

Safety: Everyone's Concern

Spike Lobdell

Founder - President, CEO

New England Science & Sailing Foundation (NESS)

The logo features three stylized, overlapping waves in shades of blue and purple above the text "New England Science & Sailing" in a dark blue serif font.

New England Science & Sailing



- Emergency's happen when we least expect them
- Every second counts
- It is crucial to have a plan and to know your plan
- Good safety is a process that is ingrained throughout the organization all year round

NESS is an Ocean Adventure Non-Profit that Provides STEM-Based Education Programs

- We use sailing, marine science, powerboating, and adventure sports as platforms to teach STEM (Science, Technology, Engineering, and Math)
- NESS engages students in experiential learning that builds confidence, teamwork, stewardship, and leadership skills
- Operates out of 10 locations including 5 NESS classrooms in local schools
- NESS started as a community sailing program in 2002 with 14 students

NESS's Growth Has Been Phenomenal

NESS By The Numbers 2017

Full time employees: 26

AmeriCorps Members: 15

Seasonal Staff: 30

Locations: 10

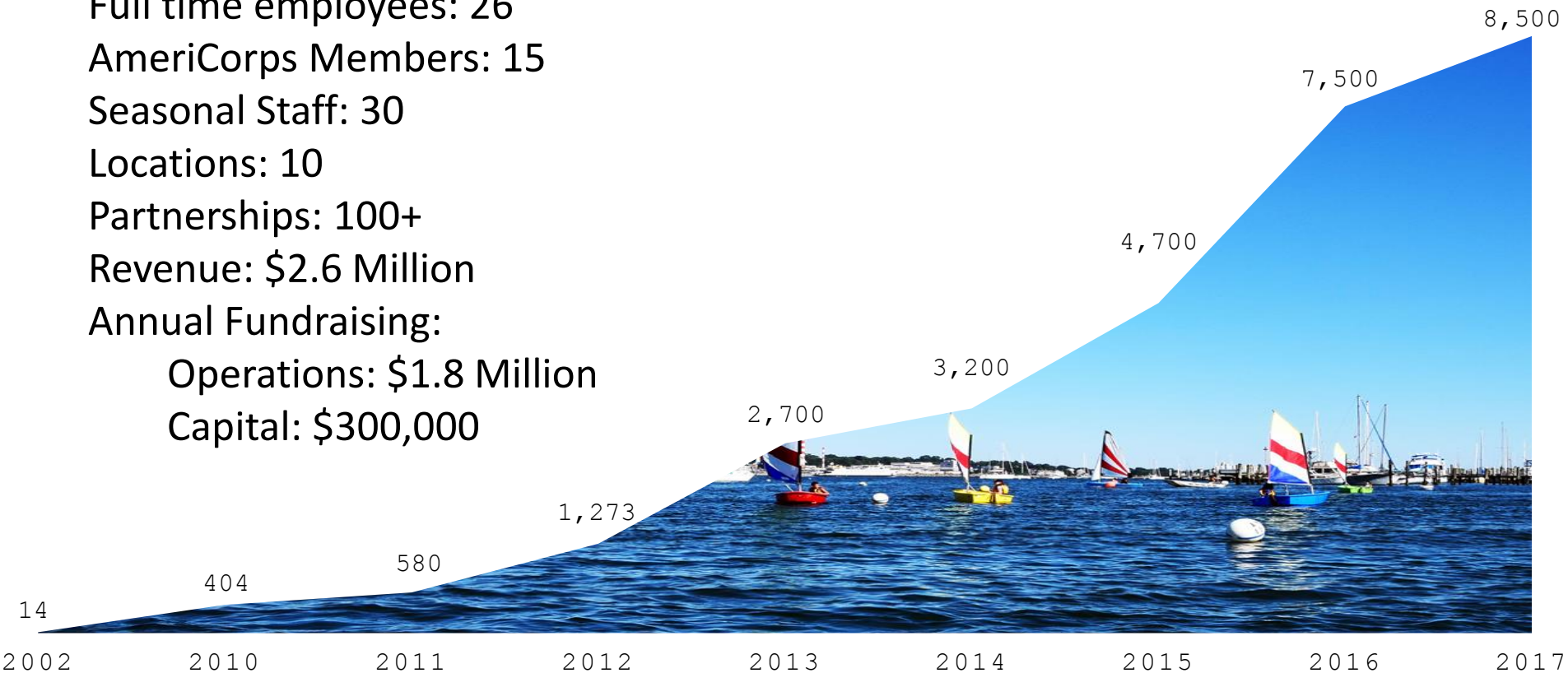
Partnerships: 100+

Revenue: \$2.6 Million

Annual Fundraising:

Operations: \$1.8 Million

Capital: \$300,000



NESS Has Remained True To Its Core Values



Safety Is Essential To Everything We Do!

