

Air Methods A350B3e accident
Frisco, CO
July 3, 2015
CEN15MA290

**NATIONAL TRANSPORTATION SAFETY BOARD
WASHINGTON, D.C.**

ATTACHMENT 2

Interview Transcripts

505 Pages

UNITED STATES OF AMERICA

NATIONAL TRANSPORTATION SAFETY BOARD

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Investigation of:

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FLIGHT FOR LIFE HELICOPTER CRASH
FRISCO, COLORADO
JULY 3, 2015

Docket No.: CEN15FA290

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Statement of: MATTHEW BOWE

Saturday,
July 4, 2015

I N D E X

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I N T E R V I E W

(4:37 p.m.)

UNIDENTIFIED SPEAKER: Personal statement from Matt
Bowe, July 4, 2015 at 4:37 p.m.

STATEMENT OF MATTHEW BOWE

MR. BOWE: Hi, my name is Matthew Bowe, M-a-t-t-h-e-w,
last name is Bowe, B-o-w-e.

On Friday, July 3rd at about 1330 in the afternoon, my
colleagues, Patrick Mahany, David Repsher and I, prepared to
embark on a flight to Gypsum, Colorado for a PR event with
Boy Scouts of America and their wilderness survival training.

Boarding the aircraft was uneventful with a walk around.
And as we took off I was seated in the right rear seat; David
Repsher was in the left rear seat; and Patrick Mahany, of course,
was the pilot and he was seated in the front right of the
aircraft.

Immediately upon taking off the aircraft kind of had a
rough takeoff with some unusual pitch and we begun to make a
counterclockwise turn. This -- with the exception of the rough
pitch, the counterclockwise turn isn't unusual since that's the
way we usually debark from our helipad; however, we sort of paused
momentarily with that left turn before we continued climbing and
turning. Some pilots take off using that sort of corkscrew
method, but that's unusual for Patrick.

We made at least one 360-degree turn, so we were again

1 oriented in the usual -- I guess it would be a northwest
2 direction. And I think probably by this time, you know, Dave and
3 I definitely looked at each other kind of quizzically and we -- it
4 seemed like Patrick made an attempt to gain some forward airspeed
5 and we kind of moved from being directly over our helipad to kind
6 of over a road and an open field area where we, you know, often --
7 you know, that's often our flight path; however, we didn't get a
8 chance to gain any forward airspeed. And, you know, after a very
9 brief forward flight, we violently began spinning
10 counterclockwise.

11 I shouted "Patrick" over the radio or I said his name
12 over the radio, but he didn't respond. He was visibly, you know,
13 preoccupied with trying to maintain control of the aircraft. I
14 distinctly recall tightening my seatbelts, and really I feel like
15 my emotional reaction was disbelief more than anything. I was
16 under the impression that we were spinning counterclockwise while
17 climbing to the left; that would be spinning counterclockwise
18 while climbing to the south. In fact, we were probably descending
19 along that same trajectory.

20 We struck ground and I distinctly remember hitting my
21 helmeted head on, you know, several points inside the cabin. And
22 I wasn't knocked out, but I definitely saw, you know, black or saw
23 stars for a moment; my eyes were closed. When I opened them, I
24 still feel like my main overriding emotion was sort of disbelief,
25 but also a conscious attempt to be systematic.

1 I looked to my left and I didn't see Dave. I saw
2 instead, you know, a gaping hole or open air to his side of the
3 aircraft. I don't recall if his seat was in the aircraft or if it
4 was -- you know, a cracked opening or if that sliding left door
5 had been, you know, torn off.

6 Patrick was laying -- so, I was ajar from my usual
7 seated location and had been shifted sort of to the right. The
8 aircraft came to a rest on its right side. So I was sort of
9 sitting in the area that is our fluid bin and that right side
10 wall. I don't recall ever unbuckling my seatbelt, so I suspect I
11 was thrown out of my seat. At my -- my left leg was wedged
12 between the pilot's seat and the pilot's external backup oxygen
13 canister. And that's unusual since that's sort of the location
14 where my right foot would usually be and my left foot would be on
15 the other side, the left side of the pilot's seat.

16 Patrick was laying, side lying or -- well, side lying
17 really on the ground/the right side of the helicopter, where like
18 the gull wing door, the pilot's gull wing door would be.

19 I didn't at that moment have any, like, urge to
20 immediately kind of egress the helicopter. I was really kind of
21 just taking measure of my injuries, and I felt that I'd been, you
22 know, unscathed.

23 I reached down and I touched Patrick's neck, but because
24 of the way he was laying I couldn't palpate a pulse. I pinched
25 his cheek. And then I kind of looked outside the helicopter and I

1 saw a bystander cyclist who was clad in Lycra, and he was kind of
2 like -- you know, had a frantic expression on his face. And I
3 think that might have, might have hit home with me and I kind of
4 felt the urge or the need to, you know, get out of the helicopter
5 as quickly as I could.

6 I noticed that fuel was starting to, was starting to
7 like flow around Patrick and sort of like rise around Patrick on
8 the floor or on the asphalt. I tried to pull back on my foot but
9 I had no strength in my legs. I think I used my hands to kind of
10 un-wedge my left foot. And then I put my hands on like the
11 cracked cockpit of the helicopter and kind of pushed myself out
12 like you would getting out of the swimming pool.

13 I kind of tumbled down the remaining cockpit exterior.
14 I stood up but didn't have any strength in my legs. I stumbled,
15 kind of fell, and then I started rolling or sliding away from the
16 helicopter. Someone dragged me from my -- like under my armpits,
17 dragged me backwards and I shouted, you know, that Patrick was
18 still in there.

19 Jimmy is a radiology tech at Summit Medical Center, and
20 he -- I saw him running toward the helicopter with a fire
21 extinguisher as flames started to engulf the helicopter and
22 started to roll down from the rear of the helicopter toward the
23 front where Patrick was. He battled the flames and tried to reach
24 Patrick. I think he caught his hair on fire and retreated for a
25 minute, and then went in again and ended up pulling Patrick out.

1 And eventually Patrick and I were dragged farther away from the
2 aircraft and were next to each other.

3 I was supine and couldn't, I couldn't roll or sit up or
4 move from that position. Patrick was lying on his side facing me.
5 I could see he had some burns to his face and he was groaning.
6 And I never saw Dave at all throughout the events after the crash.

7 That's my recollection of the events on July 3rd.

8 (Whereupon, the statement was concluded.)

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CERTIFICATE

This is to certify that the attached proceeding before the

NATIONAL TRANSPORTATION SAFETY BOARD

IN THE MATTER OF: FLIGHT FOR LIFE HELICOPTER CRASH
FRISCO, COLORADO,
ON JULY 3, 2015
Statement of Matthew Bowe

DOCKET NUMBER: CEN15FA290

PLACE: Denver, CO

DATE: July 4, 2015

was held according to the record, and that this is the original,
complete, true and accurate transcript which has been transcribed
to the best of my skill and ability.

Elizabeth Cochran
Transcriber

NATIONAL TRANSPORTATION SAFETY BOARD

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INVESTIGATIVE INTERVIEW * Docket No. :
RE FRISCO, COLORADO * CEN15MA290-91489
ACCIDENT THAT OCCURRED ON *
JULY 3, 2015 *

INTERVIEW OF: WILLIAM HARPER

Friday,
October 23, 2015

7:04 a.m.

Air Methods
7211 South Peoria Street
Englewood, Colorado 80112

APPEARANCES:

From the NTSB:

KATHERINE A. WILSON, Ph.D.
JENNIFER S. RODI, Ph.D.
CHIHOOON SHIN

From the FAA:

MATTHEW RIGSBY

From Airbus:

SETH D. BUTTNER
ED STENBY

Representing Air Methods:

COREY J. WRIGHT, ESQ.

P R O C E E D I N G S

1
2 DR. RODI: All right. So you know that
3 we're here today to continue in the investigation of
4 the Frisco, Colorado accident that happened on July
5 3 of 2015. Our purpose today is a continuation of
6 that investigation with our goal to be improving
7 safety, establishing the facts and circumstances
8 surrounding the accident, and preventing accidents
9 from happening in the future if at all possible.

10 We're not here to assign fault, blame, or
11 liability during these interviews or discussions
12 today or at any time during the course of the
13 investigation. We cannot guarantee confidentiality
14 or immunity from anything during our interview or
15 our conversation today. A transcript of our
16 conversation will be available in the public docket
17 following the completion of the investigation, and
18 you're entitled to one representative during the
19 course of the investigation. He's not allowed to
20 testify or answer questions for you today. Any
21 question with regard to that?

22 MR. HARPER: No questions, thanks.

23 DR. RODI: Excellent. So we've all
24 introduced ourselves. You understand our different
25 roles with regards to the NTSB and manufacturers.

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1 We allow different people in during the interview
2 process as part of the party status or the
3 accredited representative and technical liaison
4 status during the course of the investigation. It
5 allows for a more thorough and transparent
6 investigation.

7 Do you understand that -- you mentioned
8 that you've attended previous interviews or
9 briefings like this associated with other accidents.

10 MR. HARPER: No, I have not --

11 DR. RODI: Oh, you have not?

12 MR. HARPER: -- is what I was saying,
13 right, right.

14 DR. RODI: Okay. So during the course of
15 the investigation, it's standard for us to interview
16 different individuals with a company such as Air
17 Methods, the director of operations, the chief pilot
18 director of training, to understand how it is that
19 they conduct business so that we can better
20 understand the culture and the environment of that
21 particular business. We're in the fact-finding stage
22 of our investigation. Once we've finished with that
23 process, we will produce a final factual report, and
24 then an analysis or -- and a probable cause will be
25 concluded upon.

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1 MR. HARPER: Those I'm familiar with.

2 DR. RODI: Excellent, excellent. As Dr.
3 Wilson stated, if you don't understand any question
4 that's asked of you, if you want it repeated, don't
5 hesitate to ask. If you want to clarify something
6 that you've stated previously, don't hesitate take
7 to do that.

8 Dr. Wilson will lead the interviews
9 today. She'll ask the questions, and at the end we
10 will open it up to the other individuals here this
11 morning for follow-up questions or clarification
12 questions, again, in order to ensure that we're
13 covering our bases and anything pertinent or
14 relevant is covered. So any questions?

15 MR. HARPER: No questions.

16 DR. RODI: Anything that you want to add?
17 Okay, excellent.

18 BY DR. WILSON:

19 Q If you could state for the record your
20 full name and your position at Air Methods.

21 A William Lamar Harper. I am an assistant
22 chief pilot.

23 Q And how long have you been in that
24 position?

25 A Since June 1, and in sort of a parallel

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1 function since the 1st of January.

2 Q Okay.

3 A The title changed to assistant chief the
4 1st of June. So I was a training manager to that
5 point.

6 Q And what are your duties and
7 responsibilities as the assistant chief pilot?

8 A Oversee the training and the training
9 staff for the AS350 and the ES130 helicopters, and
10 to monitor and ensure compliance with the operations
11 particularly related to those aircraft.

12 Q What other positions have you held at Air
13 Methods?

14 A I was check airman in the AStar a period
15 of time prior to the first of the year, and I was an
16 EC145 check airman trainee prior to that starting in
17 June of '13.

18 Q And when were you hired by Air Methods?

19 A I think it was the 2nd of June in 2013.

20 Q Okay. If you could give me a brief
21 description of your aviation background leading up
22 to Air Methods.

23 A Started flying general aviation aircraft
24 in '79, went to Army Flight School in 1982. I was
25 an instructor pilot in the Army, took a direct

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1 commission position with the Coast Guard, flew with
2 the Coast Guard as an operations pilot, instructor
3 pilot, and maintenance check pilot. I had a break
4 in service, came back and flew with the Army
5 National Guard here in Denver as an instructor
6 pilot, maintenance test pilot, and unit commander,
7 retired in 2008 from the military, worked overseas
8 as a maintenance manager and instructor pilot in the
9 Iraqi Flight School, from there flew for one of our
10 competitors, an EMS, Classic Lifeguard in Vernal,
11 Utah, flew contract for the U.S. Army as the
12 instructor pilot, standardization officer for the
13 U.S. Army at Fort Irwin, California, and then came
14 to work for Air Methods.

15 Q What is your total time?

16 A Approximately 6,700.

17 Q Is that all rotor, or fixed-wing too?

18 A About 75 hours of fixed wing, so it's
19 mostly rotor wing.

20 Q And how much of that time, estimating, do
21 you think is EMS related?

22 A Well, I had seven years in the Coast
23 Guard, and about a third of those missions are very
24 similar. I had 1,900 hours in the Coast Guard, so
25 13, 1,400 hours there, and then another hundred

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1 hours or so with Classic Lifeguard. And then I --
2 during my training, I flew the line for a few weeks
3 with Air Methods but have not been in the regular
4 line position for several years.

5 Q Who do you report to?

6 A Raj Helweg, our chief pilot.

7 Q Is that for the duties as training
8 manager also?

9 A Yes.

10 Q Are you required to fly as a part of your
11 position?

12 A Generally, yes, although I've gotten busy
13 lately and have gone non-current. I haven't flown
14 since about April. I will be getting 2

15 Q What are the general requirements to
16 maintain currency in your position?

17 A It's the same as our line pilots. Same
18 exact requirements.

19 Q Could you tell me what those are?

20 A Yeah. Having flown within 60 days, and
21 having flown NVGs, there's a couple of look-backs.
22 But if I'm going to be flying with trainees, go back
23 about a month.

24 Q How many staff are in the training
25 department?

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1 A I don't know exactly, but we have
2 approximately 40 check airmen. And I can't tell you
3 about the other support staff. Don't know.

4 Q How does Air Methods train their pilots
5 starting from a new hire?

6 A They go through a indoctrination course
7 where we review all the required FAR things, as well
8 as company policy, procedure, general operations.
9 There are some classes for night vision goggles, and
10 flight physiology, and some training on working with
11 med crews. We assume that the trainees have not
12 flown EMS or HAA ops before, and so they get
13 training in that regard. Then they go to their
14 individual airframe ground schools, and then they
15 move into the night training for their individual
16 airframe for their initial qualification, and then
17 on to their base for local area orientation, and
18 then recurrent training and checks annually.

19 Q Is there simulator time included in that
20 training?

21 A We have simulators for some airframes. We
22 have aviation training devices for some airframes.
23 With the AStar we have -- you know, it's a nonmotion
24 aviation training device -- can't quite call it a
25 simulator. We have several of those, and they

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1 travel around the country. And we hope to shorten
2 the time between training events by having the
3 pilots get into this visual simulation device and
4 work on instrument procedures. And they do that
5 also one time during indoctrination. We will begin
6 simulators in the future, the full-motion
7 simulators. Looking forward to it.

8 Q For the AS350, is that the fixed-base
9 simulator?

10 A No. There's the traveling -- oh, you
11 mean nonmotion simulator? Yes, there is.

12 Q Is there a motion simulator?

13 A There will be, but we don't have that at
14 this point.

15 Q What are the -- are there hourly
16 requirements for being in the simulator and flight
17 time that's incorporated in the training?

18 A We have two hours of annual training
19 requirement prior to their check, and we're not
20 always able to get the pilot in that AATD. But if
21 they do get into AATD, typically, they get two
22 hours. And we'll count that towards half of their
23 required training prior to their check. So they may
24 have an hour in AATD, and an hour in the aircraft,
25 specifically NVGs, flying under night vision

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1 goggles, and we look back a year for that. We try
2 and get that -- at least part of that just prior to
3 their check. If they don't have an AATD, they fly
4 in the aircraft typically just prior to their check
5 for two hours at a minimum. Long answer to a short
6 question, sorry.

7 Q Is all the training offered to pilots
8 in-house, or do you go to external companies to
9 provide that training?

10 A It's all in-house.

11 Q How is standardization maintained from
12 one check airman to the next?

13 A We have a lead check airman in each
14 airframe, and then an assistant chief pilot who has
15 a group of airframes he's responsible for. And
16 through the lead ACE disseminating anything that
17 comes up -- the answers for anything that comes up
18 as a question of standardization, and specifically
19 the pilot training program written standards and
20 requirements, and then I oversee that. And when we
21 can, although I don't have a minimum number of
22 required events, I try to get the lead in with the
23 ACEs while they're doing their job. That's a little
24 easier to do with the AStar and centralized training
25 that we have for the AStar, as opposed to the other

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1 airframes.

2 Q What documents or manuals are provided to
3 pilots during training?

4 A There's the GOM Op Spec, the RFM, which
5 is the rotocraft flight manual, the online training
6 documents. The materials that we use in training,
7 they can access online. Any number of other things
8 that -- we point them at the rotocraft manual, FAA
9 training manuals. I'm trying to think what else.
10 The pilots, they develop study guides, and we try
11 and assist them with that.

12 Q Is Career Source Management included in
13 your training?

14 A Yes. In the indoc class, it's -- what do
15 we call it -- a module. And then we integrate that
16 into the recurrent training, and it's looked at
17 during evaluations as well.

18 Q What aspects of CRM are trained?

19 A Well, because we're single pilot, there's
20 some unique aspects; specifically, the importance of
21 teamwork with the medical crews, particularly with
22 regard to communication in critical situations,
23 takeoffs and landings. Medical crew know that if
24 they see a hazard, hey, call it out. The pilot is
25 expecting them to do that. And the pilots will

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1 announce if they have something that's a potential
2 hazard in sight, we make sure that that
3 communication is always facilitated.

4 Then a part of CRM is also cockpit
5 management, and we talk about ensuring that you're
6 ready, having the aircraft set up for things that
7 might happen, inadvertent IMCE or those kinds of
8 things, and that they would have the materials they
9 need at hand. And anything that they need
10 individually, whether it's a helmet or a lip light,
11 they're set up so they're ready to be safe and
12 effective.

13 Q Are there resources available to the
14 pilots outside of the cockpit that they can rely on?

15 A Well, there's always air traffic control
16 in the event that if -- for instance, if they punch
17 into inadvertent IMC, but they're also in
18 turbulence, it's more important that they keep their
19 hands on the controls and not be reaching for
20 procedure material. We train that you have
21 resources with the air traffic control folks. To
22 declare an emergency, ask for the information you
23 need, ensuring that you're always flying the
24 helicopter first.

25 Q What support does the operations control

1 --

2 A Before we move on, also, we remind them
3 that they do have the medical crew if they need to
4 hand them something to read, to assist through a
5 checklist during that inadvertent IMCE, or an extra
6 set of eyes that they can use as a resource in the
7 back of the aircraft.

8 Prior to departure, and to a lesser
9 extent while they're flying, they can call the OCC
10 for assistance in making a decision based on
11 weather. And that's in addition to the normal
12 weather sources.

13 Q Is there any specific training for the
14 AS350 provided related to the hydraulic checks?

15 A We have five variants of the AS350 in the
16 company, and there is some variation in the
17 hydraulic checks. So the hydraulic checks, as the
18 systems and the checks, are all covered during
19 initial qualification. And if a pilot's going to be
20 flying a different variant, then that's covered with
21 differences training as well. If -- for instance, if
22 they're going from a single to a dual hydraulics
23 aircraft, the systems and the procedures are covered
24 in differences training.

25 Q Do pilots switch between the single and

1 the dual hydraulic helicopters regularly?

2 A What's regularly? Occasionally. I'm
3 trying to think of instances where a dual hydraulics
4 might be the backup, you know, the relief aircraft.
5 Those may be -- I don't know. But I know that we
6 have relatively few dual hydraulics aircraft. And
7 when those pilots come through for differences
8 training, we make a point to address the differences
9 in the systems and differences in the operation of
10 those systems.

11 Q How would a pilot know that they're
12 flying a helicopter with dual hydraulics versus
13 single?

14 A It would be on the checklist and the RFM.
15 They would know that from their preflight. It's
16 pretty obvious as you're looking at the systems
17 whether it's single or dual. And they just have
18 general knowledge. They need to be aware that
19 you're -- they're going to be flying a dual
20 hydraulics, so make sure that you're up to speed on
21 your systems and procedures.

22 Q What are some of the differences between
23 flying the single versus dual?

24 A We have an emergency procedure for
25 hydraulics failure with a single hydraulics but not

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1 with the dual. And then the run-up procedures
2 differ, and then the components that you look at
3 during the pre-flight differ. And that would be
4 from the perspective of the pilot, the line pilot.

5 Q What documentation is required by
6 instructors to be kept for both ground school
7 simulator and flight training?

8 A Well, you mean in terms of the training
9 records for a line pilot?

10 Q Yes.

11 A Oh. Well, we have a training records
12 staff, and we submit all the records from ground
13 training, flight training, ground training starting
14 with indoctrination in all different modules. All
15 those records are maintained, along with the flight
16 training forms and the evaluation forms for each
17 pilot in their records file. The bases maintain
18 local orientation records. Any correspondence
19 related to authorization, if they become a check
20 airman or a training captain, are kept with those
21 records. And then each year's recurrent training,
22 both ground and flight, are kept on forms you need
23 to do the type of training along with their
24 evaluations. So is that the kind of answer that you
25 were asking?

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1 Q Yes. The documentation, is it a
2 pass/fail, or are there notes that are associated
3 with that?

4 A On the training forms, you can annotate
5 that they exceeded the standards, met the standards,
6 or failed to meet the standards by maneuver. And
7 you can annotate that if they failed to meet the
8 standards in the maneuver, that it was retrained,
9 and then they met the standards. If they had
10 difficulty with a particular maneuver or just
11 generally, that would be noted in the comments. And
12 often, anything noteworthy would be added to
13 comments as well. If a pilot's particularly capable
14 in a first flight in a new airframe in a
15 qualification course, a comment like that will be
16 noted as well.

17 The marking of "exceeded the standards"
18 is relatively unusual, but you will see that. The
19 primary focus is to ensure that they meet the
20 standards.

21 Q How do trainees, per the pilots, provide?

22 A Feedback about the training that they
23 received formally and informally; formally, through
24 feedback surveys that are provided to everybody
25 following indoc. And then just simply following

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1 other training. Also, during the debrief following
2 training and evaluations, they're given the
3 opportunity to provide feedback. And then -- are
4 you talking about feedback on their training?

5 Q On the training they received.

6 A Yes. Directly in discussion in the
7 debrief following the flights. And then informally,
8 we try to purposely create an environment where --
9 and it's part of our brief, that if anything's
10 unclear, or there's any confusion as we're training
11 or conducting evaluation, stop, provide me some
12 feedback in discussion, and we'll get it
13 straightened out, and then we'll move forward.
14 Don't continue if you don't understand what we're
15 trying to do.

16 Q What role, if any, does the training
17 department play in accident investigation or
18 incident investigation?

19 A Using this one for an example, I have not
20 been involved at all in the investigation except
21 for, you know -- I guess an informal question, you
22 know, questions about flying with Pat during his
23 evaluation in March. But I haven't been involved.
24 Sometimes if there's been an accident or incident,
25 we're asked about systems or procedures so people

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1 that are investigating understand. But I haven't
2 done that to this point, but I'm doing it today.

3 Q I think you might have briefly touched on
4 this in another answer, but I just want to clarify.
5 Do you observe the ground schooling training?

6 A As the supervisor of the check airman, I
7 periodically sit in and participate. And I also --
8 I have the same training requirements when I am
9 maintaining currency as the other pilots. So I have
10 to go through the training annually as well.

11 Q From the supervisor's standpoint, how
12 often do you observe the training?

13 A I'm involved in centralized training for
14 the AS350, and field training for EC130. And
15 because I maintain an office at the facility where
16 the classrooms are, for probably three-quarters of
17 the ground classes I'll stick my head in and see how
18 things are going and meet the trainees and make sure
19 they know that check airmen are available to help
20 them beyond just the classroom. So I get a chance
21 to sit in and watch a little bit. I don't sit
22 through a day's worth of training each time we do
23 it.

24 And then the field training, we often
25 will do the initial ground class before the trainees

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1 leave the training center after indoc, and sometimes
2 I'll sit in on that once a quarter.

3 Q When was the last time you sat in on any
4 training?

5 A It was this week. I think Tuesday I sat
6 in on the AS350 ground school systems classes for a
7 group of five new hires and one re-qualified pilot.

8 Q The check airman duties, I'd like to
9 focus on that a little bit. Walk me through what a
10 typical check ride would look like for -- let's go
11 with a dual hydraulic aircraft.

12 A Okay. It would be the -- sequence is
13 going to be pretty much the same for all the
14 aircraft. And then I'll see if I can highlight the
15 areas where it might be different for a dual.

16 The trainee, through the check -- the
17 pilot being checked, has typically just completed
18 some training, to finish up what we talked about
19 before, that two-hour requirement. So they already
20 know the instructors. We may swap instructors and
21 evaluators just for standardization. So it's --
22 initially there's an introduction and explanation of
23 expectations and requirements. We start by checking
24 their certificate and their flight physical to make
25 sure that they're current, and that we are required

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1 to check for photo ID. And we have a structured
2 oral evaluation, and that takes approximately an
3 hour to an hour and a half, typically. And then a
4 preflight prior to flight to check weather notams,
5 aircraft maintenance logs, to ensure that the pilots
6 logged in on the system, that they're on duty
7 officially and those kinds things. And then we'll
8 walk out. If the oral has gone well, we'll walk out
9 to the aircraft and do a preflight, and typically
10 take that opportunity to talk about the systems, and
11 point and talk and discuss and ensure appropriate
12 depth of knowledge.

13 When the preflight's complete, we'll
14 contact aircom, let them know departure time and
15 expected flight time, and who's aboard, basically to
16 file. And then take off and fly through the
17 required maneuvers. If there's a deficient
18 maneuver, stop training or stop evaluation, retrain
19 a maneuver and then continue. If that happens
20 again, then that evaluation is a failure.

21 And upon the completion of the flight,
22 the post-flight checks are done, the paperwork's
23 completed in terms of the aircraft maintenance logs.
24 The training or evaluation forms -- evaluation form
25 is completed. All the forms are reviewed. There's

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1 the debrief with the evaluatee, and the forms that
2 need the signature of the evaluatee are signed and
3 submitted. That's the sequence.

4 Q How many checks would you say you do on a
5 quarterly basis?

6 A Me individually?

7 Q Yes.

8 A Well, I haven't done any in the most
9 recent two quarters. Probably did three. And I'm
10 guessing. I don't know exactly without going to
11 look. Probably three in the quarter prior to that.
12 And without checking, I don't know, but some number,
13 maybe 6 to 10 prior to that. When my job title and
14 responsibilities changed, the focus shifted, even
15 though I still maintained the check airman
16 qualification, and the frequency then is reduced.

17 Q You mentioned that as a part of this
18 investigation, you were asked about the check ride
19 with the accident pilot, Pat?

20 A Just in an informal way, you know. My
21 supervisors wanted to know about him.

22 Q So did you review his records, or were
23 you just recalling from memory?

24 A Well, I knew Pat, so I recalled the
25 flight with him. I did later look at the forms. But

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1 -- and I can kind of characterize for you how that
2 went.

3 I instructed in a lot of different
4 organizations, and I haven't checked lately, but I
5 probably have about 600, 700 hours of instructor
6 time, instructing and evaluating. And you can tell
7 early if a pilot's the master of the aircraft, and
8 Pat was. Not that you let your guard down, but it
9 brings the evaluator's stress level down a little
10 bit, so that's something you remember. You remember
11 those who are really good and those who are really
12 bad. And the criteria for the evaluation is, is the
13 pilot the master of the aircraft, and is there never
14 at any time during any maneuver a question of
15 whether or not it will be safely completed, and then
16 the specific standards for each maneuver, airspeeds,
17 and altitudes, and so forth.

18 And so this was the first time I flew
19 with Pat. I knew him previously from having had him
20 present during my indoctrination to the union rep
21 information. And then as he would come in to visit
22 with new hire classes, we socialized in the hall.
23 Eventually then, we served together on the ASAP
24 event review committee and I got to know Pat that
25 way.

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1 But the evaluation that we did in March
2 was the first time that I flew with him. And we
3 spent some time on discussing the dual hydraulic
4 system, a little extra time during the pre-flight,
5 because I knew he was flying the B3e with the dual
6 hydraulics. And when we flew, it became readily
7 apparent that Pat was a good -- had good control
8 touch and good mastery of the aircraft, and he flew
9 all the maneuvers easily to standard. There was no
10 maneuvers that we needed to stop and retrain or
11 anything like that. And he had a lot of time, and
12 he took a very professional approach, and it was
13 obvious.

14 Q Was there anything during the check ride
15 that needed remediation?

16 A No. We spent a little extra time
17 discussing inadvertent IMC, and Pat was a leader, as
18 kind of a senior pilot, in an informal way, although
19 he was involved in just about every way someone that
20 wanted to really pursue professional approach to
21 piloting could be. He was checked out to do
22 maintenance test flights, which requires stepping
23 forward and saying this is something I want to do.
24 He had responsibilities to interact with the
25 community when there were noise complaints. He had

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1 a lot of experience, so I'm sure that new pilots
2 visited with him to gain insight into how we do
3 business. And he obviously, as I mentioned before,
4 flew the aircraft very well, and from every
5 indication knew systems very well.

6 Q What would you say was his greatest
7 strength as a pilot?

8 A His experience and depth of knowledge.

9 Q Any area that you think he could improve
10 upon?

11 A There really weren't.

12 Q Okay.

13 A I mean, no flight is ever perfect. I
14 don't care how much experience, how much knowledge
15 you have, you could have hovered a little closer to
16 the centerline. You could have been a little closer
17 to that airspeed. And Pat flew particularly well,
18 but we all could do a little better. There was no
19 deficiencies noted.

20 Q And I think you've alluded to this, I
21 will just ask the question directly. How would you
22 rate his performance compared to other pilots that
23 you've done check rides on?

24 A Above average.

25 Q And the outcome of the check ride?

1 A Was a pass, a go.

2 Q You mentioned that prior to liftoff, you
3 contact aircom?

4 A Yeah. I think, if I remember correctly
5 -- and again, it's been a while -- there was a
6 period of time after we established -- we
7 established the training facility before we had a
8 relay, and we initiated the communications with
9 aircom via telephone prior to takeoff. I hadn't
10 thought about this for a while. But as I do, I
11 think we had just put in place the repeater and were
12 able to contact aircom from the aircraft and give
13 them the standard departure time, who was aboard,
14 what we're doing, how long we're going to fly, how
15 much fuel. I think we -- I'm not sure if we did
16 that via telephone or radio because that was right
17 at the time we made the switch.

18 Q Is that type of communication something
19 that would be done before every flight?

20 A Yes.

21 Q Would that include a public relations
22 flight also?

23 A Yeah.

24 Q Okay. Regarding the normal procedures
25 checklist, I have it here, if you need to see it.

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1 But one of the items says hydraulics check. Could
2 you explain what a pilot would do during that
3 sequence?

4 A Yeah. In the dual hydraulics?

5 Q Yes.

6 A I don't remember without looking, but if
7 the servo test button is separate, before the engine
8 is started, you check the circuit with the servo
9 test button.

10 Q It's not a secret. If you want to look
11 at that, you can.

12 A This doesn't really expound. This
13 applies both to -- well, it's a B3e. I'm not
14 qualified in the B3e. I am in the dual hydraulics.
15 The systems are basically the same. And we were
16 using, on his eval, the checklist for the aircraft
17 which I believe was a B3/2B1 dual hydraulic -- or
18 single hydraulics. At that time we did not have
19 dual hydraulics training aircraft at that location.
20 But during the dual hydraulics run-up, you start the
21 engine, you get the hydraulics system pressurized,
22 and then you test the various components of the
23 system. And since we were flying a single
24 hydraulics, we did not exercise those dual
25 hydraulics specific tasks. I can try to recall what

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1 he would have done in the B3e, or I could talk about
2 what we did in our eval.

3 Q Well, sounds like there's multiple steps
4 that are involved in hydraulics checks.

5 A There are.

6 Q Is there an expanded checklist that a
7 pilot would use in the aircraft?

8 A Yes, it's available. And they can commit
9 that expanded checklist to memory and use the
10 prompting from the normal procedures checklist. And
11 if they need to, they know they can reach for that
12 expanded checklist to get specific details on that
13 check.

14 Q Where is that expanded checklist located?

15 A It could vary by base. But typically,
16 it's in the door pocket, along with this checklist,
17 or in this inner console, depending on the
18 aircraft's configuration, but readily at hand.

19 Q Okay. Prior to the accident, were you
20 aware of the safety information notice that came out
21 on the hydraulic -- on the dual hydraulic power?

22 A I get all of those safety information
23 messages and the bulletins. So I hadn't thought
24 about the sequence, but I was aware of those as they
25 were disseminated. I can't tell you if it was

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1 before or after the accident, which was, I think,
2 the 2nd of July. So those I'm not sure, and I'm not
3 sure exactly which safety bulletin you're referring
4 to.

5 Q It was from August of last year.

6 A Yeah. So was the question prior to the
7 accident?

8 Q Yes.

9 A I wasn't because it came out after the
10 accident.

11 Q This was August of 2014.

12 A '14? I had reviewed it, yes.

13 Q How do you receive these?

14 A Our technical bulletins representative
15 receives these from all of the different original
16 manufacturers and so forth, and the engine
17 manufacturers, and those are then forwarded to the
18 assistant chief pilots and the bases. And I receive
19 them from the technical bulletins rep.

20 Q Do you know that person's name?

21 A Yes, but I can't get it right now. I
22 look at it every day several times.

23 Q What is typically done when you receive
24 one of these notices?

25 A Let's back up. When this came out in

1 '14, I was a new check airman and not yet receiving
2 all of these bulletins. So this would have been
3 forwarded to me by either the assistant chief pilot
4 or the aviation training manager that I worked for
5 at that time, or the lead ACE, and I would have
6 reviewed it at that time. And I was not training in
7 a dual hydraulics aircraft, so I would have been
8 aware of that and not really immersed myself, so
9 just for clarification. What was your last question
10 then?

11 Q My question is, when these are received,
12 what happens?

13 A Oh, what do I do with them? Yes. I get
14 everything that's related to my aircraft and all the
15 other aircraft. So I look through each one, and I
16 determine who needs to know this. I'm aware that
17 these are sent to -- depending on the type of
18 notice, are sent to the maintenance folks, but
19 sometimes I'll discuss that with the local
20 maintenance supervisor. If it relates -- if it's
21 got wings like this, it means that's something a
22 pilot should know. And I keep a copy in an
23 electronic file, and I forward it to the check
24 airmen and send them a little e-mail that says
25 review and be familiar, something to that effect.

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1 If it's for a PT6 engine that we don't
2 have in any of the aircraft I'm responsible for, or
3 it's a Bell product, I delete it.

4 Q Beyond forwarding to the check airmen to
5 say review, are any of these notices used to make
6 changes to training?

7 A Yes. Which reminds me that as we
8 received from Seth's folks a recent safety bulletin,
9 we posted the pages provided in that annex into the
10 RFMs, and I disseminated that to the regional
11 directors with high priority on the e-mail, and
12 directions that these need to go out to the bases,
13 and the pilots on duty need to post those pages.
14 And because it was a safety bulletin rather than a
15 change to the RFM, I also had a discussion with the
16 chief pilot and the director of ops. I wanted to
17 ensure that that's what they wanted me to do because
18 not having it as an RFM change, it's not a required.
19 But in the -- a required change. But in the
20 discussion, it was the prudent thing to do. So I
21 took action as quickly as I could, and we got those
22 pages posted in the RFMs around the country.

23 Also, if it's something of significance,
24 and these were, in the centralized training
25 facility, I would tape these, and they're printed

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1 red, onto the white board in the check airmen's
2 office, and I'd mark on the board read this today,
3 or look, or something to make sure that they saw it
4 right away, because I may or may not be there when
5 they come in to fly at night.

6 Q Is there any sign-off that a check airman
7 needs to do to let you know that he or she read
8 that?

9 A I get a -- I send it with a -- I forget
10 what it's called, but I know that they've received
11 it and when they read it.

12 Q The read notification, the e-mail?

13 A Yes.

14 Q Okay. And then how would the pilots find
15 out about this information?

16 A Well, if they're on duty, they would have
17 received word from their RAD, hey, here's a change,
18 and review it, post it, and give me your questions.
19 "RAD" is regional aviation director. Forgive me for
20 speaking acronyms. And when they -- a line pilot
21 would be relieving the person that did that, they
22 would have that as part of the brief for the shift
23 change.

24 The other thing I did with the safety
25 bulletins that were related this was posted a link

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1 to them, and a notice on 411. Are you familiar with
2 the 411 system?

3 Q I've heard about it.

4 A So it's -- one of the functions is, it
5 captures when a pilot goes on duty. They log on,
6 and they look and make sure that the record system
7 shows that they're current and able to do their
8 shift. And when they log on, before they can
9 actually log on, if there's anything like this that
10 they need to read, there's a notification that pops
11 up, and there's a tab. Usually there's -- the last
12 three are on that page, and some of them require
13 acknowledgement. But it's presented to them before
14 they can log on so they're aware that there's
15 something that has some significance that they need
16 to review. So that was the other thing I did when
17 the most recent safety bulletin came out, was to put
18 it on the 411 notification system.

19 Notably, yesterday, late yesterday, I
20 received a revision to the most recent safety
21 bulletin. So when we get done today, I'll be going
22 back to do exactly that process that I just talked
23 about with the revisions.

24 Q Regarding this specific safety
25 information notice, do you know if there were any

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1 changes to procedures or training?

2 A The first paragraph of this is something
3 that we had begun to emphasize during the ground
4 classes, specifically being aware of switchology,
5 and that we thought there may have been some issues,
6 and we would share the stories that we know with the
7 trainees about suspecting that -- I think it was the
8 Tucson aircraft that rolled over on the pad and may
9 have had an issue with switchology, and that we had
10 a pilot that began to take off, realized it very
11 quickly, and she set it right back down. And we
12 talked about those things as they were occurring.

13 Besides being aware of what's going on
14 with safety events in the industry, within the
15 company I received AIDMOR notifications. And as I
16 mentioned, I'm on the ASAP committee. So I'm aware
17 of events. And we make a point, then, to discuss
18 those as check airmen, and to integrate those into
19 ground training. So yes, these issues would have
20 been added to the ground training discussion.

21 Q Are you aware of any discussions since
22 this accident in July, changes to training or
23 procedures?

24 A Yes, the -- this is a safety information
25 notice. I've been referring to it as a safety

1 bulletin, but really from Airbus, that provided --
2 there was a notice that said, "Watch for the
3 forthcoming safety bulletin," and the safety
4 bulletin that followed then had a discussion of the
5 change in hydraulics test procedures, and tail rotor
6 yaw compensator checks. The tail rotor yaw
7 compensator check was expanded in the post shutdown
8 sequence in all of the AS350B3/2B1s, and then in the
9 dual hydraulics in that first safety bulletin, the
10 manipulation or the movement of the switches that
11 would have turned off the hydraulics system to check
12 the components, that was deleted from the run-up
13 procedure, still had the servo test prior to start,
14 but only in the dual hydraulics, then, was that
15 changed. And then that was communicated in the
16 notification on 411 and the e-mails I sent to the
17 RADs, and I sent a subsequent kind of clear text
18 explanation to make sure that there were no
19 questions in pilots' minds that they weren't looking
20 at this and deleting the hydraulic check on the
21 run-up for the single hydraulics because that was
22 not a change, only in the dual, but also to ensure
23 that the dual hydraulics switchology changes were
24 clearly understood, and that the expanded detail of
25 the post shutdown tail rotor compensator checks were

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1 understood as well. So they were disseminated, and
2 then they were followed up, kind of highlighting for
3 clarification.

4 Q Will that also be incorporated into
5 training?

6 A Yes, yes, and has been. We now have a
7 dual hydraulics training aircraft at centralized
8 training, and we have incorporated these in all the
9 B3/2B1s, single and dual hydraulics, but notably in
10 the dual hydraulics.

11 Q What scenarios can cause loss of control
12 immediately after liftoff?

13 A Control malfunction would be a general
14 way to -- or incapacitation of the pilot, I would
15 say, would probably be the two primary ways.

16 Q How is that practiced in training?

17 A Well, I don't mean to be flip. We don't
18 practice loss of control of the aircraft on takeoff,
19 but we review control feedback, control lock-up,
20 binding during ground training. And the single
21 hydraulics aircraft, we do a hydraulics off
22 maneuver, where they maneuver the aircraft without
23 the benefit of the hydraulic boost assist, maneuver
24 it back, make an approach, and sometimes to landing,
25 sometimes to go-round.

