



## SAFETY COMMITTEE MEETING Oct 8, NT20

### Committee members:

**Present:** Don Heidrich, Landon Sock, Peter Frey and Leo Mollica.

**Absent:** Alan Amato, Bob Ham and Tony Adams.

**Non-Safety Committee attendees:** No

Minutes recorded by Leo Mollica.

### Agenda:

#### 1. HIR/FOIR reviews:

Pending Actions on HIR or FOIR:				
HIR # / Date	Aircraft	Brief Description	Action & Action Owner	Comments
20-006: 03/29/20	34X	Rudder Damage 34X	Action: Create and install the label DO NOT PUSH. Landon. UPDATE: Still work in progress. Landon.	Reset Clock. NO
20-002: 07/20	7YT	Rough engine lead investigation.	Action 1: Finalize the HIR and. Alan Action 2: Discuss with MX a procedure to check "grounding" squawks. Alan. UPDATE: Alan created and shared and is gathering feedback to publish.	Reset Clock. NO
20-010: 07/19/20	819	Direction Gyro precesses	Action: Follow up with MX. Alan. Update: Not update.	Reset Clock. NO
New HIR or FOIR:				
20-XXX: XX/XX/20	5GC	Alternator failure during flight	Action: Finalize the FOIR. Alan	

#### 2. Other/pending items:

- Extend Safety Meeting to members: NO UPDATE. Action: Bring the topic in next meeting for progress. Leo.
- Raj Persaud accident as a case study: UPDATE: Action: Landon to set a tentative day Nov 9<sup>th</sup> and coordinate with Alan to present in 30 minutes the topic.
- Goal 2021 review: Action: Landon to set a set a separate Zoom meeting to address this specific goal.
- Emergency Procedure update: UPDATE: Action: Recommend simplifying the proposal. Create a Cheat Sheet. Alan

#### 3. New items (OCT):

- Communicate the intention of HIR or FOIR: The ultimate intention of these forms is to collect information about incidents that could help the club to increase its awareness on potential hazards. It is believed that some pilots have the perception that the forms could lead into punitive actions. Action: Create a statement reinforcing the idea of the goal and dissipating false interpretations. Leo
- Edit-able HIR and FOIR forms: Change the current pdf form to be able to edit. Action: Upload as word file. Alan.
- Proficiency Time mandatory for regular members from Safety perspective: No clear evidence that the mandatory 2 hours of PT is the best instrument to retaining pilot skills.



**SAFETY COMMITTEE MEETING**  
**Sep 10, Zoom per Landon request**

**Committee members:**

**Present:** Alan Amato, Don Heidrich, Landon Sock, Peter Frey and Leo Mollica.

**Absent:** Bob Ham and Tony Adams.

**Non-Safety Committee attendees:** Scott Oloff, Wayne Tremallo, Andy Robinson and Ed Chromczak.

Minutes recorded by Leo Mollica.

**Agenda:**

**4. HIR/FOIR reviews:**

<b>Pending Actions on HIR or FOIR:</b>				
<b><u>HIR # / Date</u></b>	<b><u>Aircraft</u></b>	<b><u>Brief Description</u></b>	<b><u>Action &amp; Action Owner</u></b>	<b><u>Comments</u></b>
20-006: 03/29/20	34X	Rudder Damage 34X	Action: Create and install the label DO NOT PUSH. Landon. UPDATE: Still work in progress. Landon.	Reset Clock. NO
20-002: 07/20	7YT	Rough engine lead investigation.	Action 1: Finalize the HIR and. Alan Action 2: Discuss with MX a procedure to check "grounding" squawks. Alan. UPDATE: Alan created and shared a procedure for return to service. (see as separate item)	Reset Clock. NO
20-010: 07/19/20	819	Direction Gyro precesses	Action: Follow up with MX. Alan. Update: Not update.	Reset Clock. NO
<b>New HIR or FOIR:</b>				
20-XXX: XX/XX/20	5GC	Alternator failure during flight	Action: Finalize the FOIR. Alan	

**5. Other/pending items:**

- **Extend Safety Meeting to members:** No update in Sep. Action: Bring the topic in next meeting for progress. Leo.
- **Raj Persaud accident as a case study:** UPDATE: Action: Alan and Landon to coordinate and propose a date.
- **Goal 2021 review:** UPDATE: Alan created and shared with the committee the refreshed Policy and Goals for 2021. There was not time to review it and it will on the agenda for the following meeting. Action: Provide feedback to Alan and set in the agenda for Oct. meeting. Landon. See Appendix II.
- **Emergency Procedure update:** UPDATE: Alan created and shared with the committee a procedure and requested feedback. The new procedure has 52 pages (not in the Appendixes). Action: Set in the agenda for the Oct. meeting. Landon to review next steps.