Prior Planning and Practice Can Prevent Most Accidents

- Developing a “culture” of safety is essential
- There are five steps to develop an Emergency Action Plan (EAP)
- You can never practice too much, especially on communication pathways!

What Is A Culture Of Safety?

A culture of safety:

- Focus on effective systems and teamwork to accomplish the mutual goal of safe high quality performance
- Acknowledges the inevitability of errors and proactively seeks and eliminates them

Characteristics of a safety culture:

- Environment where employees can report errors or near misses
- Collaboration across levels to seek solutions to weaknesses
- Demonstrate willingness to direct resources (\$\$ - people - time) to address safety concerns

Building A Culture Of Safety Does Not Happen Overnight!

- Leadership sets tone
- Highlight safety from day one
- Budget for safety investments – Make it a priority!
- Train all levels
- Reporting processes
- Debriefing
- Train, practice, drill, and execute

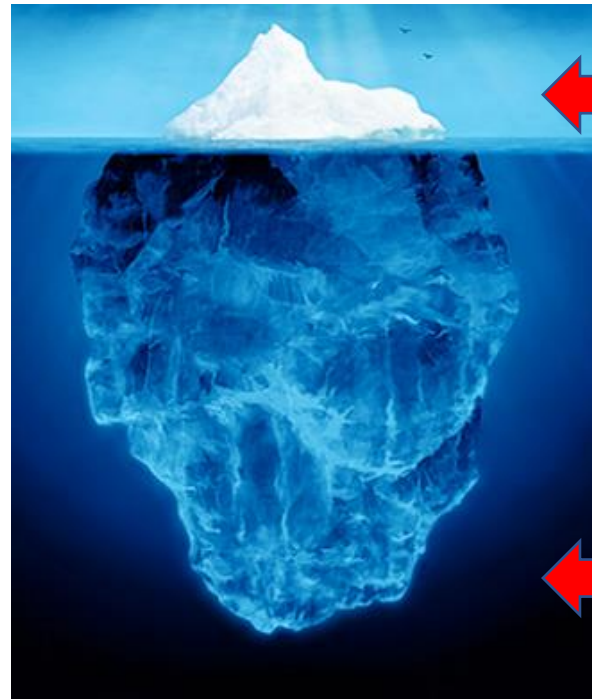
Recruiting Qualified Staff Is The First Step To Enhance Safety

NESS Year-Round Staff Certifications	NESS Seasonal Staff Certifications
<ul style="list-style-type: none">• 26 Staff• 15 Coast Guard Licensed Captains• 20 American Red Cross Professional Rescuers• 2 CPR/First Aid/AED <p>Staff members attend 8 in-service trainings per year</p>	<ul style="list-style-type: none">• 30 Staff• 8 Coast Guard Licensed Captains• 17 Professional Rescuers• 13 CPR/First Aid/ AED <p>Seasonal staff attend 1 week of training prior to employment, in-services once a month</p>

Our 8 Safety *'Commandments'*

- The safety and security of NESS's students, staff, and volunteers are NESS's highest priority
- NESS's EAP guides our response to emergencies and must be followed by all employees
- Employees shall only take such actions as are within their respective levels of training
- When a student is in our care, custody and control, NESS safety and security protocols will govern
- If you see something, say something
- When in doubt, call 911 – always have a communication device
- All NESS locations, vehicles, and powerboats must have a first aid kit and post or carry a summary of the EAP
- NESS has set standards of personal conduct for all employees on and off the water

The Importance Of Preparation



Event

**Necessary
Preparation**

\$1 invested in preparation can save \$15 in a crisis Source: Stamford Univ.