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1 In the dual hydraulics, because of the
2 emphasis on switchology, and ensuring that the
3 systems are all operating and in place, now we're
4 highlighting to ensure that you don't have any
5 unusual feedback. But from the beginning of time,
6 when I started any of my training, one of the things
7 you can check on the ground -- and sometimes it's
8 formalized in a checklist, other times it's not --
9 is to just do a quick control check, make sure the
10 pedals are cyclic, collective, or free, and then go.

11 We also do a hover power check on
12 maintenance flights. We do a controllability check,
13 particularly if we've been working on flight control
14 systems, to ensure everything's responding properly.
15 So as you run through the normal procedures, a pilot
16 receives feedback along the -- before you actually
17 try to take off. It would be like if you were
18 parallel parked and getting ready to pull out and
19 your power steering wasn't working, well, you'd turn
20 that wheel before you move, and you'd know this
21 isn't right. Same thing occurs as you begin to pull
22 on the collective. You begin to move the pedals
23 before you break ground. And if there's resistance,
24 you become aware, oops, let's check, make sure
25 everything's right, so...

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1 Q Are you involved in changes to
2 checklists?

3 A I am.

4 Q How does that process work?

5 A We just completed a purposeful review of
6 all the checklists for all the fleet -- all the
7 normal procedures checklists. And in that process,
8 I involved my lead ACEs, who are my most experienced
9 and subject matter expert instructors and trainers,
10 and we looked at this, as an example, rather lengthy
11 checklist, and determined that it would be a
12 worthwhile effort to simplify some things. And so
13 we -- I was the -- for the AStars and EC130s, I was
14 the central coordinator to gather information, and I
15 met with the safety department. We had Jeff
16 Currans, a human factors background safety team
17 member. And after getting input from my lead ACE --
18 and actually, I had other ACEs that were around, so
19 I got their input as well -- I reviewed those with
20 Jeff, and then I sent Jeff and an ACE out to sit in
21 the aircraft and run these draft checklists, and we
22 found areas where we wanted to make some adjustment.

23 And then when we had what we determined
24 would be a final product to submit to the FAA, I had
25 put those together, sent them to Raj, and it was --

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1 oh, I had the other ACEs look at them one more time,
2 and I turned them over to the chief pilot. And
3 those have been disseminated and have not yet been
4 implemented.

5 Now, when the safety bulletin that we
6 determined we were going to comply with as if it
7 were a change to the RFM, changed the procedures, I
8 integrated that immediately into the expanded
9 checklist and made changes to the expanded
10 checklist. And when we sent the safety bulletin
11 out, I sent those out, and I posted them on the
12 website where the managers and pilots know they can
13 go to get copies and print them if they need them.
14 But because it did change the subprocedure, I sent
15 those changes to the expanded checklist to the chief
16 pilot, the director of ops, and to the regional
17 directors for review and dissemination.

18 Q And then what is the approval process,
19 both within Air Methods -- to a checklist, within
20 Air Methods, and then with the FAA?

21 A The checklists are an accepted, as
22 opposed to an approved, in terms of terminology. We
23 have the discretion to move forward with an accepted
24 checklist while the FAA is reviewing it. In the case
25 of the big checklist review, simplification,

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1 integration of human factors concepts change that we
2 do to all the aircraft, we decided, since this was
3 such a big change, let's let the FAA look at it
4 before we implement it.

5 In the case of very direct and immediate
6 change to the expanded checklist, the approval for
7 the expanded checklist was via me, and the chief
8 pilot and director of ops reviewing that. And that
9 needed to be a more timely response to get the
10 procedure out. And it didn't change the normal
11 procedures checklist. So we haven't integrated the
12 new expanded while we wait for the FAA. They are
13 accepting, not approving, but we're going to use
14 them in that case as part of the approved process.
15 And then myself, the chief pilot, and the DO, my
16 supervisors, on my advice, approve the other
17 changes.

18 As a matter of routine, if there's an RFM
19 change that would affect the normal procedures
20 checklist or an expanded checklist, I work with the
21 lead ACE to make those changes and submit them to
22 the FAA, and integrate them into the field
23 immediately.

24 Q And pilots are made aware of these
25 changes through the 411 system?

1 A And through e-mails, and through the
2 regional directors, to the base leads, to the
3 pilots, and then through recurrent training.

4 Also, one of the things we do is, we
5 invite the pilots to get back in touch with us as
6 they come through recurrent and make sure they have
7 contact information. And if any questions come up
8 when they get something like that, they can call us.
9 We periodically will receive an e-mail or a call for
10 clarification, something like that.

11 Q In the 411 system, do the pilots have to
12 check something that says they received an item that
13 was sent, or is it just assumed that a pilot will
14 receive that information?

15 A It can be set up either way. And
16 sometimes if it requires an acknowledgement, then
17 that can be tracked by looking at the system to see
18 who didn't acknowledge it but logged in, and then we
19 can follow up with them. But sometimes it's just a
20 notification. You need to look at this change.

21 Q Who determines whether there needs to be
22 an acknowledgement or not?

23 A The manager that requests that that
24 information be posted, typically. And that could be
25 the director of ops, it could be me, it could be the

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1 chief pilot. Just depends. Could be a maintenance
2 -- something from the maintenance department. They
3 want pilots to be aware of you know, an area of
4 emphasis on a pre-flight inspection would be an
5 example.

6 Q Are changes to the training similar to
7 changes to a checklist, the process you would go
8 through?

9 A The changes to the training are changes
10 to the materials that are presented, and often those
11 are also kind of the course outline. There's a list
12 of training modules that cover the different systems
13 that need to be covered. If it were a hydraulics --
14 dual hydraulics change, for instance, then the dual
15 hydraulics differences training materials
16 presentation module would be adjusted. Then it
17 would be addressed as well in the ground pre-flight
18 discussion, cockpit discussion.

19 Q Is the differences training, is that
20 something that pilots receive one time?

21 A Yes.

22 Q Okay.

23 A And then during their recurrent training,
24 we make a point to address some aspect of each of
25 the differences training. It's kind of unusual for

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1 a pilot to have all five variants in the company.
2 Typically, it's two or three. And so we discuss with
3 them what they're flying on a regular basis, what
4 their relief aircraft is, and if there are other
5 times they may fly another variant. And like, for
6 instance, with Pat, I focused on -- and I remember
7 because I do the same thing when I -- before we got
8 the dual hydraulics training aircraft. I would take
9 a little extra time during the pre-flight while the
10 cowls are up to talk about, you know, if you look at
11 this, how can you tell if this is a single or dual
12 hydraulics? Well, it only has one pump, it must be
13 a single. Where would the other one be? And then
14 I'd go into determining his depth of understanding,
15 and we'd talk about the differences if System 1 or
16 System 2 would fail, I want to make sure that they
17 had a good understanding of the systems' operations.

18 Q Are changes to training, does that need
19 to go through the FAA also, or is that just an
20 internal --

21 A That's internal. Now, if there's a
22 change to the pilot training program which has all
23 the tasks broken down with the standards and so
24 forth, that goes through the FAA. But in terms of a
25 run-up procedure, that -- or the individual

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1 emergency procedures, as they relate to the
2 different variants, those are just done pretty much
3 in-house.

4 Q In any of your interactions with Pat, did
5 he ever mention any concerns that he had flying any
6 of the different helicopters or working for Air
7 Methods?

8 A No.

9 Q How were you notified of the accident?

10 A Chief Pilot Raj Helweg phoned me in the
11 middle of the night. The phone rang, and I didn't
12 know right away that it was Pat. It just made me
13 aware that we'd had a fatal accident, and more
14 information would be following. And I don't
15 remember, but I received a phone call middle of the
16 next day that informed me that it was Pat.

17 Q And I know you said that you weren't
18 involved in the accident investigation itself. But
19 did you do anything once you were notified?

20 A I watched the news, and I contacted the
21 ACEs for the AStar and made sure that each of them
22 knew -- actually, I think I had everybody notified
23 of the accident before I knew specifically that Pat
24 was involved or who was involved, and that was via
25 telephone. And then those ACEs that I knew that had

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1 a relationship with Pat, being kind of a Colorado
2 person, and involved with indoc training, I called
3 them back and said, hey, it was our friend Pat.

4 Q What is your coordination with the safety
5 department?

6 A Well, I mentioned they worked directly
7 with us on checklist -- recent checklist improvement
8 process. They come out and do site inspections.
9 They participate by briefing initial new-hire
10 classes on our safety programs. I'm -- for the ASAP
11 event review committee, I am Raj's alternate, and he
12 travels a lot, so I'm often in those committees. So
13 I work with the ASAP manager, who's currently our
14 interim director of safety, very closely on
15 reviewing the submitted events, and working out
16 improvements, and finding -- gather information if
17 we're not clear from the report what happened, and I
18 work with the FAA, the pilots' rep from the union,
19 and then the safety department on each event that's
20 reported to ensure that we follow up and provide
21 training or guidance or recommendation for whatever
22 needs to be done based on each of those reports.

23 Q Does the safety department provide any
24 sort of quarterly briefings on trends that they're
25 seeing and the data or something that may be of

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1 interest to the training department, something that
2 may want to be focused on in training?

3 A We have a safety publication that has
4 articles. I don't remember the frequency. Seems
5 like it's more often than quarterly, and I receive
6 those via e-mail, and we print them up and leave
7 them around for people to pick up and read. And if
8 there's something that's specifically applicable to
9 what we're doing in training, then I'll make sure
10 the ACEs say, "Look, they're talking about what you
11 did, and that's good." Otherwise, it's a phone call
12 and a discussion. We have other safety programs
13 that generate interaction between the training
14 department and the safety department, like the FOQA
15 program. Are you familiar with FOQA?

16 Q Yes.

17 A So if we have -- for me, if we have a
18 training event where there's an exceedance, like
19 rotor overspeed or -- you know, we had a
20 precautionary landing because of a systems
21 malfunction that wasn't caused by a pilot. In any
22 event, if there's a question as to why that
23 happened, sometimes even if there isn't, I'll meet
24 with the FOQA rep, which is also Jeff Currans, the
25 human factors expert, and we'll initially discuss

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1 what he sees on there. And then if it's appropriate
2 -- and it's been maybe twice in the last year then,
3 you know, I'll sit down and review the video or
4 listen to the audio and learn the details about,
5 well, when did the crew become aware that they'd had
6 an overspeed, or how did they handle it when the
7 stress levels spiked in the cockpit because they had
8 an overspeed. And it's nice. Often I get to go
9 talk to my check airmen and say, "Heck of a job.
10 Kept your cool and kept some from what could have
11 been developing into a really bad situation under
12 control and safe. And we can fix the helicopter,
13 but you did a good job of keeping your head and not
14 having an accident." So that's another 2 program.
15 Those are the things that come to mind.

16 Q Okay. Thank you, Bill. I think I'm done
17 with my questions for now. We'll give each person
18 here at the table the chance to ask any follow-up or
19 clarifying questions. Do you need a break, or are
20 you doing okay?

21 A I'm doing fine. Thanks for asking.

22 DR. WILSON: Jennifer? BY DR. RODI:

23 Q Thank you for your time today. I'm
24 hoping that you can elaborate a little bit as to
25 what is covered during the training regarding

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1 weather information dissemination that a pilot
2 should, or is required to review per company
3 procedures and policies, and how they obtain that
4 information.

5 A Sure. That's addressed several times
6 during the pilot's training. It's addressed during
7 indoc in the ground school courses, you know, here
8 are the authorized sources. You know, National
9 Weather Service is authorized. You can use other
10 local resources, but you must also hit the required
11 ones. We'd make sure that that's emphasized so they
12 know where they can get official approved
13 information for weather planning.

14 We talk about the options they have if
15 they're in a -- to get to their base and they don't
16 have access directly to the National Weather Service
17 for some reason, you know, what they can do to make
18 an observation. They can contact OCC and have them
19 look at weather systems. You know, what are all the
20 resources. We talk about that at length in ground
21 and indoc.

22 And then when we do the aircraft
23 qualification, their initial qual, part of each
24 flight's pre-flight planning is to then go reinforce
25 those lessons learned in that ground training. What

1 sources can we use, how do we access those online,
2 via telephone, confirmation by the pilot at the
3 scene where they're going to be flying. Our case is
4 a little different in training than a base. Base
5 typically goes from Point A to Point B, and they
6 need to look out down the road. We're typically in
7 the local pattern, so we get a realtime check by
8 doing an observation, listening to the airport where
9 we're training recorded weather. All those things
10 are taken into account. Look at forecasts and
11 trends, and we emphasize, just because we're
12 helicopters, paying attention to temperature and dew
13 point, and the likelihood for fog development. So
14 then that's readdressed in recurrent training for
15 the same -- in the same way during pre-flight for
16 each training flight, and then during the
17 evaluation.

18 Also during the evaluation, we'll kind of
19 incorporate weather and performance planning, and
20 how our pilots need to be aware of going from, say,
21 low to high altitude, and how there may be some
22 limitations to weather reports, and things to be
23 looking for during the flight. It might be an
24 indicator that it's time to turn back before it gets
25 really bad.

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1 And then a very direct training
2 presentation in the cockpit during training, I think
3 most of the ACEs do what I do. I say, "What are
4 some indicators that the weather is deteriorating
5 that you can be aware of that will be a flag, a
6 signal to you?" Pilots in helicopters are going to
7 go lower and slower and lower and slower. And if
8 you find yourself doing that, make a point to
9 evaluate what's going on. If the trend's in the
10 wrong direction, I'm correlating that to what you
11 had for forecasts, make a decision. Turn back, land
12 where you are if you need to. And then typically
13 from that, we go into inadvertent IMC recovery
14 procedures.

15 Q Can you describe what training is
16 provided during initial and then recurrent regarding
17 the risk assessment process and when a pilot would
18 do that during normal procedures?

19 A The form and the intent and the theory,
20 which is -- are you familiar with the form, under
21 what all the items are on the risk assessment form?
22 This is during ground and indoc. But understand
23 that the point is to identify risks and then
24 mitigate them and make adjustments to your plan;
25 delay, go a different route, decline based on the

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1 risk assessment items. If you can -- if you look at
2 them and you say these are some things that will
3 keep me from going, we want the pilot to identify
4 ways they can mitigate that by making changes. If
5 they can't mitigate it to a safe level, and we make
6 a point that while they need to comply with FAR and
7 GOM and weather requirements, they also can have
8 their own standards that are more conservative. And
9 we really encourage that with the new pilots. So
10 that's highlighted during the risk assessment
11 process and their initial ground training. And then
12 again, when you go out to fly with them, now we use
13 the practical application of the training that was
14 used in the ground school in completing the form,
15 and thinking about all the different things on the
16 risk assessment, and then signing it, and making
17 sure that that's included with the documentation,
18 and it's completed prior to flying.

19 Q What training is provided to both the
20 pilot and the medical crew regarding any sterile
21 cockpit procedures and how they might vary during an
22 emergency that's declared, or a perceived emergency?

23 A Well, in ground school, for both medical
24 and pilots, we talk about what sterile cockpit is
25 and when it's expected, and that -- excuse me, which

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1 is in any critical phase of flight, it's announced
2 so that everybody understands what it is, and they
3 don't get their feelings hurt, and it doesn't become
4 a barrier to communication because they feel like
5 you're being told to shut up. No, that's not what
6 this is. This is a tool. And I think we get a good
7 understanding between the crews that that's the
8 case.

9 Also, pilots know that if they need to
10 focus with an emergency procedure at hand, they can
11 call sterile cockpit, please, and the medical crew
12 understands that they need to be quiet and allow a
13 pilot to work on whatever it is they're doing.
14 Typically then, the pilot will also say, "Okay,
15 sterile cockpit's no longer in effect," when
16 whatever reason they were implementing it is over.
17 So it's covered in ground school, and it's included
18 in checklists, and it's discussed during flight
19 training, all the different phases of flight
20 training, with the pilots.

21 Q You spoke a little bit about the check
22 flight that's conducted with each pilot on an annual
23 basis. What are the required maneuvers that you
24 spoke of?

25 A There's a fairly significant list, and I

1 don't know that I can sit here and spew them all
2 out. I would use the evaluation form to ensure that
3 I met all of those. But it's normal takeoffs and
4 landings, steep approaches, shallow approaches,
5 emergency procedures inadvertent IMC, recognition
6 and recovery from settling with power, power off all
7 the rotations, slope landings, confined areas.
8 There's probably three more of those kinds of
9 maneuvers. Does that answer your question?

10 Q Thank you. Changing direction a little
11 bit. Regarding the safety department, and then
12 concerns that you might, as the assistant chief
13 pilot and director of training have, how would you
14 communicate a concern with management or the safety
15 department about an operation, a checklist, or a
16 particular airframe, or just a particular pilot that
17 you might have?

18 A As an example, if there's a procedure
19 that is brought to me that may have an issue within
20 it, or something we need to look at and maybe think
21 about changing, unless it's a realtime critical
22 issue, that's typically reviewed in a meeting, a
23 weekly meeting with the chief pilot and the other
24 assistant chiefs, and we discuss it. And at that
25 point we'll determine, let's ask for some support

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1 from the safety department for a risk assessment, or
2 an analysis of that process from the safety point of
3 view.

4 And then, depending on what it is, we'll
5 work with them to set up -- they tell us what they
6 think they ought to be looking at to develop a
7 solution or suggestions for changes, and then they
8 physically go to the location, or we sit down with
9 -- if it's a checklist, like I did with Jeff
10 Currans, and review it and have a discussion and
11 draft changes. So there's that.

12 When we get -- we recently had a new
13 fuel testing training process that the safety
14 department developed, and that was -- they contacted
15 me and said, "Hey, this is coming out. It will be on
16 the computer-based training site, and we're putting
17 it into all the pilots' training requirements, so
18 let people know." That's another interaction with
19 the safety department.

20 Q Describe your perception of the
21 receptiveness, if you will, of management, your
22 supervisors, senior leaders within the company, if
23 there's any disagreement as part of -- with regards
24 to something that you perceive as might be a safety
25 issue.

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1 A I have a very good working relationship
2 and rapport with my direct supervisor, the chief
3 pilot. I have that same rapport in an unofficial
4 level with the director of ops. I can discuss with
5 them one on one. I also have good support from my
6 fellow assistant chief pilots, and I have impromptu
7 meetings with them to discuss issues to help me
8 develop the best solution, or some alternatives to
9 things that come up. And then we meet with the
10 chief pilot and discuss them, and they're always
11 well received. What I typically get from the chief
12 pilot or the director of ops is the benefit of them
13 having been involved and maybe seeing the issue
14 before. And so there's good two-way communication,
15 and I feel very supported in that way.

16 Q So one more direction change. Can you
17 describe your interaction with the FAA and then your
18 relationship with the FAA?

19 A I can. And locally, the FSDO inspectors
20 -- and just coincidentally, those that are assigned
21 as the individual that's our POI, are folks that I
22 served with in the military, just coincidentally.
23 And again, fortunately, we had good relationships
24 from the beginning, a mutual respect for
25 professionalism, and an understanding of what their

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1 values and concerns are individually. That's an
2 unusually good situation for me, and a good rapport
3 and ability to communicate.

4 The FAA is a resource for me generally,
5 in terms of the organization. And they're someone
6 that, in many respects, I treat as my customer, and
7 we partner in ensuring that the processes and
8 procedures that we put in place get the appropriate
9 legal review, and so we end up with the best product
10 that's prudent, safe, and compliant, particularly in
11 the compliant portion of that. But I do get support
12 from them in the other aspects of things that we
13 work on. I do believe there's a sincere interest in
14 the safest operation that we can put in place.

15 DR. RODI: I think that's all I have.
16 Thank you.

17 DR. WILSON: Chihoon? BY MR. SHIN:

18 Q You mentioned earlier that you don't
19 practice a loss-of-control scenario with your
20 pilots, and then later mentioned that you like, as a
21 best practice, to confirm controllability of the
22 helicopter as you're taking off. Is this something
23 that is taught to your pilots as a best practice, or
24 a standardized takeoff in confirming controllability
25 of the helicopter as you're taking off?

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1 A There is a -- as we break down the
2 different maneuvers that make up a flight, a power
3 check, to include aircraft controllability is done
4 each time you take off. And that is particularly
5 emphasized in maintenance check flights. But in
6 training, it's a routine practice. It's discussed,
7 it's performed. And that power check, when you
8 first come into a hover, is part of the stated
9 requirements in many of the takeoff maneuvers. So
10 does that answer your question?

11 Q Yes. Switching gears a little bit, do
12 you have any concerns with the level of complexity
13 in understanding the pre-takeoff hydraulics checks
14 in the AS350 models?

15 A I am concerned, but not overly concerned.
16 I will tell you that it has my full attention, for
17 obvious reasons. It's something that can be a
18 critical phase of our operations. And as a training
19 manager, assistant chief, it has my full attention
20 and concern to ensure that we're disseminating a
21 clear understanding during training, and as changes
22 to those procedures occur with our pilots in the
23 field.

24 Q Okay. Do you feel that at this time
25 training is sufficient for those systems?

1 A Yes. But when I leave today, we'll be
2 making the latest change to the RFMs per a safety
3 bulletin we received yesterday. So it's an ongoing
4 evolution. And because it is a critical area, I'm
5 paying particular attention to it now.

6 Q And prior to the accident, have your
7 pilots expressed any concern to you about the
8 complexities of the hydraulics checks, either in
9 single or dual, or going between the two systems?

10 A I would say no. I didn't hear anything
11 related to that, no.

12 Q And after the accident?

13 A Yes. I mean, there's awareness, and so
14 we want to make sure that there's no question in our
15 mind when the pilot finishes training and completes
16 an evaluation that they clearly understand what
17 needs to be done.

18 Q Okay. And then the differences training
19 that the pilot receives when he or she goes from a
20 single hydraulic to a dual hydraulic AStar, is this
21 tracked in the pilot's training records?

22 A Yes.

23 MR. SHIN: That's all I have for now.

24 Thank you.

25 DR. WILSON: Seth? BY MR. BUTTNER:

1 Q Sure. Just a couple of clarifications.
2 I think you mentioned you -- could you say when you
3 received that service information notice?

4 A This particular one?

5 Q Yes.

6 A Well, our system disseminates this
7 information. I would have received it probably
8 within a week of the -- probably the end of August
9 of 2014, when I was working as ACE's centralized
10 training, check airman at centralized training. To
11 be honest, I don't know exactly when. I just know
12 that that's typical of how they come in and are
13 received.

14 Q When did you start -- you said you
15 disseminated it -- I think you started sending these
16 out to the pilots?

17 A "These" being which? When this came out,
18 that was not part of my area of responsibility. I
19 was a check airman at the training facility at Front
20 Range Airport here in town. And this was
21 disseminated to me and discussed amongst the check
22 airmen, the lead check airman, and then the trainees
23 when they came in. And then after I became the
24 training manager and assistant chief, then my role
25 changed.

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1 Q That was earlier this year?

2 A Actually, I was aviation training manager
3 starting in January, tail end of December last year,
4 but effectively the 1st of January of this year.
5 And then at that time, I stepped away from managing
6 the AStar training. I had a different area of
7 responsibility due to the person I was replacing.
8 Six months later, the 1st of June, in discussion
9 with my peers, they said, "Well, since you're a
10 check airman in the AStar, why don't we change
11 aircraft responsibilities," and I took over the
12 training manager and assistant chief pilot
13 responsibilities as of the 1st of June. That took
14 place for the airframe where I was previously a
15 check airman.

16 Q Okay.

17 A And at that point then, I'm the person
18 that's making sure this gets out to trainers,
19 pilots, manager in the field.

20 Q So that's when you would have
21 disseminated that one?

22 A No. This was disseminated before I was
23 in that role. And then the following service
24 bulletins came when I was in the role of training
25 manager assistant chief pilot.

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1 Q Okay. Two more questions. So when did
2 you fly with the pilot Pat, and what aircraft was
3 that in?

4 A I flew March -- third week in March of
5 this year, if I'm remembering right, and -- I have
6 to go look. It was most likely an AS350 B3/2B1. It
7 may have been a B3/2B or B2, if that's not
8 confusing.

9 Q Okay. But it wasn't -- but you're not
10 checked out, you said, in the B3?

11 A I'm not. But I have -- a year prior,
12 while I was training to become a check airman in
13 AStar, I did get dual hydraulic differences
14 training.

15 Q And the last question I have is, are you
16 familiar with TIPI?

17 A I know of it. I have not been
18 interfacing with them.

19 Q When did you become familiar with them?

20 A I don't know. I've been aware of it
21 since I'm guessing this past summer.

22 Q So do you access -- do you have access to
23 it, or...

24 A I don't access it as a matter of routine.
25 Unless TIPI is something that had a different name

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1 previously, I access the manuals through the
2 website, and I can't think of the name of it now.
3 But I have a password, log on and password so I can
4 access RFMs, for example, on Airbus's website.

5 Q And have you ever contacted Airbus for
6 technical queries or support yourself?

7 A Um-hum.

8 Q And in what roles, or how often?

9 A Well, after I was signed off as a check
10 airman, and I was subsequently signed off as a
11 maintenance check pilot/check airman for restricted
12 operations checks, check airman, and as I was in
13 training for that and I had systems questions,
14 contact our local tech rep. If I knew he was coming
15 out to work on aircraft, say they were pulling the
16 engine and changing a module in the hangar, I'd make
17 a point to go by and visit with him and ask about
18 components to become familiar. And then I called
19 you earlier this week. That was a first. The local
20 tech rep had a message that he would be unavailable
21 and to call Romadon, and he then referred me to
22 visiting with you. Prior to that, it just -- I
23 attended a UC130 T2 ground down at Grand Prairie at
24 Airbus, and I met some people that were pilots, and
25 maintenance pilots, instructor pilots that we had

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1 common friends from the industry, and I probably
2 have talked to Greg Pope since then a couple of
3 times just because I had contact information. I
4 knew he was a good subject matter expert, typically
5 for training-related questions.

6 Q How many hours did you say you had in the
7 AStar?

8 A I didn't, but I think I've got about 80
9 in the AStar.

10 Q Most of that was since you've been here,
11 or...

12 A Well, all of it's since I've joined the
13 company. I flew -- the only thing that had similar
14 systems with the French engineering background was
15 the Dolphin that I flew in the Coast Guard for 1,907
16 hours. A lot of similar hydraulics system
17 components, by the way.

18 DR. WILSON: Ed? BY MR. STANDY:

19 Q Okay, Bill. Are you aware of any
20 training specifically done by Patrick in the B3e
21 aircraft when it came online?

22 A Yeah. Glen Uchiama, the lead ACE, did
23 differences training in the B3e with Patrick, I
24 think it's August of 2014, and then Patrick flew it
25 regularly at the base until the time of the

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1 accident.

2 Q Did that training include both ground and
3 flight, or was it -- do you know, or are you aware?

4 A You know, I don't know because I have not
5 been through that training, and that was developed
6 by Glen Uchiama at a time when I was not the
7 training manager for that. I imagine that it does
8 include ground and flight because of the navigation
9 system changes. But dual hydraulics training is
10 ground training, and then a ground run. It's a
11 review of the run-up and shut-down procedure and
12 checks. It does not include flight. So I know
13 Patrick went through that in 2012, but then did not
14 fly that aircraft much before he got B3e training,
15 and subsequently flew it as a matter of routine.

16 Q Okay. Besides check airmen, is there
17 anybody else that's qualified to conduct differences
18 training within the company, or is that only a check
19 airman duty?

20 A Training captains. There's no -- there's
21 integrated checks on learning and confirming that
22 the material that's trained is learned. There's not
23 a function that the FAA would have a check airman
24 do. The training captains who have the appropriate
25 qualifications and knowledge of the systems can do

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1 those differences training.

2 Q And what would those qualifications be
3 for a training captain? How efficient, and how
4 often do they perform these, and what kind of
5 training do they go through?

6 A Well, they're selected based on their
7 aptitude, you know, knowledge and experience, and
8 interest in motivation, and then they're hired into
9 the ACE position as a training captain, and they
10 kind of are dual tracked towards becoming a ground
11 instructor and a flight instructor and training
12 captain level, and then eventually to check airman.
13 But the training includes flying with the lead ACE,
14 participating in ground instruction, monitoring, and
15 then -- initially, and then participating teaching
16 some of the modules with the lead ACE present, with
17 coaching and corrections provided to the training
18 captain trainee who's doing the presentation, and
19 the trainees who are present to make sure that it's
20 a good quality training. Eventually then, the lead
21 ACE will sign a training form that says, "I
22 recommend this pilot for ground training captain."

23 And then the same thing is done with
24 flight training. You fly with the lead ACE, and
25 sometimes his designee. He may say, "I authorize

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1 one of the other more senior ACEs to fly with this
2 training captain," and practice and learn the
3 different aspects of each maneuver that can be
4 dangerous or particularly critical, and how to avoid
5 and recover from those, and techniques for
6 communicating in the cockpit, identifying if the
7 student's struggling or doing well, and so you can
8 set the pace. All those things are learned flying
9 with the lead ACE. Training forms are completed for
10 each flight, and then eventually the lead ACE says I
11 recommend this person for flight training captain.
12 They operate in that role for a while, build
13 experience. And then when the lead ACE has a chance
14 to come back and check on him, he then recommends
15 him for a check with the FAA to basically represent
16 the FAA as a check airman. Long answer to a short
17 question. Forgive me. Does that answer what you
18 were wanting?

19 Q Yeah. Just one clarification on that. So
20 is there training captains that do not move on and
21 become check airmen? Do we have line pilots that
22 serve as a dual function both training captain and
23 line pilots?

24 A The line pilots are pretty rare but
25 sometimes are more experienced aviators that have

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1 become like a regional manager or a program manager,
2 will go through the ground instruction instructor
3 course, and then go through the ground instruction
4 portion of the process I just talked to you about
5 with the lead ACE. Less often they'll go through
6 the flight portion and be signed off as a training
7 captain, and then they'll supplement the full-time
8 check airman. And they typically don't, but there's
9 no hard and fast rule to get signed off as a check
10 airman.

11 Q Do you have any sense of how many
12 training captains we have that fit that description
13 of manager/training captain that are conducting
14 differences training in the field, as opposed to our
15 guys going in with a check airman?

16 A The numbers of individuals in those
17 different roles?

18 Q Yeah. How frequently does it occur that
19 a line pilot gets differences training from --

20 A His manager?

21 Q -- his manager, as opposed to a check
22 airman?

23 A That occurs fairly regularly if a
24 different airframe comes to a base that requires
25 differences training, and that manager is qualified.

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1 In the case of Pat, I think his initial dual
2 hydraulics training was done by a training captain,
3 Rod Ballock, in -- you know, if they had that
4 aircraft for a short period of time, then Rod went
5 through all the training materials and the run-up
6 process and the checklist with all the base pilots
7 prior to putting that in service with that dual
8 hydraulics, AS350 B2/B1. When the B3 was new to the
9 company and differences training was done with Pat
10 and the other pilots, it was done by the lead ACE.

11 Q And then my final question is, are line
12 pilots ever included in any focus groups or sought
13 for input when policies and procedures are being
14 considered and implemented such as, you know, with
15 the checklist or stuff like that? Do you ever
16 involve a line pilot in that process?

17 A Through the process of pushing it out to
18 the ACEs in the fields, or the lead ACE, who is also
19 out in the field, or at the training center doing
20 training, they gather input. And the guidance from
21 me is real general in nature. It's run this past the
22 pilots that are experienced and have been flying
23 this thing for a long time and get their feedback.
24 It doesn't happen as formally and often as other
25 areas where line pilots are involved in identifying

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1 safety or process issues, like with the ASAP
2 program.

3 Q Sure.

4 A And then by exception, things may come up
5 where the assistant chiefs, either on the guidance
6 of the chief, or through consensus in addressing an
7 issue -- I can't think of an example now, but I know
8 a couple of times since I've been in this role, we
9 just reached out to some line pilots. We knew that
10 they knew the aircraft very well, knew the area of
11 operation well, and differed from another person in
12 that same capacity when you ask how will this work
13 for you, and how will this work for you? They
14 weren't brought together in a formalized team
15 effort. But there is an outreach for input on
16 occasion.

17 MR. STANDY: Thank you. I appreciate it.

18 DR. WILSON: Does anyone have any
19 follow-ups?

20 MR. SHIN: I have a couple. BY MR. SHIN:

21 Q Just a couple acronym clarifications.
22 ACE?

23 A Aviation compliance evaluator. And when
24 I say "ACE," that's a bad habit, but that's an
25 aviation compliance evaluator or ACE.

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1 Q And ASAP?

2 A The Aviation Safety Awareness Program.
3 That is a program where if a pilot makes a mistake,
4 or has an incident that he wants to make sure, or an
5 event, that he may or may not have been
6 noncompliant, but there's a lesson to be learned.
7 He can self-report, or he can report awareness of a
8 problem through the ASAP program, and then that's
9 managed by the ASAP rep in the safety department,
10 and monthly the a review ERC -- review committee
11 gets together and reviews those to make sure that
12 there wasn't willful disregard to either our
13 corporate policies and rules or regulations, and
14 that there was no alcohol or drugs involved and
15 those kinds of things. Or we can also tell that
16 even if it's an unintentional thing, say this
17 individual's losing the capacity to do what he needs
18 to do, we can look at the past record and see if he
19 has a track record of this, and then we figure out
20 how can we make this a safer situation. It covers a
21 broad range of issues, but it's a self-reporting
22 system that allows us to capture safety lessons that
23 would otherwise go unlearned. I think it's a really
24 good program.

25 Q And you had mentioned earlier that there

1 are five different variants of the AS350 model that
2 you fly at Air Methods. Is there a base variant
3 from which differences are taught?

4 A Well, officially, it's from the aircraft
5 that you did your initial qualification in. But
6 most typically, it's a B2 or a B3/2B1, just because
7 of the number of aircraft and where the bases are
8 that have that aircraft. Those are typically the
9 bases from which differences training is done.

10 Q And are the differences -- when you do
11 the differences training, is that essentially one
12 module for all the differences in that variant, or
13 is it specific modules for systems such as single
14 versus dual hydraulics, one engine model versus
15 another engine model?

16 A In the pilot training program, we have a
17 matrix, and it says this guy's qualified in this,
18 and this is what he needs to be differences trained
19 in. Then you go down, and there is a list of ground
20 training modules that need to be addressed, the
21 flight modules. If flight is needed for the
22 differences training, you know, that would be
23 systems and procedures; i.e., checklists and RFM
24 supplements are identified in those pilot training
25 programs, that matrix for differences training. The

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1 B3e was the sixth variant to be cleared, and we had
2 one, and we don't have one anymore. So we are back
3 to five variants. The most recent change to that
4 matrix was to add the B3e to the differences
5 training matrix.

6 MR. SHIN: That's it for me. BY DR.

7 WILSON:

8 Q I have one final question to help
9 clarify. You've mentioned a lot of things. ACE,
10 training captains, check airmen. Can you give a
11 brief description of what each of them does? They
12 probably differ.

13 A Sure. I can share that kind of in a
14 hierarchy too. I mean, I talk about the training
15 process and how you eventually end up as an ACE or a
16 check airman. ACE is a job position for our
17 company. Check airman is an authorization
18 qualification provided by the FAA. So if a person's
19 hired in the ACE position, initially they are a
20 training captain, but they haven't been checked by
21 the FAA, and they're building their skills to become
22 an effective trainer, and then internally they are
23 authorized by letter from the chief pilot to
24 function as a training captain at that point. They
25 can provide training on their own without assistance

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1 from a more senior check airman, and they can do
2 documentation for training.

3 And then as they continue to build
4 experience, then they're checked, and they can apply
5 to our lead ACEs, and recommended to be put up for a
6 check with FAA, after which then they become a check
7 airman. And they can do all the same training, but
8 they can also do evaluations and document those to
9 the standards that the FAA provides.

10 Sometimes a training captain is limited
11 to just ground training. I'm not aware of anybody
12 that's a flight training only. Typically, the flight
13 training is sort of the next level above the ground
14 trainer. You're now taking the theory and knowledge
15 presented in a classroom and putting it into
16 practical application during training.

17 And then a lead ACE is someone who's
18 demonstrated that they were a good training captain,
19 a good check airman, and have built some additional
20 knowledge and experience, and have the aptitude to
21 be the subject matter expert that I go to when I
22 have questions about training or systems knowledge.
23 That's a lead ACE, and there's one per airframe.

24 Q Okay. Anything else that you'd like to
25 share with us that you think might help with the

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1 investigation?

2 A No. I've thought the questioning was
3 fairly thorough. I hope I've been thorough in my
4 answers.

5 Q Yes. Thank you very much. It was very
6 helpful. And on behalf of the NTSB, let me extend
7 our condolences for losing a colleague and a friend.

8 A Thank you. I appreciate the work you-all
9 do to partner in taking care and making this a
10 better industry. Thanks.

11 Q And I have my card, and also Dr. Rodi's
12 card. So if any questions come up, please don't
13 hesitate to contact us, and we'll be happy to answer
14 anything that we can.

15 DR. WILSON: Off the record.

16 (The interview concluded at 9:02 a.m. on
17 October 23, 2015.)

18

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C E R T I F I C A T E

MATTER: The Aircraft Accident that
Occurred in Frisco, CO July 3, 2015
Accident No. CEN15MA290
Interview of William Harper

DATE: 10-23-15

I hereby certify that the attached transcription of page 1 to 75 inclusive are to the best of my professional ability a true, accurate, and complete record of the above referenced proceedings as contained on the provided audio recording; further that I am neither counsel for, nor related to, nor employed by any of the parties to this action in which this proceeding has taken place; and further that I am not financially nor otherwise interested in the outcome of the action.



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NATIONAL TRANSPORTATION SAFETY BOARD

INVESTIGATIVE INTERVIEW *
RE FRISCO, COLORADO * Docket No.:
ACCIDENT THAT OCCURRED ON * CEN15MA290-91489
JULY 3, 2015 *

INTERVIEW OF: DENNIS McCALL

Friday,
October 23, 2015

9:11 a.m.

Air Methods
7211 South Peoria Street
Englewood, Colorado 80112

APPEARANCES:

From the NTSB:

KATHERINE A. WILSON, Ph.D.
JENNIFER S. RODI, Ph.D.
CHIHOOON SHIN

From the FAA:

MATTHEW RIGSBY

From Airbus:

SETH D. BUTTNER
ED STENBY

Representing Air Methods:

COREY J. WRIGHT, ESQ.

P R O C E E D I N G S

1
2 DR. RODI: So we'd like to start out by
3 clarifying that the reason why we're here and the
4 purpose of these interviews is solely for safety.
5 We're not interested in blame, liability, or finding
6 fault during any of these interviews. This
7 interview is a furtherance of the investigation that
8 we're conducting into the Frisco, Colorado accident
9 that happened on July 3 of 2015, this year.

10 You've met everybody in the room, I
11 assume. Do I need to go through and introduce
12 everybody again, make sure --

13 MR. McCALL: No, ma'am, I remember them
14 all.

15 DR. RODI: Okay, excellent. So everybody
16 in this room is either an employee of NTSB or a
17 party to the NTSB investigation process, or a
18 technical, liaison through the accredited
19 representative process. Do you have any questions
20 with regards to that.

21 MR. McCALL: I do not.

22 DR. RODI: Okay. They are allowed
23 participation during the course of our investigation
24 to help ensure a thorough and proper investigation.
25 They're allowed to participate in the interviews to

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1 make sure that every aspect that is important or of
2 concern is covered or addressed during the
3 interviews with regards to that?

4 MR. McCALL: That sounds good.

5 DR. RODI: Okay. We cannot guarantee
6 confidentiality or immunity as a result of this
7 conversation or this interview. A transcript of
8 this interview will be included in our public
9 docket, and you are entitled to one representative
10 who has been solicited.

11 And as we briefed earlier, you cannot
12 testify or answer questions on his behalf.

13 MR. WRIGHT: I understand.

14 DR. RODI: Do you understand the
15 investigation process during the course of an NTSB
16 investigation?

17 MR. McCALL: I do understand it.

18 DR. RODI: So we're in the business of
19 gathering facts and circumstances surrounding an
20 accident, and then preventing possible future
21 accidents from happening by identifying factual or
22 potential safety issues that come up during the
23 course of the investigation. When you answer.
24 recollection. If you need to make a change to
25 something, if you need to modify something, if you

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1 want to go back to something, feel free to do so
2 while we're sitting here chatting.

