

From: Cherry, Brian K  
Sent: 5/19/2014 1:15:53 PM  
To: Florio, Michel Peter (MichelPeter.Florio@cpuc.ca.gov)  
(MichelPeter.Florio@cpuc.ca.gov)  
Cc:  
Bcc:  
Subject: FW: National Academy Report on Offshore Safety and Environmental Effectiveness

Thought you might find this useful.

**From:** Stavropoulos, Nickolas  
**Sent:** Monday, May 19, 2014 12:48 PM  
**To:** Bell, Des; Halpin, Ed; Soto, Jesus (SVP); Kiraly, Gregory; Loduca, Janet C.; Trevino, Rolando J.; Mojica, William; Doll, Laura; Bottorff, Thomas E; Cherry, Brian K; Johns, Christopher; [Redacted]; Khan, Javid; Singh, Sumeet; Da Costa, Andre; Angalakudati, Mallik; Issel, Meri  
**Cc:** Conway, John; Williams, Geisha  
**Subject:** FYI: National Academy Report on Offshore Safety and Environmental Effectiveness

Team,

Attached is an excellent report on the effectiveness of safety and environmental management systems. It confirms that safety is not about compliance, rather a holistic coordinated system lead by senior management. It also advocates for regulators working with industry to improve safety and look to penalties as a last resort. Finally, it advocates for the deployment of process safety principles as set forth in API 75.

Best, Nick