to which risk management is part of the normal course of business for utilities, and how it is institutionalized functionally, organizationally, and culturally, can inform more targeted recommendations to reduce wildfire risk.

3.6.1 Board Lead: Publicly Owned Utilities Issues Committee

This topic was proposed by the POU Committee. Committee members noted that some WMPs from both IOUs and POU described existing risk management frameworks and suggested further investigation.

3.6.2 Approach

Staff will review IOUs' WMPs and interview IOU representatives. Staff will propose this topic for discussion with the POU Working Group. Staff will investigate how integration of wildfire mitigation into risk management frameworks affects attribution of costs, insurance policy structuring, risk modeling, and any industry trends or emerging practices.

3.6.3 Products and Outcomes

Staff will prepare a recommendation with rationale for the annual POU Advisory Opinion, IOU Recommendations, or both.

3.6.4 Resource Requirements

Assuming discussion with the POU Working Group is accounted for in the workstream, "Advisory Opinions on Publicly Owned Utilities' Wildfire Mitigation Plans," staff estimate that the additional work to investigate the topic in greater depth and add review of IOU information will require approximately 120 hours of staff time.

3.7 Site Visits

Although WMPs are lengthy, they cannot be comprehensive. Nuances and subtleties of real-world decisions made, and challenges encountered, by contractors, employees, and managers, can only be understood through on-the-ground experience. In addition, in-person, formal and informal communication with planners allows for invaluable exchanges of information and perspective. Site visits by WSAB members and staff are irreplaceable. Further, public meetings in parts of the state most impacted by wildfire risk have been among the best attended and have given many Californians access to WSAB they would not otherwise have. WSAB had recent productive site visits with public meetings in Santa Rosa and Truckee.

3.7.1 Board Lead: Varies

The Board Lead for a particular site visit may vary based on the hosting organization and particular topics to be covered. For example, a visit to a POU's territory could be led by the POU Committee; one that focuses on vegetation management challenges could be led by the Vegetation Management and Inspection Committee; one that focuses on grid hardening could be led by the Grid Hardware and Technology Committee. Site visits may also be led and conducted outside of committees.

3.7.2 Approach

Staff will work under the guidance of Committees and individual Board Members to identify opportunities for site visits. Staff will focus on site visits that support needs in the other workstreams identified in this Implementation Plan. Staff will coordinate site hosts, expert presenters, logistics, and outreach to local populations to participate in public sessions.

3.7.3 Products and Outcomes

Staff will produce a summary report of site visits. Outcomes will include outreach and public meetings in representative parts of the State.

3.7.4 Resources

In light of the current budget environment, staff are recommending only two site visits in the next year. Staff estimate the resources needed to plan and attend site visits, in addition to those required for typical hybrid WSAB meetings, will equal approximately 100 hours per site visit.

3.8 Administration and Supervision

Implementation planning must acknowledge the staff resources required for basic operations, including Board and Committee meeting logistics and agenda development; hiring and onboarding; performance evaluation and professional development; supervision and coordination; project planning and tracking; and the rest.

3.8.1 Board Lead: Executive Committee

The Executive Committee, consisting of the Chair and Vice Chair, is best positioned to review overall resource allocation.

3.8.2 Approach

As stated in the Strategic Plan, the WSAB supervisor has the responsibility to “Manage implementation of plan through resource allocation and reporting to the WSAB.” The WSAB supervisor is responsible for managing staff, including project planning, setting assignments, tracking work quality and quantity, providing feedback, hiring, and coordination. The WSAB staff is a branch within Energy Safety. Energy Safety management is responsible for overseeing the work of the WSAB supervisor and will consult with the Executive Committee.

3.8.3 Products and Outcomes

The outcomes of efforts in this workstream support the success of other workstreams and the priorities identified in the Strategic Plan. (See Section 5)

3.8.4 Resource requirements

Staff estimate that this workstream will require about 2100 staff hours.