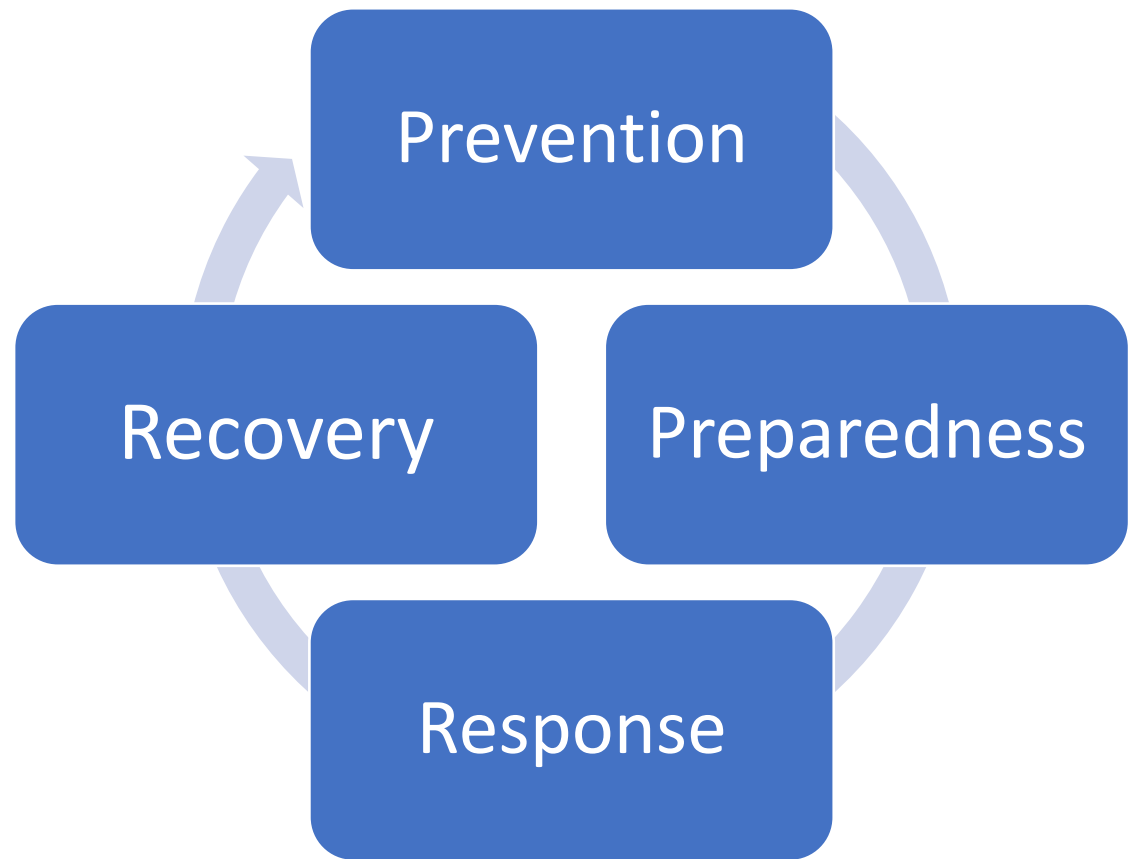
Preparing A Well Thought Out Emergency Action Plan (EAP) Is The Backbone Of Safety

- Identifies your vulnerabilities and any emergency situation
- Indicates how to prevent or mitigate potential effects
- Describe staff response
- Provide a blueprint for recovery
- Creates plot form for practice

Should be condensed into a EAP handbook and flashcards for all employees

The EAP Is A Living Document

Continuous
Improvement
Process



The Process Of Planning For Emergencies Has Some Surprising Side Benefits

- Working groups who develop the plan, learn a lot about each others work
- Solidarity and enhanced teamwork through the process of developing the EAP
- Build a sense of camaraderie
- Subliminal messages to all stakeholders that reinforces culture of safety

Prior Planning and Practice Can Prevent Most Accidents

- Developing a “culture” of safety is essential
- **There are five steps to develop an Emergency Action Plan (EAP)**
- You can never practice too much, especially on communication pathways!

Step 1: Assess Your Needs

- Review your performance objectives
- Assess operating environment
- Identify threat scenarios (on/off the water)
- Examine past threats/disasters for frequency and duration
- Quantity of and quality of resources inhouse and available in the area
- Availability and external resources (time to hospital etc.)
- Prioritize potential threats to allocate resources

Step 2: Create A Written Policy

- Declare your intent and objectives for each threat
- Specify planned actions by site and limit actions
- Align external supporting organizations (USCG, Police, etc.)
- Designate people by name and qualifications to respond
- Create a well defined communications plan

Step 3: Plan Levels Of Response

CODE RED

Threat of an intruder

CODE YELLOW

Suspicious activity in town, bomb threat, weapons/dangerous instrument, violent actions