3 A Okay.

4 Q And you have our contact information. So
5 if you have any questions or anything that you want
6 to follow up on afterwards, feel free to do so.

7 A Thank you for that.

8 Q All right. Are you ready?

9 A I'm ready.

10 Q Excellent. We'll let Dr. Wilson start
11 with the questioning, as she'll lead the majority of
12 the interviews, and the rest of us will follow up
13 should we need anything clarified or ask additional
14 further questions, and then we'll be finished.

15 A Thank you.

16 BY DR. WILSON:

17 Q May I call you Dennis?

18 A Yes, you may.

19 Q Katherine, please.

20 A Okay, Katherine.

21 Q Our condolences for the loss of one of
22 your colleagues. We appreciate you taking the time
23 to participate in this process.

24 A Thank you.

25 Q If you could state for the record your

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1 full name, please.

2 A Dennis Ralph McCall.

3 Q And your position at Air Methods?

4 A Director of operations.

5 Q And how long have you been in that
6 position?

7 A Two years.

8 Q And what position did you hold before
9 that?

10 A I was the chief pilot.

11 Q Can you give me a quick summary of the
12 positions you've held and when you held them at Air
13 Methods?

14 A Yes. In 2003, I was hired as a line
15 pilot in Mojave, California. I became the lead
16 pilot at that base, which is the next progression up
17 if a pilot wants to move up in management. From
18 there, I became an instructor and a check airman for
19 the company, and then the program position in
20 Denver. I moved from California to Denver as the
21 aviation compliance manager. My job then was to
22 build what we didn't have, which was an operational
23 control center. So that was my first task, and to
24 make sure that we were compliant with some of the
25 concerns that the FAA had raised about operational

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1 control.

2 I did that position for a few years and
3 became chief pilot. Natural progression from there
4 is director of operations, and here I sit today.

5 Q Great. And prior to coming to Air
6 Methods, a brief aviation background?

7 A I flew private training for about four
8 years. I don't want to guess at the times. It was
9 about four years. And prior to that I was law
10 enforcement. I flew law enforcement in California.

11 Q And what are your duties and
12 responsibilities as the director of operations?

13 A My responsibilities and authorities are
14 to direct all flight operations and ensure that they
15 are done in a safe and compliant manner, and that
16 safety is front of mind.

17 A Mark Allen, the president of the company.

18 Q And what is your total time?

19 A A little over 14,000 hours.

20 Q Is that all rotocraft?

21 A Yes.

22 Q And can you estimate about how many hours
23 you have with EMS?

24 A It's thousands. Let's just say 2,000
25 hours.

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1 Q Okay. Do you still fly with the company?

2 A No.

3 Q What aircraft or rotocraft are you
4 qualified to fly on?

5 A The Bell 412, the Bell 222.

6 Q How many pilots does Air Methods employ?

7 A Approximately 1200.

8 Q What are the qualifications that you look
9 for when hiring pilots?

10 A Well, qualification -- so there's the
11 static requirements, the 2,000 total time, 1,500
12 hours in time , and the cross country of my head,
13 but we have cross country requirements, we have
14 night requirements, and obviously experience
15 requirements. But what we're looking for in pilots
16 is, we're looking for a frontline risk manager, is
17 what we tell them, and we try to hire along those
18 lines.

19 Q Do you visit the various bases?

20 A I do.

21 Q How often do you do that?

22 A As often as I can. I know that's a poor
23 answer. But, for example, I was just out last week
24 at bases. I try to go out at least every other week
25 to the bases. We have a little over 300 locations.

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1 So it's not easy to get to them all, but when I can,
2 I try to attend when they have large group pilot
3 meetings and those types of things so I can get the
4 most bang for the buck.

5 Q All right. And your most recent visit to
6 a base, what's a typical visit to a base look like?

7 A Well, when you go onto the base -- and
8 I'll describe that from one of the most recent ones
9 I did in Idaho where they had a program crew. And
10 we get a conference room at a hotel and bring
11 everybody in, myself, the director of maintenance,
12 and a safety person, and allow the pilots and med
13 crews to give us their ideas, concerns, and it's a
14 general free exchange of information.

15 Q Have you been to the Frisco base?

16 A Yes.

17 Q Recently?

18 A I did, but that was a result of the
19 accident.

20 Q How many types of aircraft does Air
21 Methods own, fly?

22 A That number changes almost on a daily
23 basis, but roughly we have 23 variants of aircraft.

24 Q I don't want to quiz you necessarily on
25 all the different types of makes and models. But

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1 would that be something that we could get a list of?

2 A Absolutely. I can provide that.

3 Q Do you know roughly single versus dual
4 hydraulic helicopters?

5 A I believe we're about 18 on the -- 18
6 that. I can get that to you.

7 Q Do you know how long Air Methods has been
8 operating the AS350 B3e?

9 A I don't know the exact start date of when
10 they did, but it's been for the last year or so,
11 last year and a half.

12 Q And do you know how many of that
13 particular helicopter you have?

14 A We had a couple. The one that crashed
15 was one of those.

16 Q Are those all at Frisco, or are they --

17 A They could be moved at any time, and I
18 know that Frisco had one, and they'll probably be
19 getting another.

20 Q Okay.

21 A The B3e's correct.

22 Q Do you know how many pilots are qualified
23 to fly that particular helicopter?

24 A I do not.

25 Q Describe the safety culture at Air

1 Methods.

2 A I believe that there is a safety culture,
3 and what I measure it by is a couple the people that
4 are above me, which most are in the corner office
5 with Aaron Todd, our CEO, are very supportive of
6 safety. Money is not the determining factor on
7 things we do, so those are important things and
8 aspects of it. And I think that the free reporting
9 from the field, the nonthreatening type of reports
10 that they put up to us, is good. Like any safety
11 culture, I think there's room for improvement. I'd
12 like to see it top of mind with everybody that I
13 talk to in the field. But I think in general that
14 we have a good safety culture.

15 Q Are you involved in safety decisions that
16 are made?

17 A I am.

18 Q Okay. Who reports to you?

19 A I have 10 regional aviation directors
20 that report to me, and under them there's another 11
21 regional aviation managers, and I have a compliance
22 manager. I still have the operational control
23 center under me.

24 Q Do you have weekly meetings with them,
25 monthly meetings, quarterly meetings to discuss any

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1 issues?

2 Q And what types of things are discussed at
3 those meetings?

4 A So the meeting I'll describe is for the
5 regional aviation directors, the 10 of them. And so
6 they have operational control over their regions.
7 We have 10 regions, 10 of them. And so every Friday
8 -- I did cancel it today. But the first thing is,
9 we have a safety topic. One person presents a
10 safety topic that was decided the week before, and
11 we share that with the group. The goal is to try to
12 get one topic for all of us to put out instead of
13 having a bunch of different topics. And then we go
14 over any recent updates, changes that occur in the
15 company, and any questions, concerns, that type of
16 thing.

17 Q Have one of those safety topics been dual
18 hydraulic concerns?

19 A We've talked about dual hydraulics.

20 Q Recently?

21 A Yes.

22 Q Since the accident?

23 A Yes.

24 Q What exactly was discussed?

25 A Well, if I could put this in a bigger

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1 explain it. After the accident, one of the things
2 that was mentioned was hydraulics and reminding
3 people about if you're flying single engine --
4 excuse me, single hydraulic systems to dual
5 hydraulic systems, that you need to be paying
6 attention and understanding all the differences
7 between the two. And so we put that information out
8 shortly after the crash on what we call the Pilot
9 411 System, so it's a broadcast that goes to every
10 pilot. I knew that would raise the conversation
11 with my regional aviation directors. So we had a
12 call with them and explained to them what was going
13 on. Didn't make any conclusions of any type, just
14 that it's really important to make sure that the
15 pilots out there that have more than one type of
16 aircraft or variant that they fly, that their
17 training is up to speed, that they're comfortable in
18 the aircraft and those type of things.

19 Q When information is posted on the 411
20 System, how do you know that the pilots read it or
21 received it?

22 A There's a -- on some of those messages,
23 and this is one of them, there's a it just tells us
24 you opened the document. It doesn't say that you've
25 read it. But that's one of the controls we use.

1 Q Did you know Pat, the pilot?

2 A I did.

3 Q In what capacity?

4 A I knew Pat on a professional level. He
5 was a part of the union. And even before he was
6 part of the union, since he was in proximity to the
7 base here where we're sitting, he would come in
8 sometimes, and go up and down the halls, and was
9 known to stop by and just -- friendly guy, chat with
10 you.

11 Q Did he ever discuss any concerns that he
12 might have had while flying one of the helicopters
13 or any other issues?

14 A No. Last communication I had with Pat
15 was just -- actually, it was about a week before the
16 accident, and he was coming to tell me that he was
17 moving out of this area and going somewhere else.
18 He'd taken another job in the company and was
19 looking forward to the change of venue.

20 Q What position did he take? equivalent
21 position. He just bid for another base.

22 Q Okay. What base?

23 A I don't know. My memory thinks it's like
24 Wisconsin or somewhere down there.

25 Q Since the accident, have you reviewed any

1 of his training records or other records, pilot
2 records?

3 A I took a brief look at them, but normally
4 -- we have an emergency response plan, and at the
5 event of an accident, we sequester the records, and
6 they're not kept from me, but they're put in such a
7 situation that they can't be changed or modified. I
8 simply moved them from myself straight out to the
9 party, to Michael Koens, the same day of the
10 accident, and I did look at them briefly. And the
11 last I saw a check ride, he was current and
12 qualified.

13 Q Okay. Nothing that stood out of concern?

14 A No.

15 Q Did you ever hear anybody complain about
16 him as a pilot, flying with him, any safety
17 concerns?

18 Q What did you hear about him?

19 A I heard that he was a very conscientious
20 pilot. Most people that I talked to, they went out
21 of their way to say how much they liked Pat. And I
22 know that he was leaving that program and told that
23 was disheartening to those people. They really
24 didn't want to lose him.

25 Q How were you informed about the accident?

1 A Received a call from our operational
2 control center. The first call that went out went
3 to me, and it was -- at that time all they mentioned
4 was one of the aircraft from Frisco had departed
5 because there was a fire in the area, and later to
6 find out that the fire was them.

7 Q And what did you do once you found out
8 that the aircraft had crashed?

9 A Called the regional operations center,
10 which is the first thing we do. Well, a lot of
11 things go into place. The emergency response plan
12 kicks in, which already triggers mandatory
13 conference calls, meetings, notification trees and
14 those type of things. But as far as my data and
15 making sure people are en route to that area to
16 secure the wreckage, and to provide any type of
17 assistance we can.

18 Q Do you have any involvement in the
19 accident investigation process?

20 A No.

21 Q What safety programs are in place at Air
22 Methods?

23 A The main ones that come in mind to me
24 are, we have a focus system that we just recently
25 installed, and hoping to get some great information

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1 out of that. We have ASAP, MSAP for the pilots and
2 for the mechanics. We have reporting systems that
3 people can use to either confidentially relay
4 information into us, alert lines. We have the
5 AIDMOR system where they can report any type of
6 issue if they want to us. And we have -- we do the
7 LOSA. Do you know what that is? Do you want me to
8 break these acronyms down?

9 Q Line Operational Safety Audit?

10 A Yes. I guess I don't. So we have those.
11 And then we have a network. We're SMS Level 4, and
12 we have a pretty robust safety management system
13 that we practice. reviewing of the FOQA data or ASAP
14 data?

15 A No, not to this point. Now, I'll see on
16 the ASAP data, I'm going to pull that one aside
17 because that's a little bit different. If the ASAP
18 committee -- well, the ERC are the ones that review
19 the ASAPs. If they think that there's something
20 that I need to know about, they'll give me generic
21 information about it. They just won't say where.
22 And then I can take corrective actions based on the
23 recommendations.

24 Q Who at Air Methods receives safety
25 information notices and service bulletins from the

1 manufacturer?

2 A Today, our engineering department and
3 myself.

4 Q And how are you made aware of that?

5 A Currently, today, they're sent to me by
6 the engineering department.

7 Q Okay.

8 A I also go on the federal register every
9 day. That's my first stop in the morning, is to see
10 what's in the federal register for proposed rule
11 making. And also, that's where you get your first
12 look at proposed service

13 Q Do you know how the engineering
14 department receives the notices and bulletins?

15 A I do not know their process for receiving
16 them.

17 Q What do you do once you receive a safety
18 information notice?

19 A What I do is, I read them, and I go down
20 to the ones that -- there's a lot of them for a lot
21 of different type aircraft, and so I disregard the
22 ones for models, makes and models we don't fly, and
23 then I look at the ones we do fly. And if it's an
24 AD or a mandatory service bulletin, I already know
25 those are being taken care of by engineering. The

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1 process that we have in place now is, I'm looking
2 for anything on the nonmandatory type to see what
3 the applicability is, and then that information gets
4 pushed down to our compliance manager, who sends it
5 out to our instructors and our aircraft experts, and
6 they look at it and make recommendations. There's a
7 quarterly meeting then to discuss which ones will be
8 acted upon.

9 Q That's below your level?

10 A Yes. I'm the ultimate decision-maker.
11 way up to you?

12 A Yes.

13 Q The engineering department, do they
14 coordinate with you their decision to move forward
15 to a service bulletin, or do they only handle the
16 mandatory ones?

17 A They -- we've begun having meetings. As a
18 matter of fact, there was one this week. I wasn't
19 able to go to it, but I sent Bob Steinbauer, the
20 person that's directly under me, and they looked at
21 all of those bulletins and updated people where they
22 were at. And then the nonmandatory ones, they
23 applied a risk assessment to them to find out what
24 the actionable items were and unactionable.

25 Q And then if you read a service

1 information notice that you think is relevant to the
2 pilots, what do you do with that?

3 A There's two things we can do. One is, we
4 can do an e-mail broadcast, and we have. Or we can
5 put a link to that information up on the 411 System,
6 which we do.

7 Q Would that be something that a pilot
8 would be required to acknowledge receiving? a
9 mandatory bulletin, yes, we want them to acknowledge
10 it. We have a -- not a limitation but a challenge
11 with our 411 System, in that we can't broadcast just
12 to one specific type of aircraft. We can't say it
13 only to people that fly the AS350, so everybody gets
14 it. But that's probably not a bad idea either
15 because it just gives them more awareness.

16 Q How are safety issues communicated to
17 pilots --

18 A A lot different than --

19 Q -- different from the notices if there
20 was a safety concern?

21 A Well, there's a couple products that we
22 have. The safety department can put out a safety
23 notice, and there are several different kinds. We
24 can do fleet campaigns if it's on the maintenance
25 side, and we've done those before. And there's also

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1 the word of mouth where we have all of our
2 instructors, the instructor cadre, update the pilots
3 as they come through training. And on my weekly
4 regional aviation director calls, we pass that
5 information down to let them know whether this is
6 watershed information that something else, that it's
7 just for them to watch for.

8 Q All right. The FAA representative is
9 here. You know him.

10 Matt, can you spell your last name,
11 please.

12 MR. RIGSBY: Sure. R-I-G-S-B-Y.

13 Q (By DR. WILSON) Are you aware of the
14 safety information notice on the hydraulic power?

15 A I am.

16 Q Were you aware of that before the
17 accident?

18 A No, not specifically this one. I noticed
19 the service bulletin that came out. Oh, I'm sorry.

20 Q Not that you need to reference it, but
21 just -- is this the one you're referring to?

22 A Yes.

23 Q Okay. Have there been any discussions
24 about this service bulletin and moving forward with
25 putting the hydraulic indicator on the panel?

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1 A Yes, the company is moving forward with
2 that. that installed?

3 A The timeline is dependent upon the
4 accessibility of parts. It was -- the president
5 said he wanted it done ASAP, as soon as possible,
6 and I know the engineering department has identified
7 the aircraft and have a plan in place for that.

8 Q Okay.

9 A I'm going to take it back. I was aware
10 of this.

11 MR. BUTTNER: What is "this"?

12 DR. WILSON: The safety information
13 notice about hydraulic power that was sent in August
14 of 2014.

15 A Right, 2014, 8/21. Okay. Yes, I was
16 aware of this one.

17 Q (By DR. WILSON) Would there be a record
18 if this was distributed to the pilot?

19 A Yes. There would be a record of it on
20 the 411 System.

21 Q Okay.

22 A And I also believe, looking at this, I
23 believe this also has been used for a while by the
24 training captains that trained in the AS350 pilots
25 when they transition them.

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1 Q Okay. After the June 26, 2014 incident
2 that occurred in Temple, Texas, was any safety
3 information communicated to pilots regarding that
4 incident or anything to be aware of?

5 A I'm not aware if there was or there
6 wasn't.

7 Q Okay.

8 A Other than what I was told, that the
9 training cadre had a document that they were sharing
10 with the pilots.

11 Q Are you involved in a decision to
12 organize a public relations event?

13 A No. Participate, but not really
14 organize.

15 Q Well, do you approve of pilots's
16 participation in that? Or who would approve?

17 A I could approve it, myself, or the chief
18 pilot.

19 Q Okay. Were you involved in the approval
20 for this PR event on July 3?

21 A No, I was not.

22 Q How would you describe the company's

23 A Normally good. The closer you get to a
24 contract, the more tenuous it gets. But I would say
25 right now that it's level. There's really no peaks.

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1 It's pretty much stable right now.

2 Q Are you involved at all in discussions on
3 changes to procedures?

4 A Yes.

5 Q What is your involvement?

6 A It would be -- it depends on what type of
7 procedure, but all of the operations roll up to me,
8 and so any type of changes to our flight operations,
9 whether that would be with crew members or pilots or
10 grounds operations, I would be involved in either
11 participating in meetings through a root-cause
12 analyses, or we have a couple different safety
13 meetings we have. One's called the SART, Safety
14 Action Roundtable, and a SORT, Safety Operations
15 Roundtable, that's chaired by the CEO. And during
16 those meetings and those root-cause analyses, I have
17 input.

18 Q How often are the SARTs and SORTs held?

19 A Monthly. that Air Methods has made based
20 on procedures, or training based on a safety
21 information notice that has been received?

22 A I am. I know that there were four
23 primary aircraft. When I say that, I mean the ones
24 that we have the most of. The checklists have been
25 updated. They were looked at, reevaluated for flow

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1 and applicability, and they're submitted to the FAA
2 so that we can -- it's changed to make sure we have
3 a great product out there for the pilots to use.

4 Q Was the B3e one of those?

5 A Yes.

6 Q And what change was made to that; do you
7 remember?

8 A Some of the hydraulic tests was one of
9 them, and they were -- actually, they rearranged --
10 a lot of this was rearranging the flow of how things
11 went through them. And we did that for the EC130,
12 for the AS350, for the Bell 407, and the EC135.

13 Q Before changes are approved to do
14 procedures or checklists, are pilots involved in
15 that decision-making? experts in each airframe. And
16 so we use the experts to make recommendations up to
17 us of what we need to do.

18 Q Are those experts current in flying the
19 particular aircraft?

20 A Yes, they're current, and they're
21 provided instructors. They're full-time
22 instructors.

23 Q There have been a lot of changes in
24 management recently at Air Methods?

25 A Yes.

1 Q Do you know why?

2 A I do not know why. I know -- we're
3 talking, I think, about the VP of safety and the
4 director of safety?

5 Q Yes.

6 A I knew Ed Stockenhausen very well. I
7 just saw him a couple days ago. He's going to a
8 consistent operator. And Michael Koens, who was the
9 director of flight safety, has gone to a competitor
10 as well. And the both of them neglected to want to
11 share with me the reasons that they left.

12 Q Is there any concerns about safety,

13 A Yes, there was a concern, but we took
14 immediate action.

15 Q To clarify, there was concern with them
16 leaving, or they left because there was a safety
17 concern?

18 A No. There's just the operational concern
19 that we had two vacant positions, so we needed to
20 immediately conduct a safety risk assessment on
21 those two people being gone, and making sure that
22 all their roles were covered.

23 Q What was the outcome of that risk
24 assessment?

25 A That one -- the outcome of that was a

1 second one, where we met with the FAA and got
2 together with safety, FAA operations, and we had an
3 all-day roundtable, and we went through everything
4 through our SMS system, making sure there was no
5 gaps, and we also got concerns from them, if they
6 had any, and we all agreed Checkbox going forward,
7 you know, is the company healthy as far as
8 financially, union issues, were there employment
9 issues, can we manage the certificate, and that was
10 favorable.

11 Q Was a union representative a part of

12 A No.

13 DR. WILSON: I think that's all the
14 questions that I have for you right now. Thank you.
15 Jennifer?

16 BY DR. RODI:

17 Q Do you recall or do you know when Air
18 Methods received its Part 135 certificate of
19 operations?

20 A No. 1989 comes to mind.

21 Q Okay.

22 A 35 years.

23 Q How many states do you currently operate
24 in?

25 A 46, and Haiti.

1 Q And how many bases do you have?

2 A The number goes up and down, but a safe
3 number is 298.

4 Q And when did Air Methods start operating
5 in Frisco, Colorado?

6 A They're one of our original customers. So
7 it's been many years.

8 Q At the Frisco base specifically, did you
9 have any safety concerns prior to the pilot, the
10 flight crew, or the maintenance there specifically
11 at Frisco?

12 A The only concern I had at Frisco was that
13 we had an aircraft that was being ground handled,
14 and it was moved into a pole that was in the hangar.
15 We did a root-cause analysis on that to see if there
16 was further action needed. If you've ever been up
17 there, there's a pole that hangs right straight down
18 in the middle of their door, and it has to be
19 physically moved out of the way. The mechanic got
20 distracted and ran the helicopter into it. So that
21 was one concern.

22 Q What audit things take place at Air
23 Methods take place on an annual, semiannual, or a
24 biannual basis?

25 A On a quarterly basis, we have base

1 self-audits that is comprised of issues that we've
2 discovered through our AIDMOR process, or whatever
3 our reporting systems are. If we get concerns, the
4 FAA always participates and tells us what their
5 concerns are. And so once a quarter, every base in
6 the company is given an audit where they have to go
7 out and look at things and mark them as compliant,
8 noncompliant, that on the aviation ops side, we do
9 it on the maintenance side, and we do it on the
10 medical side quarterly.

11 The safety department also runs their
12 audits that are independent of our audits, which is
13 essentially going out to make sure that what we said
14 was good or bad, that they didn't find anything
15 different, and also to make sure improvements have
16 been made. But that's the two primary audit systems
17 we use for the field.

18 Q Are there accreditations that you
19 currently hold?

20 A I would like to say CAMTS. We sort the
21 CAMTS, but they won't certify a certificate. But we
22 have our programs certified under CAMTS.

23 Q And any external audits aside from the
24 FAA that take place here?

25 A Yes, CARP. We have a CARP audit. They're

1 every two years. And with the FAA, they have that
2 consider they've implemented the new ^ SAS system,
3 which is a much more robust way of doing audits at
4 the bases when they come out, or even at the
5 operations. We've liked what we've seen with that
6 so far. It takes all the enough to where you know
7 that everything's being covered and nothing's being
8 missed. But we also know what the topics are, and
9 so does the FAA.

10 Q Changing direction, can you elaborate and
11 describe your interactions and relationship with the
12 FAA?

13 A I have a good relationship with the -- I
14 should probably separate a couple things. So from
15 time to time I go to Washington, and I talk to John
16 Duncan and his crew up there, and I have a good
17 relationship with them. I also have a good
18 relationship with my principal operation inspector,
19 and the PMI and the ops inspector. We've recently
20 really started clicking as far as operating. You
21 know, we're both cognizant of the size of this
22 operation and the care and handling that it needs.
23 And with the new -- the philosophy in compliance and
24 enforcement that came out from Huerta, the
25 administrator, it's had an immediate impact on us

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1 and our relationship with them, and the
2 reportability is good. The transparency is really
3 good, and they're being responsive to us, or to me
4 specifically. or audits or meetings with the POI or
5 different FAA inspectors?

6 A We have a standing meeting every month
7 with the FAA, which includes all principals for the
8 certificate side. To director of maintenance, chief
9 pilot, myself, and then they have our opposites. We
10 have Eric Monteith, who's the principal operations,
11 and we have Randy Kine from maintenance, and we have
12 John Barrons, who does the avionics. That's once a
13 month. And then I talk to Eric probably twice a
14 week, the POI.

15 Q And then changing directions one more
16 time, have there been any safety actions taken as a
17 direct result of this accident?

18 A Yes. The safety accidents on the --
19 installing the light configuration helicopter for
20 the disagreement switch position. The training --
21 they're reinforcing, once again, the differences
22 training. Pilots may fly -- their standard aircraft
23 at the base may be dual hydraulic, but they may have
24 a single hydraulic as a backup, so reinforcing that
25 that secondary training really has to be thorough

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1 and make sure an action that I took outside of that
2 was, I'm a member of the AAMS, A-A-M-S, and I'm on
3 the document committee, director of operations
4 committee, and I shared the information about
5 cautions about the hydraulic system and what can
6 happen based on what's in the service bulletin in
7 here. I shared it with all the other documents that
8 operate these aircraft.

9 BY MR. SHIN:

10 Q You had mentioned that the service
11 bulletin for the hydraulics, like, was going to be
12 implemented or is going to be implemented as a
13 result of this accident. When the service bulletin
14 first came out, was there a risk assessment
15 performed on this service bulletin since it was not
16 mandatory?

17 A I was not involved in that if there was,
18 so I can't say that there was one. And just to
19 clarify, that engineering said that they had planned
20 on doing this all along. It was just in the queue.
21 So it wasn't specifically as a result. The timeline
22 was moved up because of the accident.

23 Q Okay. So engineering normally handles
24 the risk assessment for this if it's service
25 bulletins?

1 A Yes.

2 Q Do they usually get involved in doing
3 their risk assessment or in sharing the risk
4 assessment results for nonmandatory service
5 bulletins?

6 A Not always. I want to make it clear.
7 There was a change over one of the corrections, and
8 I missed that on your question. I'm sorry. One of
9 the changes made was how we handled those
10 nonregulatory bulletins, and that is that they come
11 to me now, and then there's a process. It gets it
12 down to the instructor level, and then that feedback
13 comes back up in a quarterly meeting we discuss with
14 engineering, and then they do the rack at that
15 point, and everything's in the room. But that's a
16 new process.

17 Q Do you have any flight experience with
18 the AS350 model?

19 A I do, but it was over 10 years ago.

20 Q Do you remember what variant?

21 A B2.

22 Q Do you have any concerns with the
23 hydraulics checks?

24 A No. As a matter of fact, one of these
25 bulletins just came out. A service bulletin came

1 out a couple days ago. I just got done reading it.
2 And it's pretty complex. I need to go back over and
3 review exactly what it's saying. But no, I think
4 that with the checklist -- and you can handle pretty
5 much any of those complicated systems, if they are
6 complicated, just through the routine checklist.

7 Q And are you aware of -- prior to the
8 accident, were you aware of any pilot concerns on
9 the AS350 hydraulic system, either the single or the
10 dual hydraulics?

11 A Both. And there's a website that the
12 pilots use as a public forum, and that's where a lot
13 of the chatter about this comes up, and I've read it
14 out there before. It's called "Just Helicopters,"
15 And so there's pilots that complained about -- like
16 they complain about everything sometimes. They
17 complained about single hydraulics, that there was
18 no redundancy, and then now they gave them dual
19 hydraulics, and they have other issues. have for
20 now. Thank you.

21 DR. RODI: Matt?

22 BY MR. RIGSBY:

23 Q And again, sorry for being late. This
24 wonderful weather.

25 You talked about the flight manuals and

1 reviewing them. You said it's a group of people
2 that do it.

3 A Yes.

4 Q As far as, I guess, is it the group --
5 who initially does the review of the aircraft
6 operations manual, or the flight manual, the RFM,
7 and then developing a checklist out of that?

8 A The checklist development, it then is
9 kind of both -- it's the same thing. So the
10 engineering department has told us that, any flight
11 manual recommended changes, and all we could
12 recommend for the flight manual was the checklists.
13 So when we submit the checklists for the FAA, those
14 are prepared by the training cadre, and usually by
15 -- well, actually, I shouldn't say usually always by
16 the aircraft specialist.

17 Q And that is what is developed -- I'm
18 there a basic checklist and then an abbreviated
19 checklist?

20 A Yes.

21 Q Okay.

22 A So -- right. There's an abbreviated
23 checklist, there's expanded checklists, and then
24 there's the flight manual that's in the aircraft
25 that has the manufacturer's checklist. And then for

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1 the twin engine aircraft, we're required to have an
2 emergency procedures checklist. But we developed
3 those three that I just mentioned, the ones that --
4 and we submitted those to the FAA for acceptance.

5 Q And so if I walked out to the aircraft to
6 get in to fly it and gone through the training, what
7 typically is the checklist in that aircraft? Is it
8 the abbreviated checklist, is it -- or does it
9 depend on the aircraft?

10 A It would be both. You would have the --
11 I like to refer to it as the basic checklist, which
12 is -- the expanded one includes the pre-flight
13 activities. And then the -- after the first start
14 of the gate checklist, if you will. Both of those
15 will be in the aircraft. transition training, how
16 many hours is that? Is there a ground school part
17 of it, and then an aircraft part of it, you know,
18 where you learn the new systems and that type of
19 thing, or...

20 A There is. And there's a -- just like you
21 described it. There's several types of training.
22 There's initial new hire, which is a bit longer than
23 somebody that's just transitioning into an airframe.
24 But for the single engine helicopters, it could be
25 anywhere from 5 to 8 hours. There's no regulatory

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1 mention of how long it should take or how short it
2 could be. But we do have -- in the training
3 program, we have what we call programmed hours
4 inside of their -- for those aircraft. And I don't
5 recall them off the top of my head of what they are.
6 That's two separate things. All-day ground school,
7 usually one- or two-day ground school, and then
8 flight, day and night.

9 Q When you get a guy in, does Airbus ever
10 come out here to do your training, or do you guys
11 send pilots to Airbus for training, like on a new
12 variant?

13 A No, they don't come out and train the
14 have, and we will send our people out there. I've
15 been out there and flown with them before. And we
16 train our own people. We don't have any type of
17 approval to use outside services to train.

18 Q You were talking about the new FAA audit
19 system. Has it been in place long enough that
20 Frisco got part of that?

21 A Don't know if they visited Frisco or not.
22 We just created a new report this year. It's an OAIR
23 report. So every time there's contact at a base, we
24 get that information provided from the field. And
25 if there's -- basically a narrative, who the

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1 inspector was, time they were there, what they
2 looked at, and if there were any concerns, follow up
3 their findings. And then we use those to create our
4 corrective actions, preventative actions.

5 Q That would be like a geographic
6 inspector, say in San Jose or something, that goes
7 out and does a base inspection?

8 A That's it.

9 Q And then your guys would submit stuff on
10 this was what was covered, and then, to the POI here
11 in Denver?

12 A Correct. And then once a year we get
13 together and discuss those results with the FAA.

14 Q How long has there been a POI?

15 A Officially, less than a year.

16 Q Okay. Who was it before that?

17 A Well, they hadn't really appointed
18 anybody, and so they had two acting POIs, assistant
19 POIs, and no real POI. The frontline manager was
20 sort of handling those functions.

21 Q Was that Mr. Haynes?

22 A Yes.

23 Q Okay. Had there been any issues with
24 those guys?

25 A No, I wouldn't say there were really any

1 issues. Again, when you've finally got people that
2 are in place in their positions, it's easier to
3 build that working relationship. It's always
4 disruptive to have transitional periods where
5 nobody's in charge -- I didn't mean that. There's
6 people in charge, but there's no one head to the
7 horse. It's three bites.

8 Q This all-day meeting that you guys had
9 with the FAA, what were some of the topics in any of
10 the bulletins issues that you had in the -- was any
11 of that discussed?

12 A It was, Matt. That whole process was
13 discussed, how robust it was. The way the meeting
14 started was, we grabbed our SMS manual. We started
15 this back in 2009 when we got to Level 4. Some of
16 the same people are still there at the FAA, which is
17 still there for us. But we took that manual, the
18 one that we were accepted with, and we went through
19 it, and particularly of assignments, and made sure
20 that all of the audits, all of the supervision and
21 oversight was still being done, or some of it hadn't
22 been done or was going to be done. We assigned it
23 to people so we could solve those problems. And
24 then we got into operational issues. And yes, that
25 was absolutely one of the ones that came up, is how

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1 do we handle nonmandatory bulletins, do we have a
2 formal process.

3 Q Are you on Airbus's TIPI program?

4 A I receive notifications from them.

5 Q Okay.

6 A We have a good -- I'd like to compliment
7 you on the instructor's guides that

8 Q Based on the information on this
9 accident, what other -- like your stuck pedal
10 training. Can you just kind of go over, you know,
11 if a guy's got a stuck pedal right at lift off, do
12 you know the procedure off the top of your head?

13 A No, sir. That would be -- the chief
14 pilot would be able to tell you that.

15 Q Okay.

16 A I know it's different in each make and
17 model.

18 Q Had you ever flown with Mr. Mahany?

19 A No, never got to fly with him.

20 Q Are you aware of any comments or reports
21 from either the medical crew or somebody at the
22 hospital or mechanics about Mr. Mahany and anything
23 either good, bad, or indifferent?

24 A That's a pretty open question. I went
25 out to the -- I went up to Frisco within a couple

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1 days of the accident, and the whole purpose of my
2 visit was to talk to the medical crews and give them
3 a chance to get ahold of some -- their hands on
4 somebody from Air Methods. And in that debrief, of
5 course, they said all kinds of pertained to Mr.
6 Mahany, it was -- as it was for the two crew members
7 that were in the back, is how great they were. But
8 they did mention that Pat was very knowledgeable
9 about the position of that hydraulic switch, and
10 that he told all of them -- this is one of the
11 things that stuck with me. He all of the crew
12 members to keep an eye on that, and that if he had
13 it in the wrong position, they're all going to get
14 messed up. And so they were always looking at that
15 when they would take off. That was a focus point.
16 And Pat told them all about it. So I knew from that
17 that Pat was aware of it.

18 Q Okay. As I recall, Air Methods as a
19 program to where, say, a medical crew has an issue
20 with a pilot, they can report that. Is there an
21 internal reporting system, I guess is what I'm
22 trying to --

23 A There's a couple of them. But the
24 primary one that they seem to always use is the
25 alert line. And so that's done off-site. That's a

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1 number they can call, but it's handled by a vendor,
2 and they get the information, and they provide it to
3 us without identifying who said identified.

4 Q Sure. And that works both ways? I mean,
5 I'm not focusing just on the -- if the pilot has
6 issues with the medical crew, as far as them being
7 forceful, or the medical crew putting pressure on
8 them to take a flight, he can report that as well,
9 correct, through that same system?

10 A Right, yes. He can do the same thing, or
11 they can talk to management. Sometimes they can get
12 it from the union. The pilot reports it to the
13 union, and the union tells us about it. So there's
14 several -- I didn't want to limit it to that's the
15 only way, but that seems to be the most frequent way
16 that it happens because we get to the alert line.

17 Q I think you guys have the FOQA program
18 through the Appareo system. Are you a part of that
19 review process, or is there a step in between, you
20 know, a --

21 A There's a big step in between.

22 Q Okay.

23 A So the letter of agreement that we have
24 with the FAA and with the pilots union is that the
25 union -- they're the gate keepers, and and they work

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1 with our FOQA manager, Jeff Curran, and quarterly we
2 get reports of generically what they're seeing or
3 not seeing. And to that extent, yes, I'm involved.
4 I get to find out what the bigger issue is. I don't
5 get any specifics about where, when, what you, yeah.

6 Q Have there been any FOQA reports of
7 hydraulic -- you know, them noticing guys maybe
8 missing steps or, you know, saying you need to not
9 follow the checklist or something like that?

10 A The status of the system right now is
11 because of the limited video in the cockpit, we're
12 not getting that right now. We will be. That's part
13 of it, we're going to have video where we can get
14 that a lot more. Of course, for the DO, that's
15 always a concern, what are they doing inside the
16 aircraft, and are they following the procedures.
17 And there's really no way for me to know until
18 either you run the LOSA, and you get results back
19 from that, or you have a way to have the union
20 monitor it and say, okay, your people are doing this
21 or not doing that, and you need to do a better job
22 of doing something else. But no, I haven't seen any
23 particular FOQA data

24 MR. RIGSBY: I guess that's it.

25 BY MR. BUTTNER:

1 Q Just one follow-up. You had mentioned
2 that -- you said today you received the service
3 information or service bulletins through
4 engineering?

5 A I read it today. It was in my inbox from
6 I think yesterday.

7 Q Okay. I was curious. I think she asked
8 how you get that, and you said that it comes from
9 engineering, and it's always been that way?

10 A No, it has not always been that way. I'll
11 make that clear. It's that way now. It was not
12 that way on July 3.

13 Q And then you'd also mentioned that since
14 the accident, you've talked about the dual
15 hydraulics, and I think specifically that service
16 information notice, and I can't remember what group
17 or committee you said you discussed it with. But
18 was that discussed or brought up or any of those
19 service information notices or anything like that
20 from any manufacturer talked about prior to the
21 accident? this to -- it's AAMS, the Association of
22 Air Medical Services, one of the groups I'm on. And
23 so we have the DO committee, and we can communicate
24 rapidly with each other about any type of issues.
25 And right after an accident, of course, everybody

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1 wants to know what happened, did you learn anything.
2 And so out of an abundance of caution, I said, look,
3 there's a lot of talk about hydraulics, so review
4 anything you can find about it, talk to your pilots,
5 and just make sure that people are using checklists,
6 and that they know which aircraft they're in.

7 Q So but here, in-house at Air Methods,
8 were those reviewed, or was that just talked about
9 here before the accident?

10 A This one right here -- and the reason
11 that I first said I don't think I've seen this one
12 -- I didn't see it -- was this is the one that the
13 instructors were using in the field to train since,
14 I think, about 2000-whenver it was that this came
15 out, in '14 they were using this, and that there was
16 something else that kind of rings a bell about 2010,
17 there was another document that I thought I saw.
18 But yes, I and I talked to some of my regional
19 directors about any safety notices, bulletins,
20 information letters that they had, and they said
21 yes, we have information. We share it with every
22 pilot, and we give everyone a copy of it.

23 MR. BUTTNER: That's it.

24 DR. RODI: Ed?

25 BY MR. STENBY:

1 Q In regards to updating the checklist,
2 what was the motivation for that? Was it just to
3 ensure that they're efficient, or to improve the
4 flow, like you said, or is it also to maybe reduce
5 pilot workload in order to increase off times? What
6 are the motivations to modify those checklists?

7 A Yes, Ed. And one of the ones you said,
8 no, it has nothing to do with lift times, nothing to
9 do with it. We had a LOSA observation. And in a
10 LOSA observation, one of the items that was
11 discovered is that there was an issue with pilots
12 fully utilizing checklists. And the internal -- this
13 was before the accident. In the internal discussions
14 we had at our safety meetings, we said that one
15 possible reason for the group agreed that that would
16 be a great first start, is to look at the design.
17 We have a person on staff here that's worked with
18 NASA and doing checklists, said we got the people
19 here, let's go ahead and have our experts in the
20 field tell us what they should look like. And, of
21 course, they're out talking to the pilots, so
22 they're really getting input from the field, and
23 then provide that input back to us, give us a new
24 document, submit it to the FAA, and that was the
25 whole reason, was to simplify and to reduce the

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1 workload but not miss any big steps.

2 Q Okay. Can you also describe what type of
3 action is being taken by Air Methods in regards to
4 fuel cells?

5 A No action that I know of as far as the
6 fuel -- specifically on which aircraft?

7 Q Well, the AS350 specifically. What's
8 being -- I think that's been identified as a problem
9 or a concern, and I'm just curious what type of
10 action Air Methods is going to potentially take on
11 the fuel cells.

12 A So we don't disagree with the letter that
13 was sent up to Huerta and by NTSB out visiting us.
14 I think that in the broad spectrum of it, that I
15 personally like what the NTSB is trying to do to
16 push this forward, to give a crashworthy fuel cell
17 for all aircraft, not any specific one. We would
18 like to see that, but we also understand that
19 they're just retrofit issues, there's availability
20 of even getting them engineered and done, and it
21 takes some regulatory changes to make all these
22 things happen. But to my knowledge, Air Methods is
23 not doing anything independent on fuel systems.