4. WORK PLAN: WORKSTREAM MILESTONES

The total WSAB staff resources available over approximately the next year are expected to be about 4 full-time equivalents (FTEs) from permanent staff and 0.50 FTE from graduate student assistants. This includes the supervisor and assumes successful retention of one Senior Advisor and one Junior Advisor, and successful recruitment and retention of one Senior Advisor and two graduate student assistants (positions that are currently vacant). The primary limiting factor in the next year will be the availability of Senior Advisors to lead analytical projects.

The supervisor intends to have a staff lead and a co-pilot on each major workstream. The lead will be primarily responsible for the delivery of the project. The co-pilot will take on subsidiary tasks, contribute ideas and review, and back up the lead, e.g., if the lead is on vacation. This structure elicits good ideas and questions from multiple staff, contributes to staff development, builds teams, and provides redundancy on critical assignments.

This section identifies the first workstreams staff will execute. It sets forth achievable goals for WSAB and staff, within existing resource constraints. It prioritizes meeting WSAB's statutory obligations, completing work currently underway, and laying the groundwork for future workstreams. The remaining potential workstreams will not be further developed at this time but will remain as options for future implementation plans.

The milestones below do not represent all the work that will be performed within a workstream. They are important markers of progress and provide an overview of the expected timeline of products and outcomes. The supervisor will develop, monitor, and iteratively update more detailed scopes of work and project plans for each workstream.

4.1 POU Advisory Opinion

- October 2024: Publish draft Advisory Opinion for public comment
- December 2024: Present revised draft Advisory Opinion to WSAB for consideration
- September – December 2024: Meet with POU Working Group
- February 2025: Publish staff report on POU Working Group meetings
- Summer 2025: Review POU's 2025 WMPs; begin drafting next year's Advisory Opinion

4.2 IOU Recommendations

- April 2025: Publish draft IOU Recommendations report for public comment
- June 2025: Present revised draft IOU Recommendations to WSAB for consideration

4.3 Risk Modeling

- September 2024 – February 2025: Review and research risk modeling; write draft recommendations
- April 2025: Publish draft recommendations as part of draft IOU Recommendations report for public comment
- June 2025: Present revised draft recommendations to WSAB for consideration as part of draft IOU Recommendations report

4.4 Effectiveness of Grid Hardening and Vegetation Management

- September 2024 – June 2025: Review and research effectiveness, analyze data
- April 2025: Publish at least one draft recommendation as part of draft IOU Recommendations report for public comment
- June 2025: Present revised draft recommendation(s) to WSAB for consideration as part of draft IOU Recommendations report

4.5 Arborist Workforce Recruitment and Retention

- Spring 2025: Perform research and interviews
- Summer 2025: Write and manage review of report

4.6 Site Visits

- October 2024: Site visit
- Spring 2025: Site visit

4.7 Administration and Supervision

- December 2024; March, June, and September 2025: Updates at quarterly WSAB meetings

5. IMPLEMENTATION PLAN: STRATEGIC PLAN PRIORITIES AND KEY PERFORMANCE INDICATORS

The WSAB Strategic Plan included four Priorities: “Building Collaborative Relationships with External Partners,” “Actualizing Our Mission in Collaboration with the Office of Energy Infrastructure Safety,” “Retaining and Developing Staff,” and “Creating the Structures and Practices for Successful Implementation.” Each priority included objectives, an implementation strategy, and “key performance indicators/targets” (KPIs/targets) as “possible measurements of success.” In this section, staff describes how the Strategic Plan priorities will be met within the Implementation Plan.

5.1 Priority 1: Building Collaborative Relationships with External Partners

The Strategic Plan expanded on Priority 1 with the following definition and objectives.

Definition: Assess, access, and dialog with outside influencers that enhance WSAB ability to achieve our mission, “to advise and make recommendations to reduce the risk of utility related wildfires.”

Objectives:

1. Establish meaningful, mutually beneficial, and consistent practices for communicating with key partners.
2. Develop clear priorities for mission related collaborative efforts.
3. Create communication practices and calendar interaction activities to support relationship development and collaboration.