**6. New items (Sept):**

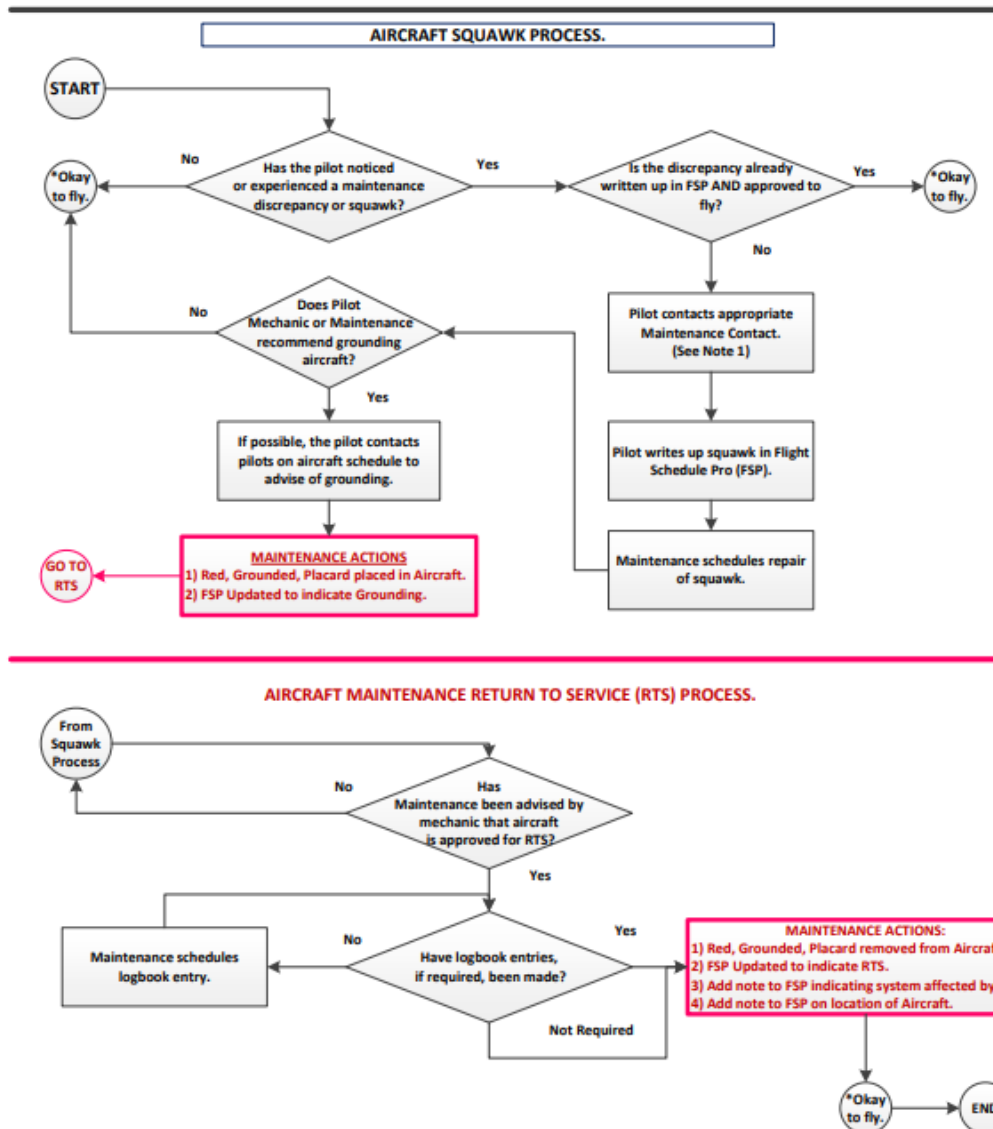
- **Return to service Procedure:** Alan created and shared a procedure for return to service. The decision tree was reviewed by the attendees (Mx special guests). See Appendix I. Action: Review the flow to clarify the steps if the PIC decides to ground the airplane. Alan.