24 MR. STENBY: That's all the questions I
25 have.

1 DR. WILSON: I think several people have
2 questions. Jennifer?

3 BY DR. RODI:

4 Q How were the safety information notices,
5 service bulletins, disseminated prior to the
6 accident?

7 A They weren't.

8 Q And who was the lead pilot at Frisco?

9 A I believe that's Loren Courtney. I'm not
10 sure. I'm guessing. But Loren's the one I talk to
11 the most up there. you. Ed?

12 BY MR. STENBY:

13 Q Just real quick, Dennis. How many makes
14 and models of aircraft does Air Methods operate?

15 A I told them about 24. But what we're
16 going -- did you say make or operate?

17 Q Makes and models.

18 A Okay. I'm going to get a specific list
19 for the group, and I'll have that as soon as we're
20 done here. I'll have them before you leave today.

21 Q On that list, there's an AS350. But
22 there's a B2, a B3, a B3e. Could the list
23 delineate, if possible --

24 A I could do that.

25 Q Do you know what I'm saying? Because

1 there's different checklists with each one.

2 A I understand. The answer to your
3 question is, yes, I'll break it down in that detail.

4 DR. WILSON: Okay. Anybody else?

5 BY MR. BUTTNER:

6 Q Actually, I think it's the abbreviated as
7 in the aircraft, is that for all AS350 models, or
8 are those different for each aircraft such that --
9 kind of the same question, but are the checklists in
10 each one different, or is it the same across the
11 AS300s?

12 A My understanding is that they're the
13 same, and the differences are noted. So, for
14 example, to a non-dual hydraulic aircraft, the
15 checklist would not be the same as the dual
16 hydraulic checklist. It would be different because
17 of the variant.

18 Q Are you on the committee that produces
19 those checklists, or once they are made?

20 A On this last round -- normally, the chief
21 pilot does that function. But in this last round,
22 out of the ones as a result of the LOSA audit where
23 we were trying to do the noncompliance checklist, I
24 reviewed them. I look at them for format and those
25 type of things.

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1 Q That was after the accident?

2 A Yes. Or they got accepted afterwards,
3 but they were submitted -- I don't know when they
4 were submitted. Raj will be able to tell you when
5 you talk to him, so...

6 Q I just have a couple follow-ups. You
7 mentioned that there was one system where pilots or
8 even medical personnel, they could report issues
9 confidentially. Is there a system to report
10 anonymously?

11 A Yes. That's the same system. It gives
12 you the option of anonymous, and you get a couple
13 choices, you can talk to somebody and do it that
14 way. You can just leave an anonymous report with
15 them and no contact information is another way.

16 Q So it's a hotline?

17 A It is a hotline.

18 Q Is there an online system where you could
19 do that also?

20 A They could report anything to -- through
21 the ASAP system or MSAP. Now, that's not completely
22 anonymous because the FAA receives simultaneous
23 notification of those submissions. I never see them,
24 but our ERC manager sees them at the same time.

25 Q So if I had a concern that was not

1 ASAP-worthy, my only way to report that unanimously
2 or confidentially would be through

3 A Or through your -- so we had three
4 different primary types of operations. We have the
5 CBS for all Air Methods employees. So to them, they
6 have, yes, the hotline. They can do an AIDMOR and
7 be anonymous as well. There's an option there for
8 that. And they can also go up through their
9 management and keep it anonymous. For the operations
10 where we have the -- as a matter of fact, just like
11 Frisco, where we partner up with the hospital, and
12 it's their medical crew members, they have their
13 reporting systems and ways to get information to us
14 anonymously so that -- and we get several of those
15 too, where the customer will go and talk with the
16 president of the company and he won't tell us where
17 the complaint came from, but he wants us to look at
18 this one.

19 Q AIDMOR, could you just briefly describe
20 that, spell it and describe it?

21 A It's A-I-D-M-O-R. It's Aircraft Incident
22 Damage Operations Report.

23 Q And you mentioned that a pilot could
24 report anonymously through his supervisor. How does
25 he report anonymously through his

1 A I apologize. I see the nature of the
2 question. A manager would know that he told him.
3 But the -- what our CEO says and what's in writing
4 is, is that they have that right to be protected
5 from disclosure.

6 Q Okay. So the supervisor could pass along
7 the concern without saying that this particular
8 pilot made that --

9 A HR is good at that, our human resources
10 department.

11 Q Can pilots come to you if they have an
12 issue?

13 A Absolutely.

14 Q Have they done that?

15 A They have.

16 Q What sort of issues have they brought up?

17 A It seems mostly personnel issues, getting
18 along with people at the base.

19 Q Any concerns brought to you since the
20 accident?

21 A No. The most recent concern I got is
22 still sitting on my desk and was -- somebody was
23 asking about my interpretation of duty time and
24 brought up that issue to me.

25 Q Okay.

1 DR. WILSON: Last chance?

2 Q (By DR. WILSON) Anything else that you
3 think we should know that could help with the
4 investigation?

5 A No. I have more questions than answers.
6 I would just like to know more about exactly what
7 happened. It's still a mystery to me.

8 DR. WILSON: Hopefully we will get to the
9 bottom of it, and it will all come out in our
10 report. Thank you very much for your time. I
11 appreciate it.

12 (The interview concluded at 10:20 a.m. on
13 November 2, 2015.)

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C E R T I F I C A T E

MATTER: The Aircraft Accident that
Occurred in Frisco, CO July 3, 2015
Accident No. CEN15MA290
Interview of Dennis McCall

DATE: 10-23-15

I hereby certify that the attached transcription of page 1 to 54 inclusive are to the best of my professional ability a true, accurate, and complete record of the above referenced proceedings as contained on the provided audio recording; further that I am neither counsel for, nor related to, nor employed by any of the parties to this action in which this proceeding has taken place; and further that I am not financially nor otherwise interested in the outcome of the action.



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NATIONAL TRANSPORTATION SAFETY BOARD

*
INVESTIGATIVE INTERVIEW * Docket No. :
RE FRISCO, COLORADO * CEN15MA290-91489
ACCIDENT THAT OCCURRED ON *
JULY 3, 2015 *

INTERVIEW OF: WILLARD GRAY

Friday,
October 23, 2015

11:02 a.m.

Air Methods
7211 South Peoria Street
Englewood, Colorado 80112

APPEARANCES:

From the NTSB:

KATHERINE A. WILSON, Ph.D.
JENNIFER S. RODI, Ph.D.
CHIHOOON SHIN

From the FAA:

MATTHEW RIGSBY

From Airbus:

SETH D. BUTTNER
ED STENBY

Representing Air Methods:

COREY J. WRIGHT, ESQ.

P R O C E E D I N G S

1
2 DR. RODI: During the course of the NTSB
3 investigation, we have the party system, in addition
4 to accredited representatives and technical liaisons
5 for which we have representation today, during these
6 interviews, and then throughout the entire course of
7 the investigation. The purpose of the party system
8 is to rapidly bring technical knowledge of all
9 things involving the accident, the helicopter, the
10 operator, to help move the investigation forward.
11 And then it ensures that it's a complete and
12 thorough investigation as we move forward, and that
13 all bases are covered to the greatest extent
14 possible. Any questions with regards to the
15 accident investigation process?

16 MR. GRAY: Not at this time.

17 DR. RODI: Excellent. So when you answer
18 questions, you answer them to the best of your
19 ability, don't nod yes or no, if you could answer
20 yes or no if the question warrants, but not physical
21 motions as those are difficult to document.

22 MR. GRAY: Can I do them together?

23 DR. RODI: Yes. And then any other
24 questions before we get started.

25 MR. GRAY: Not yet.

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1 DR. RODI: Excellent. Dr. Wilson will
2 lead the questioning. She'll lead the interview.
3 And then if there are follow-up questions, questions
4 for clarification, the rest of the group will also
5 ask questions when she's finished.

6 MR. GRAY: No problem. BY DR. WILSON:

7 Q Do you mind if I call you Archie?

8 A By all means.

9 Q On behalf of the NTSB, let me extend our
10 condolences for the loss of one of your colleagues.

11 A Thank you.

12 Q And we appreciate your participation in
13 this interview.

14 A Thank you.

15 Q If you could please state your full name
16 and position at Air Methods.

17 A Full name is Willard Melton Gray, Jr.,
18 but no one knows that. That's why it says W M on my
19 card. And it's Archie. I've gone by Archie for
20 most of my career. My position is senior vice
21 president of aviation services for Air Methods.

22 Q And how long have you been in that
23 position?

24 A Well, that's a tough question.
25 Approximately three years.

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1 Q And if you could describe other positions
2 that you've held since coming to Air Methods?

3 A I've been vice president of aviation
4 support, I have been director of technical services,
5 the positions I've held since I've been with Air
6 Methods.

7 Q And when were you hired?

8 A July 1, 2002.

9 Q And if you could describe your background
10 briefly prior to coming to Air Methods.

11 A I worked for PHI for almost 28 years. I
12 started October 9, 1974. I started as a line
13 mechanic and worked various positions in PHI up
14 through the ranks and before coming to Air Methods
15 in 2002. So October 9 was 41 years in the industry.

16 Q Are you a pilot?

17 A No.

18 Q Do you ever go along on any flights just
19 to familiarize yourself with the operation?

20 A Sure.

21 Q How often do you do that?

22 A Oh, it varies. I haven't been on one in
23 probably a year. When I go to field bases,
24 sometimes I will take a ride with some of the people
25 at the field base if they're inclined to do such.

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1 But it's not something on a regular scheduled basis
2 that I do.

3 Q And as the senior vice president of
4 aviation services, what is your duty and
5 responsibilities?

6 A To do whatever the CEO asks me to do. And
7 other than that, I'm responsible for the aviation
8 support, which includes the 145 repair stations,
9 material management, engineering reliability,
10 aircraft records, and safety would fall into that.

11 Additionally, I serve on the tourism
12 board, and so I have a -- from a board member of
13 tourism, some oversight of our tourism operations.
14 But all of the certificates have a dotted line to
15 me, and our organization more for integration and
16 communication.

17 Q And who do you report to?

18 A Aaron Todd.

19 Q And he is?

20 A CEO.

21 Q Are you currently acting in any positions
22 right now?

23 A I'm the acting vice president of safety
24 with the -- when Ed Stockenhausen left the company.

25 Q And how long have you been acting?

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1 A Roughly a month, maybe six weeks. I have
2 to look at my calendar to give you an exact date.

3 Q And as the acting VP of safety, what are
4 your duties and responsibilities?

5 A Well, the duties and responsibilities
6 are, I have the oversight of the safety culture and
7 the safety administration of the company. We
8 currently have two positions open. One of them is
9 -- I'll get a number -- that's director of flight
10 safety. That is -- we've got a number of applicants
11 that will be going through and interviewing for that
12 position. The vice president of safety is a much
13 larger role, and we have hired a headhunter to
14 hopefully secure that position.

15 Q And do you know why Mr. Stockenhausen
16 left the position?

17 A I know what he told me. He just said he
18 was going to work for the LOSA Collaborative, as
19 LOSA now has -- LOSA -- we were the first helicopter
20 company participating in the LOSA Collaborative, and
21 that was one of the things they wanted to expand
22 into more of the helicopter. They were very much on
23 the airlines, but they wanted to expand more into
24 the helicopter realm. And so that's where he told
25 me he was going. Now, quite honestly, about an hour

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1 after he told me that, the phone call came in from a
2 competitor of ours and an old friend of mine and
3 said, "Look, we don't want to have any problems with
4 you guys, but I want you to know I'm not recruiting,
5 but this applicant came in, and we're very
6 interested in him, but we don't want to have any
7 problems." I simply told him there's no problems.
8 So just that Ed was not 100 percent forthcoming when
9 he told me what he was doing.

10 Q And given that there were two open 2
11 concern for the organization as a whole?

12 A Well, sure. I mean, it's a concern. In
13 safety, if I had positions open in a lot of areas,
14 it would be a concern. But we've pulled together
15 some of the things that I -- and this has taken on a
16 larger role that's -- people downstairs have taken
17 on a larger role. Raj has taken on a larger role.
18 So the items are being addressed, but it is --
19 people have taken on larger roles for the interim
20 time.

21 Q Were you involved in any risk assessment
22 that was done given the vacancies?

23 A I was not.

24 Q Were you briefed on the results of the
25 risk assessment?

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1 A I was briefed on it.

2 Q And what were you told?

3 A I was told that the -- now you've got to
4 make me remember -- that we had the gaps for the
5 flight safety side. We have a succession plan,
6 though, so we filled that with our succession plan.
7 The leadership of the -- the direction of the safety
8 culture, where we were going with the safety
9 department. We had that gap, and that's what I'm
10 trying to fill in my role. So those are the two big
11 areas. The major one I was most concerned with is
12 directing the safety culture.

13 Q And that's a great segue. Could you
14 describe the safety culture for me?

15 A Well, the -- I mean, it's a broad
16 question, describing the safety culture. This --
17 can I -- because you don't want my opinion because
18 that's an opinion. Can I give you an example when
19 Christopher Hart came by? And you guys may have
20 heard this.

21 Q Okay.

22 A There was nothing that was planned, but
23 it sure made me feel warm. When he came, we were
24 touring him around just to -- you know, we met with
25 him. We took him over to the training center. He

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1 addressed -- we had a class of pilots and clinicians
2 to get together in one area, and he got up and
3 addressed them for a little bit, and then he asked,
4 "Tell me, how do you feel about Air Methods," and
5 five people spoke up, and all of them are
6 clinicians, two of them were pilots that spoke up
7 during this, and they said, "We've never seen a
8 place that put the emphasis on safety like Air
9 Methods." That is what I hope gets out, so when
10 I've got a class that's saying that, and no one is
11 prodding them. They didn't sit on a log and just
12 say that, you know, this is what you've got to go
13 say. I know that every indoc class that I address
14 -- if I'm not out of time, I address all of them,
15 pilots and mechanics. I want them to know if the
16 aircraft, if the crew, if everything is not in order
17 to take the flight, if it is -- if -- mechanic,
18 don't be pressured into deciding that something is
19 off, or at least in the aircraft, that's not ready
20 for its release. Pilot, if you don't feel
21 comfortable taking this flight, nobody is going to
22 beat you up. Nobody is going to require you to take
23 the flight. I may ask a million questions about it,
24 but never take that -- that's exactly what I tell
25 them -- never take that as we're trying to pressure

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1 you. I want to understand why we didn't take this
2 flight, and if there is something that we can do to
3 overcome that. Is it training, is it having the
4 right aircraft, is it having the right equipment, et
5 cetera. So I tell every class that.

6 So when you have that, and then they tell
7 Chairman Hart that they never worked for a company
8 that stresses safety like we do, it made me feel
9 good. I hope that answers your question.

10 Q Something that you mentioned about a
11 flight being turned down. Is there always a debrief
12 of the pilot after a flight is turned down to
13 understand why?

14 A There is -- every flight that is turned
15 down, we get -- and I get an e-mail alert on it. It
16 may be weather. It may be maintenance. But it's
17 just a little short brief. And it may be that they
18 got into the flight and they got a chip light. I
19 mean, there's a hundred different reasons that can
20 come through. And when they do, some of them we go,
21 it's weather, okay, it's weather, what are you going
22 to do? Nothing can change that. And it may be bird
23 strikes. But there are some things you'll say, "I
24 want to look into this and understand it further."
25 So we do get alerts.

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1 Q Who sends those alerts out?

2 A They come out automatically from the -- I
3 think the -- not sure. I think it comes from the
4 OCC, but I'm not positive of that. I get them two
5 ways. There's two -- when we have an FAA visit at
6 one of the field bases, I want to know immediately
7 what the findings are. We have another -- and that
8 comes from the field base. But the PAIP, I'm not
9 sure where it generates from. Might be -- it would
10 come through the 411, so it would be the pilot
11 itself.

12 Q So if a flight is turned down, the pilot
13 would go into the 411 system?

14 A Yes.

15 Q Do you visit the bases?

16 A All the time, frequently.

17 Q Have you been to the Frisco base?

18 A Have I been to the Frisco base? It's
19 been -- well, we have 300 bases, so it's been --
20 it's probably been two years since I've been up to
21 Frisco. But the last base I was visiting was in the
22 Lamont-Osage -- the kind of western Missouri area.
23 And my next visits will be to San Antonio, and the
24 reason for the San Antonio visit is that we just
25 bought the program. It became Air Methods owned.

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1 So it's -- there is risk. And when you go from a
2 hospital-based operation to a alternate delivery
3 model base is just, is everybody onboard, or does
4 everybody know their positions. This is -- your
5 swim lanes may have changed a little bit. And we've
6 -- that has happened, and now you typically give it
7 a few weeks before I will go in and just sit with
8 everyone and I understand the concerns. So if they
9 have concerns and issues that we're having, we can
10 address them.

11 Q What are other reasons that you visit the
12 bases?

13 A Whenever I see some reason that might
14 come up on one of these reports, that maybe it's
15 time to go in there. It can be a variety of
16 reasons. If you see -- one that came to my
17 knowledge is -- one that came to mind was,
18 maintenance poked a hole in an airframe. So the
19 aircraft's out of service, but I want to understand
20 maintenance processes. How did this really happen.
21 Once again, it goes to that -- I may ask a million
22 questions on this. So I want to know what we can do
23 to prevent it. And so I've got my answers on that
24 one, so that will encourage me to go in. It may be
25 the regions will call and say I'd like you to come

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1 in and visit this area.

2 Q What safety programs are in place at Air
3 Methods?

4 A Well, we have a number of them. Golly, if
5 you're going to ask me what off the top of my head,
6 we've got the ERP. We have IEP, Internal Evaluation
7 Program. That one is where we evaluate ourselves.
8 It was established primarily for our DOD contracts,
9 but it's expanded to everything. It's not
10 specifically to the DOD bases. It's to all the
11 bases. So we have our Internal Evaluation Program.
12 We have our -- we have a program that is called ETQ.
13 Now, that is tied to -- and I can give you more
14 detail than that because it's changing as we speak.
15 But it's analyzing our AIDMOR reports that come
16 through. But we also have FOQA. I mentioned LOSA.
17 We have LOSA Collaborative come in every two years
18 and look at us. We have ASAP/MSAP programs, and
19 these are all voluntary programs that we work with
20 the FAA on to promote safety, is what it is at the
21 end of the day, without clobbering anybody.

22 Q Does Air Methods follow an SMS program?

23 A We follow an SMS program, we do, I'm
24 sorry. So that's the overarching over all our
25 safety management program. That's where we can

1 identify these safety risks, but all the others kind
2 of fold up into the safety management systems.

3 Q Is there an SMS manual?

4 A There's an SMS manual that is --
5 currently, it is Sheldon Barrett is the one that
6 oversees that. That will be -- it was Michael Koens
7 before. And so that is one of the positions that we
8 are hiring for.

9 Q How many staff are in the safety
10 department?

11 A We have six regional safety directors. We
12 have the two empty -- vacated spaces that we've
13 mentioned. And we have the three current managers
14 downstairs, the FOQA manager, the ETQ manager, and
15 the ASAP/MSAP manager. Then we have 156 field
16 safety representatives that are -- they are paid a
17 stipend to take that position. They have full-time
18 jobs, and typically they are either a lead mechanic
19 or a lead pilot. But we expand that role and give
20 them a stipend for doing that job.

21 Q And what do they do specifically?

22 A They're more related to the field bases
23 to -- so the issues that may come out, safety
24 notices that may come out, that they would convey
25 that to the staff. And then to inspect the local

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1 facilities to make sure they are maintaining the
2 standards, or the fuel systems, or aircraft, or
3 anything.

4 Q Is that an FAA requirement, or a
5 requirement of their SMS, or is that Air Methods?

6 A Air Methods.

7 Q Could you define ETQ?

8 A ETQ would -- it's kind of like defining
9 Ramco, our maintenance system. ETQ is just the name
10 of the -- and it does have a longer one. But this
11 is what we've developed. It is a commercial,
12 off-the-shelf program for -- you can use it for a
13 lot of different items. One of the things that we
14 do, as a corporation, is analyzing data. It just
15 takes so long to get through manually on a lot of
16 this data. We can have it come in, and then you
17 have to have the manual touch. And you did not know
18 if you were working on the priority topic. ETQ
19 allows us now to -- it puts it in the right buckets
20 for us, and this is -- and then you can say, okay,
21 in a bird strike, I can go right to bird strikes and
22 say this is an issue, and why am I having bird
23 strikes? We have bird strikes happening. Are they
24 happening at 400 feet or are they happening at 1,500
25 feet. You know, you can start analyzing this data.

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1 But before ETQ, we didn't -- we couldn't -- it took
2 time to get it in the right buckets.

3 Q Are you involved in the hiring of pilots
4 at all?

5 A No.

6 Q Do you interface with the FAA?

7 A I do.

8 Q What is your interaction with them, in
9 what aspects?

10 A ^ Dale Ogden -- do you guys know Dale
11 Ogden? We meet monthly. As a matter of fact, it's
12 next Friday that we're meeting. So we have -- what
13 we want to do, and I'll tell you, this is what we
14 collectively -- we want to hold hands, just not in
15 public, so everybody will see we're walking the same
16 -- going down the same path and have the same
17 objectives. So Dale and I want to align our
18 objectives. So I meet -- we try to do it quarterly,
19 but haven't. Then as good at that, but Wayne Fry
20 with region (sic). So probably two to three times a
21 year I'm meeting with Wayne Fry of region. And that
22 is just another one of those things to make sure
23 we're all aligned and we're all moving in the same
24 direction.

25 Q Aligned in aspects to what parts of the

1 operation?

2 A Well, if there are -- would they have
3 concerns about what we're doing, what we're not
4 doing, how we're doing it, and how do we want to go
5 about achieving that. How do we want to get to the
6 next level. It is -- we're bringing in simulator
7 training, okay? How is the FAA going to be involved
8 with our simulator training. So we want to make
9 sure that they are involved in it, and to what level
10 we're aligned on this, and on our processes and
11 procedures.

12 Q Is the safety department responsible for
13 accident investigation?

14 A They are. The lead was Michael Koens. He
15 was the -- we had a go team that any time that we
16 would have an accident, that they had their bags
17 packed, and I would give direction if I want them to
18 go or not. And the safety department, Michael Koens
19 was always the lead. Michael Benton at the OCC, he
20 also led the company, kind of. I understand he's
21 working now for one of our customers. But he was
22 the other one. We had a two-man team, and if it was
23 necessary, Don Lambert would be the third. Don
24 Lambert carries a lot of knowledge, a lot of
25 history. Don and I have known each other for a

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1 very, very, very long time, and Don has been very
2 instrumental in training Michael and Michael. And
3 so at this point, as you can imagine, we've had --
4 Don is on the primary team, and as you know, Dennis
5 -- right now -- we will expand that, but that's what
6 we had to do in the event we had something and
7 needed a go team.

8 Q Who is the regional safety director for
9 the Frisco base?

10 A That would be -- I'll go look at my --
11 Ben Grunyik.

12 Q Could you spell the last name?

13 A No, I cannot. I think it's
14 G-R-U-N-Y-I-K, something along those lines.

15 Q How were you notified of the accident?

16 A I am supposed to be one of the first
17 calls. I was probably about an hour delinquent
18 because of what I was doing that afternoon in my
19 backyard. And I looked at my phone after I set it
20 down outside, and I had about -- overstated -- I had
21 a lot of texts, e-mails, and missed calls, so I
22 called and found out and immediately dispatched the
23 go team.

24 Q Is that your responsibility, to dispatch
25 the go team?

1 A For the emergency response plan, yes,
2 that's -- even not in the safety function but in the
3 aviation services function, that's what I do, yes.

4 Q And after dispatching the go team, have
5 you had -- what is your role now?

6 A Okay. We have -- typically, when the --
7 they all have follow-up calls. So -- and typically,
8 I schedule a follow-up call for just a few hours
9 after they get there to get everybody -- there's a
10 small group of people that are on this call. So
11 they have a conference call, and typically there's
12 not much to report initially. But once they are
13 there, they can kind of get me a timeline as to when
14 they think that they would be able to get some
15 information to relay. So we have numerous --
16 however many it takes. We'll have conference calls,
17 we'll have duties assigned. And then within the 30
18 to 45 days, we will have a follow-up meeting for
19 lessons learned.

20 Q If a pilot has a safety concern, or any
21 crew member, how would they go about reporting that?

22 A There's a hundred different ways. But
23 there are hotlines. There are several hotlines that
24 they can report them through. It depends on the
25 degree of the safety concern that they have. I think

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1 it's a very broad question that you just asked. If
2 it's a -- say if it's a -- I'm not comfortable
3 flying this aircraft, and I write it up in the
4 logbook, and I hope they do that. I don't think
5 that's what you're speaking about. But they come
6 through the safety department, go through their
7 regional safety representative or director, and they
8 can bring it in through the safety department, and
9 then it is -- we sit with the operations of the
10 maintenance side and say, okay, what are we going to
11 do about this? How do we fix this? Depending on --
12 I mean, it's a very broad statement. There are a
13 lot of different ways which safety concerns can be
14 brought up, even to the point that this afternoon is
15 our monthly -- what we call our safety organization.
16 This is the SORT meeting, Aaron Todd chairs that.
17 The safety concerns that are on this list are
18 addressed with Aaron. And, I mean, it can be a
19 variety of things, and they do -- they come from
20 many different directions. So they are all put on
21 the table and assigned as appropriate.

22 Q Who's involved in the SORT meetings?

23 A Well, naturally, Aaron Todd. He chairs
24 it. So it's the CEO of the company. He chairs it,
25 I'm involved in it, the president of all the

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1 divisions. So you've got -- I'll hold it to that.
2 You've got Mike Allen, you've got Jay Francis. That
3 is the president of Sundance. And you've got Greg
4 Lundberg that's the president of Blue Hawaiian.
5 Now, they will not be on today's because they are
6 the TOPS conference in San Diego, which is the
7 tourism safety conference. So it just happened that
8 these intersected on the schedule. So they will get
9 the minutes from it. The safety department, you have
10 two representatives from the safety department that
11 will be there. You will have Dennis and Raj. Chris
12 is out of town, but you have the certificate
13 management team that will be there. So there's a
14 broad range -- oh, and we'll also have legal there.
15 I always forget about them, sorry. But they will be
16 there because it's good to have legal there to have
17 oversight of this. And these discussions will be
18 had, and sometimes, just time permitting, we can't
19 get to them. If it's a critical item, it will go
20 out. But -- and some of them, they'll do that,
21 that's okay, the next meeting I need a
22 recommendation on this. So that's the case.

23 Q If a pilot wanted to submit or a crew
24 member wanted to submit a concern anonymously, how
25 would they do that?

1 A Through the safety hotline.

2 Q So that's a phone system?

3 A That's a phone system. There's even a --
4 there's just the company hotline that can be through
5 the phone or through e-mails. And that is -- that's
6 our internal audit. We've had some safety concerns
7 even come through that. And it's anonymous. You
8 just hope there's enough meat there that they give
9 you without -- you know, they don't want to turn
10 themselves in. So sometimes it's so vague, you
11 can't even really investigate. So you have to go
12 back through. And hopefully, you can drag more
13 information out.

14 Q Since the accident, has there been a
15 review of any of your safety programs, including
16 these hotlines, for concerns related to the
17 hydraulic systems, specifically the dual hydraulic
18 system?

19 A Let me broaden that a little bit. But
20 there have been how information flows. There has
21 been a review, certainly, of how information flows
22 since this accident, and that process broadened.

23 Q In what way?

24 A Because there's a lot of converging
25 things that were coming together on this. Service

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1 bulletins, safety notices now go to -- safety
2 notices now go to the training departments as well
3 as maintenance. How they made it to the field
4 before was through the maintenance department. This
5 was broadened to include the training department.
6 Service bulletins, they -- this was already
7 converging. So the manufacturers, in this case
8 Airbus, one of the questions it had is about the --
9 that we had, there's a service bulletin, and why
10 wasn't the service bulletin a little higher on the
11 list. But we have a -- in my opinion, a very good
12 process as we investigated that. The manufacturer
13 signs if they're mandatory, if they're not. And so
14 if they are mandatory, our engineering department
15 puts a higher priority on those, and those go
16 through a -- the whole process of accountability for
17 -- does it apply to this aircraft, does it not apply
18 to that aircraft, going ahead and getting the parts
19 on order, getting everything together. This one was
20 already being acted on, but it was not in the
21 priority pile because it was not a mandatory
22 bulletin.

23 Then we find out, after we get into it, I
24 find out that we ordered kits. Kits were not
25 available. Kits became available, but it took a

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1 little while, but they did a worldwide search, and
2 the majority of the kits became available. We had
3 19 aircraft that we wanted to do this bulletin on
4 after we got through the process. It did accelerate
5 after this, I will say that, because in our list, it
6 just became mandatory, so it does accelerate, but
7 found they only had 16 kits after they came, but
8 they would get the other three during the process.

9 Then we did do the first one, and we find
10 out that they did not have a proper rotocraft-like
11 manual supplement for the aircraft with this kit.
12 So we did the first one, and now we're grounding an
13 aircraft because I've done this, and I don't have
14 the RFMS for the aircraft. So they gave us a special
15 service bulletin on that one aircraft. They went
16 back through there, through ^ YASA, to get it
17 corrected, and have it done properly, and it has
18 just been approved by the FAA.

19 Q So when a pilot or a crew member reports
20 a safety concern through the hotline, what is the
21 company's process?

22 A Well, now it comes to me. There are a
23 handful of people that will get the hotline notice.
24 Now, before, in my previous role as -- where safety
25 just reported to me, I was not on that. But Ed

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1 Stockenhausen was. He would receive it. He was
2 part of it. Now, since I'm just filling in for Ed,
3 I will receive the hotline notice. So that
4 previously what was called the hotline items are
5 shared, whether they come through internal audit,
6 whether they come through safety, because they
7 balance one another. Investigations are done
8 accordingly. You have -- Aaron gets a list of the
9 hotline notices. It's not that he is immediately
10 notified, but he needs to know what are the concerns
11 of the company.

12 So the investigations then take place or
13 are assigned, and you have a report on the -- I've
14 just been trained in it -- on the network that you
15 go in, and you fill out the assignment and what the
16 investigation revealed. And if it goes back to the
17 person that submitted it, so they're aware of what's
18 going on.

19 Q If a pilot was to submit it anonymously,
20 is there a case number assigned --

21 A Yes, there is.

22 Q -- where they could follow up?

23 A Yes, there is. There's a case number
24 assigned so they can go back and look. And thanks
25 for reminding me. These are previous ones that when

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1 I -- that's why I didn't know how to get them into
2 the system, but they were assigned -- I wasn't aware
3 they were assigned -- when Ed was here. So they
4 were assigned, but they had to go to Ed to get it in
5 the system, and now I've got to get them in the
6 system. Thank you.

7 Q Just to clarify, since the accident have
8 any of the safety systems, the hotlines, has that
9 data been reviewed to determine if there were any
10 safety concerns about hydraulic checks that were
11 reported?

12 A None have been presented to me that I --
13 they are not on the hotline.

14 Q So somebody did that review?

15 A I can't answer that question. I haven't.
16 But if they were, they would have come to me now,
17 and none have been brought to me, so I can't make an
18 assumption.

19 Q And if there's a safety concern
20 identified through reports that you did or FOQA, how
21 were those concerns distributed to pilots?

22 A Well, first, if there's a safety concern
23 that, say, I notice through my normal channels,
24 before we will relay them to pilots, mechanics, or
25 anyone, we do an investigation because I'll have a

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1 million questions that just come to mind. We have
2 AIDMOR reporting, where they report issues in there,
3 and we have -- I do not review all the AIDMORs, and
4 that's -- they need for each queue to put them in
5 the bucket. But we do have people that do read all
6 the AIDMOR reports. If I need to be made aware of
7 that, I am made aware of it. And then we will start
8 an investigation into it. It may be an
9 investigation that we do from the field base. We
10 may want to wrack it out to say call the regional
11 aviation director and say here's an issue we want
12 you to wrack out. Sometimes we want the
13 independents of the safety department to wrack it
14 out, depending on the level and what it is. And
15 it's the process that we have so it applies across
16 the board. And then if we find something that is
17 detrimental, then we will do an internal engineering
18 order, and that will go out, and we will resolve the
19 problems, if it's a mechanical issue, for instance,
20 and we will change whatever it is. But we have the
21 process getting it out.

22 Q I'll do a hypothetical. You get safety
23 concerns, you do your investigation, and you realize
24 that pilots aren't following checklists. How would
25 you get the information out to the pilots that this

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1 is a concern, we need you to follow policies and
2 procedures? What would be the means that you would
3 go about getting that information to the pilots?

4 A Well, now you're going to ask me from a
5 senior vice president position is, I would go to
6 Dennis and Raj. And if it's on the air medical
7 side, we would say, okay, here's our discovery.
8 Now, how do you want to get this out? And from
9 there, they would notify the regional aviation
10 directors and regional aviation managers, and they
11 would put it in 411 so there is immediate
12 notification like that to all the pilots so that
13 when they sign in, they see this. This is an
14 immediate notification.

15 Q Are there newsletters that come out from
16 the safety department?

17 A We have a safety connect that comes out.
18 We would like to do it more frequent. Right now it's
19 quarterly. And those items will be listed in the
20 safety connect. Aaron will do an article, I will do
21 an article. But it's whatever is prevalent today.

22 Q Do you recall what was prevalent in the
23 last newsletters?

24 A I cannot. I can go pull it up for you on
25 the Internet and Intranet. But it's -- I could not

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1 tell you.

2 Q Do you hold -- does your safety
3 department hold safety meetings with crew members?

4 A The regional safety -- each base has
5 their safety meetings, and the field safety reps,
6 and the regional safety directors will attend those.

7 Q How often are those held?

8 A Once again, I could not tell you. I've
9 walked into one base when it was being held. But
10 they are -- I couldn't tell you.

11 Q Okay. Is a pilot in jeopardy for
12 reporting any issues?

13 A No, not on my watch.

14 Q Does the safety department perform any
15 internal audits?

16 A Yeah. The internal evaluation process.
17 We inspect all the bases. I have a checklist by
18 which they go by and evaluate the bases to verify
19 that they are -- the bases are in compliance. Now,
20 do we go sit in the cockpit with the pilot? No, not
21 from the safety department. But as I mentioned, we
22 do have the LOSA Collaborative that every two years
23 we have. Now, quite honestly, if FOQA comes in, this
24 was -- LOSA will be able to get more data from FOQA,
25 now that we're starting that. So I do not know if I

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1 will continue LOSA. I'm not saying we will, I'm not
2 saying we won't. But I want to see what we've got
3 to start getting, what they will receive out of
4 FOQA.

5 Q What do you look to gain by using LOSA
6 Collaborative? What sort of information do they
7 provide you in the audits?

8 A Realtime, what's going on in the cockpit.
9 So they provide us with safety, they provide us with
10 what they -- what they believe would be improvements
11 to our system but just going out to the field base
12 and seeing how our operation of the processes really
13 work. It's amazing what they come back with. Once
14 again, it's plans data. I cannot put a name or the
15 pilot for any of it. All they have is the data for
16 me. But they will fly with the pilot. Now, it is
17 limited because in the single-engine aircraft they
18 cannot fly up in the cockpit with the -- just to
19 walk into a base and go do this, as they do. So it
20 has to be twin-engine aircraft that -- because the
21 copilot seat has to be available, where they're not
22 available in the single-engine aircraft. But they
23 provide data that allows us to investigate and
24 adjust our procedures and processes. And the neat
25 part about this, if it does go into helicopters as

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1 it's done in the airlines, is airlines share this
2 data across the board. It's not united. But right
3 now it's just Air Methods. But they're trying to
4 expand this. So right now the data is just Air
5 Methods. There's no one else.

6 Q To clarify, prior to this accident on
7 July 3, you would not have received safety
8 information notices or service bulletins?

9 A No, no. And I won't receive them -- I
10 typically would not receive them even yet because
11 they will be handed to me. I will not receive them,
12 because now I'm more in -- have a direct line with
13 the safety department with people that are handling
14 that. They currently report directly to me. So in
15 that "Ed" position, I am getting this immediately
16 from them.

17 Q So it comes to the people that report to
18 you, and then they give you -- they let you know?

19 A Yes.

20 Q Versus it comes to you directly?

21 A That is correct.

22 Q Do you think that they should come to you
23 directly?

24 A I love them coming to my mailbox
25 directly. I wouldn't have it any other way.

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1 Q Is that something that's in the works,
2 that you would be receiving them directly versus
3 receiving them from people that report to you?

4 A Probably not. And here's the reason. I
5 get about 250 e-mails a day. It's massive. It's too
6 much. That's why I want the -- I want them to bring
7 it to me directly and have the eye-to-eye contact
8 because I've got it then. If it comes to my e-mail,
9 I have a chance of it being missed.

10 Q Are you involved at all in the assignment
11 of public relations events or the approval of them?

12 A Not at all.

13 DR. WILSON: I think that's all of my
14 questions for now. Thank you, Archie. BY DR. RODI:

15 Q When the accident happened, Michael
16 Benton, Michael Koens, and Don Lambert were assigned
17 to do the investigation, they arrived on scene,
18 provided support?

19 A Let me correct that just slightly.

20 Q Sure.

21 A Michael Benton and Michael Koens were
22 assigned to the investigation. Don Lambert was not
23 immediately assigned.

24 Q Clarification accepted. Michael Benton
25 sent me an e-mail I want to say the end of July,

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1 first part of August, and expressed that he was
2 leaving. Why was he leaving? What was the reason
3 for his departure?

4 A I do not know. That's Michael Benton. I
5 can address Michael Koens, but I do not know why.

6 Q And so my next question was the reason
7 for Michael Koens's departure.

8 A Michael Koens wanted a career. I'm the
9 one that brought Michael Koens in from Rocky
10 Mountain when he came over, so he worked for me for
11 a long time in the repair station, then transferred
12 to -- he ran the repair station over here. Then he
13 transferred to safety. And he did a lot of good
14 stuff. He went up, and we paid for it, but he
15 wanted to get educated on this side of the house.
16 He put a lot of time and effort into it. But he was
17 landlocked. There was no place for him to go, and
18 he wanted a career. He had several other companies
19 knock on his door, and he turned them down with
20 anticipation of being able to move up in Air
21 Methods. But that position -- Ed wanted that
22 position, and there was no place for him to go. So
23 when CALSTAR called, he just figured it's time for
24 him to make a move.

25 Q So there were three major departures from

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1 the safety department immediately following the
2 accident, Ed, and the two Mikes. Where --

3 A Now, Michael Benton was not in the safety
4 department. He was not OCC. So it's two out of the
5 safety department.

6 Q I appreciate that clarification. Were
7 there any other departures from the safety
8 department, downsizing or otherwise, immediately
9 following the accident?

10 A There was the gentleman that ran the IEP
11 program. Ed suggested this person, the downsizing
12 because -- his name's Scott -- it just escaped me.
13 But Scott, all of his work, he was outsourcing it to
14 a third party anyway. So Ed said that would be a
15 good -- if we were going to release one, that would
16 be a good release because we still have the
17 outsourced party that we can rely on to continue
18 that.

19 There are two that were marginal -- these
20 are regional safety directors -- that were marginal
21 in their job performance that were released. They
22 were good people. But as it related to aviation
23 safety, their expertise was more clinical safety,
24 was one, and one was Workman's Comp. So anytime it
25 had to do, which you probably know, a majority of

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1 the events in the safety department had to request
2 aviation safety. They were having to pull from the
3 other regional safety directors's expertise that had
4 more aviation background.

5 Q Of the internal audits that are conducted
6 from your safety department, are there external
7 audits that you participate in on a quarterly,
8 annual, semiannual, biannual basis?

9 A As the -- we have the CARB audits, and
10 that's what all this IEP -- the IEP is focused
11 around what the CARB requirements are, but that is
12 applied to every facility that we have. So it is a
13 CARB audit. We don't say, well, this base is a
14 CARB. This base is -- we apply the same audit. And
15 the safety department, our regional safety directors
16 handle roughly 60 percent of those audits, and the
17 regional maintenance or regional aviation directors
18 handle the other 40 percent. It's shared between
19 the two. So those audits take place. Then we do
20 the LOSA Collaborative, and I have -- do you know of
21 a company named ^ Aluminia, and they are a
22 consultant that we had in here two years ago for a
23 full safety audit, and I have them coming back.

24 Q What about accreditations? Are there
25 accreditations that Air Methods will --

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1 A We are CARB accredited. We are AAMS
2 accredited on the medical side. I hope we're FAA
3 accredited. If we're not, I've got a problem. Those
4 are the -- the CARB is the one we probably spend
5 more time on that accreditation than any of the
6 others.