The Strategic Plan identified three possible KPIs for Priority 1:

- Ensure affected stakeholders are aware of proposed legislation, recommendations, and advisory opinions through recognized preferred channels and that comments are openly considered.
- Board members meet with three partner organizations per quarter.
- Perform a minimum of one Site Visit per year

In this Implementation Plan, the KPIs are identified as:

- Ensure affected stakeholders are aware of WSAB recommendations and advisory opinions through recognized preferred channels and that comments are openly considered.
- Board Members, Committees, and staff meet with partner organizations at least once per quarter.
- Perform two site visits per year.

The first KPI is updated to remove “proposed legislation.” WSAB is not a primary source of information on proposed legislation. The second KPI was updated to include Committees and staff as key participants in WSAB activities, and to focus on regular communication with identified partner organizations rather than meeting a numerical target. The third KPI was updated from one site visit to two site visits per year, in line with the workstream.

Staff will plan the regularly scheduled WSAB meetings, publish draft materials for public comment in advance of WSAB consideration, and regularly communicate with stakeholders to meet the first KPI.

Meetings of the POU Working Group in the third and fourth quarters of 2024 will help satisfy the second KPI. Staff will work with Energy Safety to identify contacts with IOUs and set up regular updates, and contacts with other relevant state agencies. Staff will also work with

Board Members to identify key non-utility contacts, e.g., external experts, and develop a regular communication schedule.

WSAB will meet the third KPI by executing Workstream 5.

5.2 Priority 2: Actualizing Our Mission in Collaboration with the Office of Energy Infrastructure Safety

The Strategic Plan expanded on Priority 2 with the following definition and objectives.

Definition: Productive and proactive engagement with Energy Safety to meaningfully contribute to WSAB’s expertise for the benefit of Energy Safety.

Objectives:

1. Develop in-person engagement with Energy Safety.
2. Delegate administrative authority to WSAB.
3. Discover Energy Safety needs / wants for setting WSAB Priorities.
4. Share WSAB priorities and expertise with Energy Safety.

The Strategic Plan identified three possible KPIs for Priority 2:

- Setting clear expectations of WSAB and Energy Safety responsibilities.
 - Energy Safety requests for special advisory opinions.
 - Participating in emerging collaborations.
- Regular meetings with WSAB Chair/Vice Chair and Energy Safety leadership. Keeping each other informed of activities and evolving topic interests.
- The WSAB has set Annual Budget discussions and participates in the budgeting process as appropriate.

In this Implementation Plan, the KPIs are identified as:

- Setting clear expectations for WSAB Members and WSAB Branch staff of the division of responsibilities between WSAB and Energy Safety.
 - Identifying Energy Safety requests for “other advice and recommendations related to wildfire safety.”
 - Participating in emerging collaborations.
- Holding regular meetings with WSAB Chair/Vice Chair and Energy Safety leadership. Keeping each other informed of activities and evolving topic interests.
- The WSAB has set annual budget discussions and participates in the budgeting process as appropriate.

The first KPI is edited to clarify that WSAB will not be setting broader expectations of Energy Safety responsibilities. The first sub-bullet under the first KPI is updated to add a verb and using “other advice and recommendations related to wildfire safety” to match the text of PUC § 326.2(d). The second KPI adds a verb, “holding” to the first sentence. The capitalization is updated in the second and third KPIs.

The Strategic Plan and Implementation Plan development processes have been helpful in setting clear expectations of WSAB responsibilities. Staff and WSAB will continue to use them to develop and communicate responsibilities and expectations. Staff will work with Energy Safety to solicit and respond to ideas with regular updates to the Work Plan and Implementation Plan.

The WSAB Chair and Vice Chair have established monthly calls with the Energy Safety Electrical Safety Policy Division Program Manager. Both sides have tasked the supervisor to facilitate mutual updates on activities and evolving topics. The Chair and Vice Chair and Program Manager have begun developing the timing and process for annual budget discussions.

5.3 Priority 3: Retaining and Developing Staff

The Strategic Plan expanded on Priority 3 with the following definition and objectives.

Definition: Creating a positive environment and employment practices that allow for the effective recruitment, retention, and development of WSAB staff.

Objectives:

1. Develop improved employee retention practices.
2. Create opportunities for career development for WSAB staff members.
3. Create work practices that support staff members work success and allow for work-life balance.