**SAFETY COMMITTEE MEETING**  
 Sep 10, Zoom per Landon request  
 Appendixes:

Appendix I: Squawk Process Proposal and Return to service.



**Notes:**

**1) Maintenance Contacts:**

- a) Andy Robinson, Maintenance Officer & Maintenance Assistant- N735GC, Cell: 1-203-217-6221, Email: asrobby@hotmail.com
- b) Wayne Tremallo, Maintenance Assistant- N8261H, Cell: 1-203-305-7401, Email: waynetremallo@sbcglobal.net
- c) Ed Chromczak, Maintenance Assistant- N98819, Cell: 1-908-400-9370, Email: n12pilot@att.net
- d) S. Oloff, Maintenance Assistant- N4334X, Cell: 1-203-888-8872, Email: scottoloff@yahoo.com

- 2) “Okay to Fly” does not relieve the pilot from conducting a thorough preflight inspection and does not take away his right to write up the aircraft again and ground the aircraft again.



SAFETY COMMITTEE MEETING  
Sep 10, Zoom per Landon request  
Appendix:

Appendix II:



## **Oxford Flying Club Safety Policy and 2021 Safety Objectives**

We, the Officers of Oxford Flying Club (OFC), are committed to developing, implementing and continually improving management systems, strategies and processes to ensure that all of our aviation activities uphold the highest level of safety performance and meet, or exceed, standards that apply to our operations.

Safety is the first priority in all OFC Aviation activities; therefore, each OFC member is required to comply with the latest version of the OFC Safety Management System (SMS).

**We are committed to working to achieve the following safety objectives before the end of 2021:**

- **Our most important objective is to have processes and systems in place that work to achieve that of zero accidents;**
- Implement a Safety Management System (SMS) that ensures OFC Officers have clear definition of their accountabilities and responsibilities for the development and delivery of OFC's safety strategy and performance.
- Establish an OFC training program for all members ensuring competence in safety matters, and ensure that they are allocated tasks commensurate with their skills.
- Establish an OFC emergency response plan.
- Conduct a minimum of two (2) OFC Safety meetings.
- Issue a minimum of two (2) OFC Safety Communications.
- Conduct one (1) ERP Activation Drill
- Conduct one (1) yearly OFC Safety Culture Survey.

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President  
Oxford Flying Club  
288 Christian Street, Box 3, Oxford, CT 06478



**SAFETY COMMITTEE MEETING**  
 Aug 13, 2020 Atlantic Conference room

**Committee members:**

**Present:** Alan Amato, Don Heidrich, Landon Sock, Peter Frey and Leo Mollica.

**Absent:** Bob Ham, Tony Adams.

**Non-Safety Committee attendee:** None.

Minutes recorded by Leo Mollica.

**Agenda:**

**7. HIR reviews:**

<u>HIR # / Date</u>	<u>Aircraft</u>	<u>Brief Description</u>	<u>Action &amp; Action Owner</u>	<u>Comments</u>
20-003: 3/10/20	61H	61H. CO Detection during climbing due to exhaust hoses failure after annual.	Closed.	Reset Clock. YES
20-009: 7/08/20	5GC 61H	CO monitors inops	Closed. Alan worked with MX for corrections.	Reset Clock. NO
20-006: 03/29/20	34X	Rudder Damage 34X	<ul style="list-style-type: none"> <li>Disregard reporting to FAA.</li> <li>Action: Create and install the label DO NOT PUSH. Landon</li> </ul>	Reset Clock. NO
20-002: 07/20	7YT	Rough engine lead investigation.	Action 1: Finalize the HIR and. Alan Action2: Discuss with MX a procedure to check "grounding" squawks. Alan.	Reset Clock. NO
20-007: 07/04/20	61H	Top latch of door pops, capture hood out of position	Still not fix despite the squawk. Follow up with MX. Landon	Reset Clock. NO
20-0xx: 07/09/20	819	Bullet hole in the wing?	Closed.	Reset Clock. NO
20-004: 3/10/20	7YT	Magnetos left on	Closed	Reset Clock. NO
20-011: 7/26/20	61H	Flat tire	HIR drafted. Investigation with MX closed.	Reset Clock. NO
20-010: 7/19/20	819	DG precesses	Action: Follow up with MX. Alan.	