7 Q Are you aware during any of the safety
8 meetings that you've attended or been a part to,
9 been briefed on, prior to the accident, the safety
10 concerns with the Frisco base, the accident pilot,
11 the accident helicopter, or the medical crew?

12 A None.

13 Q You spoke about the flow of information
14 within your organization, and then the change you're
15 making specific to the service bulletins --

16 A That's made.

17 Q -- for the aircraft. Are there any other
18 safety actions that Air Methods has taken since the
19 accident?

20 A One we mentioned, 411, is the placing of
21 information immediately on 411 for me to --
22 notification.

23 Q So to clarify, prior to the accident,
24 these safety information notification service
25 bulletins, were messages to pilots not placed on

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1 411?

2 A Not to my knowledge immediately.

3 Q So how was information then disseminated
4 to --

5 A As I mentioned, it went -- a safety
6 information notice went through the maintenance,
7 then went up to the regions, to all the bases. And
8 depending on what it may or went from, the technical
9 pubs to the -- to the maintenance organization --
10 I've forgotten what they called them. But then it
11 would go from there, disseminated to all the bases.

12 Q I understand. Thank you.

13 DR. RODI: That's all I have for you. BY
14 MR. SHIN:

15 Q Just to clarify, is the engineering
16 department within aviation services?

17 A We have -- yes. Just so that there's no
18 -- there are two engineering departments in this
19 company. One belongs to United Rotocraft, which is
20 -- we call them both engineering, but we don't want
21 to get them confused. We have the aviation services
22 engineering department.

23 Q And is your engineering services
24 department the department that receives service
25 bulletins?

1 A Yes. That's where the technical
2 publications reports are sent, to the engineering
3 department.

4 Q Okay. Who in your department is involved
5 in the risk assessment for nonmandatory service
6 bulletin corporations?

7 A Who in my department? Terrie Short,
8 who's vice president of the engineering department,
9 she heads it up. What she has is a monthly meeting
10 with the certificate management team or their
11 designees as to -- and they will go through these
12 nonmandatory and determine how they want to address
13 these.

14 Q Do you ever get involved in the risk
15 assessments for nonmandatory service bulletins?

16 A No.

17 Q Prior to the accident, were you aware of
18 any concerns within Air Methods regarding the dual
19 hydraulics system on the AS350 helicopter?

20 A No. You said within Air Methods?

21 Q Yes.

22 A That's -- I'm trying to remember prior to
23 the accident. I don't believe I was.

24 Q And going back to when you discussed the
25 two regional directors were released, which regions,

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1 and was Frisco in one of these regions?

2 A Frisco was not in one of these regions.
3 It was Region 5 and Region 9.

4 Q Can you give us an idea of geographically
5 where they're located?

6 A Region 5 would be Texas and Louisiana.
7 Region 9 is Kentucky, Ohio, up in that area.

8 MR. SHIN: That's all I have for now.

9 DR. WILSON: Matt? BY MR. RIGSBY:

10 Q So let me go at this right. You meet
11 with ^ Dale Ogden, who's the manager of the Frisco
12 area monthly, correct?

13 A Yes. We make every effort. We're pretty
14 good about it, actually. If he's not calling me,
15 I'm calling him. And this last one, I called him.
16 But it's pretty good.

17 Q And you describe it as a working
18 relationship, nonadversarial?

19 A Oh, not at all, zero. I would hope you
20 would ask him the same question because I wasn't
21 joking when I said I like him. Now, do we have
22 differences of opinions? Sure, we do. But we --
23 there's nothing that we haven't been able to work
24 through.

25 Q If you had a problem with a principal --

1 A In a heartbeat, and he with me.

2 Q Okay. And then Wayne Fry is quarterly.
3 Wayne is up in Seattle?

4 A Yes.

5 Q Okay.

6 A We usually, just to clarify that and
7 broaden it, it was Wayne and Rick Domingo. Rick is
8 just so busy to get everyone together. So Wayne,
9 being one of his assistants, has taken that role and
10 has filled it quite well.

11 Q You'd just go at that as Wayne --

12 A Yes, and yes.

13 Q Okay. Do you guys have -- the restricted
14 office have an inspector that comes here every day?

15 A Every day?

16 Q You know, his role is -- he's assigned to
17 --

18 A I would venture to say they communicate
19 every day, but I don't know that he comes here every
20 day.

21 DR. RODI: Try not to step on each other
22 in talking. Did he answer your question, Matt?

23 MR. RIGSBY: Yes.

24 Q (By Mr. Rigsby) Has the FAA -- you
25 mentioned the safety meetings. Are those internal

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1 AMC only, or does Eric or Randy, or any of the other
2 --

3 A No.

4 Q -- attend meetings?

5 A Some of those items could be, but the
6 safety department attends the monthly CMT meeting.
7 And so they are an integral part of the -- where we
8 have the 119ers and the CMT come together, and the
9 safety department's part of that. So that's how
10 that gets onto that agenda.

11 Q I believe you actually answered this, but
12 she just questioned as far as -- you said Terrie
13 Short of engineering, as part of the risk
14 assessments, that's where she brings the
15 certificate?

16 A That's correct.

17 Q Okay. And again, back to before the
18 accident, just to reiterate, you don't recall the
19 hydraulic systems coming up before as a safety
20 concern?

21 A Not to me. I can't answer for Ed
22 Stockenhausen as the vice president of safety. I
23 can only answer for the senior vice president of
24 aviation services at that time as being a concern in
25 Air Methods. Now, this was a concern industrywide

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1 after the PHI Albuquerque incident. So this was
2 something that was known and viewed and aware of and
3 addressed, et cetera.

4 Q What about pressure fuel systems?

5 A What about them?

6 Q Had that come up before the accident?

7 A Yes.

8 Q Was there any movement on that --

9 A Yes.

10 Q -- as far as to incorporate?

11 A I'm sorry. Yes, and still is.

12 Q Does Dennis work for you? I mean, I'm
13 trying to understand the Dennis in the training
14 department. Are they under you?

15 A No.

16 Q The chief pilot would not be? He would
17 be under that same --

18 A Correct.

19 Q Okay. Who is it that -- who was the
20 direct --

21 A Mike Allen. Each certificate -- and I'll
22 go back a little bit. But each certificate reports
23 within their business unit. I'm sitting off to the
24 side with the shared services and safety, and with
25 oversight with those dotted lines and with the

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1 oversight in the event if there's something that we
2 need to address, it's not where you don't have a
3 business that says we're not going to do this. I'm
4 sitting on the side saying yeah, we are. But I will
5 just tell you, that has never been an issue with
6 Mike Allen, or any of them for that matter, but the
7 majority of it, if it ever came to that. Before it
8 even gets to it, Mike and I have generally discussed
9 it and go absolutely.

10 MR. RIGSBY: I'm done.

11 DR. WILSON: Seth? BY MR. BUTTNER:

12 Q You mentioned that now you fulfill Ed's
13 role; is that right?

14 A Temporarily, until we hire the new
15 person.

16 Q So before, or now in your understanding
17 of this role, did Ed receive the service bulletins
18 and the service information notices?

19 A I could not answer that.

20 Q Do you know, are they now in your role of
21 this job?

22 A I'm not going to -- as you mentioned, I
23 received them in a hard copy eye to eye. But if you
24 want --

25 Q Whether it is or not?

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1 A Yes or no if Ed was on the distribution
2 list. I do not know for a fact.

3 Q Are you at all familiar with Airbus
4 Helicopters TIPI?

5 A We are. I'm familiar with TIPI.

6 Q Who's "we"?

7 A The engineering department and the
8 maintenance department.

9 Q So engineering and maintenance. How
10 about the pilots?

11 A I cannot answer that. I do not know if
12 they're familiar with TIPI.

13 MR. BUTTNER: That's all I have.

14 DR. WILSON: Ed?

15 BY MR. STENBY:

16 Q You mentioned a little bit ago when we
17 were talking about the mod that was available for
18 the aircraft, the challenges, in both acquiring
19 those parts and then once implementing the first
20 one, your finding out your aircraft was out of
21 service because it didn't have the proper supplement
22 included with it. Is that a problem that you
23 encounter frequently with safety-sensitive parts,
24 trying to get -- acquiring them and being able to
25 get them into the field? And if so, do you notice

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1 it more with a certain operator than others, or is
2 that kind of a widespread problem?

3 A It's a very broad question, and I'm going
4 to have to -- let me just reflect a moment. We don't
5 have many of these problems because we don't have
6 many of these issues to start with, other than what
7 we're speaking of today does not come every day. We
8 have worked diligently with Airbus and their
9 performance is much better today than it has been in
10 the past as far as parts and the like. As a matter
11 of fact, when you just get to basic parts supply,
12 Airbus now is one of the better ones out there.
13 Now, when you -- you're asking about this to me, it
14 was a huge surprise to me that a bulletin would come
15 out that we do not have the parts available for it.
16 And then when we do it, we're having to tell the
17 manufacturer your documentation is not correct, to
18 which the manufacturer initially argued with us on
19 it. And I would understand them taking that
20 position, then realized that there was a mistake in
21 there, and they're going, well, we're going to get
22 it fixed as fast as possible. Now, as fast as
23 possible is still too long. That's -- so, you know,
24 it's a bit of a surprise. I did not like that. As
25 an operator, if you -- once you get to the point, as

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1 I mentioned, this had been going on. You mentioned
2 fuel cells. We're working on things for fuel cells,
3 but a different subject. So we were working on
4 this. But when I expect if they're going to have
5 a service bulletin that parts would be available to
6 affect this service bulletin with no delay. I would
7 expect the documentation to be right.

8 Now, once again, this doesn't come up
9 often. So does it happen every time? I can't
10 answer it because it doesn't come up that often. So
11 I was -- I mean, I was probably a bit stressed, and
12 the people within Airbus would probably know I was a
13 bit stressed because of the phone calls that were
14 immediately engaged in. It's not acceptable. And to
15 Airbus's credit, after we got everything worked out,
16 they -- there was no grass growing under their feet
17 to try to get resolution to this. But that was an
18 issue to me.

19 Q And to date, of the 19 that were
20 initially identified that were targeted for this
21 modification, how many of those now have been --

22 A Only one, because just this week -- I'm
23 sorry, Friday of last week we received the
24 documentation.

25 Q Okay.

1 A So we've got to get it planned through,
2 all this planned through. Now, understand if Frisco
3 had not have happened -- let's take Frisco out of
4 this -- we would have come upon this same issue
5 anyway because we were going down the same track.
6 So take Frisco out of it. I would have still been
7 upset. We would have all been upset because we've
8 got a service bulletin out there we cannot affect
9 because, although it's not a mandatory service
10 bulletin, it's things that we wanted to do. We went
11 through our process. We decided we wanted to do it,
12 and I was more concerned because they'll get the
13 parts for me, some way, somehow. But documentation
14 not being correct, that concerned me.

15 MR. STENBY: Thank you. That's all I
16 have.

17 DR. WILSON: Any other follow-ups? BY MR.
18 SHIN:

19 Q You had mentioned that after the PHI
20 accident in Albuquerque, that it was a known
21 industrywide problem, and that it was addressed. Can
22 you expand on your knowledge on how it was addressed
23 in Air Methods?

24 A The time it did is when the -- through
25 the service bulletin that came out in getting, okay,

1 how are we going to do this, and what's the process
2 by which we were doing it. Now, what Frisco did, it
3 did accelerate that. But it -- because we knew this
4 was an industry issue, we knew we wanted to do this.
5 We want to go apply this service bulletin. But it
6 did not -- it was not in the priority list because
7 it was not -- manufacturer didn't list it as a
8 priority.

9 Q Do you know of any other corrective
10 actions that were taken between the PHI accident and
11 the release of the service bulletin?

12 A I do not.

13 Q Okay. Are you aware of the Air Methods
14 incident --

15 A Let me -- I believe what you will -- if
16 I'm answering your question, there was a 411 notice,
17 if that's what you're seeking. There was a 411
18 notice that went out concerning this, you know, use
19 the checklist, make sure you do it properly type, if
20 that's what you're seeking.

21 Q Are you aware of the Air Methods incident
22 in Temple, Texas of last year, involving a dual
23 hydraulics AS350?

24 A No.

25 MR. SHIN: That's all I have. BY MR.

1 BUTTNER:

2 Q I have one other follow-up to that. So
3 were you aware of any changes or concerns with the
4 checklist of yours or any of the pre-flight or --

5 A We were made aware of checklist issues
6 through the LOSA Collaborative.

7 Q That was when?

8 A Oh. It was -- I'll have to go back and
9 look, but it probably came -- it was the second
10 quarter, probably May. I don't know an exact date.
11 But the report came in the April/May time frame.
12 The LOSA Collaborative had some items related to the
13 checklist usage. As you mentioned, this is all
14 twin-engine aircraft. But these are things that we
15 take and apply across the board globally. So the
16 LOSA Collaborative did issue some concerns there.

17 Q So you're saying you weren't notified
18 about any checklists involving the AS15 model or --
19 is it twin engine, or...

20 A No. I may have been not following you.
21 But it's -- not that I'm aware.

22 MR. BUTTNER: Okay. BY MR. RIGSBY:

23 Q Does Airbus have a tech rep assigned
24 specifically for you guys?

25 A They had a tech rep specifically

1 assigned, and they will have again. The one they
2 had assigned quite honestly was maybe a little weak
3 on some areas for a company this size. He has -- he
4 retired.

5 Q At one time you guys had an ODA?

6 A We do.

7 Q Do you still have the ODA?

8 A Yes.

9 Q Okay.

10 DR. WILSON: What is an ODA?

11 MR. RIGSBY: Sorry. Organizational
12 design approval.

13 A It's our FAA wing where we can approve
14 STCs and other items on behalf of the FAA.
15 Primarily, we use it for STCs approval.

16 Q (By Mr. Rigsby) Is that one avenue that
17 you-all are considering going down?

18 A No. Let me -- I can address all those,
19 but the ODA is not going to be going in that
20 direction. The ODA was assigned to United
21 Rotocraft, and that's why I mentioned about the two
22 engineering departments. They were assigned the UR.
23 It is still assigned to UR, but it reports to my --
24 to have separation of duties. We didn't. And I
25 really don't think the FAA wanted it where it was

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1 all contained over here. And I'm not saying anybody
2 would do anything inappropriate. But if you have
3 separation of church and state there, when
4 engineering is finished, they throw it over to the
5 ODA, now that belongs to me. And we will then say
6 yea or nay and throw it back. So we wanted to make
7 sure that everything that was coming into our
8 operational organization would have all the proper
9 documentation and all proper certifications
10 associated with it that would be satisfactory to us,
11 and thus the ODA reports to Terrie Short and her
12 organization. Don Lambert has for some time been
13 involved with Robertson, who was developing a
14 crashworthy tank for the AS350. They have
15 contracted with Vector to be the distributor.
16 They're working with a STC holder. We are providing
17 the AS350 tuned to Vector, which is an Airbus
18 company, a VEMD. That's the one they wanted. We
19 will be providing that aircraft to them for
20 utilization and further development and completion
21 of the development of this STC for the crashworthy
22 tank. So Air Methods is right in the middle of it
23 with Vector and Robertson. As we speak, they have
24 given me a -- you know, it's going to be a first
25 quarter. They want it announced by HAI that they

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1 have it. Now, there's a lot of things that get in
2 the way yet. But if they had to pick a date, it
3 would be February 16 that they would have the tank
4 approved. I mean, that's how close we are to this,
5 and knowing what's going on. We have pricing from
6 them. We have how we can go about it to what the
7 process would be to change out all of our tanks.
8 But this is not an overnight event. I don't want
9 anyone to think that this is wave a magic wand, but
10 we are right in the middle of it. It's about a
11 10-and-a-half million dollar proposal for Air
12 Methods, the proposition as it speaks right now,
13 which is huge.

14 DR. WILSON: Any other questions?

15 BY MR. STENBY:

16 Q How many aircraft would be encompassed in
17 that? How many A stars are --

18 A Well, it's more than AStar. You've got
19 the AS350 B2, B3, and the C130 B4 that all would be
20 under this. And so we have roughly 150 of those.
21 And we're talking also on our tourism side the
22 number of -- we sit over here on the side. In this,
23 we're not just looking at it as air medical
24 services. We're looking at the whole company. So
25 this is something that we would implement across the

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1 board. And this was in process before Frisco, just
2 so -- would we be doing this if Frisco had not taken
3 place? And the answer is yes. BY DR. WILSON:

4 Q Did you know Pat?

5 A I did not.

6 Q The checklist issue that you mentioned
7 from the LOSA audit, what was the checklist issue?

8 A I can be -- because it's not my
9 expertise, but they had a percentage of observations
10 where the checklist was not fully utilized. Now,
11 understand when the checklist is not fully utilized,
12 it can mean a variety of things from -- everything
13 from pre-start checklist, to in-flight checklist, to
14 approach checklist. There are numerous checklists,
15 and they put all those into one bucket. And to be
16 more specific would be difficult.

17 Q Do you get specific data, though, from
18 LOSA, where you could go back and find out if it's a
19 specific portion of the checklist?

20 A I have -- they name those, but they don't
21 give -- you know, 7 percent of the time it was this,
22 you know. They'll just put it all into one lump
23 sum, that you had X percentage, and I too have the
24 -- on file the LOSA Collaborative study that they
25 presented to us.

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1 Q And you mentioned that it was second
2 quarter, April or May?

3 A I believe that's -- I mean, that's what I
4 recall. I'd have to go back and look to be --

5 Q 2015?

6 A Yes.

7 Q Okay. Thank you. Is there anything else
8 that you think we need to know for the
9 investigation, or anything that you think may help
10 us?

11 A I think we probably covered it. I can't
12 even remember all the questions. Thank you.

13 Q Thank you, and you have our business
14 cards, so please don't hesitate to reach out to us
15 if you've got any questions.

16 A I will do that. Thank you very much.

17 DR. WILSON: Off the record.

18 (The meeting concluded at 12:26 p.m. on
19 October 23, 2015.)
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21
22
23
24
25

C E R T I F I C A T E

MATTER: The Aircraft Accident that
Occurred in Frisco, CO July 3, 2015
Accident No. CEN15MA290
Interview of Willard Gray

DATE: 10-23-15

I hereby certify that the attached transcription of page 1 to 56 inclusive are to the best of my professional ability a true, accurate, and complete record of the above referenced proceedings as contained on the provided audio recording; further that I am neither counsel for, nor related to, nor employed by any of the parties to this action in which this proceeding has taken place; and further that I am not financially nor otherwise interested in the outcome of the action.



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NATIONAL TRANSPORTATION SAFETY BOARD

*
INVESTIGATIVE INTERVIEW * Docket No. :
RE FRISCO, COLORADO * CEN15MA290-91489
ACCIDENT THAT OCCURRED ON *
JULY 3, 2015 *

INTERVIEW OF: RAJ HELWEG

Friday,
October 23, 2015

1:24 p.m.

Air Methods
7211 South Peoria Street
Englewood, Colorado 80112

APPEARANCES:

From the NTSB:

KATHERINE A. WILSON, Ph.D.
JENNIFER S. RODI, Ph.D.
CHIHOOON SHIN

From the FAA:

MATTHEW RIGSBY

From Airbus:

SETH D. BUTTNER
ED STENBY

Representing Air Methods:

COREY J. WRIGHT, ESQ.

P R O C E E D I N G S

1
2 DR. RODI: So just to remind or
3 reiterate, the purpose of our interview and
4 discussion today is in the interest of safety and in
5 the advancement of the accident investigation that
6 we're conducting into the July 3, 2015 Frisco,
7 Colorado helicopter accident. We are not here to
8 assign fault, blame, or liability through the
9 interviews or through any portion of our accident
10 investigation. I cannot guarantee any
11 confidentiality or immunity from anything that you
12 share with us today or that we discuss. A
13 transcript of our conversation will be in the public
14 docket at the close of the accident investigation.
15 You can have one representative. Who do you choose?

16 MR. HELWEG: Corey.

17 DR. RODI: Excellent.

18 And as a reminder, you cannot testify or
19 answer any questions for him today.

20 MR. WRIGHT: Understood.

21 DR. RODI: So we've kind of done an
22 informal introduction of everybody who's in the
23 room. Do you need me to go through and remind you
24 who everybody is and what their role is.

25 MR. HELWEG: The only one I don't know

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1 who is is Cheech.

2 MR. SHIN: I'm Cheech. I work with the
3 NTSB in their aviation engineering division for
4 helicopters.

5 MR. HELWEG: Great, thanks. Other than
6 that, I'm familiar with who everybody else is.

7 DR. RODI: Excellent. So the people in
8 the room include NTSB employees in addition to party
9 members and technical liaisons through the
10 accredited representative process that's granted
11 through the NX13 of IKO. Any questions about their
12 participation or their role in the accident
13 investigation or the interviews today.

14 MR. HELWEG: No, ma'am.

15 DR. RODI: Okay. Do you understand the
16 accident investigation process the NTSB conducts?

17 MR. HELWEG: Are you referring to the
18 party system?

19 DR. RODI: The party system is a portion
20 of it, but just the accident investigation in
21 general.

22 MR. HELWEG: You know, I think that
23 highlighting it wouldn't hurt me.

24 DR. RODI: Okay, perfect. So we are an
25 independent federal agency that is tasked by

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1 Congress to conduct investigations into
2 transportation accidents, and specifically all
3 aviation accidents and incidents that we deem
4 necessary. We have three pillars of responsibility
5 to determine the facts and circumstances surrounding
6 the accident, establish a probable cause, and
7 prevent those accidents from happening again in the
8 future if at all possible through different actions,
9 outreach, recommendations, safety results, and
10 safety accomplishments.

11 MR. HELWEG: Okay, great.

12 DR. RODI: Any other questions?

13 MR. HELWEG: No, ma'am.

14 DR. RODI: Excellent. So when we ask you
15 questions, clearly don't nod your head yes or no
16 because it's difficult for him to capture that for
17 the record. Yes or no is perfect. If you don't
18 understand a question, we'll be more than happy to
19 repeat it or clarify it. If you don't know, it's
20 okay to tell us you don't know.

21 MR. HELWEG: Okay.

22 DR. RODI: Dr. Wilson will lead the
23 interview today. She'll ask you the questions, and
24 then we'll open it up to the rest of the room for
25 any follow-up or elaboration.

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1 MR. HELWEG: Great.

2 DR. RODI: Questions?

3 DR. RODI: No, ma'am.

4 DR. RODI: Okay. We can get started.

5 BY DR. WILSON:

6 Q Is it okay if I call you Raj?

7 A Absolutely.

8 Q Okay. On behalf of the NTSB, let me
9 extend our condolences on the loss of one of your
10 colleagues in this accident.

11 A Thank you.

12 Q If you could, for the record, please
13 state your full name.

14 A My full name is Rajesh Helweg.

15 Q Could you spell that?

16 A R-A-J-E-S-H, H-E-L-W-E-G.

17 Q And your position at Air Methods?

18 A I'm the chief pilot for Air Methods.

19 Q How long have you been in that position?

20 A I was -- I came in as an interim chief
21 pilot in May of 2014, and I've been the permanent
22 chief pilot since October of 2014.

23 Q Okay. And what did you do prior to
24 coming to Air Methods?

25 A Prior to coming to Air Methods? Well, I

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1 was a regional aviation director prior to becoming
2 the chief pilot for Air Methods. And prior to that
3 I was with Omni Flight Helicopters as a 135
4 check-in.

5 Q And when were you hired at Air Methods?

6 A I was hired during the acquisition of
7 Omni Flight in July of 2011.

8 Q Okay. As the chief pilot, what are your
9 duties and responsibilities?

10 A My duties and responsibilities are safe
11 operations from the pilot's standpoint. Basically,
12 everything that has to do with pilot training, and
13 while somebody is behind the controls of the
14 aircraft, they fall under my jurisdiction.

15 Q And who do you report to?

16 A I report to Mike Allen.

17 Q Who is?

18 A The president of Domestic Air Medical
19 Services.

20 Q Okay. Are you a pilot?

21 A Yes.

22 Q What do you fly, or what have you flown?

23 A I've flown Bell products, the Bell 206
24 JetRanger, LongRanger series. I've had a small
25 amount of time on a 407. I fly the AS350 series

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1 Eurocopter products. I've flown Sikorsky aircraft
2 in the Gulf of Mexico, S-76s and S-92s.

3 Q And about what's your total time?

4 A Oh, and Robinson R22 helicopters and
5 R44s, sorry. My total time is probably right around
6 5,000 hours.

7 Q All rotocraft?

8 A With the exception of a small amount of
9 fixed wing time when I went through my civilian
10 training. It was appropriate to do your instrument
11 rating in a fixed-wing aircraft and then transfer
12 that to a helicopter. So that's really all I have.

13 Q About what percentage of that time is EMS
14 hours?

15 A I would say probably -- to include my
16 duties as a 135 check airman in an EMS operation? 2

17 A Probably 2,500 hours, so about half of
18 it.

19 Q Okay. Do you still fly?

20 A I do.

21 Q What is your currency requirement for the
22 company? What do they require that you fly?

23 A What does the company require that I fly?

24 Q Yes.

25 A Well, the company doesn't require I fly.

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1 The federal aviation regulations require that I
2 remain current.

3 Q Yes.

4 A In an aircraft. However, they don't
5 necessarily define the interpretation of currency.
6 So I remain current per Part 91 regulations of three
7 takeoffs and landings per quarter, but I do better
8 than that.

9 Q Okay. What do you fly when you maintain
10 your currency?

11 A I either fly a -- well, I fly a rotocraft
12 helicopter to maintain my currency. So I either go
13 out to Front Range, and I'll fly with one of our
14 AS350 check airmen, or maybe -- as of lately I've
15 been -- we made a fairly large purchase of Bell 407
16 aircraft, so I've been flying a little bit more of
17 that, but always with somebody, with a dull guy
18 or...

19 Q Okay. Are you current right now in a
20 350?

21 A I am.

22 Q Okay.

23 A For passenger carriage or -- okay.

24 Q I'm not looking for that specific.

25 A Okay.

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1 Q Just trying to determine your recency
2 experience with the 350.

3 A Okay.

4 Q Do you fly the B3e?

5 A No.

6 Q Do you get out to the various bases?

7 A I do.

8 Q How often do you do that?

9 A It depends. I probably get about maybe 6
10 to 8 trips to the regions, and during those trips
11 I'll make it a point to go and visit a base. But
12 understand that I've also been in my position only
13 about a year or so permanently. So the first six
14 months of that was traveling back and forth to the
15 region I was living and working in. And so a lot of
16 things happen around here, so it can be hard to get
17 away, but I do.

18 Q Have you visited the Frisco base?

19 A I have.

20 Q Prior to the accident?

21 A No.

22 Q What was the purpose of your visit after
23 the accident?

24 A After the accident we went up to the
25 Frisco base to basically do a barometer check of

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1 where everybody was at because, you know, there was
2 a lot of people sort of speculating on things. So
3 Dennis and I basically just went up there to check
4 in with our pilots, check in with the crew members,
5 and make sure that -- find out where they were at,
6 kind of did a barometer check of it, see the scene,
7 see what happened.

8 Q Who's in charge of the Frisco base on a
9 more day-to-day operations? Is there a base lead
10 or...

11 A There's base lead pilots, but the person
12 who would be in charge of that base on a day-to-day
13 basis, it would be the program aviation manager, and
14 his name is Rod Ballick, in terms of an operational
15 manager, frontline.

16 Q Okay. Did you know the NX pilot?

17 A I did.

18 Q Had you ever flown with him?

19 A I had not, no.

20 Q Did he ever express any concerns to you
21 about flying helicopters or being at the Frisco
22 base?

23 A No, ma'am.

24 Q When's the last time you saw him before
25 the accident?

1 A I would say between two weeks and a month
2 before the accident.

3 Q Was it on a professional basis, or did
4 you ever see him outside of --

5 A I never saw him outside of work. It was
6 always on a professional basis.

7 Q Okay. Did you ever hear anybody mention
8 any concerns about his flying or his capabilities as
9 a pilot?

10 A No. As a matter of fact, he always got
11 rave reviews.

12 Q Have you reviewed his pilot record since
13 the accident?

14 A I review -- I review pilot records on a
15 regular basis. I did look at his after the accident
16 because they helped tell a story for me. That, to
17 me, is the purpose of the records. So I did look
18 through them, yes.

19 Q Did anything stand out?

20 A No.

21 Q When you say that people gave rave
22 reviews about him, what were some of the things that
23 they would say?

24 A The best, really, is one that we would
25 hear on a regular basis. He had the ability to

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1 instill confidence. He was a very good
2 communicator.

3 Q Okay.

4 A Everyone always felt safe with him.
5 Things that chief pilots like to hear about their
6 pilots.

7 Q Right. How involved are you in pilot
8 training on a -- leave it at that. How involved are
9 you in pilot training?

10 A Well, I guess if you could qualify that
11 question. Do I actually give check rides and train
12 on a regular basis? The answer to that is no. Do I
13 make decisions and help guide the training
14 department in particular directions? The answer to
15 that is yes.

16 Q Okay. What training do the pilots
17 receive, starting from a new hire, let's assume?
18 What do they receive, what kind of training?

19 A Well, what the pilots receive is, they
20 receive an initial indoctrination training. And
21 once they've gone through the initial indoctrination
22 training, then they receive an aircraft initial
23 ground school training. And once they get through
24 the ground school training -- I shouldn't say get
25 through. But once they receive that ground school

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1 training, they receive their flight training, which
2 consists of a certain amount of day time and a
3 certain amount of night time.

4 Q Okay. Does Air Methods utilize any
5 simulators for training?

6 A At this point, we do, only for the EC135
7 aircraft that we fly, and that simulator is based
8 down in Dallas/Fort Worth at the flight safety
9 facility. We have some advanced aviation training
10 devices that we use, and we use those for two
11 things. One is, we have a cadre of gentlemen,
12 current trainers in many respects, that drive those
13 simulators around in a trailer and help people on
14 sort of a semiannual basis with their inadvertent
15 IMC capabilities. And then we also use one that's
16 at our facility here at Vaughn Way. We have one in
17 a room, and we'll do some inadvertent IMC training
18 with our initial new hires.

19 Q Are you involved in pilot hiring at all,
20 so just the training side?

21 A Well, I'm involved to a degree in pilot
22 hiring. What we do is, we get every single resume
23 that comes through the agency goes to my e-mail box.
24 So that's to that. But I don't interview pilots on
25 a regular basis. We tend to have approximately --

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1 between 20 and 30 new pilot applicants per month.

2 So you can imagine that if I focused on that, that

3 would be all I did.

4 Q Who reports to you?

5 A Who reports directly to me?

6 Q Yes.

7 A The assistant chief pilots, the records
8 specialists, and the aviation training coordinators,
9 and the AATD trainers.

10 Q How many assistant chief pilots are
11 there?

12 A Four.

13 Q How are they divided up?

14 A They're divided up per airframe, four air
15 frames. So -- and one focuses on indoc, and the
16 ground curriculum associated with indoc.

17 Q How many different type aircraft do
18 you-all fly?

19 A On any given day, it can change. But
20 including all variants, I believe we have
21 approximately 27, which is inclusive of the variants
22 that we have. So an AS350 could have four different
23 variants. But I believe in terms of total
24 certificated model type, it's probably around 18, 17
25 or 18.

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1 Q Okay.

2 A I would have to make sure I knew that.

3 Q This is a quiz to see --

4 A I understand.

5 Q Any idea how many B3es you've got?

6 A You know, the only one that we had was
7 the one up in Frisco, to my knowledge.

8 Q Do you know how long Air Methods had been
9 operating that helicopter?

10 A I don't.

11 Q Do you know how many pilots were
12 qualified to fly it?

13 A I don't specifically know. I know,
14 obviously, all the pilots at the Frisco base were
15 qualified, and then a -- they had an exchange
16 program with the lower elevation bases that flew for
17 Flight For Life Colorado so that they could get some
18 mountain time and vice versa. So I would say at
19 least probably 10.

20 Q Okay. Are you familiar with the dual
21 hydraulic system on the 350?

22 A I'm familiar with the AS350 dual
23 hydraulic aircraft.

24 Q Okay. Are you familiar with the
25 checklist?

1 A When you say familiar, do I have it
2 memorized? Is that what you're asking?

3 Q No. But if I was to show it to you, you
4 would recognize it?

5 A Absolutely.

6 Q Okay.

7 A The expanded checklist, or the regular
8 checklist?

9 Q Well, talk to me about that. So what do
10 pilots use?

11 A Well, you know, pilots have a checklist
12 for the variant that they're in. And then there are
13 certain checks that happen based on the variant, and
14 depending on their familiarity with the checks,
15 there's a portion of the checklist that directs them
16 to do an expanded checklist if they need further
17 detail, the rotoflight manual if they need to.

18 Q So the expanded checklist items could be
19 memorized?

20 A They could be memorized, yes.

21 Q Does Air Methods have a policy on that,
22 whether they prefer that they refer to the
23 checklists versus memorizing them?

24 A No. We want that checklist to be
25 available to them, and we want to encourage their

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1 use if they need to.

2 Q And that's available in each helicopter,
3 versus a pilot bringing that checklist to the
4 helicopter?

5 A Yes, for that variant.

6 Q Right. Do you ever observe the indoc or
7 ground training?

8 A I do. I sat through 407 ground school
9 here just last week. I spend time with the indoc
10 people, and I do sit through modules of the indoc on
11 a regular basis, yes.

12 Q Is career resource management trained?

13 A Career resource management is trained
14 here in indoc, yes.

15 Q What topics are covered under CRM?

16 A Communication is always a big one that's
17 covered. Attitudes, the eye on safe acronyms. You
18 know, a lot of the general CRM, you know, bullet
19 points that are covered under most CRM courses are,
20 yes.

21 Q How is training determined to be adequate
22 or working?

23 A Well, that's a great question because
24 when we're dealing with a ship this big, sometimes
25 it's hard to make sure that everybody's on the same

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1 page. But the one thing that we do is -- and if I
2 may, I'd like to just kind of take your question one
3 step further.

4 Q Okay.

5 A So I think that the best thing -- the
6 best way to answer that question is with a question,
7 which is, how do we standardize? Because that's sort
8 of what I think you're getting at. And what we do
9 is, we bring the ACEs, which is what we refer to as
10 our check airmen, out here annually, and we bring
11 them in for a two-day talk with myself and Dennis
12 McCall, Mike Allen and those guys. So we get
13 everybody in the room together so we can ask -- we
14 can clear up all the myths that may be happening,
15 okay? So that's one thing, and also present
16 expectations. That's one way we do it.

17 Each assistant chief pilot is required to
18 have a monthly fleet call for their particular fleet
19 that has a topic raised by the lead ACE for that
20 airframe, and that's one way that we keep those
21 standardized.

22 I have a weekly meeting with the
23 assistant chief pilots where we talk about
24 everything from failure rates to passing rates to --
25 to, you know, making sure that we clear everything

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1 up. So I think that it's -- I don't actually have a
2 -- demand a spreadsheet of monthly failures, but
3 that's kind of -- that's sort of how I communicate
4 with the department. What we do have, though, is a
5 series of bus stops, so to speak. So if a pilot is
6 taking a percentage more than they might normally
7 take, then the assistant chief pilot gets involved
8 with the aviation compliance evaluator. And if it's
9 going to take more than that, then I get involved to
10 find out can we make this individual successful, can
11 we not, what kind of behaviors are they exhibiting
12 that's making them not successful, et cetera.

13 Q Are there any areas of training that seem
14 to be more difficult for pilots than others?

15 A Understand that we get pilots from the
16 whole spectrum. So we get military pilots that are
17 extremely competent in heavy aircraft and system
18 management. We get civilian pilots that are very
19 good at, you know, quick thought and stick and
20 rudder control and getting along at the base. So to
21 pinpoint out any one particular aspect that our
22 pilots generally have problems with, no.

23 Q Okay. How do trainees provide feedback
24 about the training that they received?

25 A Well, we have a survey that we send out

1 after the initial indoc to find a gauge where we
2 were at and we were to proceed. During that indoc
3 process -- and indoc is the time when I can teach
4 the most pilots at once, right, and kind of set the
5 stage for expectations? You know, I hand out my
6 business card to every single one of them, just like
7 I did with you. That's my cell phone number on it,
8 and they're all welcome to call me if they have any
9 problems and need more time or they need help. So
10 that's more an open-door policy when it comes to
11 their feedback directly to my office. There are
12 certain -- I think I get the feedback mostly from
13 the check airmen because the pilots tend to just
14 kind of bow their head and kind of try and press
15 forward. Since the accident, have there been any
16 discussions regarding changes to either the training
17 or the procedures

18 A Well, there's the service bulletin that
19 obviously Airbus has put out. You know, in terms of
20 changes as a result of the accident, or discussion?

21 Q Discussion about any changes that may be
22 needed.

23 A There's been some discussion specifically
24 about possibly control checks and hover checks prior
25 to emphasizing those requirements in the GLM.

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1 There's been some discussion with the assistant
2 chief pilots about putting together a mountain
3 course, which may help people with high altitude,
4 separating myths from reality type of thing.
5 Currently, our customers that operate in the
6 mountainous regions sometimes have additional
7 requirements. So I'd like to figure out a way that
8 we can give a course in lieu of those requirements.

9 Q Do you receive safety information notices
10 and service bulletins?

11 A Currently I do.

12 Q Prior to July 3?

13 A Prior to July 3, they went through the
14 engineering department. A lady by the name of
15 Sandra McKinney would receive those notices from the
16 different manufacturers, and she would disseminate
17 them as needed to us. If she saw something that was
18 important, it would come to us, or it would go to
19 engineering. Depending on the nature of the safety
20 information that was issued, it would be sent up our
21 way.

22 Q If she thought they were relevant, or all
23 of them?

24 A You know, she's not a subject matter
25 expert, so I would never -- she never withheld any

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1 that I know of because she didn't think they were
2 relevant.

3 Q What is the process now for you receiving
4 those notices and bulletins?

5 A Well, the flood gates are open now. So
6 the new process is that they get disseminated now to
7 the entire certificate management team or the 119
8 team, and then -- so that if we see something that
9 catches our eye -- actually, there's more of a
10 process than that. It's not just a matter of oh, by
11 the way. So they get reviewed by a committee that
12 consists of aviation compliance and the assistant
13 chief pilots to determine what's an important aspect
14 that we need to address immediately.

15 Q Okay. The safety information notice that
16 was distributed in August of last year for the
17 hydraulics, were you aware of that? Did you receive
18 that one?

19 A I don't remember exactly the time that it
20 hit my mailbox, but yes, I am familiar with it, and
21 I have received it.

22 Q Before the accident?

23 A Yes.

24 Q Okay. Do you recall if any action was
25 taken based on receiving that?

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1 A This safety information notice for the
2 dual hydraulic aircraft, I was out reviewing the
3 exact one. Yeah, this is the one. So what we do
4 is, we utilize this, and we incorporated this into
5 our differences training from the single hydraulic
6 aircraft to the dual hydraulic aircraft.

7 Q Have you taken that differences training?

8 A I have taught the differences training,
9 for the B3e model, but -- and that was -- I don't
10 remember the last time I gave that training, but it
11 was probably two years ago.

12 Q Okay.

13 A So yes, and yes.

14 Q Are these notices distributed to pilots?

15 A They're not withheld from the pilots. So
16 when we do utilize this, and when I gave the
17 differences training, it was before this safety
18 information notice was given out. But we -- we're
19 very transparent with our curriculums. So any pilot
20 can ask for our curriculum, and we'll be happy to
21 put it on a thumb drive or share that information
22 with them. So we'll utilize it, we'll review it
23 with them, we'll use it, and if they want a copy to
24 take home, they get a copy to take home.

25 Q Is there a method for distributing it

1 without being asked?

2 A Well, there is. Unfortunately, it's not
3 a -- we don't have an actual process that this gets
4 out to every pilot. When we come up with something
5 like this that needs attention, what we'll do is,
6 since our check airmen really only see people once a
7 year, and the regional aviation director or the
8 operational control manager for that region that has
9 these aircraft under his purview, we'll distribute
10 it through them to say, hey, listen, make sure this
11 gets out to all your AS350 B3 captains, which is the
12 way -- you know, it's a cascade approach of
13 information dissemination.