CODE GREEN

Fire, bomb threat

CODE BLUE

Boater in distress, missing or lost persons

CODE PURPLE

Hurricane, high winds, lightening

CODE TAN

Child assault and abuse, written threat, fuels spills, power outage, dangerous marine incident

Step 4: Train Your Staff

- Ensure staff are appropriately certified and drilled between certifications
- Create muscle memory, it takes 1500 compressions to make CPR second nature
- Train, practice, drill, and execute- in-service at least 6 times a year to maintain preparedness
- In an emergency, some staff will have to relinquish authority from their primary role

80% of accidents are caused by human error that could have been avoided with proper training and practice source: Red Cross

Step 5: Safety Audits

- Change will occur constantly in equipment and personnel
- Incident reports are critical to the audit
- Review incident reports to see what went well, and to identify areas of improvement
- Recruit someone for an outside perspective to help with the audit

NESS – EAP Summary

CODE RED	CODE YELLOW	CODE GREEN	CODE BLUE	CODE PURPLE	CODE TAN
<i>Threat of an intruder</i>	<i>Suspicious activity in town, bomb threat, weapons/dangerous instrument, violent actions</i>	<i>Fire, Bomb threat</i>	<i>Boater in distress, missing or lost persons</i>	<i>Hurricane, high winds, lightening</i>	<i>Child assault and abuse, written threat, fuel spills, power outage, dangerous marine incident</i>
LOCK doors/windows		PROVIDE CLEAR DIRECTIONS to students on evacuation procedures	INITIATE EAP	WATERFRONT DIRECTOR will alert staff of impending weather	INITIATE EAP
TURN OFF LIGHTS	SUSPEND outdoor activities	EVACUATE THE BUILDING	LIFE THREATENING Call 911	INFORM Waterfront Director of approaching weather	INFORM Safety Coordinator
MOVE STUDENTS away from doors and windows.	CLOSE doors/windows	MOVE STUDENTS designated safe space	NON-LIFE THREATENING provide care	RETURN TO NESS follow directions given by Waterfront Director, if safe execution is probable	
KEEP QUIET	KEEP STUDENTS AS A WHOLE GROUP	TAKE ATTENDANCE	CALL 860-535-9362	IN FIELD if you are unable to return safely, find a sheltered location	
DO NOT USE RADIO	REPORT missing students	REPORT missing students	LOST STUDENT	REMAIN AT LOCATION until code purple over	
IF OUTSIDE do not go into building	STAY ALERT report any unusual activity	REMAIN IN DESIGNATED SAFE SPACE until directed otherwise	REPORT missing students immediately		
MOVE STUDENTS designated safe space	REMAIN IN HEIGHTENED SECURITY until directed otherwise	If Bomb threat: <u>Do not use Cell phone or radio</u>	CALL 860-535-9362		
REMAIN IN DESIGNATED SAFE SPACE until directed otherwise					
EXTREME DANGER active shooter RUN, HIDE, FIGHT					

Lessons NESS Learned In The Process Of Developing Our EAP

- Encourage input from all levels of your organization
- Expect emergencies to happen at the most inopportune time
- Keep it simple and direct
- It is a living document
- Understand that your response is an important part of your reputation

Reputations take years to develop.....

Nano-seconds to destroy!

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Why Is Practice Important

- People normally operate at 20% of their ability to make decisions during a crisis (American Red Cross)
- With training you can accomplish tasks if learned even if your brain partially shuts down (Practice, memorization by muscle memory)
- Training must involve the entire organization
- Practicing will increase team cohesion
- Will enhance communication by all speaking common language

Defining Communication Links Is Critical Before, During and After An Emergency

POINT OF CONTACT	RADIO CHANNEL	NUMBER
Emergency Services	Coast Guard: 16	Dispatcher: 911 Stonington Police: (860) 599 4411 Westerly Police: (401) 596 2022 Groton Police: (860) 445 2451 Fishers Island Police: (631) 788 7144 New London Police: (860) 447 5269
Call list until you reach someone to activate response cascade		
Safety Coordinator	79	Angela Connolly: (860) 912 9389
Operations Director	79	Ben Yanni: (203) 837 0881
Program Director	79	Mary Horrigan: (860) 227 2522
Sailing Director	79	Mark Zagol: (860) 572 8434
NESS	79	Mothership: (860) 835 9562
Human Resources Director	79	Jodie Kubachka: (910) 689 2114
NESS President/CEO	79	Spike Lobdell: (243) 982 8804

Have important numbers posted everywhere!!!!!!!!!!!!!!