**8. Other/pending topics:**

- **Risk Tolerance Matrix rating:** We discussed the rating calibration to assign risk code by Safety Officer. No Action.
- **Extend Safety Meeting to members:** We can log as safety meeting the monthly meeting. We can also extend the invite to regular members, but we will keep on hold until understand logistics. Action: Bring the topic in next meeting for progress. Leo.
- **Raj Persaud accident as a case study:** Alan suggested that Raj's accident could be a great study case for the club but also pointed out that could bring sensitiveness due to the close relationship of many members with Raj and it our interest to protect Raj's memories. Action: Think about how we can bring the accident as a study case with sensitivity. All members of Safety Committee. Decision: Let's do with sensitivity/ Alan to prepare the study case.
- **Goal 2021 review:** Action 1: Start to think and draft 2021 goals. All. NO UPDATE.
- **Emergency Procedure update:** Peter is progressing, but Alan suggested to integrate it with the workstream that Alan is already working with Pete Dawson to write SOPs. Action: Peter to follow up (and get looped) in the meeting Alan/ Pete for SOPs. Peter. NO UPDATE.



**SAFETY COMMITTEE MEETING**  
July 9, 2020 NT 7 Hangar

**Committee members:**

**Present:** Alan Amato, Landon Sock, Bob Ham and Leo Mollica.

**Absent:** Peter Frey, Burt Stevens, Tony Adams and Don Heidrich.

**Non-Safety Committee attendee:** John Gray.

Minutes recorded by Leo Mollica.

**Agenda:**

**9. HIR reviews:**

<u>HIR # / Date</u>	<u>Aircraft</u>	<u>Brief Description</u>	<u>Action &amp; Action Owner</u>	<u>Comments</u>
20-003: 3/10/20	61H	61H. CO Detection during climbing due to exhaust hoses failure after annual.	Finished. Share final version to Don for uploading. <b>Alan</b>	Reset Clock. <b>YES</b>
20-009: 7/08/20	5GC 61H	CO monitors inops	Add to the recommendations: Spare batteries and hard wiring. Discuss with Board the recommendation for actions. <b>Landon.</b>	Reset Clock. NO
20-0xx: XX/06/20	34X	Rudder Damage 34X	Ask Alan for HIR #, complete the form and send to Don for upload. <b>Landon</b>	Reset Clock. NO
20-0xx: XX/.06/20	7YT	Rough engine lead investigation.	Ask Alan for HIR #, complete the form and send to Don for upload. <b>Landon</b>	Reset Clock. NO
20-007: 07/04/20	61H	Top latch of door pops, capture hood out of position	Still not fix despite the squawk. Follow up with MX. <b>Landon</b>	Reset Clock. NO
20-0xx: 07/09/20	819	Bullet hole in the wing?	Investigation and revert. <b>Bob</b>	Reset Clock. TBC

**10. Other/pending topics:**

- **Risk Tolerance Matrix rating:** We discussed the rating calibration to assign risk code by Safety Officer. No Action.
- **Extend Safety Meeting to members:** We can log as safety meeting the monthly meeting. We can also extend the invite to regular members, but we will keep on hold until understand logistics. **Action: Bring the topic in next meeting for progress. Leo.**
- **Raj Persaud accident as a case study:** Alan suggested that Raj's accident could be a great study case for the club but also pointed out that could bring sensitiveness due to the close relationship of many members with Raj and it our interest to protect Raj's memories. **Action: Think about how we can bring the accident as a study case with sensitivity. All members of Safety Committee. Decision:** Let's do with sensitivity/ Alan to prepare the study case.
- **Goal 2021 review:** **Action 1: Start to think and draft 2021 goals. All.** NO UPDATE.
- **Emergency Procedure update:** Peter is progressing, but Alan suggested to integrate it with the workstream that Alan is already working with Pete Dawson to write SOPs. **Action: Peter to follow up (and get looped) in the meeting Alan/ Pete for SOPs. Peter.** NO UPDATE.



**SAFETY COMMITTEE MEETING**  
**Jun 14, 2020 (Zoom)**

**Committee members:**

**Present:** Alan Amato, Peter Frey, Landon Sock, Leo Mollica.

**Absent:** Burt Stevens, Don Heidrich, Tony Adams, and Bob Ham.

Minutes recorded by Leo Mollica.