14 Q So how would you know if a pilot actually
15 received the information?

16 A Well, you know, that's the -- one of the
17 challenges of our industry, because we're so far
18 widespread that we're required -- we're reliant on
19 e-mail to distribute information like this. So, you
20 know, aside from a read received, which in some
21 cases could cause a regional aviation director to
22 have 128 e-mails bounce back at him, if they all
23 read it appropriately, you know, just the hope that
24 they actually open up their e-mails, which is
25 actually a requirement of their job. But we truly

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1 have no way of knowing whether or not they read it
2 or not.

3 Q The differences training, is that a
4 one-time only training, or is that something that
5 the pilots receive on a recurrent basis?

6 A They're given the differences training
7 one time.

8 Q So if a pilot went through differences
9 training prior to this notice coming out, which you
10 mentioned was at this differences training, how
11 would they know about the information that was in
12 here?

13 A You know, if we -- when we get a notice
14 like this, they would be -- this information would
15 be shared with them if they're recurrent training,
16 so on an annual basis. If we did not already set
17 that up through the regional aviation directors to
18 distribute it to the rest of their group that fall
19 under their purview.

20 Q Are there any company newsletters that go
21 out to pilots that might share safety concerns or
22 safety issues that have been identified?

23 A There's a safety connect that goes out,
24 and there's a -- this week at AMC, because that's
25 not really a safety concern. And then the last ACE

1 conference -- and understand, this is my first one
2 that I've been through with them. You know, we had
3 some recurring themes that were coming that could
4 cause confusion in terms of just some very small
5 specific information. And what we're looking to do
6 right now, we had just had a conversation about it
7 as early as yesterday during my assistant chief
8 pilot call, is to have a training quarterly go out,
9 that sort of addresses some of these, and maybe it
10 lists some of these things that would be
11 appropriate.

12 Q Are you involved in the decision to
13 approve public relations flights or events?

14 A I'm not, no.

15 Q Prior to a flight, is a pilot required to
16 perform a risk assessment?

17 A Yes.

18 Q For every flight?

19 A Yes, ma'am.

20 Q What's involved in that decision-making?

21 A I assume you have a copy of our risk
22 assessment matrix form?

23 Q I have not even seen it.

24 A Well, that would be what's involved in
25 that, and that would be something that -- it's in

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1 their general operations manual. And basically,
2 there are two sections of it. There's a static
3 section, and then there's a dynamic section. And
4 the static section is designed so that they can kind
5 of fill that out at the beginning of a shift. They
6 know kind of all the static issues that are
7 happening with that aircraft, and then the dynamic
8 issue, which maybe has to do with changing ceilings,
9 distances, crew members, et cetera.

10 Q And it's a paper-based form that they
11 complete?

12 A Currently, yeah, because we're working
13 towards an electronic one to meet the April 22
14 requirement of the FAA rule.

15 Q How would you describe the safety culture
16 at Air Methods?

17 A You know, I believe that safety is in the
18 front of our mind. I think that safety has to start
19 from the top. Although, we use the iceberg
20 principle that safety is everyone's responsibility.
21 And if there's no foundation for it, the iceberg's
22 obviously going to turn over. My message to the
23 pilots, whenever I see them or whenever I can
24 interact with them, is they're our frontline risk
25 managers, and that they need to be thinking about

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1 that every single time they walk down the stairs out
2 of their Gelco, or whatever they're doing. So I
3 think the safety culture at Air Methods has been
4 good. We've got a robust reporting system. We use
5 a system of just culture. We don't ever penalize
6 anybody for bringing up a safety concern. We
7 absolutely support people for conservative
8 decision-making. We're always trying to encurrently
9 a more robust safety culture, I will tell you that.

10 Q Tell me more about the reporting systems.

11 A Well, we have -- are you familiar with
12 SMS?

13 Q Yes.

14 A Well, an SMS system is basically sort of
15 a constantly reporting process, right? In which you
16 need to have certain different avenues for people to
17 report different concerns, whether they be a minor
18 safety concern, to something that requires anonymity
19 and have a feedback loop on the backside of that in
20 order for that person to seek closure as to what
21 they reported, whether it be anonymous or not.

22 So we have a very general reporting
23 system called the AIDMOR system, which basically any
24 mechanic, pilot, corporate member, anybody, medical
25 crew member, can utilize to report anything, whether

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1 it be a turnaround for weather, or a -- something
2 that they just don't feel is right. Something to
3 get to take it straight up to a manager maybe.

4 We have the ASAP, we have the MSAP
5 program, which are sort of combined safety reporting
6 programs and also self-reporting programs. We have
7 global compliance, which is a silent whistle program
8 which respects anonymity. We have an open-door
9 policy, right? Which is basically -- you know, we
10 sort of resemble the culture that the CEO has put
11 down, which means that nobody will ever be penalized
12 for reporting a safety concern to anyone.

13 Q What is your involvement in the
14 investigation of those safety concerns that are
15 reported?

16 A Well, I personally sit on the event
17 review committee for the ASAP. And when I don't --
18 I think you guys met Bill Harper this morning, he's
19 my alternate for that. So I see every single ASAP
20 report that comes through here, and I vote on it as
21 an impartial party with the union and with the FAA.
22 I get every single AIDMOR that comes through my
23 e-mail box, right, which is -- sometimes I can push
24 a hundred on a weekend. If there's an item from the
25 silent whistle or from the global compliance

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1 hotline, very often I'm asked to investigate a
2 portion, if not all of it, by either the DP, the
3 director, or the acting DP.

4 Q Is that a data mined, to look for trends
5 in safety concerns?

6 A It is. Our AIDMOR process is a bit
7 antiquated at this point, where we have a gentleman
8 who specializes in capturing data. Unfortunately,
9 he's reliant on the body of the description to my
10 data out of, right? So it's garbage in, garbage out
11 principle, right? It's only as good as what he can
12 read. But for the past year or so, they've been
13 working on a better program through ETT, or we can
14 use box checking, and it will actually mine certain
15 bits of information out for him before he even gets
16 to that.

17 Q So if a safety issue was identified based
18 on this information, how would that be communicated
19 to the pilots?

20 A Based on what information?

21 Q So if you're looking at this data mining,
22 and it's not garbage in, so you get something useful
23 out of it, how is that -- if a safety issue is
24 identified, how would that be communicated to the
25 pilots?

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1 A Well, there's different levels of safety
2 concerns, right? I would say that, you know, you've
3 got sort of base level, you've got regional level,
4 then you've got a global level that they may fall
5 into. And what we'll do is, we'll determine at what
6 level that concern is at, and we'll address it right
7 at that level. So maybe it has to do with a heater
8 in an aircraft, let's just say. Then, obviously,
9 that's something that we need to -- that needs to be
10 sort of a two-prong approach, right? We need to fix
11 the problem, which we do immediately, and we need to
12 send out a blast, probably through safety connect,
13 or possibly a 411 announcement. Are you guys
14 familiar with what 411 is?

15 Q Yes.

16 A Possibly a 411 announcement to bring it
17 to everybody's attention to be aware that this may
18 be happening elsewhere.

19 Q Okay. Are you aware of any safety
20 concerns or issues that were brought up pertaining
21 to hydraulic checks or the dual hydraulic system?

22 A So I think it's important probably to
23 determine a factual report from a safety concern.
24 But a factual report can be a safety concern for me,
25 right? So somebody bringing up a safety concern

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1 regarding them, no. But I have had a couple of
2 factual reports through the AIDMOR reporting system
3 about people that began to lift their helicopter
4 with the hydraulic isolation switch on the
5 collective in the wrong position, yes.

6 Q Do you know about how many of those
7 factual reports there have been?

8 A I think about two. And I believe one of
9 them happened before I was even the chief pilot.
10 However, it was -- I believe it was in the region
11 that I was overseeing. I don't remember the exact
12 date, but it was in the region that I was working.

13 Q Were those two prior to this accident?

14 A Yes, ma'am.

15 Q Since the accident, have you had -- maybe
16 not through AIDMOR or one of those systems, but have
17 you heard of more discussions of that, pilots saying
18 that that has happened to them?

19 A I have not, no. What I have heard after
20 the accident were the same as what I had heard
21 before the accident. So it's not as if nobody
22 talked about it after the accident. It was just
23 they were the ones that I was aware of previously.

24 Q Okay. There weren't new incidents that
25 occurred?

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1 A Not to my knowledge, no.

2 Q What is the feedback process to a pilot
3 or a crew member who may report something to AIDMOR
4 or the hotline or one of the other reporting
5 systems?

6 A Well, the hotline has an automatic
7 feedback report, and that actually goes through
8 independent parties to protect anonymity. The
9 feedback process, in terms of the AIDMOR, is based
10 on, like I said earlier, whether it's kind of a
11 required report, whether they have an issue that we
12 need to sort of have for our own information, or
13 whether or not they're raising a safety concern, in
14 which case we'll usually go back through the
15 operational control management regional vice
16 president for that region, or if it seems like
17 something where the operational control manager or
18 the regional vice president is part of the problem,
19 then we'll go directly to the individual. We'll
20 reach out directly to them.

21 In terms of the ASAP program, there's
22 obviously a feedback loop that comes through the
23 FAA, as well as depending on the nature of what
24 they've done and what we're dealing with, we may
25 call them and speak to them directly about it. But

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1 they'll get a conclusion on their problem. The
2 AIDMOR system, like I said, it's a little bit more
3 -- it's not quite as specific as to sometimes the
4 difference between what's a safety concern and
5 what's for information.

6 Q What would be the purpose of somebody
7 reporting something for information?

8 A So that we maybe can see trends, for
9 instance. Would you like an example?

10 Q Sure.

11 A Maybe we have a base in a particular part
12 of the country that we see regular weather aborts
13 within a short amount of time, right? Well, what
14 will happen is in situations like that is that --
15 based on the people that read it, the assistant
16 chief pilots, myself, and Dennis McCall, or the
17 safety department that will fly this and say,
18 listen, something's wrong here, because these guys
19 are continually taking off in bad weather, and
20 they're having to turn around. So what is it? And
21 then we'll start an investigation based on that.
22 And it could be anything from hazardous attitudes at
23 the entire group, to maybe they don't have the
24 weather reporting they need. And then we'll be able
25 to identify those problems and go in and figure out

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1 how to fix them.

2 Q How were you informed about the accident?

3 A Well, I was called by the OCC.

4 Q And what did you do after receiving the
5 call?

6 A Well, I was riding down the North Platte
7 River Trail with my wife. And as soon as I was
8 done, we pulled over and parked, and I called Dennis
9 McCall.

10 Q Are you a part of initiating the
11 emergency response plan?

12 A I have specific roles and responsibility
13 in the emergency response plan, yes.

14 Q What are those?

15 A You know, without the checklist in front
16 of me, which is what we sort of carry in our back
17 pockets all the time, but it has to do with
18 notification of my team, and sequestering the
19 records, and making sure that everything is -- we
20 stop everything at that moment, and then getting on
21 a phone call with the rest of them and letting them
22 know that I've done that.

23 DR. WILSON: I think that's all the
24 questions that I have for now, Raj. Thank you.

25 Jennifer?

1 BY DR. RODI:

2 Q Were you aware, prior to the accident, of
3 any safety concerns with the Frisco base?

4 A The only safety concern that I was aware
5 of with the Frisco base was that they had a -- they
6 have a hangar, and the hangar has a pillar that goes
7 down the center of it. So that they have two
8 basically fire -- kind of fire engine doors on
9 either side of it. And at one time the mechanic was
10 -- and this is one of the human factors -- he was in
11 a rush, and he pushed the helicopter with the
12 heliporter out into that beam. And that was brought
13 up to the attention of the vice president at the
14 time, and they put in some other reminders and some
15 safety items because they couldn't change that door
16 out based on the design of the hangar.

17 Q Were you aware prior to the accident of
18 any certain concerns with the pilot?

19 A No, ma'am.

20 Q And during your monthly lead calls, did
21 they ever discuss dual hydraulics for the AS350?

22 A You know, to be honest with you, I don't
23 participate in the monthly fleet calls. So I
24 participate in the weekly assistant chief pilot
25 calls, and those fleet calls are theirs. So aside

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1 from that, no.

2 Q Can you describe to me your interaction
3 with the FAA and the quality event relationship, the
4 frequency of that relationship?

5 A I would say that I'm in communication
6 with our POI, or one of his assistants, on a weekly
7 basis. The quality is good. We have a cooperative
8 relationship, and we basically get the job done.

9 Q With regards to risk assessment, how is
10 weather rated in that risk assessment process?

11 A You're asking me how the risk assessment
12 is memorized, and I don't personally fill it out on
13 a daily basis. So how is weather rated on our risk
14 assessment? I mean, what numbers? I do know that
15 there's mitigating factors associated with it. I
16 know the question is to me, but Ed's probably the
17 best one to answer that right off the bat.

18 MR. STENBY: Can you ask the question
19 once again?

20 Q (By Ms. Rodi) Just the weight of the
21 weather in the risk assessment.

22 A For that particular day, I wouldn't
23 characterize it as high. I mean, there are certain
24 ones that are a higher risk number for low ceilings
25 and reduced visibility. I've seen conditions -- and

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1 none of those existed that day. There was some
2 turbulence and some of that, maybe a distance flight
3 and stuff like that that would have raised it to a
4 moderate amount.

5 Q Does the risk assessment process vary by
6 make and model of helicopter?

7 A No.

8 DR. RODI: Those are all the questions I
9 have. Thank you.

10 BY MR. SHIN:

11 Q Raj, have you flown dual hydraulic AS350
12 helicopters?

13 A I have.

14 Q Do you have any concerns with the level
15 of complexity in understanding the takeoff
16 hydraulics checks for the dual hydraulics AS350s?

17 A I would not do it currently without
18 utilizing the expanded checklist. However, at a
19 time probably a year and a half or two years ago, I
20 had no problems with the complexity in that
21 airframe.

22 Q Prior to the accident, have your pilots
23 reported any concerns with the pre-takeoff
24 hydraulics checks for the dual hydraulics AS350s?

25 A Only the two that I mentioned previously,

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1 which were -- that I was aware of. Other than that,
2 no.

3 Q And are you aware of the --

4 A Actually, you said prior to the accident?

5 Q Yes.

6 A Yeah. The answer to that would be no.

7 Q Are you aware of the PHI accident?

8 Albuquerque?

9 A I am, yes.

10 Q Okay. Are you aware of the Air Methods
11 Temple, Texas incident involving an AS350 B3 with
12 dual hydraulics?

13 A I'm aware of it, yeah. It was a hard
14 landing. But I did not study that accident in that,
15 either one.

16 Q How often do you communicate with -- I
17 should say prior to the accident, how often did you
18 communicate with the then director of safety on I
19 guess investigations involving Air Methods and NTSB?

20 A Regarding ongoing investigations and
21 NTSB, not very often. Seldom, if any.

22 MR. SHIN: That's all I have for now.

23 DR. WILSON: Matt?

24 BY MR. RIGSBY:

25 Q Raj, what does the transition training

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1 consist of?

2 A Well, it depends on what you're
3 transitioning from and what you're transitioning to.

4 Q Let's just say the B3 to the B3e.

5 A Well, one of our lead AS350 check airmen
6 at the time developed a matrix. And what that
7 matrix is, is it's basically a flow chart. If you're
8 going from one aircraft to the other, you can match
9 those up, and then it will give you a series of
10 numbers, and then the code is at the bottom as to
11 what you'll do. It may be if you're going from a
12 fairly simple aircraft to something -- to a complex
13 variant, it may require a flight, or it may require
14 just a run up, or it may require just a briefing.

15 Q So it would vary model to model?

16 A Well, it varies variant to variant.

17 Q My question was, it varies model to
18 model.

19 A We have a matrix that is specific to what
20 variant you're coming from, and you are trained into
21 what variant you are going to. And then you line
22 those up and it will tell you exactly how to do that
23 differences training. And I want to make sure that
24 we're clear on the difference between differences
25 training and transition training. Differences

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1 training would be the same model aircraft that's a
2 variant. Transition training would be from one model
3 to a different model aircraft. For instance, an
4 AS350 to a Bell 407.

5 Q Okay. And what Mr. Mahany would have had
6 would be differences training?

7 A That's correct.

8 Q Do you guys have general hiring minimums
9 as far as flight time and that type of thing?

10 A We do.

11 Q What are they?

12 A We require 2,000 hours. Our night
13 requirement is a hundred hours of night time, IFR
14 rating, instrument rating, commercial pilot rating.
15 And then it varies on for the VFR aircraft, for the
16 single pilot IFR aircraft, and for the fixed-wing
17 aircraft. I'd be happy to get you the exact -- I
18 could lay those out for you if you want. I guess we
19 could.

20 Q And as I recall from the new HA rule, are
21 they -- is instrument training at a minimum, are
22 these required to keep them current as well?

23 A No. However, they're going to be
24 required to have an instrument rating. Prior to the
25 HA rule, they weren't actually required to have an

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1 instrument rating, so now they're required to have
2 that, of which we have two, and one has threatened
3 to retire prior to that rule going into effect.

4 Q The medical crew members that are not
5 employees of Air Methods, an example, this case, the
6 Frisco case, do they have access to that same
7 reporting system that an Air Methods employee would
8 have access to; do you know?

9 A I don't believe so. I don't believe so.
10 However, I'd like -- and I'm embarrassed to answer
11 it that way because -- but what I will say is from a
12 culture standpoint, it has mostly been pilot center
13 reported because of operational concerns or
14 operational issues. So the pilot generally reports
15 up through that system. There are separate
16 reporting systems that are specific to the medical
17 crew members through TAMA. Some of our HBS
18 customers utilize those systems as well. But
19 scenarios in the AIDMOR system, I have yet to see an
20 AIDMOR come up through an HBS customer. But I can't
21 tell you for sure yes or no.

22 Q Okay.

23 A I don't believe so.

24 Q And even though they're employees of a
25 hospital, do you guys give them the AMRM, or CRM

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1 AMRN, Paramedical Resource Management Training, or
2 Resource Management Training?

3 A Well, in order to be a functional crew
4 member onboard an aircraft, you still need to go
5 through the crew member training portion of our
6 pilot training program.

7 Q Is there a time requirement that your
8 pilots, whether it be written down or word of mouth,
9 how long Air Methods wants them to stay on the
10 ground before they take off, or to get off the
11 ground on an air medical flight?

12 A Are you saying a minimum or a maximum?

13 Q I'm talking about I guess a maximum time.

14 A No, sir, not from my office, no. And
15 there's not a minimum time either. However, that's
16 a good idea.

17 Q Stuck pedals training. Could you
18 describe that? For an AS350, how would you -- or
19 have you trained stuck pedals?

20 A Stuck pedals are a very interesting item
21 to train because -- and part of the reason why I
22 find it an interesting subject to train is, there's
23 any -- I mean, there's any number of ways that an
24 aircraft can be -- can get in a stuck pedal
25 situation. It can be a loss of thrust, or a loss of

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1 the anti-torque system. It can be something that is
2 wedged in your pedals. I mean, there's a ton of
3 them. So the reality is, is that to actually get
4 somebody proficient at hitting all of those marks, I
5 mean, we spend a lot of time based on the amount
6 that that actually would happen to somebody.

7 However, it's always important to brief what's going
8 on in stuck pedals and to actually give them a
9 scenario to see how they react to it. However, we
10 can replicate an emergency so well that we crash the
11 helicopter, right? So we also need to be cognizant
12 of that. So that's where the simulators will be
13 very helpful because we can stick them in different
14 configurations and get different problems with them.
15 So that's usually left up to ensure that our pilot
16 has an idea of .

17 Q My last question would be, can you, in
18 your chair, demonstrate how you would do a takeoff
19 in an AS350? I mean, just kind of walk us through
20 the procedures?

21 A Well, I guess that doesn't make sense to
22 me. So, I mean, do you want a full startup
23 procedure?

24 Q Do you go through the checklist and you
25 start to come up on the collective? Do you --

1 A Well, let me tell you -- so I taught
2 civilian aviation for a long time, and I never
3 taught anything that I didn't practice on my own,
4 okay? So one thing that's extremely important in my
5 opinion when you're picking up an aircraft into a
6 hover is, you're picking it up to prepare for two
7 things. One is that if you're on a slope, so you're
8 using very little collective, and you're reacting to
9 the aircraft. The other one is, you're checking
10 your control inputs throughout the entire process of
11 lifting an aircraft up into a hover. And then the
12 third thing is that once you're in the hover, you
13 are then doing another control check to make sure
14 that your aircraft is flying appropriately.

15 Q So you would bring the aircraft up to a
16 hover momentarily, and then before continuing to
17 take off, most likely?

18 A I would, yes. So it's very, very slow
19 movements, correct? And sometimes that happens
20 quicker, so it's a little bit -- see how it reacts a
21 little bit, see how it reacts, adjust the reaction.
22 You know, my opinion of flying any aircraft, whether
23 it's a clockwise or counterclockwise, or an aircraft
24 with both on it is, is that -- Ed probably
25 understands what I'm talking about, or whoever else

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1 is a helicopter pilot in this room understands what
2 I'm talking about. But if you understand the basics
3 of control, and you keep your eyes where they're
4 supposed to be, your reactions are natural. Is that
5 a fair thing to say?

6 Q Absolutely.

7 DR. WILSON: Seth?

8 BY MR. BUTTNER:

9 Q Raj, so who did your job before you?

10 A Scott Tisch.

11 Q Did he know the pilot?

12 A I would have to ask him that.

13 Q How long was he in that role? 2 from
14 what I understand.

15 Q Okay. You did not fly with the pilot; is
16 that correct?

17 A That's correct.

18 Q So do you know or do you know who would
19 know if the pilot had received that service
20 bulletin?

21 A Do I know who would know if the pilot
22 received that?

23 Q Do you know if the pilot had received
24 that?

25 A I don't know if the pilot had received

1 that. I would -- my -- considering the pilot had
2 gone through a recurrent training course, in which
3 this information was probably disseminated, the
4 answer, if I may, would be I would hope he would
5 have received this. However, like I said, things
6 get -- depending on whether he received it prior to
7 the safety notice, or as a recurrent training prior
8 to the notice coming out or not, would have been
9 relative to whether or not he read his e-mails.

10 Q Do you know if all the pilots have it
11 now?

12 A All of the -- currently, all of the
13 pilots that fly dual hydraulic aircraft and AS350s
14 do have a copy of that. They're sure that they had
15 it. However, some haven't and read it. So
16 understand, that's a qualification there.

17 Q Okay. And have you seen the risk
18 assessment for this flight, the accident flight
19 we're talking about?

20 A You know what, I have not.

21 Q Would there be a risk assessment for
22 charity flights like this, and not just business
23 lodge flights?

24 A For PR flights?

25 Q Yes.

1 A Yes, there should be.

2 Q Are you familiar with TIPI?

3 A I am.

4 Q When did you become familiar with that?

5 A Well, we -- as a regional aviation
6 director, I was in charge of a region that was
7 predominantly AS350s. So one of the things that we
8 struggled with was making sure that our flight
9 manuals were up to date. So when I became regional
10 aviation director, I thought that's pretty important
11 stuff. So I got a key copter log in so I was able
12 to ensure that all of the bases, per serial number,
13 had up-to-date flight indexes.

14 Q So you have access to TIPI then; is that
15 right?

16 A I do. But I don't understand how TIPI's
17 relevant here because the key copter is what's
18 actually -- the key copter portion of it, or the
19 actual flight manual portion of it's what's relevant
20 because that's the FAA approved portion. The TIPI
21 is one that we caution people against because, you
22 know, if you also approve something, and then you
23 guys put it -- your copter puts it into TIPI, we
24 don't want to create any sort of confusion between
25 what's published on the TIPI site versus what's

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1 published on the FAA approved portion of the key
2 copter site.

3 Q Because you know that would come out on
4 that, right?

5 A You know, I didn't pull this off of TIPI.
6 So the TIPI is generally something that we would let
7 the maintenance people determine whether or not
8 something was not -- you know, getting people into
9 that key copter to be able to put that information
10 off of there to ensure that their flight manual is
11 appropriate is one thing. Opening up the door to the
12 entire EASA approval, make sure of the safety
13 information notices is another thing. We don't
14 withhold that information from them. But we have to
15 be fairly careful because some of that TIPI
16 information is not FAA approved. Or would you
17 disagree with that?

18 Q No comment on that area.

19 A Okay.

20 Q And then were you or are you -- maybe you
21 answered this earlier and I didn't write it down
22 correctly. But were you or are you a part of any
23 kind of checklist provisions or changes or --

24 A Yes.

25 Q What committee, or what part of your job

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1 does that?

2 A Well, ensuring the pilot has an
3 appropriate checklist to be able to do their job I
4 believe is my job. So I believe that a piece of my
5 job is to ensure that they have the right tools to
6 be able to do their job. So in terms of what part
7 of that committee or how I might interact with them,
8 I would say that I should take responsibility
9 entirely of that committee.

10 MR. BUTTNER: That's all I have.

11 DR. WILSON: Okay. Ed?

12 BY STANDY:

13 Q I only have one question for you. It's in
14 regards to communication, not necessarily in regards
15 to any of these service notices or anything. But
16 just with the size of Air Methods, I imagine
17 communication is a challenge, and I'm wondering --

18 A Sounds like you work for Air Methods.

19 Q I'm wondering how you ensure that your
20 message gets out to the line pilots and what your
21 confidence is that your message is received and
22 interpreted in the manner you intended.

23 A Well, you know, I think that's a work in
24 progress, Ed, to be honest with you. Prior to me
25 becoming the chief pilot, they didn't have fleet

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1 calls on a monthly basis with the check airmen.
2 They didn't have weekly meetings with the assistant
3 chief pilots. They didn't -- you know, the chief
4 pilot may or may not have participated or didn't
5 participate in the event review committee. So the
6 approach that I've taken is to put all of these
7 practices in place, and to -- that speak to the end
8 user, which is the person that's going to touch them
9 and develop those relationships. So I communicate
10 to the assistant chief pilot to then make sure that
11 -- so that we're all on the same page, and then they
12 communicate to the check airmen, and then at least
13 the check airmen have relationships with those
14 pilots at the bases so that they can disseminate
15 that information fairly quickly. And a lot of them
16 have close relationships with them.

17 And then Part B to that is through the
18 regional aviation directors, and if we had
19 information that needs to get out and get out
20 quickly, we'll go straight to them because they're
21 the ones that usually get their e-mails read. And
22 we put important payroll information in the subject
23 line so that they open that.

24 MR. STENBY: Thank you.

25 BY MR. BUTTNER:

1 Q I have one follow-up question.

2 A Yes, sir.

3 Q For the recurrent training the pilots
4 receive, with there being variants of the AS350
5 model, do they receive recurrent training in one
6 variant and then receive a differences training, or
7 how is it --

8 A They don't receive a recurrent
9 differences training. They get the differences
10 training during their initial, and then they receive
11 the training in whatever airframe that we have at
12 the Front Range facility. So we don't use their
13 actual base aircraft or the variant that they have.
14 And then generally there's a review of the variant
15 they have orally.

16 Q Okay.

17 MR. BUTTNER: That's it.

18 BY DR. RODI:

19 Q I have just one follow-up. Matt was
20 asking you about the takeoff and establishing a
21 stabilized hover, if you will, before the pilot
22 would initiate any sort of alternative or change in
23 direction to proceed on course. So can you quantify
24 that for me, how many seconds, milliseconds you
25 think that that stabilized hover would be before

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1 moving forward once you've established flight
2 control continuity?

3 A Enough time for a qualified individual to
4 interpret the power settings of the aircraft and
5 determine whether or not they needed to utilize
6 ground effect to initiate that takeoff.

7 Q So five seconds?

8 A So I would say -- yeah, yeah, a few
9 seconds to establish control of the aircraft, check
10 the parameters of the aircraft, and if they need to
11 use ground effect, maybe lower the aircraft down to
12 light on the skids again before they take off, or
13 take off from that position, literally good to go,
14 or I guess I need to use this.

15 Q Sure. To add on to that question
16 something that has been discussed here in the course
17 of the investigation is a corkscrew takeoff and
18 whether it may or may not be standard practice at
19 certain bases. Do you know what the corkscrew
20 takeoff is, and is that an improved departure
21 procedure for Air Methods?

22 A I can only speculate as to what a
23 corkscrew departure is. I will tell you that we do
24 not -- I don't condone trickery to get an aircraft
25 to perform better. That's not in any standard

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1 operating procedure that I would say is appropriate
2 for anywhere in this country.

3 Q And is there a specific departure
4 procedure that is trained for or recommended out of
5 Frisco given the terrain?

6 A Not that I know of. Again, the aircraft
7 needs to perform in Frisco the way that it performs,
8 you know, in Florida, based on the same power
9 margins. So anything that potentially was a
10 standard practice there due to the altitude is not
11 something that I was privy to.

12 DR. RODI: Thank you.

13 BY DR. WILSON:

14 Q A few follow-ups. Okay. So Cheech was
15 asking you about the differences training and then
16 the recurrent training.

17 A Okay.

18 Q So looking back at Pat's flight time over
19 the last month, he flew two different aircraft, two
20 different helicopters. If we only had one B3e and
21 he was flying a different helicopter.

22 A Right.

23 Q So he would have had differences training
24 potentially for --

25 A The B3e and what he was flying, or he may

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1 have -- the one that he was flying may have been the
2 primary aircraft, and he was given differences
3 training in the B3e, which is what I believe it was.

4 Q So when it come time for recurrent
5 training, what aircraft is he being trained on in
6 recurrent?

7 A Currently, we do our recurrent training
8 at the Front Range facility, and we have a -- we
9 have a 2B3, and we have a 2B1 single hydraulics B3,
10 before Pat was there. We currently have a dual
11 hydraulics B3, and we have a B2 out there. So it
12 could have been any one of those three. And then we
13 would have given him a -- we would have spoken with
14 him about the differences between that and his basic
15 flight.

16 Q Okay. Does Air Methods train as a best
17 practice to lift off to a hover?

18 A We train a hover check, yes, and not a
19 corkscrew. So the answer is yes, sorry.

20 Q When would that be trained, or when would
21 that be discussed in training?

22 A That would be discussed prior to a
23 maximum performance takeoff, because if you're doing
24 just a normal takeoff, you would already have done
25 that hover check prior to initiating the takeoff

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1 rule. So that would be discussed during the maximum
2 performance takeoff.

3 Q Is it documented anywhere?

4 A No.

5 Q Okay. You mentioned that the medical
6 crew members will come to Air Methods for some
7 training?

8 A They don't come to Air Methods.
9 Oftentimes that training is done in the field by the
10 program aviation manager or regional aviation
11 manager, or a check in.

12 Q At the base?

13 A That's correct.

14 Q And what does that training involve?

15 A That's basically the -- our pilot
16 training program has a crew member training piece of
17 it, and -- do you understand what crew member
18 training is?

19 Q I don't understand what you mean by "Do I
20 understand."

21 A Okay.

22 Q So why don't you explain to me what --

23 A In order for an individual to be a crew
24 member and not a passenger, for instance, which is
25 what we all were when you guys flew here today, you

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1 were passengers, right? So you had to be briefed on
2 something. Well, you had somebody brief you, and
3 that briefing wasn't given by the pilot. That
4 briefing was given by the flight attendant, right?
5 Well, that person had to go through training in
6 order to be able to deliver that briefing.

7 Q Yes.

8 A So in order for our crews to not be
9 passengers and act as functional crew members, they
10 need to go through that training from a certificate
11 standpoint of the pilot training program.

12 Q Okay. And so my question then would be,
13 what's included in that training?

14 A I would have to get the flight training
15 program out and open up the crew member training
16 portion so that you could review that.

17 Q Okay.

18 A There's general things, seat belt uses
19 briefing, there's an NGB portion of this, so that
20 the pilot can do secondary set of eyes on the
21 aircraft at night, those types of things. But if
22 you want specifics and time requirements, you would
23 need to refer to that.

24 Q Okay. You said Scott Tisch was in your
25 position prior to you?

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1 A Correct.

2 Q Did he leave the company?

3 A He did.

4 Q Do you know why?

5 A To be a director of operations at
6 CALSTAR.

7 Q What is the turnover of pilots at the
8 bases?

9 A You know what, I just looked at it. We
10 currently have about 1300 pilots, and we train
11 probably 250 a year. So that will give you kind of
12 an idea without giving you the impact ratio.

13 Q Is there a particular base that sees more
14 turnover than others?

15 A There are, yes. Those tend to be the
16 remote commuter bases that see those more than
17 others. A lot of times people will use those as a
18 feeder base into the company because those are the
19 ones that have openings, so they'll use that.
20 They'll work at that base for 18 months, and then
21 they'll move to another one, so then we have to
22 train a new pilot for that. You know, that's
23 another piece of our safety culture that we watch.
24 If we have a particular program that seems to have a
25 high turnover in pilots, maybe we'll send a safety

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1 person down there to take a look at the program to
2 make sure that there's -- everything is going okay.

3 Q Any concerns about pilot turnover at the
4 Frisco base?

5 A No. As a matter of fact, I think there's
6 pretty good fights to get into the Frisco base
7 because people stay there for quite some time.

8 Q Okay. And then just to clarify your role
9 in the approval of checklists and training -- or I
10 guess to clarify, what your role is in changes to
11 checklists and training. Are you at the approval
12 level, or are you making decisions specifically
13 about what should be changed or included in
14 training?

15 A I'm in a visionary role when it comes to
16 checklists. So what I do is, you know, whether
17 you're operating almost 20 aircraft and 20 variants
18 of aircraft, you can't be a subject matter in every
19 single one of them, right? You understand that
20 concept. So what is important to me is, let the
21 subject matters figure out what the subject matters
22 are supposed to figure out.

23 And so what I do is, I give them their
24 guidelines that I feel are important, and then I
25 allow them to work within the confines of those

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1 guidelines, and then I'm a part of the final review
2 process before it goes to the FAA.

3 Q Okay.

4 A I submit them to the FAA myself.

5 Q Have you ever disagreed with the change
6 to a checklist or training?

7 A I have, but I generally get my way if
8 it's something that I feel strongly enough about.
9 But you also have to understand that you need to --
10 if you're going to ask a subject matter expert to do
11 their job, you need to respect their opinion, right?
12 So whether I agree or whether I disagree, if it's
13 appropriate and it's the safest way to do it, then
14 I'll generally acquiesce.

15 DR. WILSON: Any last questions around
16 the table?

17 Q (By DR. WILSON) Anything else that you
18 can think of to share with us that you think might
19 help in the investigation?

20 A No, ma'am.

21 Q Thank you, Raj. I really do appreciate
22 it.

23 A You're welcome.

24 (Whereupon, the interview concluded at
25 2:45 p.m. on October 23, 2015.)

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C E R T I F I C A T E

MATTER: The Aircraft Accident that
Occurred in Frisco, CO July 3, 2015
Accident No. CEN15MA290
Interview of Raj Helweg

DATE: 10-23-15

I hereby certify that the attached transcription of page 1 to 62 inclusive are to the best of my professional ability a true, accurate, and complete record of the above referenced proceedings as contained on the provided audio recording; further that I am neither counsel for, nor related to, nor employed by any of the parties to this action in which this proceeding has taken place; and further that I am not financially nor otherwise interested in the outcome of the action.



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NATIONAL TRANSPORTATION SAFETY BOARD

----- :
 IN RE: :
 :
 THE AIRCRAFT ACCIDENT THAT : NTSB Accident No.
 OCCURRED IN FRISCO, COLORADO : CEN15MA290
 ON JULY 3, 2015 :
 :
 ----- :

INTERVIEW OF: DALE OGDEN

Tuesday,
October 27, 2015

Denver, Colorado

BEFORE

JENNIFER S. RODI, Ph.D., Investigator in
 Charge, NTSB
 MATTHEW RIGSBY, FAA
 SHIN CHIHOON, NTSB*

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P-R-O-C-E-E-D-I-N-G-S

(9:08 a.m.)

DR. RODI: All right. So we're here to conduct an interview with you and a couple of your employees here in the Denver Office regarding the Frisco, Colorado accident that took place on July 3rd of 2015.

We're here for the furtherance of safety, and we're not here to assign fault, blame or liability in any way with our interview or any portion of our investigation.

The NTSB cannot guarantee confidentiality or immunity in anything that we discuss today.

A transcript or summary of the interview will be available in the public docket following the release of the public docket and the close of the investigation.

And the interviewee can have one representative during the interview. Who do you choose?

MR. OGDEN: Mark.

1 DR. RODI: Okay. Excellent.

2 And just as a reminder, you cannot
3 testify or answer questions for Dale.

4 Any questions?

5 MR. TOMICICH: I understand.

6 DR. RODI: Okay. Excellent.

7 So we have a multitude of people on
8 the telephone today. You've met myself. I am
9 the investigator in charge for the accident from
10 the NTSB.

11 You've met Mr. Matt Rigsby. So I
12 will have the individuals on the telephone
13 please identify yourself and the company or
14 corporation that you're working with.

15 MR. McCALL; Dennis McCall, Air
16 Methods.

17 MR. STENBY: This is Ed Stenby. I'm
18 an Air Methods line pilot and represent the
19 Pilots' Union.

20 NTSB INVESTIGATOR CHIHOON: Chihoon
21 Shin or Chihoon Shin. I work with NTSB.

22 DR. RODI: Bryan, are you still on

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1 with us?

2 MR. LARIMORE: Yes. Bryan Larimore,
3 Turbomeca.

4 DR. RODI: Excellent. And who just
5 called in?

6 MR. BUTTNER: This is Seth Buttner
7 with Airbus Helicopter.

8 DR. RODI: Good morning, Seth.

9 MR. BUTTNER: Good morning.

10 DR. RODI: Excellent.

11 So do you understand the process of
12 an NTSB accident investigation -- the purpose of
13 the NTSB accident investigation? Or would you
14 like me to expound on that?

15 MR. OGDEN: No, I think I'm clear on
16 the process.

17 DR. RODI: Excellent.

18 And do you understand the role of
19 party members, accredited representatives and
20 technical liaisons?

21 MR. OGDEN: Why don't you fill me in
22 on that?

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1 DR. RODI: Okay.

2 So party members are U.S.
3 manufacturers, U.S. operators that provide
4 technical information to the NTSB during the
5 course of the investigation.

6 And then the accredited
7 representative granted through Annex 13 of IKO,
8 in addition to technical liaisons, serve a
9 similar function from foreign entities that
10 again allow technical information to be
11 introduced rapidly during the course of our
12 accident investigation. It gives us immediate
13 access to that information as we conduct our
14 investigation to ensure a thorough and complete
15 investigation. They're permitted to participate
16 in the interviews during all courses or portions
17 of the investigation, again, to ensure a
18 complete and thorough investigation.

19 Let's see. When you speak today,
20 please speak clearly. If you don't understand a
21 question, please don't hesitate to ask for
22 clarification on the question or for myself or

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1 anybody to repeat the question.

2 And if you can avoid from shaking
3 your head yes or no in response, those are
4 difficult to capture when an interview is being
5 transcribed. If you could just say yes or no
6 and I'll try to keep on my toes and remind you
7 if that becomes an issue.

8 Any questions or concerns --

9 MR. OGDEN: Not at this time. Thank
10 you.

11 DR. RODI: -- before we get started?
12 Okay. Excellent.

13 So that we can start, if you can
14 state your name and your position here with the
15 FAA.

16 MR. OGDEN: Dale Lee Ogden. And I
17 am currently the manager of the Denver Flight
18 Standards District Office.

19 DR. RODI:

20 And can you give me an overview of
21 your aviation background and qualifications?

22 MR. OGDEN: I can.

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1 In 1984, I began flying as a -- as a
2 sophomore in high school. I learned in Colorado
3 Springs at Peterson Air Force Base.

4 After graduation, I went to Colorado
5 Northwestern Community College and graduated
6 with an Associate's Degree in Aviation
7 Technology and Applied Science.

8 There I also obtained my flight
9 instructor certificate with instrument rating,
10 ground instruction in advanced ratings,
11 commercial instrument ratings.

12 From CNCC, I took a job in
13 California as a flight instructor teaching
14 foreign students -- Japanese students -- how to
15 fly aircraft out there.

16 I was out there for about four
17 months and was offered a position back at
18 Colorado Northwestern Community College. And
19 they did that as a program to bring instructors
20 back to give them some experience for two years
21 and they would move on. It was a process that
22 would allow the students -- former students --

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1 to come back and teach at the college.