Rules Of Thumb For Communicating In An Emergency

- Keep each communication short and concise
- Never give more than 3 instructions at a time
- Try where possible to give instructions in writing as this promotes efficiency
- Have your social media plan defined

Practice Can Come In All Forms

- Set up life like scenarios spontaneously
- Drills at inconvenient times
- Safety scavenger hunts
- Debriefs post drill
- Safety checklist for maintenance
- Include all stakeholders in practice (board, vendors etc.)

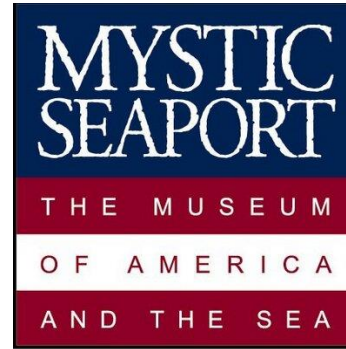
IMPORTANT: Make safety practice a part of your ongoing daily processes at all levels!!!



Don't Forget

- Keep a copy of your EAP in convenient locations
- Overcommunicate your plan
- Supply every employee with a copy/wallet cards
- Have staff and local emergency numbers pre saved in your phone
- Have in-service trainings specifically on the EAP
- The EAP is a living document

Share Your Plan With Other Organizations In Your Area



You will get better and raise quality overall

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“Disasters Don’t Plan Ahead. You Can.”

“If you think you need to call 911,
CALL 911!!!!”



CRISIS COMMUNICATIONS:

PUBLIC RELATIONS
(aka the Spin Zone)

Stuart Streuli

Communications Director, New York Yacht Club

Your Mission: Protect the Brand

Who are “the brand”?

- Regatta host (yacht club, sailing center, public entity etc.)
- Race organizers
- Staff & Volunteers
- Sponsors
- Competitors

Crisis?



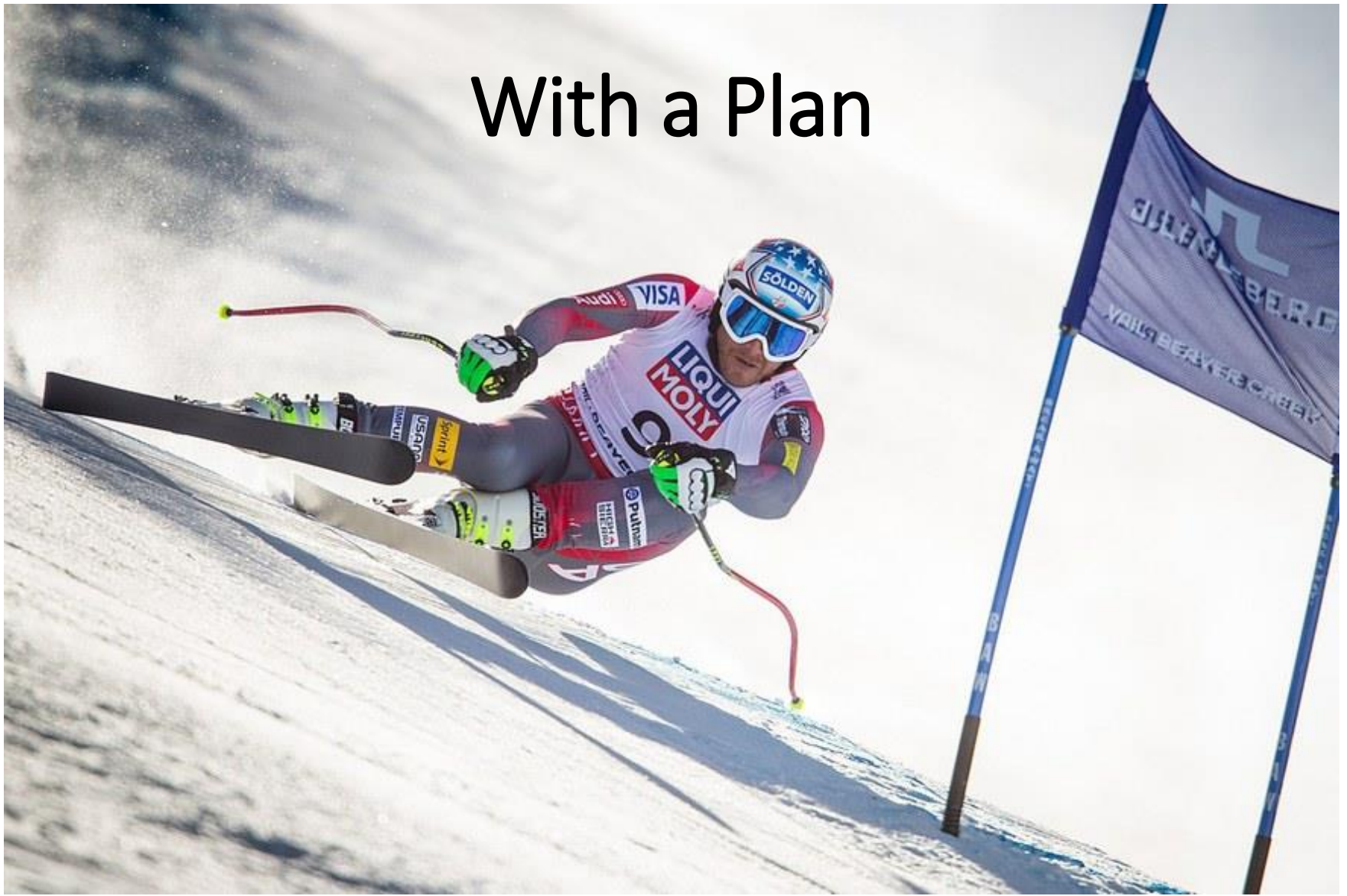
Crisis!