The Strategic Plan identified four possible KPIs for Priority 3:

- Set a benchmark for employee satisfaction levels.
- Define opportunities for staff to engage in topics of interest and contribute their expertise.
- Each employee has clear roles and responsibilities.
- Each employee has an annual individual development plan developed with the supervisor to improve relevant skills and knowledge

This Implementation Plan uses the same four KPIs. To achieve them, the supervisor will develop employee satisfaction benchmarks and survey staff on their satisfaction. The supervisor has used the process to develop this Work Plan and Implementation Plan to ask staff to identify topics of interest and will continue to do so as tasks are identified. The supervisor has developed and will continue to develop scopes of work and project plans, in consultation with Board Members, that provide clear roles and responsibilities for each employee. Each employee has already had at least one career development conversation with the supervisor, and the supervisor and employees are identifying assignments and training opportunities to work toward career goals. Each employee will develop a formal individual development plan at the start of each calendar year.

5.4 Priority 4: Creating the Structures and Practices for Successful Implementation

The Strategic Plan expanded on Priority 3 with the following definition and objectives.

Definition: Develop and refine processes, structures, and practices to ensure successful implementation of work.

Objectives:

1. WASB has established and consistently applies effective project management practices.
2. Plan and facilitate open meetings to allow for appropriate strategic collaboration.
3. Establish cohesive vision and roles and responsibilities.
4. Ensure current activities are sufficiently resourced.
5. Create sufficient cadence of communication between Board and staff.

The Strategic Plan identified three possible KPIs for Priority 4:

- Maintain an updated staff guide as a living document.
- Initiate a project management system by December 2024.
- Every initiative has clear deadlines, assigned team members, and measurements.

This Implementation Plan uses the same three KPIs. WSAB staff has developed a staff guide. The supervisor has initiated some updates, for example, to develop checklists for pre- and post-WSAB meeting actions. The supervisor will continue to work with staff and Energy Safety staff to update sections, incorporating lessons learned, changes to policies or resource links, etc. The supervisor has created and will continue to develop and refine a project management system. It includes project plans for individual projects, a Gantt chart to show overlap in projects, and staff assignment tracking in Microsoft Planner. The supervisor will use this system to meet the third KPI.

6. IMPLEMENTATION PLAN: MONITORING AND REPORTING

WSAB will monitor progress on the workstreams and KPIs identified here. Staff will provide regular reports to facilitate that monitoring.

6.1 Reports to Committees

The supervisor meets weekly with the Executive Committee and will provide reports on progress on the workstreams and KPIs. Staff will also meet with the Committees identified as Board Leads for each workstream to access the Board Leads' expertise and guidance and to report progress and any barriers or challenges encountered.

6.2 Reports at WSAB Meetings

Under the Strategic Plan, the Chair has the responsibility to “[e]nsure the Strategic Plan Governance is consistently on each agenda.” The Chair will include a staff report in the agenda of any WSAB public meeting. Staff will report on goal progress, identify any challenges, and recommend strategic or tactical changes to their implementation plans. The WSAB will provide direction and guidance in support of each goal team. The WSAB will guide decisions on some of the following:

- Performance measures
- Resource allocation
- Prioritization
- Implementation decisions.

6.3 Semiannual Implementation Plan Review and Annual Strategic Plan Review

Twice a year staff will update the Implementation Plan and provide it to WSAB for review. Each update will look ahead a year or more, identifying current and future workstreams and approximate timing and resource needs.

With staff support, WSAB should revisit the Strategic Plan annually, reviewing successes and challenges in meeting priorities from previous years. WSAB should consider its priorities, objectives, and KPIs in light of previous years’ work, the changing environment in which it operates, and the priorities and expertise of individual Board Members.

7. CONCLUSION

This Work Plan and Implementation Plan makes explicit the connections between the Strategic Plan priorities and the day-to-day work of the WSAB and its staff. It was built collaboratively by Board Members and staff based on the Board’s vision, mission, and objectives. It shows the way for Board Members and staff to engage and deliver essential outcomes. The Chair will include updates on the Strategic Plan and Implementation Plan in subsequent meeting agendas, and the Implementation Plan will be updated as needed.

DRAFT



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