2 I spent two years at CNCC
3 instructing up there. From CNCC, I went to Red
4 Tail Aviation. It was 135 Code of Federal
5 Regulation -- 135 operator in Southern Utah.
6 And we operated primarily hauling river rafters
7 into back-country air strips for the Green River
8 and the Cataract Canyon Colorado River. We also
9 did freight, pipeline patrol, fire recon,
10 charters -- a number of different operations in
11 that arena.

12 That was a seasonal operator. So I
13 was busy six or seven months out of the year.
14 During the wintertime when the river rafting
15 wasn't occurring, I would instruct in Grand
16 Junction, Colorado. I flew for Campton Air and
17 did some instruction out of there and some --
18 some stuff on my own with some private parties
19 in that area.

20 So I was at Red Tail for about seven
21 or eight years. During that time, I was the
22 chief pilot and wrote most of the manuals for

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1 the company.

2 After Red Tail, I went to work for a
3 company called Med Arrow. And they were out of
4 Price, Utah. We were flying a Cesna 340 and a
5 Cesna 421 on air ambulance -- fixed-wing air
6 ambulance. We also did charters, flight
7 instruction, corporate -- things of that nature.

8 From Med Arrow, then I went back to
9 Red Tail Aviation as the assistant director of
10 operations. They had acquired a multi-engineer
11 craft. So I went to work with them and was
12 flying a Cesna 402.

13 And then shortly thereafter, Red
14 Tail Aviation was purchased by Lake Powell Air
15 Service out of Page, Arizona. Went to work for
16 that organization. At that same time, we
17 launched a 121 airline -- Sunrise Airlines. And
18 I was part of the initial cadre that launched
19 the airline.

20 So I flew for them and -- and
21 actually just before the airline was bought, I
22 became the general manager for Red Tail Aviation

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1 of all of their -- their Utah operations. So we
2 had Green River, Utah and Mohab, Utah, both
3 fixed-base operations and all of the operations
4 encompassing that.

5 Then we launched the airline with
6 Sunrise Airlines. And I flew for them for about
7 two years as a first officer and then also as a
8 captain. Then Sunrise Airlines went out of
9 business.

10 Following Sunrise Airlines going out
11 of business, I went to work for Timberline
12 Aviation out of Grand Junction, Colorado. And
13 we were flying a *(9:16:31) commanders on
14 medical contract. We had the St. Mary's
15 contract for the hospital over there flying
16 fixed-wing medical transportation. And we also
17 had a VA contract hauling veterans, patients to
18 interfacility transfers for most of the
19 hospitals west of the Mississippi.

20 I worked with them until 2002 at
21 which time I went to work with the FAA. I hired
22 in at Salt Lake City FSDO as a general aviation

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1 principal operations inspector. And I was there
2 from 2002 until about 2005, 2006. And I took a
3 position in Salt Lake City also with the FAA as
4 the Skywest Airlines CMO. And I went into their
5 organization as the ASAP program manager.

6 I then bid a position as the
7 assistant principal operations inspector for Sky
8 West Airlines. And -- and then after that, I
9 think it was around 2008 -- 2007 -- somewhere in
10 there -- I took a position as a front-line
11 manager as Sky West Airlines CMO.

12 In 2009, I was selected as the
13 office manager for the Rocky Mountain CMO here
14 in Denver and transferred to Denver. And then,
15 we kept that office until April of 2013 when the
16 decision was made to merge the Rocky Mountain
17 CMO back with the Denver FSDO. Prior to that,
18 they were two separate offices.

19 We merged those two offices in April
20 of 2013 at which time I was reassigned as an
21 assistant manager. And they brought in a
22 manager out of Washington, D.C.

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1 He retired in April of 2015. I bid
2 the job for the manager of the FSDO and was
3 selected to the manager's job about six weeks
4 ago. So I'm new into the manager's job for the
5 FSDO.

6 Again, that was about six weeks ago.
7 And that brings us up to date.

8 DR. RODI: Thanks.

9 So how long have you been with the
10 FAA total?

11 MR. OGDEN: Since 2002, I think it's
12 just over -- what -- 13 years now.

13 DR. RODI: Okay. Excellent.

14 And so you've been the manager here
15 in an official capacity for six months?

16 MR. OGDEN: Approximately six weeks.

17 DR. RODI: Six weeks. Okay.

18 And what are your responsibilities
19 as the manager here?

20 MR. OGDEN: I have overall
21 responsibility for the functioning of the
22 office. So I also have responsibility to ensure

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1 that we have staffing available to fulfill the
2 FAA mission of oversight of all the
3 certificates.

4 There's a whole laundry list of
5 things that I have a responsibility for. And a
6 lot of that is delegated to other individuals.
7 An example would be managing the government
8 vehicle fleet. Even though I have ultimate
9 responsibility of it, I delegate that to another
10 person to manage that fleet and -- and feed me
11 back information on how that -- that is going.

12 DR. RODI: And prior to six weeks
13 ago, what were your responsibilities here in the
14 office?

15 MR. OGDEN: I was an assistant
16 manager. And my responsibilities, I had five
17 front-line managers that report to me. Those
18 front-line managers have responsibility for the
19 Air Methods certificate management. And then I
20 also have two front lines that have
21 responsibility for most all of the general
22 aviation certificates that are held in our

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1 office.

2 DR. RODI: And do you have
3 experience as a POI?

4 MR. OGDEN: I do.

5 DR. RODI: And did you ever serve as
6 an inspector or a principal for the Air Methods
7 certificate?

8 MR. OGDEN: I did not.

9 DR. RODI: In the performance of
10 your duties, is there any one area where most of
11 your time is spent?

12 MR. OGDEN: Human resources,
13 probably.

14 DR. RODI: Anything with regards to
15 certificate management?

16 MR. OGDEN: Me, personally, my -- my
17 responsibility really is interfacing with the
18 front-line managers and trying to work with them
19 in getting correct guidance interpretation of
20 the FAA orders, assisting them with any
21 questions that are raised to them from the
22 principal inspectors that actually have the

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1 certificate management responsibility.

2 So I work as a support function for
3 them to ensure that they have resources, funding
4 and manpower and also to try to get them
5 questions and answer if there becomes a concern
6 or a question regarding guidance.

7 DR. RODI: Prior to your accident,
8 what was your biggest area of concern with Air
9 Methods?

10 MR. OGDEN: I didn't have an
11 accident.

12 DR. RODI: Prior to the Air Methods
13 accident.

14 MR. OGDEN: Okay.

15 DR. RODI: I apologize.

16 MR. OGDEN: Could you re-phrase the
17 question?

18 DR. RODI: Yes, absolutely.

19 So prior to the Frisco, Colorado
20 accident, what was your biggest area of concern
21 with Air Methods?

22 MR. OGDEN: I would say my biggest

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1 concern would have been really just the
2 relationship between Air Methods and the FAA.

3 I mean, there's lots of technical
4 things that are going on with the airline in any
5 certificate we oversee. But from an assistant
6 manager standpoint is -- is really making sure a
7 working relationship is one that's fostering
8 open communication and one that we can work
9 through issues that may arise.

10 And so, my time in there was
11 probably mainly focusing on that.

12 DR. RODI: With whom at Air Methods
13 do you normally work with or interact?

14 MR. OGDEN: On a consistent basis,
15 it's Archie Gray. We tend to meet as -- we try
16 to meet on a monthly basis. It doesn't always
17 happen. But that is a cycle that we've tried to
18 -- tried to continue.

19 DR. RODI: And what is the purpose
20 of those monthly meetings?

21 MR. OGDEN: Those meetings are
22 usually pretty high level. It's an opportunity

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1 for us to discuss -- you know -- growth plans
2 for the airline, things that are changing. It's
3 an opportunity for me to try to see what may
4 change in the airline that the FAA may need
5 additional resources or funding or technical
6 expertise and try to make sure that I'm -- I'm
7 paving that road for when those occurrences
8 occur, we're prepared as an FAA to -- to support
9 the carrier with a correct interpretation of the
10 guidance, manpower and oversight, surveillance
11 and things like that.

12 Another thing we try to do is to
13 just ensure that our teams are communicating.
14 If -- if Archie would bring an issue up to me or
15 I would bring an issue up to him and it was the
16 first time either one of us had heard it before
17 would be an indicator that maybe some
18 communication is breaking down within our own
19 organizations. And so we would strive hard to
20 try to make sure that that communication is
21 always successful.

22 DR. RODI: Anybody else involved in

1 those meetings other than you two?

2 MR. OGDEN: Dan Bachelder who was
3 the office manager prior to his retirement in
4 April of 2013 -- or April of 2015 -- excuse me -
5 - would sit in with Archie on occasion -- he and
6 I. It was not a consistent occurrence with Dan
7 in there, but on occasion he would come and join
8 us.

9 Other than that, there's really
10 nobody else that joined us on a regular basis.

11 DR. RODI: What role do you play in
12 the approval of procedures, manuals or
13 checklists for Air Methods?

14 MR. OGDEN: Really what I do is --
15 is a final cursory review of the document before
16 it leaves the office. The actual technical
17 review is done by the principal inspectors who
18 have certificate oversight.

19 Once they have reviewed it and
20 approved it or accepted a program, normally a
21 FAA letter is written in response back to the
22 carrier. That letter would go through the FLM -

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1 - the front-line manager to make sure -- you
2 know -- grammaticals and the -- and that we
3 represent the agency and the guidance correctly.

4 And then that would go across my
5 desk also as an additional check and balance to
6 ensure that we're not offering or granting
7 something that should not be granted in
8 accordance with the guidance. Grammatically,
9 it's written correctly and it's not going to
10 present a bad light or embarrassment of the
11 Agency if -- if we're sending not very good
12 quality documentation back to the carrier.

13 DR. RODI: Sure.

14 Have you ever attended training at
15 Air Methods?

16 MR. OGDEN: I have not.

17 DR. RODI: And is there a reason why
18 not or is it within the scope of expectations
19 for your position?

20 MR. OGDEN: As a manager of the
21 office or even as an assistant manager, my -- my
22 expertise is not really the technical side of --

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1 of approving the carrier's program. That is
2 empowered with the principal inspectors.

3 I have -- you know -- I -- I just
4 ran the numbers this morning. I have
5 approximately 202 certificates in this office.
6 And it would be impractical for me to attend
7 training in all of those certificates. Four of
8 those certificates are large certificates.
9 Three of them are Part 121 carriers. And then
10 we have Air Methods.

11 So it's impractical for me to attend
12 all those trainings.

13 DR. RODI: Sure.

14 Have you ever served in the capacity
15 then as a check airman for Air Methods?

16 MR. OGDEN: I have not.

17 DR. RODI: Okay.

18 So changing direction here a little
19 bit, did you ever receive verbal or written
20 concerns from any pilots at Air Methods prior to
21 the accident?

22 MR. OGDEN: I do not recall

1 receiving any.

2 DR. RODI: Okay.

3 And what guidance do you provide
4 your POIs for the certificate management or
5 oversight for Air Methods?

6 MR. OGDEN: Again, it would be
7 support for them in correct interpretation of
8 the FAA orders that are -- that are issued. If
9 -- if something is issued that may have some
10 confusion in interpretation, then I would be the
11 liaison between them and our regional office or
12 interfacing with our headquarters branch office
13 to get the appropriate interpretation to get
14 that answer back to RSF.

15 DR. RODI:

16 To your knowledge, have there been
17 any focused inspections -- National Aviation
18 Safety Inspection Programs or Regional Aviation
19 Safety Inspections Programs -- at Air Methods?

20 MR. OGDEN: Can you be more specific
21 on what kind of inspections?

22 DR. RODI: The NASP or the National

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1 Aviation Safety Inspection Program or a Regional
2 Aviation Safety Inspection Program where it
3 would be a collaborative or a team that would go
4 in and conduct an inspection or investigation of
5 their operations, their procedures.

6 MR. OGDEN: I'm going to have to say
7 I'm not familiar with any specific
8 investigations like that or inspections. I
9 mean, Air Methods does get -- I mean, they do
10 LOSA. I think they pay for a LOSA observation
11 which is a private company. AFS-900 I think
12 came in recently regarding their safety
13 assurance program. I think that was just a
14 follow up that 900 does. But I don't know of a
15 NAS-specific inspection that has occurred.

16 DR. RODI: Okay. Thank you.

17 Are you aware of any violations with
18 Air Methods prior to the accident?

19 MR. OGDEN: I am.

20 DR. RODI: And can you elaborate on
21 those?

22 MR. OGDEN: There was one in

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1 February which was high national media. There
2 was actually a notice that was put out. They
3 were cited for a \$1.54 million violation
4 regarding an overflight of water without
5 floatation devices. That, I believe, is still
6 in litigation.

7 There was -- we had 80 overflight
8 enforcements in the past -- component and
9 inspection enforcements in the past.

10 So there's a number of different
11 violations that have occurred in the past.
12 Right now, I do not believe our offices are
13 working any investigations or enforcements at
14 this time. All of those that have been
15 processed are currently in litigation.

16 DR. RODI: Okay. Understood.

17 Were any violations reported to you
18 by company personnel as opposed to the normal
19 Air Methods line of communication?

20 MR. OGDEN: Well, communicated to
21 me. We have the voluntary disclosure program
22 that Air Methods uses. I do get notification at

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1 any time they submit a voluntary disclosure.
2 Voluntary disclosures get an enforcement number
3 assigned to them. So by the fact that that
4 occurs, I would say yes, through that media, I
5 get notifications from the company of potential
6 violations.

7 DR. RODI: And what have been the
8 recent topics that have come to your attention?

9 MR. OGDEN: Recently, it's -- it's
10 mainly overflight of inspection, the -- a
11 tracking system that didn't work -- things of
12 that nature.

13 DR. RODI: Understood.

14 How were you informed about the
15 accident?

16 MR. OGDEN: I received a text
17 notification from our regional command center in
18 Breton, Washington. I was actually on leave
19 that day and received it on my phone.

20 DR. RODI: Did you know the accident
21 pilot?

22 MR. OGDEN: I did not.

1 DR. RODI: Since the accident, have
2 you modified or been involved in the
3 modifications of survey of Air Methods?

4 MR. OGDEN: Specifically, I have
5 not. That is a function that's been done by the
6 principal operations and maintenance inspectors
7 in the front lines in -- in modifying their
8 surveillance plan. I certainly had discussions
9 regarding moving forward. But the actual
10 modification of that plan is done by the
11 principals.

12 DR. RODI: Understand. Thank you.
13 Since the accident, have you
14 personally requested any changes to Air Methods'
15 operational procedures?

16 MR. OGDEN: Me, personally, I have
17 not.

18 DR. RODI: What is the FAA's
19 position with regards to safety information
20 notices, service bulletins and so on that would
21 come from different manufacturers specifically
22 with regards to Air Methods' review, compliance

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1 or distribution of that information?

2 MR. OGDEN: You know, I would have
3 to review the guidance again on the specific
4 standpoint by the FAA. So unfortunately, I
5 wouldn't be able to answer that question with
6 any detail at this time.

7 DR. RODI: Okay.

8 If we could follow up to get an
9 answer where you would go for that guidance and
10 then what you would then provide Air Methods,
11 that would be great.

12 MR. OGDEN: I could tell you where
13 we would go.

14 We have a -- a -- a database called
15 FSIMS. And all of the FAA guidance,
16 regulations, advisory circulars, I believe
17 service bulletins -- all of that is contained in
18 that FAA database.

19 It is a searchable database to all
20 inspectors. And they can search that at any
21 time.

22 DR. RODI: Okay.

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1 And that's available just to FAA or

2 --

3 MR. OGDEN: No. FSIMS actually has
4 a public site that is available to the general
5 public. So anybody can access FAA orders in the
6 regulations. That way it's available to anybody
7 in the general public also.

8 DR. RODI: Understood.

9 Were you familiar with the Safety
10 Information Notice or service bulletin that was
11 distributed by Airbus Helicopters in August of
12 2014 addressing the dual hydraulics within the
13 AS-350?

14 MR. OGDEN: I became aware of it
15 post-accident during a meeting with Archie Gray.
16 And prior to that, I was not aware of it.

17 DR. RODI: Okay.

18 And have you been involved in any
19 actions regarding that Safety Information Notice
20 or the service bulletin?

21 MR. OGDEN: Not with the carrier,
22 no. My interaction would be strictly based on

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1 what the principal inspectors and their
2 interface with the carrier would be.

3 DR. RODI: Understood.

4 Were you aware of the Temple, Texas
5 incident operated by Air Methods involving the
6 dual hydraulic isolation switch?

7 MR. OGDEN: Just vaguely. I do not
8 know of any of the specific details or the
9 outcome of the investigation.

10 DR. RODI: Understood.

11 Following the accident -- the
12 Frisco, Colorado accident -- several employees
13 at Air Methods left or were let go including the
14 vice president of safety and the senior director
15 of safety. Did this departure concern you?

16 MR. OGDEN: Any time there's a
17 departure in the safety role, it concerns me.

18 However, prior to that, I was aware
19 that Air Methods was doing some staffing
20 reductions due to cost. And I was also aware
21 that there had been concerns in the safety
22 department.

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1 DR. RODI: Can you elaborate on
2 those concerns?

3 MR. OGDEN: In discussion with
4 Archie Gray that the vice president of safety --
5 Red Stockhouse I believe was his name -- they --
6 he was concerned with his performance in -- in
7 his position, and they were going to work with
8 him to try to get him to increase his
9 performance.

10 There was never any discussion about
11 termination, just that they wanted him to
12 increase his performance and they were working
13 on some measures to getting better engaged and
14 things like that.

15 DR. RODI: What reason were you
16 given for his departure or the senior director
17 of safety's departure?

18 MR. OGDEN: My understanding is both
19 individuals left for other employment that was
20 procured prior to their departure.

21 DR. RODI: What was your role in the
22 roundtable meeting with Air Methods following

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1 the Frisco, Colorado accident?

2 MR. OGDEN: Can you elaborate on the
3 roundtable meeting?

4 DR. RODI: We understand that there
5 was a roundtable meeting that involved FAA
6 personnel and Air Methods personnel to address
7 their certificate.

8 MR. OGDEN: I'm not sure if I know
9 the specific meeting you're having. We had a
10 meeting which we considered as a re-set meeting.
11 This -- this really didn't have anything to do
12 with the Frisco accident. That was more of a
13 re-set meeting in getting the two organizations
14 and our relationship to move forward. It was
15 also to discuss the new compliance philosophy
16 that has been rolled by the Administrator and
17 how that may move forward and how our two
18 organizations were going to communicate more as
19 we move forward and try to build on a -- a more
20 open and collaborative relationship.

21 DR. RODI: Were you involved in the
22 meeting that was held between Air Methods and

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1 the FAA where they addressed the departure of
2 the vice president of safety and the director of
3 safety?

4 MR. OGDEN: I was not in that
5 meeting.

6 DR. RODI: Okay.

7 Have you met with anyone from Air
8 Methods since the accident, either individually
9 or as a group?

10 MR. OGDEN: I have had -- I have met
11 with Archie Gray, post-accident. And I recently
12 met with Mike Allen, post-accident.

13 In Mike Allen's meeting, there was
14 no discussion of the actual accident itself. It
15 was more of a meeting to re-set our roles,
16 primarily me as the new office manager and to
17 open up that dialogue and to establish a meeting
18 standard for he and I moving forward into the
19 future.

20 DR. RODI: And changing the
21 directions one more time, you mentioned your
22 very extensive experience in aviation flying as

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1 a pilot. Do you hold helicopter certificates or
2 ratings?

3 MR. OGDEN: I do not.

4 DR. RODI: Okay.

5 All right. I'm going to open it up
6 for questions.

7 Katherine, were you able to join us?

8 (No audible response.)

9 DR. RODI: Shin, do you have
10 questions?

11 PARTICIPANT: Say that again. Who
12 did you ask for?

13 DR. RODI: Shin.

14 NTSB INVESTIGATOR CHIHOON: Not at
15 this time.

16 DR. RODI: Okay.

17 Matt, do you have questions?

18 FAA INVESTIGATOR RIGSBY: Just a
19 couple follow-ups.

20 Dale, you mentioned one of your jobs
21 is staffing.

22 MR. OGDEN: Yes.

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1 FAA INVESTIGATOR RIGSBY: What is
2 the office as far as inspectors -- principal
3 investigators and office personnel? What is the
4 staffing that you are allotted?

5 MR. OGDEN: Well, that's an
6 interesting question because our allotment is
7 based on Congressional funding.

8 Currently, our office is -- is
9 allocated a total office staffing -- I believe
10 it's 121 positions.

11 So we have a 121 total positions
12 allocated to the office. We have 111 positions
13 on board. So we're still trying to fill ten
14 positions as an office whole.

15 And again, that covers 201
16 certificates to include administrative staff.

17 FAA INVESTIGATOR RIGSBY: Okay.

18 As far as staffing just for the air
19 medical -- or for the Air Methods' certificate,
20 are all those positions filled?

21 MR. OGDEN: They are not. The
22 staffing for the Air Methods' oversight right

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1 now is based on a recent memo which identifies
2 large FAA oversight for *(9:39:42). And that's
3 categorized by small, medium and large.

4 Our current staffing model for the
5 Air Methods' certificate is in alignment with
6 that staffing model excluding one position which
7 is an assistant principal avionics inspector.
8 And so, with the addition of that position, if
9 we get that position, we will meet the staffing
10 model exactly as described in the memo.

11 FAA INVESTIGATOR RIGSBY: Okay.

12 As far as training for your
13 inspector, do they come directly to you for that
14 or do they go through their front-line managers
15 for that?

16 MR. OGDEN: The -- the training is
17 usually done through their front-line managers.
18 And in February of every year, we do an exercise
19 called -- and it's a call for training.

20 FAA-wide, every inspector visits
21 with their front-line manager and they looked at
22 proposed training for the next fiscal year. So

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1 we put it in February. Let's say an example,
2 February 2016, and that would be planning for
3 fiscal year '17.

4 We look at the profile for each of
5 the positions the individual is in whether it's
6 an inspector or administrative. And we look at
7 what is identified as their position-essential
8 courses. And we -- we put them in for those
9 courses.

10 Certainly for our inspectors, we
11 have technical training that -- that may be
12 available for either operations or mechanics and
13 avionics individuals.

14 FAA INVESTIGATOR RIGSBY: Are you
15 the final authority on signing off on that
16 training? Or does it have to go above you?

17 MR. OGDEN: No. It -- it actually
18 goes through our regional training coordinator.
19 We do do a review of all of the training that we
20 submit with that training coordinator. And from
21 them, it gets submitted to AFS-500. AFS-500
22 ultimately is the organization that allocates

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1 training, the training dates, what time of year,
2 and things like that to the inspectors in the
3 FAA.

4 FAA INVESTIGATOR RIGSBY: Are your
5 principal inspectors, if Air Methods is having
6 training courses, are the principals allowed to
7 participate in that training?

8 MR. OGDEN: Yes and no. If the
9 training is provided by Air Methods, then the
10 expectation for the FAA is that the inspectors
11 would surveil those training programs, give them
12 an opportunity to look at the programs and sit
13 in it. It gives the FAA an opportunity to learn
14 about the carrier, too.

15 For example, a general aviation
16 principal may have eight or nine companies they
17 have responsibility for. For them to gain
18 knowledge of each of those companies, they
19 should go out and sit through some training
20 sometime during the year so they get familiar
21 with the company. Otherwise, it's -- there's no
22 way they could get intimately familiar with ten

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1 different companies and sometimes those change.

2 If the carrier puts the training on,
3 they can attend it. If the training is provided
4 by an outside entity -- and I'll use an example
5 of let's say Boeing Airlines comes into United
6 and presents a Boeing Airlines training course
7 to United, that would normally cost \$15,000 or
8 \$20,000 for a participant to attend. It can be
9 construed as a conflict of interest and that the
10 FAA may surveil and attend this training for
11 free when another person's having to pay for it.

12 So if the carrier that we oversee
13 provides the training themselves, we can surveil
14 it and attend it and things like that. If the
15 training's being provided by an outside entity,
16 we have to run that past legal and make sure
17 that there's -- we're meeting all of the
18 requirements and there's no conflicts of
19 interest or for things of that nature.

20 FAA INVESTIGATOR RIGSBY: Okay.

21 Has Air Methods always been amenable
22 to inspectors attending training?

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1 MR. OGDEN: What I'm aware of, yes.

2 FAA INVESTIGATOR RIGSBY: Right now,
3 your relationship with Air Methods, do you feel
4 that if they had a problem with a principal
5 inspector or another FAA employee that they
6 would hesitate at all to call you?

7 MR. OGDEN: I do not think there
8 would be any hesitation on Archie's part to call
9 me.

10 FAA INVESTIGATOR RIGSBY: Okay. So
11 you'd say it's pretty open --

12 MR. OGDEN: Yes.

13 FAA INVESTIGATOR RIGSBY: -- in
14 communication between the two?

15 MR. OGDEN: Yes.

16 FAA INVESTIGATOR RIGSBY: That's all
17 I have.

18 DR. RODI: Okay.

19 Dennis, do you have any questions?

20 MR. McCALL: No, I do not. Thank
21 you.

22 DR. RODI: Ed?

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1 MR. STENBY: No, I do not.

2 DR. RODI: Seth?

3 MR. BUTTNER: No, I don't. Thank
4 you.

5 DR. RODI: Bryan?

6 MR. LARIMORE: No. Thank you.

7 DR. RODI: So I have one follow-up
8 question to Matt's questions.

9 Is there any training that you feel
10 would be beneficial for your staff in the
11 management of a certificate in general or
12 specifically the Air Methods' certificate
13 they're not able to obtain right now?

14 MR. OGDEN: I would say yes. In --
15 in a perfect world, we would like to have all of
16 our operations inspectors completely qualified
17 on all of the equipment or at least the
18 equipment that Air Methods is operating and
19 being NVG-qualified.

20 Because of FAA funding and
21 resourcing and things of that nature, we do not
22 have that at this time. But we have -- we have

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1 11 operations positions available in the Air
2 Methods unit. We have eight of those filled
3 currently. And we are allocated six positions
4 to be completely qualified night-vision goggle
5 current operations inspectors.

6 So ideally, it would be great if we
7 could have all of our people current. And that
8 would be a perfect situation.

9 DR. RODI: Sure.

10 Anything that you think we should
11 have asked that we didn't or anything that you
12 feel that is important to add that would help us
13 or further the quality of our investigation?

14 MR. OGDEN: I don't have anything at
15 this time. No.

16 DR. RODI: Well, we appreciate your
17 time.

18 You have my business card.

19 MR. OGDEN: Right.

20 DR. RODI: If you have any
21 questions, don't hesitate to reach out to me or
22 to Matt Rigsby if you had anything that you want

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1 to add or you feel that is important or if you
2 have questions with regards to the
3 investigation.

4 MR. OGDEN: Okay.

5 DR. RODI: All right?

6 MR. OGDEN: Thank you, Jennifer.

7 DR. RODI: Thank you.

8 (Whereupon, at 9:46 a.m, the
9 interview was concluded.)

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C E R T I F I C A T E

MATTER: The Aircraft Accident that
Occurred in Frisco, CO July 3, 2015
Accident No. CEN15MA290
Interview of Dale Ogden

DATE: 10-27-15

I hereby certify that the attached transcription of page 1 to 43 inclusive are to the best of my professional ability a true, accurate, and complete record of the above referenced proceedings as contained on the provided audio recording; further that I am neither counsel for, nor related to, nor employed by any of the parties to this action in which this proceeding has taken place; and further that I am not financially nor otherwise interested in the outcome of the action.



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NATIONAL TRANSPORTATION SAFETY BOARD

----- :
 IN RE: :
 :
 THE AIRCRAFT ACCIDENT THAT : NTSB Accident No.
 OCCURRED IN FRISCO, COLORADO : CEN15MA290
 ON JULY 3, 2015 :
 :
 ----- :

INTERVIEW OF: ERIC MONTEITH

Tuesday,
October 27, 2015

Denver, Colorado

BEFORE

JENNIFER S. RODI, Ph.D., Investigator in
 Charg, NTSB
 MATTHEW RIGSBY, FAA
 SHIN CHIHOON, NTSB*

APPEARANCES:

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*Present by teleconference

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P-R-O-C-E-E-D-I-N-G-S

(10:01 a.m.)

DR. RODI: Good morning.

May I call you Eric?

MR. MONTEITH: You may.

DR. RODI: Okay.

So just as a refresher reminder,
we're here in the furtherance of the fatal
helicopter accident in Frisco, Colorado operated
by Air Methods that took place on July 3rd of
2015.

The purpose of our interviews today
and the investigation in general is the
furtherance safety, accident prevention. We are
not here to assign fault, blame or liability in
anything that we discuss in the interview or any
portion of the accident investigation.

Questions?

MR. MONTEITH: None.

DR. RODI: Excellent.

So the NTSB cannot guarantee
confidentiality or immunity during our

1 discussion today.

2 And a transcript of this interview
3 will be included in the public docket for the
4 accident investigation.

5 Any questions?

6 MR. MONTEITH: No.

7 DR. RODI: Okay.

8 You are entitled to have one
9 representative of your choice. Who do you
10 choose?

11 MR. MONTEITH: Mark.

12 DR. RODI: Okay. Excellent.

13 MR. MONTEITH: Thanks, Mark.

14 DR. RODI: As a reminder, you cannot
15 testify or answer questions for him.

16 MR. TOMICICH: I understand.

17 DR. RODI: Okay.

18 You've met me --

19 MR. MONTEITH: I have.

20 DR. RODI: -- Jennifer Rodi. I am
21 the Investigator in charge with the National
22 Transportation Safety Board and assigned to this

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1 investigation.

2 You've met Mr. Matt Rigsby.

3 On the telephone today, we have
4 Chihoon Shin. He is our helicopter expert with
5 the National Transportation Safety Board.

6 We have Dennis McCall. He is with
7 the Air Methods certificate.

8 We have Ed Stenby. He is a line
9 pilot and union representative with Air Methods.

10 Seth Buttner with Airbus
11 Helicopters.

12 And Bryan Larimore with Turbomeca.

13 Do you understand the process of an
14 NTSB accident investigation and the roles that
15 partner members, accredited representatives and
16 technical liaisons play in that investigation?

17 MR. MONTEITH: Roughly, yes.

18 DR. RODI: Okay. Do you want me to
19 explain --

20 MR. MONTEITH: Sure. That'd be
21 great.

22 DR. RODI: -- and elaborate on

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1 anything?

2 So the NTSB is tasked by Congress
3 and the President of the United States to
4 investigate all transportation accidents,
5 aviation accidents, specifically.

6 And we have three pillars of
7 responsibility during the conduct of that
8 investigation: to establish facts and
9 circumstances surrounding the accidents --
10 that's what we're going to do in part with our
11 interview with you today; establish the probable
12 cause -- and that probable cause is established
13 through analysis based on the facts and
14 circumstances that we have access to during the
15 course of the investigation; and then, accident
16 prevention through recommendations,
17 accomplishments, results and outreach that we do
18 from what we learn from the investigation.

19 Party members are U.S.-based
20 manufacturers, operators, the FAA, who are
21 involved in the accident and the IIC feels can
22 lend technical expertise in the course of the

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1 investigation.

2 The technical liaisons are foreign-
3 based manufacturers and operators'
4 representatives that are appointed through the
5 accredited representative or foreign NTSB FAA
6 equivalent that can again, based on the IAC's
7 discretion and decision, bring technical
8 expertise in the furtherance of the
9 investigation to ensure that we have rapid
10 access to technical information that we need and
11 to ensure a complete and thorough investigation.

12 Any questions in that regard?

13 MR. MONTEITH: No, none.

14 DR. RODI: Excellent.

15 You've met everybody. You
16 understand the investigation process.

17 When you answer questions, answer
18 them to the best of your knowledge or
19 recollection. If you don't understand a
20 question, don't hesitate to have me clarify or
21 re-state the question.

22 I will lead the interview today, and

1 then I will open it up to the party members and
2 technical liaisons to see if they have any
3 questions.

4 This is being transcribed. So if
5 you can avoid shaking your head yes or not in
6 response, it's difficult to capture that --

7 MR. MONTEITH: Okay.

8 DR. RODI: -- for the transcript
9 purpose.

10 Any other questions or issues before
11 we get started?

12 MR. MONTEITH: No.

13 Now if I say something and it's not
14 clear, I've got a little bit of a head cold. So
15 if it's not clear, just ask me again.

16 DR. RODI: Okay. Excellent.

17 Do you need water or anything --
18 tissues?

19 MR. MONTEITH: I've got it. Thank
20 you.

21 DR. RODI: Okay. Excellent.

22 MR. TOMICICH: And Jennifer, just so

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1 you know, I told Eric if he needs to take a
2 short break because he's getting congested, we
3 could do that.

4 DR. RODI: Yes. Absolutely. Just
5 let us know. We'll go off the record and we can
6 proceed --

7 MR. MONTEITH: Sounds great.

8 DR. RODI: Okay.

9 So if you can state for us first,
10 middle and last name and your current position
11 or title with the FAA.

12 MR. MONTEITH: My name is Eric James
13 Monteith. I'm the principal operations
14 inspector for the Air Methods certificate.

15 DR. RODI: Excellent.

16 And if you can give me an overview
17 of your aviation background and qualifications.

18 MR. MONTEITH: I've spent -- still
19 in the U.S. Military, been in the Army, flown
20 helicopters for roughly 28 years in the Army.
21 And I'm still in that although not in a flying
22 position. And I worked in the airlines for

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1 almost 18 years through numerous positions --
2 pilot, check airman, DE for the FAA -- multiple
3 positions there.

4 DR. RODI: So what aircraft rated or
5 qualified for?

6 MR. MONTEITH: For fixed-wing?

7 DR. RODI: Fixed-wing or rotocraft.

8 MR. MONTEITH: You're talking my
9 certification I have on my ATP airplane and
10 multi-engine land rotocraft helicopter.

11 DR. RODI: And how much flight time
12 or experience do you have?

13 MR. MONTEITH: Oh, gosh. I would
14 say 7 -- 8,000 hours -- something along those
15 lines.

16 DR. RODI: And how long have you
17 been with the FAA?

18 MR. MONTEITH: Seven years -- a
19 little over seven years.

20 DR. RODI: And how long as a
21 principal operations inspector or POI?

22 MR. MONTEITH: Just one year.

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1 DR. RODI: Just one year.

2 And how long as the POI for Air
3 Methods?

4 MR. MONTEITH: Ask me that again.

5 DR. RODI: How long have you been
6 the POI for Air Methods?

7 MR. MONTEITH: One year.

8 DR. RODI: One year.

9 MR. MONTEITH: Yes.

10 DR. RODI: Okay. And had you been a
11 POI for any other certificate prior to that?

12 MR. MONTEITH: No. I was on the Air
13 Methods team prior to that for roughly six years
14 and then became the POI.

15 DR. RODI: Okay. Understand.

16 What training did you receive before
17 becoming a POI?

18 MR. MONTEITH: There were a couple
19 of courses in Oklahoma City dealing with HA
20 oversight and just the regular -- you know --
21 education we get as an FAA inspector. Nothing
22 specific for being a POI.

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1 DR. RODI: Understand.

2 And how many other certificates are
3 you responsible for?

4 MR. MONTEITH: None. Air Methods is
5 the only certificate.

6 DR. RODI: Are there other
7 collateral duties that take you away from the
8 Air Methods certificate?

9 MR. MONTEITH: In the office, we
10 have multiple responsibilities. We deal with
11 pilot deviations. Myself, I don't get tasked
12 with as many as other members on the team. So
13 not as frequently, but yes, occasionally.

14 DR. RODI: When you became POI for
15 Air Methods, what communications or outbriefing
16 did you receive from the previous POI?

17 MR. MONTEITH: There was no previous
18 POI. The position was vacant.

19 DR. RODI: Okay.

20 How long was the position vacant?

21 MR. MONTEITH: I'm not exactly sure.
22 I was on a deployment.

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1 I would say right around a year.

2 DR. RODI: Okay.

3 MR. MONTEITH: But I'm not certain
4 of that.

5 DR. RODI: When you took the
6 position, were there areas of concern, focus or
7 follow-up that were of immediate concern or
8 tasked to you?

9 MR. MONTEITH: I would say really
10 the only immediate area of concern or task was
11 the pilot training program.

12 It had gone through an approval
13 process that needed a little work previously.
14 And as I became the POI working with the
15 Director of Operations, they established a new
16 format for their pilot training program. It's
17 now in the initial approval stage. We're
18 working towards final approval.

19 DR. RODI: Okay.

20 Do you know why the position was
21 vacant for more than a year?

22 MR. MONTEITH: I do not.

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1 DR. RODI: Okay.

2 What are your duties and
3 responsibilities as POI for the Air Methods
4 certificate?

5 MR. MONTEITH: The duties and
6 responsibilities are basically to -- you know --
7 we're -- I guess I'll paraphrase here. I don't
8 have access to the -- the job description. But
9 basically, I represent the U.S. government. We
10 ensure regulatory compliance for the
11 certificate. We strive to ensure the utmost
12 safety for the public. And I work directly with
13 the 199 representatives on the certificate,
14 primarily the chief pilot and the Director of
15 Operations. We have a very excellent
16 relationship. It's a collaborative relationship
17 trying to achieve the highest degree of safety.

18 DR. RODI: Understood.

19 In general, how would you
20 characterize your workload with the Air Methods
21 certificate?

22 MR. MONTEITH: We're busy.

1 DR. RODI: Is this office the end of
2 the line as far as oversight is concerned for
3 Air Methods? Or do you receive assistance or is
4 responsibility assigned to a regional aspect or
5 a headquarters aspect?

6 MR. MONTEITH: This is the
7 certificate holding district office. It stops
8 here.

9 DR. RODI: Okay.

10 In the performance of your duties,
11 is there any one area where you spend most of
12 your time?

13 MR. MONTEITH: I would say one of
14 our -- our primary tasks now working with Air
15 Methods in addition to the -- the routine
16 things, we're trying to work with them as they
17 go into the new SMS program. You know, they
18 were the first 135 certificate holder to be
19 level 4 under the old program. So now they're
20 transitioning into the voluntary program under
21 part 5. And there's a lot of work there.

22 So I would say that's one of our --

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1 our main focuses right now is trying to keep
2 that process on track.

3 DR. RODI: Prior to the accident in
4 Frisco, Colorado, what was your biggest area of
5 concern with Air Methods?

6 MR. MONTEITH: I would -- you know --
7 -- I -- nothing jumps right out as far as oh, my
8 gosh, we have to attack that, you know? Only
9 being a POI for one year and still kind of
10 getting my feet under me looking at all the
11 different systems they have in place, I -- I
12 would say really there's nothing that jumps out
13 and says this is a big concern right now.

14 DR. RODI: Understand.

15 Who do you have help with the
16 surveillance of Air Methods?

17 MR. MONTEITH: On the operations
18 team, my current -- there's a team of eight
19 inspectors right now. I have one assistant.
20 Then there's seven or six other inspectors on
21 the team.

22 DR. RODI: And are they all based

1 here in Colorado, or do you have inspectors that
2 provide assistance with surveillance throughout
3 the country?

4 MR. MONTEITH: There's two what we
5 call RSIs -- remotely-stationed inspectors. And
6 they are towards the East Coast.

7 DR. RODI: Okay.

8 How is your annual work program
9 determined?

10 MR. MONTEITH: Now under the SAS
11 program, basically it's a risk-based data-
12 supported surveillance program. So based upon
13 the risk I see, we develop data collection tools
14 to go out and survey the operator.

15 DR. RODI: How do you determine what
16 is a risk and what is not a risk?

17 MR. MONTEITH: Based upon the things
18 the operations inspectors are seeing while
19 they're out doing check rides, base inspections,
20 ramp inspections, the feedback I get from them
21 and based upon my own experience and interaction
22 with the operator in developing the systems they

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1 have, identify risk -- we don't have a large
2 data repository right now in SAS. As we
3 transitioned out of the old MPG into the SAS
4 system, we kind of lost some of that.

5 So really, it's -- we're looking at
6 old PTRS records -- the old set program. And it
7 really is just based upon what we're seeing now
8 and my experience with the operator.

9 DR. RODI: How many required work
10 activities or R items are in your annual work
11 program?

12 MR. MONTEITH: There are no more R
13 items under SAS.

14 DR. RODI: Okay. Understand.

15 So can you elaborate the difference
16 between planned and required items that were
17 under the former program and your approach now?

