

**Cmmr Picker:**

Thank you. I also have been traveling a lot. Out of the many meetings there are couple of meetings that I really want to speak to because I think they will help us to understand some of the safety issues and challenges that we are going to have to reckon with.

But first I wanted to take a couple of minutes to just kind of remind you that a few weeks ago I proposed that we develop an over-arching safety policy for the organization that helps to articulate how we, as an agency, together look at our mission around policy, and how we do that together, and how that relates to our oversight of utility operations. And so that will be coming to us fairly soon. I wasn't aware that Cmmr Florio was going to be gone because we were targeting the 10<sup>th</sup> (of July); I hate to put this out to August but am happy to hear any of your concerns about the timing.

And just to give you a profile of what you'll see, this is an over-arching safety policy. So what it really does is it articulates our purpose in having a policy; it sets a vision of a fairly high goal. So after much discussion with staff, after meeting with other safety experts and safety regulators to talk about how they frame these issues, we've come up with Jim Collins', author of Built to Last, very audacious goal. And we are adopting a program that's been used elsewhere and successfully. The Vision Zero was originally pioneered in Scandinavia, where they set a traffic safety goal of no deaths. While that's very visionary it gives us something to move towards and, as an organization, hold in front of us and to hold out to our utilities as being something that is more than just regulatory compliance, it is something that actually moves us all towards a position of excellence. It articulates and affirms the role of the Commissioners, so that we are bound to the rest of the organization, and starts to define some of the things that we are already doing, but to become more explicit about it and it starts to frame some specific delegations to our staff. So differentiating from what the Commission's role is in terms of oversight and setting vision we actually delegate to our staff two very specific near-term actions.

So, one of them is the selection of the Safety Management System. This is a design question and there are a number of different kinds of designs out there ranging from Brown Book, which is extremely comprehensive, and very detailed and very engineering oriented to, for example, the FAA's guidelines which really focus first and foremost on disclosure. So their goal is to bring out information that comes from real experience of pilots, mechanics and the airlines so they can share that throughout the entire industry constantly to move people to a safer vision. Or, for example, FRAs safety management system which is much like what we've done in the past which is an audit and compliance type of program.

I think the staff, actually, have to look at this and come back to us with a recommendation in safety management system, and then we have a six month call for them to actually develop an organizational plan not only to deal with our compliance issues but to start to reflect on how we begin incrementally to move towards the safety vision. These are things that other people do; that's what I have learned as I started to dig in to it. That is the frame work that I am recommending to you. I hope we have the chance to discuss it to begin to set staff on a path that some of what I have seen calls for, a variety of kinds of things that are really important for us to begin to address soon to be able to meet the

expectations of Californians, and frankly of our own expectations.