**Agenda:**

**11. HIR review:**

- 7YT engine running issues: e-mails for recommendations we were sent to the board. **Action: follow up and decide on merits for and HIR issue. Landon.**
- 819 tire incidents due to crosswind: The HIR was created. Landon brought to the committee that further investigation on specifics pilots indicates that some were not flying as often, and the proficiency could be compromised due to the suspension of min 2 hours due to Covid-19. The safety committee could make suggestion but will not be changing roles into auditing if pilots follow the recommendations. **Action: Recommend to the board a complementary training for x-wind. Landon.**
- HIR 2020-003 3/10/20: Is not ready to be final and upload to portal. Alan is asking for more time to upload final version. **Action: To communicate to Don when is ready. Alan.**

**12. Other/pending topics:**

- Goal 2021: **Action 1: Start to think and draft 2021 goals. All.** **Action 2: Set time in the agenda next meeting, tentatively in Hangar NT 7. Earlier if possible 6:00pm. Landon.**
- Emergency Procedure: Peter is progressing, but Alan suggested to integrate it with the workstream that Alan is already working with Pete Dawson to write SOPs. **Action: Peter to follow up (and get looped) in the meeting Alan/ Pete for SOPs. Peter.**
- Cheat Sheet with education about Safety Documents procedure and Acronyms: **Action: Recommend to the pilot to visit the Safety Portal to self-educate: All members of Safety Committee.**
- Raj Persaud accident as a case study: Alan suggested that Raj's accident could be a great study case for the club but also pointed out that could bring sensitiveness due to the close relationship of many members with Raj and it our interest to protect Raj's memories. **Action Think about how we can bring the accident as a study case with sensitivity. All members of Safety Committee.**





**SAFETY COMMITTEE MEETING**  
**May 14, 2020 (Zoom)**

**Committee members:**

**Present:** Alan Amato, Peter Frey, Landon Sock, Burt Stevens, Don Heidrich,

**Absent:** Bob Ham, Leo Mollica.

Minutes recorded by Landon.

**Note:** Meeting ended after 40 minutes with not much discussion because of Landon not sending a link for Zoom out in time.

**Agenda:**

- HIR: Review steps in reporting 61H rudder damage.
- Discussion: Procedure turns when entering approach.

**1. HIR review follow up:**

- Potential HIR April/20: 34X Rudder damage investigation. Need further investigation if it is damage or wear and tear. Alan suggested to send an email to ask confidentially if any pilot have any insight. (including maintenance in the email). FFA reporting for potential fatigue possible but first check with Officer board. **Action: Pete and Landon to follow up investigation.**

**2. Procedure turns when entering approach:**

- Landon and Don discussed procedure turns when entering approach. **Action: No action.**



**SAFETY COMMITTEE MEETING**  
**April 9, 2020 (Zoom)**

**Committee members:**

**Present:** Alan Amato, Peter Frey, Landon Sock, Burt Stevens, Don Heidrich, Leo Mollica.

**Absent:** Bob Ham,

Minutes recorded by Leo Mollica.

**Agenda:**

- Review oldest to Newest HIR's to determine a recommendation to the board.
- Review 34X Rudder damage to determine the cause of damage.
- Old business / others. (if time allows)

**1. HIR review:**

- **2020-002: 3/8/20:** Student sent on first solo when AIRMET existed for LLWS and turbulence. -Instructor was surprised about the request form Safety committee. He felt the weather was safe for the solo. He did instruction previous student solo. **Action: None. No Clock Reset.**
- **2020-003: 3/10/20:** 61H came out of annual last week and yesterday the plane showed high CO. **Action: Recommend that board Office follow with Jim to point it out the case that seem to be non-acceptable after the annual to have this type of failure. Landon. Reset Clock.**
- **2020-004: 3/10/20:** Mags left on in 7YT: - Ed, Burt, Alan recommend reverting to original equipment with a key. **Action: Landon to follow up with board to propose the follow up with maintenance. Reset Clock.**
- **2020-0XX: 3/18/20:** The pilot that took off before FSP and/or the logbooks were signed off. -The instructor was called before by the pilot and suggested flight is flat tire was repaired. Plane cannot fly if it's grounded by FSP. **Action 1: Recommend to re-write the HIR (more legible). Alan. Action 2: Recommend to the board to reinforce the message of not FSP clearance not flight. Discuss if a Red Tag (option) will help to reinforce the discipline. Is it an issue with training? Reinforce in trainings. Landon to follow recommendations with board. Reset Clock.**
- **2020-0XX: 3/25/2020:** Hangar damage on 819 elevator. **Action 1: Reignite the video training creating, pending from 2019. Landon, Burt and Ed to coordinate the creation, upload and diffusion. Tug for all hangars? Reset Clock.**
- Potential HIR April/20: 34X Rudder damage investigation. Need further investigation if it is damage or wear and tear. Alan suggested to send an email to ask confidentially if any pilot have any insight. (including maintenance in the email). FFA reporting for potential fatigue possible but first check with Officer board. **Action: Pete and Landon to follow up investigation.**