Without a Plan



With a Plan



Job #1: Don't Get In the Way

- Rescue operations always take priority. Don't take up bandwidth that could be used for essential operations
- Avoid releasing specifics that may change in the near future
- A little information at the right time can buy a lot of time (relatively) for rescue efforts

Key Components to Effective Crisis Communications PR

- A plan
 - “Once you hear the thunder, it’s too late to build the ark.”

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- Accessible communications vehicles
- Common sense
- Compassion
 - “Nobody cares how much you know, until they know how much you care.” —Theodore Roosevelt

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- Easily Digested/Understood
 - Comprehensively by key staff
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- Realistic

How to Pick a Spokesperson

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 - Role assigned in advance

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- Familiar with...
 - The host organization
 - The event
 - The sport

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- Intimately involved in the event and/or incident
 - Primary race official or event organizer
 - In charge of the rescue effort
 - Vested interest in a stakeholders or other obvious bias

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 - Primary race official or event organizer
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 - Vested interest in a stakeholders or other obvious bias
- Someone Who Loves the Spotlight
 - This can't be about them
 - May be required to act dumb
 - Will need to be the buffer between press and key event organizers and/or rescue coordinators

How to Draft a Statement

- Just the Facts
 - Who, what, where, when
 - What rescue services involved
 - What other steps have been taken
 - No adverbs (i.e. sadly, unfortunately, tragically)
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- Timing of next update

When to Issue a Statement

- A soon as you can, given:
 - The incident is not rapidly evolving
 - Key stakeholders have been notified
 - Communications team has assembled & reviewed facts
 - "We are aware of the situation and gathering information. As soon as we have something concrete to report, we will do so."

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 - "We are aware of the situation and gathering information. As soon as we have something concrete to report, we will do so."
- When you have something significant to report
 - Good news? You want to present it
 - Bad news? You want to get in front of it

How to Release a Statement

- Website

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- Email
 - Event participants
 - Club/organization members
 - General public

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 - But Facebook works as well
- In person
 - Be prepared to take questions

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 - "Let me check on that and get back to you."
 - "We're not comfortable discussing those details until we have everything confirmed."

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- Don't guess
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- ~~"No comment"~~
 - "Let me check on that and get back to you."
 - "We're not comfortable discussing those details until we have everything confirmed."
- Deflect whenever possible to public officials (police, fire, coast guard, etc.)
 - "I will defer to the local authorities to answer that question."

You're Not Finished Yet

- Monitor how the situation is perceived
 - Social media
 - Google alerts
 - Local news sources

You're Not Finished Yet

- Monitor how the situation is perceived
 - Social media
 - Google alerts
 - Local news sources
- Report back to key stakeholders
 - Flag officers
 - Sponsors
 - Class associations
 - Competitors

Your Opinion Matters

Please open the **Sailing Leadership Forum app** and complete the **session survey** found in the **menu bar** for a chance to win a **free drink ticket!**

Thank you for attending this session