**2. Old/new items:**

1. Set a goal for 2020. **OFC Safety Committee.** No action yet.
2. Create a procedure for emergency response plan. **Peter.** Still WIP.
3. New topic: Members may do not know what it is and HIR, (Burt suggested). **Action: OFC Committee to discuss how to manage acronyms to make it clear and familiar for all members.**



**SAFETY COMMITTEE MEETING**  
**March 12, 2020 (Zoom, Interrupted)**

**Committee members:**

**Present:** Bob Ham, Peter Frey, Don Heidrich, Leo Mollica, Tony Adams.

**Absent:** Alan Amato, Landon Sock, Burt Stevens,

Minutes recorded by Leo Mollica.

**Agenda:**

- HIR's review
- FRAT follow up...
- Old business / others.

**1. HIR review:**

- 1) Student sent on first solo when AIRMET existed for LLWS and turbulence.
- 2) Mags left on in 7YT
- 3) 61H came out of annual last week and yesterday the plane showed high CO. We took the cowl off and the hose going to the heater had a split in it.
- The pilot that took off before FSP and/or the logbooks were signed off has Ignored my request for an HIR. Landon will reach out.

**Action: HIR writing. Alan**

**2. FRAT follow up:**

Alan presented the Risk Assessment Process flow to define required vs not required. **Action: Present to board of directors.**

**Alan.**

**3. Old business:**

4. Set a goal for 2020. **OFC Safety Committee.**
5. Create a procedure for emergency response plan. **Peter.**
6. Set a goal for 2020. **OFC Safety Committee.**



## SAFETY COMMITTEE MEETING February 13, 2020

### Committee members:

**Present:** Alan Amato, Burt Stevens, Landon Sock and Leo Mollica

**Absent:** Bob Ham, Peter Frey and Don Heidrich.

Minutes recorded by Leo Mollica.

### Agenda:

- Survey analysis, main take away and next steps for communications and actions.
- FRAT follow up...
- Old business / others.

### 1. Survey analysis:

- 2019 Survey outcomes were analyzed monadic and relative to 2018 outcome.
- Club members that participated in 2019 (37) indicated improvement on 16 of 18 questions in the top 2 boxes scoring ( $\Sigma$ = agree and strongly agree).
- Similarly, for the Bottom 2 boxes analysis ( $\Sigma$ = strongly disagree and disagree); there is an improvement on the scores in 2019 relative to 2018 on 15 of 18 questions.

Question	2018		2019		Relative difference in boxes	
	B2B (%)	T2B (%)	B2B (%)	T2B (%)	2019 vs 2018	2019-2018
Q7 OFC Directors are aware of the main safety problems in aircraft maint. & flight Ops.	0	82	5	81	-5	-1
Q16 OFC Directors regard safety to be a very important part of aircraft maint. and flight ops.	2	89	0	97	2	9
Q6 All OFC members are given sufficient opportunity to make suggestions regarding safety issues.	4	85	3	88	1	3
Q2 OFC Directors get personally involved in OFC safety enhancement activities.	5	77	0	89	5	12
Q10 OFC Members follow established airport safety rules, and FAR's, almost all of the time.	5	73	3	76	2	4
Q11 Safety within OFC aircraft maintenance and flight ops is better than in other flying clubs.	5	73	3	76	2	4
Q14 After an OFC accident or incident has occurred, appropriate actions are usually taken to	5	51	0	74	5	23
Q5 OFC Members do all they can to prevent accidents.	7	70	8	76	-1	6
Q18 Safety within OFC is generally well controlled.	9	55	0	76	9	22
Q8 New OFC Members are provided with safety training prior to flight operations sign off.	9	64	3	76	6	12
Q12 Any reported OFC related defects or hazards are rectified promptly.	9	86	21	71	-12	-15
Q13 There are mechanisms in place in OFC to report safety deficiencies.	9	82	3	92	6	10
Q9 All OFC Members are informed of any changes which may affect safety.	11	66	11	79	1	13
Q1 OFC Members are given enough training to fly safely.	16	59	3	76	13	17
Q4 OFC Directors often discuss safety issues with Members.	18	68	3	82	16	13
Q3 There are procedures to follow in the event of an emergency in OFC Flight operations.	19	47	13	63	5	17
Q15 Members are given sufficient feedback regarding OFCs safety performance.	32	27	0	80	32	53
Q17 OFC Safety audits are carried out frequently.	35	5	11	30	24	25

B2B: ( $\Sigma$ = agree and strongly agree), T2B: ( $\Sigma$ = strongly disagree and disagree).

- Combined analysis of bottom and tops boxes indicated a substantial improvement in the perception of overall safety for the members, and it was outlined in the "Safety Culture Survey #2 (2019)" DRAFT.
- The safety committee also discussed the 4 tops highest B2B in 2019:
  - Q12 Any reported OFC related defects or hazards are rectified promptly.
  - Q3: There are procedures to follow in the event of an emergency in OFC Flight Operation.
  - Q17: OFC Safety are carried out frequently
  - Q9: All OFC members are informed of any change which may affect safety.

### Actions:

7. Present to the board the results & recommendations. **Landon.**
8. Set a goal for 2020. **OFC Safety Committee.**
9. Create a procedure for emergency response plan. **Peter.**

### 2. FRAT:

Alan presented the Risk Assessment Process flow to define required vs not required. **Action: Present to board of directors. Alan.**



## SAFETY COMMITTEE MEETING January 16, 2020

### Committee members:

**Present:** Alan Amato, Don Heidrich, Landon Sock, Peter Frey (new committee member) and Leo Mollica

**Absent:** Bob Ham and Burt Stevens (apologized).

Minutes recorded by Leo Mollica.

### Agenda:

1. Old business review from 2019.
2. FRAT recommendation to the board.
3. 2019 Goals review.
4. Safety committee monthly report to board.
5. Events recommendation for 2020

#### 1. Old business:

- IN/OUT aircraft hangar Video. **Action: Coordinate to create the video. Landon.**
- Gary sent to Leo a summary with suggestions for Club Operations improvements. **Action: Send as a pre-read and discuss in the next SCM for safety related opportunities. Leo. Not reviewed (Jan 16)**

#### 2. FRAT:

Alan communicated that there were more conversations but not full alignment for the safety committee proposal to consider FRAT tool as a procedure for preflight. **Action: Make the motion in regular meeting (Jan 21) to establish FRAT tools as a procedure for students. Landon.**

#### 3. 2019 Goals review:

Goal ID	Description	Status (Jan 2020)
1	Processes and systems for zero accident in place	<input checked="" type="checkbox"/>
2	Establish OFC controlled document system	<input checked="" type="checkbox"/>
3	Implement voluntary FRAT	<input checked="" type="checkbox"/>
4	Implement a SMS for strategy and performance	<input type="checkbox"/>
5	Establish an OFC Safety Committee.	<input checked="" type="checkbox"/>
6	Establish and OFC training program tasks/skills suitable	<input type="checkbox"/>
7	Establish an OFC emergency response plan	<input type="checkbox"/>
8	Conduct min 2 OFC Safety meeting	<input checked="" type="checkbox"/>
9	Issue a minimum of 2 Safety communications	<input checked="" type="checkbox"/>
10	Conduct and initial OFC Safety Culture Survey	<input checked="" type="checkbox"/>

**Action 1: Create a procedure for emergency response plan. Peter.**

**Action 2: Conduct the 2019 survey (same questionnaire) to assess 2019 and report relative changes after implementing the safety program. Alan.**

**Action 3: Review all unmet goals with 2020 goals setting. Committee.**

#### 4. Safety committee monthly report to board:

The safety committee identified a gap in communication based on multiple enquires about clock setting and resetting procedures. To make it even more transparent a procedure with the ultimate action on safety clock will be add in the HIR or FOIR.

**Action: Adding procedure in the HIR/FOIR regarding to the safety clock resetting. Alan.**

#### 5. Event Recommendations:

Spot Landing: Cancelled in 2019 due to low engagement. Evaluate if the contest context was a factor. Spot landing (engine out) not competitive as an alternative. **Action: To explore the potential reason of low engagement suggest any modification. Landon.**

#### 6. Others:

**Action 1: OFC Safety meeting calendar setting in advance. Landon.**

**Action 2: Goals refreshment/tracking during meeting. Leo.**