18 MR. MONTEITH: It's -- it's slightly
19 different. It's based upon risk. There's high-
20 ,- medium and low-level risk. And that defines
21 the period 24 months, 12 or six months and how
22 often it appears in what we call the CAP which

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1 is our surveillance plan.

2 So really, there -- there is no
3 correlation between planned and required anymore
4 under the SAS system. It's all supposed to be
5 data-supported, risk-based surveillance.

6 DR. RODI: Are there any areas of
7 special emphasis outside of risk?

8 MR. MONTEITH: Special emphasis?

9 I -- I -- you know -- again, with
10 the -- the diverse operation they have, it's --
11 their safety programs are integral I think to
12 their entire operation. So I think that is a --
13 they have multiple voluntary programs that all
14 have to be looked at. We have to manage those,
15 collect the data, monitor trends. Those are all
16 things that we look at. And most of those come
17 of out of their safety program.

18 So I would say as a special
19 emphasis, their whole safety program is -- would
20 qualify for that.

21 DR. RODI: How many work hours are
22 spent managing the Air Methods certificate?

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1 MR. MONTEITH: It's almost
2 exclusively what we -- what I do. The other
3 inspectors, I -- I don't know. I'm not part of
4 their -- their hours allocation. The FLM would
5 be the person who could better answer that.

6 DR. RODI: With whom at Air Methods
7 do you normally work with or interact?

8 MR. MONTEITH: Primarily the
9 Director of Operations, Dennis McCall. And the
10 secondary I would say would be Raj Helwick, the
11 chief pilot. Also, I have a relationship with
12 Chris Meinhart, the Director of Maintenance.

13 We have regularly scheduled meetings
14 with them. We interact, and then Dennis and I
15 talk two or three times a week usually. And
16 Raj, probably once a week.

17 DR. RODI: Who signs and approves
18 Air Methods' training procedures and manuals?

19 MR. MONTEITH: I would sign both the
20 approved and accepted.

21 DR. RODI: Have you approved or
22 accepted any manual since you became the PMI?

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1 MR. MONTEITH: Yes. We -- again, we

2 --

3 MR. TOMICICH: You said PMI.

4 DR. RODI: POI. Thank you.

5 MR. MONTEITH: I heard PI. So -- we
6 have granted initial approval again to the pilot
7 training program. It's a very large program.
8 So we did grant initial approval to that.

9 I have approved their risk analysis
10 program which is a required program now under
11 the new rule. I think we have signed a few
12 checklists over the last year. Those are
13 accepted items, not approved items. And we're
14 currently in the process of reviewing their GON
15 which again is another accepted item and I think
16 I promised that back to the DO by the end of the
17 month.

18 DR. RODI: The checklists that you
19 as POI have accepted, were any related to the
20 AirBus AS-350?

21 MR. MONTEITH: They have recently
22 submitted a few changes to checklists, one of

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1 which is the AS-350.

2 Prior to those, I -- I couldn't
3 recall over the last year. There's -- there's a
4 lot of stuff that comes through here.

5 DR. RODI: How many check airmen
6 does Air Methods have or employ?

7 MR. MONTEITH: Between 50 and 55. I
8 can't tell you the exactly number.

9 DR. RODI: And do you play a role in
10 approving these individuals for that position?

11 MR. MONTEITH: Myself or the
12 assistant on my behalf has the ability to
13 approve them -- yes -- and sign the letter.

14 DR. RODI: And what association or
15 interaction do you have with the company check
16 airmen?

17 MR. MONTEITH: I, myself, very
18 little. I'm not current -- they don't keep me
19 current, so I can't go out and actually observe
20 the check airmen.

21 The chief pilot did invite us to
22 their annual E meeting which is their aircraft

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1 check airmen. I couldn't tell you what the E
2 stands for.

3 So we did go. We talked to them.
4 We visited with them a little bit and spent some
5 time with them.

6 So at annual meeting, we review
7 their records when they apply for them or submit
8 them for -- to be a check airman. And the
9 inspectors themselves on a regular basis are out
10 doing surveillance which are the check airmen
11 observations.

12 DR. RODI: Have you monitored the
13 ground school at Air Methods?

14 MR. MONTEITH: We have, yes.

15 DR. RODI: How often do you do that?

16 MR. MONTEITH: I -- it's time
17 permitting. If we're not out and about doing
18 actual check rides or observations, we'll --
19 we'll go see -- you know -- they provide us with
20 the schedule monthly. And they try to go 90
21 days out. And when we have inspectors available
22 and there's a class available, we'll go observe

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1 it.

2 DR. RODI: Do you recall the last
3 time that you or someone from your team
4 monitored a ground training program?

5 MR. MONTEITH: I would say in
6 September I believe we went out to *(10:19:03)
7 and observed it.

8 DR. RODI: How would you
9 characterize the quality of their training?

10 MR. MONTEITH: Excellent.

11 DR. RODI: And have you monitored
12 flight training?

13 MR. MONTEITH: We have.

14 DR. RODI: Okay.

15 How often do you monitor the flight
16 training?

17 MR. MONTEITH: It's one of our
18 primary focuses right now trying to get the
19 pilot training program to final approval. So we
20 spend a significant amount of time watching
21 their flight training.

22 DR. RODI: And when was the last

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1 time that you or someone from your team was out
2 there?

3 MR. MONTEITH: Within the last two
4 weeks, I would imagine.

5 DR. RODI: Okay.

6 And how would you characterize the
7 quality of their flight training?

8 MR. MONTEITH: Generally, excellent.

9 DR. RODI: Do you have any concerns
10 right now?

11 MR. MONTEITH: With -- real
12 concerns? No.

13 DR. RODI: Do you give or observe
14 proficiency checks?

15 MR. MONTEITH: We do.

16 DR. RODI: You specifically or
17 someone from your team?

18 MR. MONTEITH: Someone from my team.

19 DR. RODI: And do you personally
20 give or observe line checks?

21 MR. MONTEITH: No.

22 DR. RODI: Do you monitor the

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1 pass/fail ratio of pilot proficiency or line
2 checks?

3 MR. MONTEITH: We do.

4 DR. RODI: And do you recall the
5 current ratio?

6 MR. MONTEITH: I would say the pass
7 rate is very high. I cannot give you a specific
8 though.

9 DR. RODI: How do you ensure that
10 the Air Methods' training is in compliance with
11 the training manuals?

12 MR. MONTEITH: Through surveillance.

13 DR. RODI: Okay.

14 Do you ever receive verbal or
15 written concerns about Air Methods' operations
16 directly from their pilots?

17 MR. MONTEITH: Not that I can think
18 of, no.

19 DR. RODI: Has anybody from your
20 team?

21 MR. MONTEITH: I -- I wouldn't know
22 -- I wouldn't be able to answer for anybody

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1 else.

2 DR. RODI: How do you document the
3 surveillance or observation you do for Air
4 Methods' flight or ground training?

5 MR. MONTEITH: Now through a -- a
6 thing called a data collection tool. So it's a
7 -- it's a data collection tool that I create for
8 the inspector to go out and utilize when they
9 conduct surveillance.

10 DR. RODI: And is that filled out
11 every time training is observed?

12 MR. MONTEITH: Yes.

13 DR. RODI: And how do you use that
14 data -- what's been collected?

15 MR. MONTEITH: It goes through an
16 analysis process. And if there's any negative
17 findings, I can then use those findings to
18 create follow-on surveillance as well as
19 directly contact the operator and raise those
20 concerns.

21 DR. RODI: When was the last time
22 you criticized or required changes to

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1 operational training and check procedures?

2 MR. MONTEITH: I don't know I like
3 the word criticize. I would say we -- when we
4 find things or we see something that is not in
5 accordance with their training manual, we raise
6 that with the operator.

7 And we have within the last few
8 months found one or two occasions where they
9 were not specifically following their training
10 program. There were minor, nonregulatory issues
11 which were brought to the operator. And I -- I
12 believe not having completely gone through their
13 latest revision, they have corrected those
14 already. So they're fairly responsible when we
15 bring things to their attention.

16 DR. RODI: Do you ever receive
17 complaints from pilots regarding procedures or
18 trainings at the company?

19 MR. MONTEITH: Have I? No.

20 DR. RODI: Okay.

21 What guidance do you receive from
22 your supervisors regarding the surveillance for

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1 Air Methods?

2 MR. MONTEITH: The supervisor's role
3 in the new system is he has to resource the data
4 collection tools that I create. He doesn't
5 provide input into that actual surveillance, but
6 he approves the surveillance.

7 DR. RODI: Do you receive written
8 reports from Air Methods?

9 MR. MONTEITH: We -- not
10 specifically, no.

11 DR. RODI: Okay.

12 Do you receive written documentation
13 regarding operations, training or compliance
14 issues from Air Methods?

15 MR. MONTEITH: Now that's fairly
16 broad.

17 I -- I guess the -- the written
18 reports is the word that keeps hanging me up
19 here. We don't have a mechanism for them to
20 provide a direct written report to me --

21 DR. RODI: Okay.

22 MR. MONTEITH: -- for those types of

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1 things.

2 Now, we do get feedback from them,
3 but not a written report per se regarding that.

4 DR. RODI: Okay.

5 To your knowledge, have there been
6 any focused inspections of the National Aviation
7 Safety Inspection Program or the Regional
8 Aviation Safety Inspection Program for Air
9 Methods?

10 MR. MONTEITH: No, not to my
11 knowledge.

12 DR. RODI: Okay.

13 Have there been any focused
14 inspections that you are aware of that were
15 accomplished before you were the POI?

16 MR. MONTEITH: No.

17 DR. RODI: What do you specifically
18 do to check training procedures manuals and
19 checklists to ensure that they're adequate or
20 standardized?

21 MR. MONTEITH: Myself or --

22 DR. RODI: Yes.

1 MR. MONTEITH: Myself, as the work
2 comes in, it'll come to me, goes to the
3 supervisor. It gets distributed amongst the
4 inspectors. They'll review it. They'll provide
5 it back to me. I'll review what they did, look
6 at it myself and then either provide feedback to
7 the operator or accept or approve it based upon
8 what type of document it is.

9 DR. RODI: Are you required for
10 ensuring technical accuracy in any of these
11 procedures or manuals?

12 MR. MONTEITH: Can you define
13 accuracy? What are you looking for there?

14 DR. RODI: So it correlates with the
15 information that may be provided by the air
16 frame or engine manufacturer.

17 MR. MONTEITH: Okay. Yes. And
18 that's part of the process. So an MEL comes in,
19 we'll look at the master MEL, compare it to Air
20 Methods' MEL and ensure that they're -- they
21 aren't taking anything away from the MEL that
22 that operator or manufacturer provided.

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1 DR. RODI: Do you or anyone within
2 your operations team conduct training at Air
3 Methods?

4 MR. MONTEITH: We have provided some
5 training reference the new surveillance system
6 to them, not to qualify them per se, but to let
7 them know how the new surveillance system is
8 going to work so when inspectors show up, they
9 understand how the process works.

10 DR. RODI: How would you
11 characterize the level of standardization of Air
12 Methods' training procedures, manuals or
13 checklists?

14 MR. MONTEITH: I'd say it's very
15 dod.

16 DR. RODI: Had you done any in route
17 inspections to observe operations prior to the
18 accident?

19 MR. MONTEITH: Prior to becoming the
20 POI, yes.

21 DR. RODI: And did you have any
22 concerns during those in route inspections?

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1 MR. MONTEITH: No. And to be more
2 clear, it's -- I think we called it line checks.
3 It's a -- a 299 -- 135-299, not a specific in
4 route.

5 DR. RODI: Okay.

6 What were your items of concern with
7 Air Methods prior to the accident?

8 MR. MONTEITH: Again, I would say as
9 the new POI, I didn't have any glaring concerns
10 other than just trying to get a handle on the
11 scope of the operator, how we're conducting
12 surveillance and make sure that -- you know -- I
13 -- I understand their operation and we're
14 conducting good surveillance so we can again,
15 assist them in achieving that highest degree of
16 safety and be in regulatory compliance. Nothing
17 specific per se though.

18 DR. RODI: How were you informed
19 about the accident in Frisco?

20 MR. MONTEITH: By the Director of
21 Operations.

22 DR. RODI: Did he call you, send you

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1 a text message or send you an email?

2 MR. MONTEITH: He called me.

3 DR. RODI: Did you review any
4 reports, records or documentation following the
5 accident?

6 MR. MONTEITH: They have what they
7 call a *(10:28:05) which is the additional
8 report referenced the incident or accident. He
9 did send me that, yes.

10 DR. RODI: And was there anything
11 that concerned you when you received that?

12 MR. MONTEITH: It's immediately
13 after the accident, so without really
14 outstanding anything, no. I mean, an accident
15 obviously is reason for concern. But
16 specifically, no.

17 DR. RODI: Did you know the accident
18 pilot?

19 MR. MONTEITH: I did.

20 DR. RODI: And did you have any
21 concerns about his ability or his performance?

22 MR. MONTEITH: No. I found Pat to

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1 be -- I had experience with him. He was the
2 union representative on -- on that event review
3 committee for their ASAP program.

4 And prior to becoming the POI, I
5 also was a member of that for the FAA. And I
6 found him to be a very level-headed, competent,
7 experienced cautious pilot.

8 DR. RODI: Have you ever visited the
9 Frisco base?

10 MR. MONTEITH: Myself personally,
11 no.

12 DR. RODI: And why not?

13 MR. MONTEITH: I -- it hasn't been
14 necessary for me.

15 DR. RODI: Do you have any
16 experience or familiarity with the Airbus AS-350
17 with the different variance, make, model type?

18 MR. MONTEITH: Basic familiarity,
19 yes.

20 DR. RODI: And any flight
21 experience?

22 MR. MONTEITH: No.

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1 DR. RODI: Are you familiar with the
2 differences in the single- versus dual-
3 hydraulics with the Airbus?

4 MR. MONTEITH: For someone not
5 qualified on that airplane, yes.

6 DR. RODI: Okay.
7 Since the accident, have you
8 modified your surveillance of Air Methods?

9 MR. MONTEITH: I wouldn't say we
10 modified our surveillance, no.

11 DR. RODI: Since the accident, have
12 you requested any changes to the company's
13 operational procedures?

14 MR. MONTEITH: Have I requested
15 changes? No.

16 DR. RODI: What is the FAA's
17 position with regards to safety information
18 notices or service bulletins that come out from
19 manufacturers?

20 MR. MONTEITH: We as the certificate
21 management team are not of initial distribution
22 of those types of I guess bulletins or -- or

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1 documents. We kind of have to find them. You
2 can check the *Federal Register*, look for those
3 things. And we do periodically do that. But I
4 would not say that's part of my regular daily
5 routine.

6 If something does come out that is
7 relevant to their operation, typically the DO
8 who is on their *(10:30:43) now will send it to
9 me so I can be familiar with it. Or if anybody
10 else on the team, we -- we share it -- you know
11 -- fairly well amongst both the air worthiness
12 and the operation inspectors.

13 DR. RODI: Do you have expectations
14 or requirements as far as Air Methods is
15 concerned when they receive the same information
16 from manufacturers?

17 MR. MONTEITH: I guess you'd have to
18 define expectations.

19 DR. RODI: Is there something that
20 the FAA requires or anticipates that an operator
21 will do when they receive this information from
22 a manufacturer?

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1 MR. MONTEITH: If it's not an air
2 worthiness directive which they're mandated to
3 do in which then we would have a vested interest
4 in. If it's just a voluntary bulletin or a
5 safety alert, it's -- they -- they get them.

6 So under their new process in
7 talking with their Director of Operations, he's
8 now on the distribution list of anything that
9 comes in. So I guess that would be my
10 expectation so he can apply that operational
11 mind set to any of those things to see if
12 they're relevant outside of perhaps an air
13 worthiness perspective.

14 DR. RODI: Were you familiar with
15 the safety information notice or service
16 bulletins that came from Airbus Helicopters
17 regarding the dual-hydraulics operations with
18 the AS-350?

19 MR. MONTEITH: Prior to the
20 accident, no.

21 DR. RODI: And were you aware of the
22 Temple, Texas incident involving the hydraulic

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1 isolation switch, also operated by Air Methods?

2 MR. MONTEITH: I was aware of it,
3 yes.

4 DR. RODI: And were you involved in
5 that incident investigation or aware of any
6 actions or concerns that were brought out in
7 that investigation?

8 MR. MONTEITH: I was not part of
9 that, no.

10 DR. RODI: Following the accident,
11 several employees at Air Methods left or were
12 let go, including the vice president of safety
13 and the senior director of safety. Did this
14 departure concern you?

15 MR. MONTEITH: Yes.

16 DR. RODI: And what reasons were you
17 given for their departure?

18 MR. MONTEITH: Those two individuals
19 both directly told me that they were -- they
20 found other jobs that they were interested in
21 pursuing.

22 DR. RODI: We understand that

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1 shortly following their departure that there was
2 a round table meeting or discussion that
3 involved both the FAA and Air Methods. Did you
4 take part in that meeting?

5 MR. MONTEITH: I did.

6 DR. RODI: Okay.

7 And what were the results of that
8 meeting?

9 MR. MONTEITH: There -- there were
10 many. It was a -- it was all-day meeting.
11 There were a lot of -- we -- we referred to it
12 as somewhat of a gap analysis meeting -- you
13 know -- kind of in the spirit of SMS -- to
14 identify perhaps gaps in their safety system now
15 since some of the key individuals have left.

16 And we spent a significant amount of
17 time. And some things were identified. And I
18 believe the DO was -- and the acting director of
19 safety, Shelton Bair, were going to take those
20 forward.

21 DR. RODI: I'm going to open it up
22 to my colleagues to see if they have any

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1 questions.

2 Chihoon?

3 NTSB INVESTIGATOR SHIN: I just have
4 one question.

5 When surveilling pilots, have you
6 observed pilots sneaking off without verifying
7 controllability of the helicopter prior to
8 completing the take off? And by verifying
9 controllability, I mean more of the idea of
10 putting the helicopter in a low hover -- three
11 or five feet -- and verifying that you have
12 pedal control selected and *(10:34:35) control
13 prior to take off.

14 MR. MONTEITH: Have I personally?

15 No.

16 NTSB INVESTIGATOR SHIN: Okay.

17 Thank you.

18 That's all I have.

19 DR. RODI: Matt?

20 FAA INVESTIGATOR RIGSBY: Okay.

21 Eric, you said you personally had
22 not visited the Frisco base.

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1 MR. MONTEITH: Correct.

2 FAA INVESTIGATOR RIGSBY: Had
3 someone on your team visited and provided
4 surveillance at the Frisco base?

5 MR. MONTEITH: We have visited the -
6 - yes.

7 FAA INVESTIGATOR RIGSBY: Okay.
8 Within the last year?

9 MR. MONTEITH: I would have to
10 verify a date.

11 FAA INVESTIGATOR RIGSBY: Okay.
12 You have not personally given Pat a
13 check, right?

14 MR. MONTEITH: Correct.

15 FAA INVESTIGATOR RIGSBY: Okay.
16 You said you were designated eight
17 operations inspectors?

18 MR. MONTEITH: I have eight
19 operations instructors on the operations team.
20 Yes.

21 FAA INVESTIGATOR RIGSBY: Okay.
22 Are all of them, including yourself,

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1 currently qualified in all 24 to 27 models of
2 aircraft that Air Methods flies?

3 MR. MONTEITH: They are not. Not
4 all of them are even capable right now of going
5 out and conducting checks for Air Methods due to
6 the lack of currency or qualification.

7 FAA INVESTIGATOR RIGSBY: Okay.

8 Is that lack of currency due to lack
9 of training?

10 MR. MONTEITH: In many cases, yes.

11 We -- some of them -- Air Methods is
12 100 percent NBG. We have -- it has been decided
13 at some level that we're only authorized eight -
14 - or excuse me -- six NBG-qualified inspectors
15 to go out and do surveillance. So right away,
16 two of my inspectors are very significantly
17 loaded in the type of checking or surveillance
18 they can do with the aircraft.

19 About the only daytime check ride we
20 would perform would be a 297-135 297 which is
21 the instrument check ride. Almost everything
22 else is exclusively conducted at night.

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1 As far as qualification or
2 experience on the myriad of airframes that Air
3 Methods operates, we used to attend courses
4 which would send us through what they would call
5 a qualification course so we would have
6 familiarity with that airframe so when we were
7 out conducting check rides, it's -- it's a far
8 better -- obviously, you can do a far better job
9 if you're familiar with the aircraft.

10 And we no longer are authorized to
11 do that. So they have several in today's day
12 and age where you would be calling technically-
13 advanced aircraft which are *(10:37:11), Glass
14 Air -- Glass Aircraft, multi-engine, complex
15 systems which the inspectors have no experience
16 on whatsoever. Yet we still go out and conduct
17 surveillance on those.

18 Primarily check airmen is about all
19 I'm relegated to right now with the number of
20 people I have qualified to actually go out and
21 conduct check rides. We do -- they have -- like
22 I say, I want to say it's between 50 and 55. I

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1 don't have the exact number. I apologize.

2 And every 24 months, those check
3 airmen are required an observation. So if you
4 halve that -- you know -- every year, we have to
5 do roughly 27, 28 observations on the check
6 airmen.

7 Ultimately, for me as a POI, what I
8 would like to do is take sampling of the -- the
9 line pilots because I think that's where we're
10 going to actually determine what -- you know --
11 are they standard, are they following
12 checklists?

13 You'll watch in the check airmen,
14 which is the best of the best -- you know --
15 ultimately for that operator doesn't to me give
16 me the best sampling of the actual line pilot in
17 day-to-day operations. Unfortunately, I just
18 can't get there with the number of inspectors I
19 have that are trained to go out and do it.

20 FAA INVESTIGATOR RIGSBY: You said
21 there were eight allotted to the -- eight
22 inspectors.

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1 MR. MONTEITH: I have eight
2 currently. Yes.

3 FAA INVESTIGATOR RIGSBY: How many
4 are allotted? Are you allowed to have more
5 inspectors?

6 MR. MONTEITH: I -- I don't have
7 access to the -- the manning document.

8 What I can tell you is based upon
9 the recent movements, I've had two retirements -
10 - or not me, personally. But there's been two
11 retirements on the team which my FLM, Stan --
12 front-line manager Stan *(10:38:48) just told me
13 we're authorized to backfill. So I believe
14 we're authorized at least two more on the team.

15 FAA INVESTIGATOR RIGSBY: Of the
16 operations inspectors that are on your team, do
17 they have other duties outside of the Air
18 Methods certificate?

19 MR. MONTEITH: Yes. We're -- we're
20 GA inspectors in this office. So we do all the
21 GA work. You have walk-in duty, accident duty,
22 pilot deviations, check rides for operators that

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1 are in this office as well as the national
2 *(10:39:19) system which is -- and I apologize;
3 I don't know what the acronym technically stands
4 for -- we are kind of for the most part the
5 helicopter experts for the FAA.

6 For example, this week, there's
7 three of the inspectors out doing check rides
8 for other operators. So basically you're out of
9 pocket for almost a full week by the time you
10 travel, get there, do check rides, debrief and
11 come back.

12 So yes, we have a significant number
13 of other duties other than just Air Methods.

14 FAA INVESTIGATOR RIGSBY: Has Air
15 Methods experienced delays in their training or
16 approval of documents and that type of thing due
17 to a manpower shortage?

18 MR. MONTEITH: I would say you could
19 probably better ask Air Methods that.

20 I would say we had a challenge with
21 Rev 8 of the GOM a while back. I don't believe
22 as long as I've been in here as the POI we've

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1 had any significant delays. We sometimes --
2 with documents, we do sometimes run into
3 challenges with scheduling check airmen
4 observations just due to availability of
5 inspectors. There was a brief period of time
6 for -- you know -- brief I guess *(10:40:30) and
7 FAA for four, five, six months where we only
8 have one qualified inspector on the entire team.

9 FAA INVESTIGATOR RIGSBY: Okay.

10 I'm going to jump gears.

11 Back on the training, what's the
12 process for you to submit your training requests
13 so you can get qualified -- current and
14 qualified?

15 MR. MONTEITH: We -- they kind of
16 have their open season where our front-line
17 manager asks us to submit to him our requests
18 for training that we believe we need in order to
19 be able to do our job or become better and
20 enhance our ability to do our job.

21 So we submit that list to our front-
22 line manager which we did I think about two

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1 weeks ago. And then he either submits them or -
2 - or culls them out according to whatever
3 guidance he might have.

4 But that's how we as an inspector, I
5 would request of him -- I need the AS-350
6 qualification course or the EC-135. I need the
7 helicopter oversight or whatever courses I
8 believe would help me do my job better.

9 FAA INVESTIGATOR RIGSBY: And have
10 you submitted those requests --

11 MR. MONTEITH: I have.

12 FAA INVESTIGATOR RIGSBY: -- and
13 have they been granted?

14 MR. MONTEITH: They have not.

15 FAA INVESTIGATOR RIGSBY: Okay.

16 MR. MONTEITH: Well, let me be clear
17 on that.

18 None of the flight -- flight program
19 requests have been approved. Other requests
20 have.

21 FAA INVESTIGATOR RIGSBY: Are you
22 provided feedback on why they're not approved?

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1 MR. MONTEITH: No.

2 FAA INVESTIGATOR RIGSBY: Okay.

3 You mentioned SAS. What does that
4 stand for on risk-base?

5 MR. MONTEITH: Safety Assurance
6 System.

7 FAA INVESTIGATOR RIGSBY: And you
8 also talk about ow operators are classified by
9 risk -- by low, medium or high.

10 MR. MONTEITH: Well, I was probably
11 unclear on that.

12 The -- the data collection tool is
13 classified as a high, medium or low that we
14 utilize. And that level of risk defines how
15 frequently we have to accomplish that particular
16 data collection tool.

17 FAA INVESTIGATOR RIGSBY: Okay.

18 And this isn't limited just to Air
19 Methods. But are you aware on how the
20 helicopter air ambulance is categorized as far
21 as risk level?

22 MR. MONTEITH: I -- I'm not sure I

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1 understand the question.

2 FAA INVESTIGATOR RIGSBY: The type
3 of operations an helicopter air ambulance does,
4 how many other operators go into unknown areas
5 where there's maybe obstacles of wires,
6 unprepared surfaces --

7 MR. MONTEITH: All I can do is tell
8 you based upon my experience, having been an
9 airplane 121 pilot flying airport to airport
10 with a dispatcher providing me weather and
11 myriads of resources available to me in a fairly
12 generic ADB flight versus my experience both in
13 the military and with Air Methods where you --
14 it's a very diverse type of operation where you
15 do offsite landings in unknown areas, unprepared
16 areas. So I would say if you're asking my
17 opinion, it is a far riskier operation than a
18 typical 121 operator, even a 135 operator that
19 wasn't doing offsite landings.

20 FAA INVESTIGATOR RIGSBY: You
21 mentioned you were with the U.S. Army. Are you
22 a helicopter pilot?

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1 MR. MONTEITH: I am.

2 FAA INVESTIGATOR RIGSBY: Okay.

3 What type of airframes are you
4 qualified for?

5 MR. MONTEITH: I've flown UH-1s
6 which is the Huey H-1s, the Cobra, OH-6s which
7 is the MD-500, Bell 206s which is the
8 *(10:44:14), Black Hawks, the S-70, I think they
9 call that now -- whatever the type version is of
10 that. Had a very little time in Chinooks.

11 FAA INVESTIGATOR RIGSBY: Okay.

12 You also mentioned about like the
13 checklists and the manuals. Some are approved
14 and some are accepted. What's the difference
15 between approved and accepted?

16 MR. MONTEITH: Well, the approved
17 document or program means they can't use it
18 until it's actually approved. And accepted
19 document, technically, they can use it even if
20 it hasn't been accepted yet.

21 What I -- without being able to read
22 the definition, basically my belief is that it

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1 approves something is something we have to have
2 direct oversight of, whereas accepted is it's
3 kind of our way to have input into that process.

4 FAA INVESTIGATOR RIGSBY: Okay.

5 MR. MONTEITH: So approved, they
6 cannot use until it's actually signed and
7 approved.

8 FAA INVESTIGATOR RIGSBY: Okay.

9 Does the CMT participate in these --
10 I think I heard from Air Methods that their
11 safety concern meetings where items are brought
12 up as they have their independent reporting
13 system and things get reported to the safety
14 department or to the DO -- the director of
15 operations or their chief pilot. Do you guys
16 participate in those meetings?

17 MR. MONTEITH: The meetings that we
18 currently have been participating in with Air
19 Methods was on a monthly basis their ASAP
20 program. And when I say ASAP, that's the
21 overall program which includes both a pilot and
22 a mechanic -- event review committee. Their

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1 voluntary disclosure program -- the VDRP --
2 obviously we're part of that program since we
3 have -- they have to come to the principal
4 operating inspector.

5 For a while, we were invited to
6 attend semi-frequent meetings for their SMS
7 program -- their safety program. But I would
8 say over the last year, our involvement has been
9 very low as far as being invited to participate
10 in those types of events.

11 FAA INVESTIGATOR RIGSBY: Okay.

12 Do you have any idea on reason for
13 that?

14 MR. MONTEITH: I would -- again, my
15 opinion would be that there is a degree of
16 either mistrust or -- I guess that's probably
17 the best way to phrase it.

18 From someone in a position of authority where --
19 a direct example that I was involved with is I
20 asked for data reference of ASAP program to
21 provide feedback to the inspectors at our annual
22 meeting where we all get together. And I was

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1 directly told no.

2 FAA INVESTIGATOR RIGSBY: Okay.

3 Were you aware of some issues before
4 the accident concerning the AS-350 hydraulic
5 checklist -- or the checklist with the 350? I'm
6 sorry.

7 MR. MONTEITH: Could you ask me that
8 again?

9 FAA INVESTIGATOR RIGSBY: Sorry.

10 Before the accident at Frisco, were
11 you aware of any concerns brought forward to Air
12 Methods in reference to the checklist?

13 MR. MONTEITH: Was I aware? No.

14 FAA INVESTIGATOR RIGSBY: Okay.

15 Have you been informed of any
16 changes since the accident that Air Methods has?

17 MR. MONTEITH: They have recently
18 submitted -- like I said -- an AS-350 checklist
19 for change. I think it came in the week before
20 last, and I was out last week. So I know the
21 inspector who reviewed it has completed it. And
22 when I'm done with this this week, we'll --

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1 we'll look at that and hopefully get it signed
2 and accepted and back to Air Methods.

3 But I personally have not reviewed
4 it yet.

5 FAA INVESTIGATOR RIGSBY: Okay.

6 Have you personally ever heard of
7 anything called a corkscrew departure?

8 MR. MONTEITH: I -- I've heard it
9 referred to. Yes.

10 FAA INVESTIGATOR RIGSBY: Okay.

11 That's all I have.

12 DR. RODI: Thank you.

13 Dennis, do you have any questions?

14 MR. McCALL: I do have a couple.

15 Thank you.

16 Hi, Eric. Dennis McCall here.

17 MR. MONTEITH: Hey, Dennis.

18 MR. McCALL: Historically, Air
19 Methods has had trouble getting documents
20 accepted or approved. Is it your opinion that
21 that's due to staffing issues? Or could it be
22 something else?

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1 MR. MONTEITH: Without specifically
2 knowing what documents are being referred to,
3 the only one I have personal familiarity with
4 was the GON Rev 8 where a -- a principal/front-
5 line manager had an issue I believe with a
6 procedure in that manual dealing with duty time
7 and was unwilling for that manual to leave the
8 office as it existed.

9 Other than that, that is my only
10 personal familiarity with documents leaving the
11 office.

12 MR. McCALL: Okay. Do you know how
13 long it took to get that manual accepted?

14 MR. MONTEITH: I don't know that it
15 ever was accepted.

16 MR. McCALL: Right.

17 MR. MONTEITH: If it was, it must
18 have happened while I was on my last deployment
19 because when -- as of when I left, it was not.
20 And now we have Rev 9 which was submitted to me.
21 So I know we have Rev 9.

22 MR. McCALL: Okay.

1 And in reference to FAA supporting
2 Air Methods with check airmen, do you recall any
3 conversations where it was said that the FAA was
4 not going to be able to possibly conduct check
5 rides for us in the future?

6 MR. MONTEITH: Yes. I -- there was
7 -- and not too long after I became the
8 principal, there was some discussion about us
9 getting out of that business. And honestly, I
10 wasn't part of those discussions. I believe
11 that was at levels above me. But I know there
12 was a concern with qualification and currency of
13 inspectors being able to actually go out and do
14 that.

15 But I'm not intimately familiar with
16 that discussion.

17 MR. McCALL: Okay.

18 And the last thing I have, Eric, is
19 are you familiar with these two terms -- PAIP
20 and AIDMORE?

21 MR. MONTEITH: Yes.

22 MR. McCALL: Could you describe what

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1 they mean to you?

2 MR. MONTEITH: The P -- PAIP is what
3 I alluded to earlier that typically -- well,
4 I'll just say you since you're the DO -- would
5 provide me when an incident occurs. Regardless
6 I think of the severity you guys create one of
7 those. And based upon your and my agreement,
8 you have been providing me those almost
9 immediately upon that incident happening so I
10 could then pass it up the food chain here on the
11 FAA so everybody's at least aware of what's
12 going on.

13 The AIDMORE is -- I'm not as
14 familiar with that. That is an internal report
15 to your organization at Air Methods where the
16 pilots or actually anybody reports issues,
17 concerns or incidents internally.

18 MR. McCALL: Okay.

19 And would you agree or disagree that
20 I provide you with these PAIPs and sometimes
21 AIDMOREs because we have the level of trust, and
22 some of these are not even reportable items,

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1 just for information that I think you should
2 have.

3 MR. MONTEITH: I would say that the
4 vast majority of the ones you have provided me
5 are nonregulatory or required items. It is
6 purely so you can keep me informed as the
7 principal as to things that are happening at
8 your certificate.

9 And I would say yes, it probably has
10 a large degree to do with the level of trust
11 that you and I have and the relationship we have
12 as the POI and the DO.

13 MR. McCALL: Okay. Thank you.

14 I don't have any other questions.

15 DR. RODI: Thank you.

16 Ed?

17 PARTICIPANT: I think Ed had to drop
18 off line.

19 DR. RODI: Okay.

20 Is it Seth?

21 MR. BUTTNER: Yes, it is.

22 I don't think I have any other

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1 questions.

2 DR. RODI: Okay. Thank you.

3 Bryan?

4 MR. LARIMORE: No, I don't have any
5 questions. Thank you.

6 DR. RODI: Okay.

7 So I'm going to follow up on a
8 question that Matt asked you.

9 Is there any training that you feel
10 that your inspectors need to do their job that
11 they're not currently getting?

12 MR. MONTEITH: I would say that all
13 the inspectors on the Air Methods team ought to
14 go through airframe qualification courses to be
15 more familiar with the aircraft we're required
16 to go out administer check rides on.

17 It -- and again, I'll just -- this --
18 -- this would be purely my opinion. Now having
19 lived in the 121 world where you conduct OE and
20 line checks sitting in a jump seat between two
21 fully qualified crew members going A to B in a
22 very structured environment, for an inspector to

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1 go out administer check rides under night-vision
2 goggles with low illumination on an aircraft
3 he's not intimately familiar with, I would say
4 there's a high degree of risk there. And since
5 we're in the business of safety, I think the
6 best way to mitigate that risk to qualify our
7 inspectors to actually go out and do that.

8 Getting to the sampling of check
9 rides I believe we ought to be doing to be able
10 to determine -- you know -- in any -- any
11 given surveillance, I think it's a reasonable
12 expectation that you do a sampling of check
13 rides to get an idea of standardization,
14 qualification and the effectiveness of their
15 training program.

16 And I personally would not be
17 comfortable for an inspector who's never sat in
18 an AS-350, let alone an AS-350 B3E with a dual
19 hydraulic system to actually go out and have to
20 administer an initial check ride to an Air
21 Methods pilot who hasn't even completed the
22 training program yet because that is the

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1 completion of the training program.

2 I would -- I think that inspector
3 absolutely needs to go through a qualification
4 course. Ideally, I would have a group of
5 qualified inspectors on different airframes that
6 would go out and administer those check rides on
7 those airframes ensuring the highest degree of
8 safety.

9 DR. RODI: Is there anything that
10 you think that we need to be aware of that we
11 didn't specifically ask or query about today?

12 MR. MONTEITH: I don't believe so.
13 No.

14 FAA INVESTIGATOR RIGSBY: One
15 follow-up on the training question.

16 MR. MONTEITH: Yes?

17 FAA INVESTIGATOR RIGSBY: Has Air
18 Methods offered to allow you to participate in
19 their inhouse training?

20 MR. MONTEITH: The Director of
21 Operations has directly told me he will allow
22 any of our inspectors to go through their

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1 qualification course on any of their airframes.

2 Yes.

3 FAA INVESTIGATOR RIGSBY: Okay.

4 And is your management supportive of
5 that? Or have there been --

6 MR. MONTEITH: I don't know how
7 supportive or unsupportive they are. The answer
8 to this date has been no for whatever reason --
9 whether it's a financial, a liability or -- I
10 don't know why that is but the answer to this
11 date has been no, we are not allowed to do that.

12 FAA INVESTIGATOR RIGSBY: Okay.

13 I'm done.

14 DR. RODI: Any other questions?

15 (No audible response.)

16 DR. RODI: Excellent.

17 On behalf of the NTSB, I'd like to
18 extend my condolences for the loss of your
19 colleague.

20 You have my contact information. If
21 you need anything, don't hesitate to reach out
22 if you have questions regarding the accident

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1 investigation or need anything.

2 MR. MONTEITH: Okay.

3 DR. RODI: All right. Thank you.

4 MR. MONTEITH: Thank you.

5 (Whereupon, at 10:55 a.m, the
6 interview was concluded.)

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C E R T I F I C A T E

MATTER: The Aircraft Accident that
Occurred in Frisco, CO July 3, 2015
Accident No. CEN15MA290
Interview of Eric Monteith

DATE: 10-27-15

I hereby certify that the attached transcription of page 1 to 66 inclusive are to the best of my professional ability a true, accurate, and complete record of the above referenced proceedings as contained on the provided audio recording; further that I am neither counsel for, nor related to, nor employed by any of the parties to this action in which this proceeding has taken place; and further that I am not financially nor otherwise interested in the outcome of the action.

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NATIONAL TRANSPORTATION SAFETY BOARD

----- :
 IN RE: :
 :
 THE AIRCRAFT ACCIDENT THAT : NTSB Accident No.
 OCCURRED IN FRISCO, COLORADO : CEN15MA290
 ON JULY 3, 2015 :
 :
 ----- :

Interview of: STANLEY R. HAYNES

Tuesday,
October 27, 2015

Denver, Colorado

BEFORE

JENNIFER S. RODI, Ph.D., Investigator in
 Charge, NTSB
 MATTHEW RIGSBY, FAA
 KATHERINE WILSON, NTSB

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P-R-O-C-E-E-D-I-N-G-S

(11:11 a.m.)

DR. RODI: May I call you Stan?

MR. HAYNES: Please.

DR. RODI: Excellent.

So I'm Jennifer Rodi. I'm the Investigator in Charge for the accident investigation for Frisco, Colorado that happened on July 3rd of 2015.

And you know Mr. Matt Rigsby. I will introduce my colleagues that are still with us on the telephone.

We have Katherine Wilson with the National Transportation Safety Board; Dennis McCall, he's the Director of Operations at Air Methods; Ed Stenby, he's a line pilot and union representative at Air Methods; Seth Buttner, the airframe manufacturer -- Airbus Helicopter; and Bryan Larimore with Turbomeca.

So we're here in the furtherance of the accident investigation in Frisco, Colorado. The interview that we're conducting with you

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1 today and then some of your colleagues is in the
2 furtherance of safety and has absolutely nothing
3 to do with liability, blame or fault, nor will
4 any portion of our accident investigation
5 address that.

6 The NTSB cannot guarantee
7 confidentiality or immunity in any of the
8 discussions of our interview today. And a
9 transcript or summary of the interview will be
10 part of the public record or public docket once
11 the accident investigation is complete.

12 Any questions with that regard?

13 MR. HAYNES: No.

14 DR. RODI: Okay.

15 You're entitled to one
16 representative for the interview today. Who do
17 you choose?

18 MR. HAYNES: I guess him.

19 DR. RODI: Okay.

20 MR. TOMICICH: And for the record,
21 he's pointing to counsel, Mark Tomicich.

22 DR. RODI: And as a reminder, you

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1 cannot testify or answer questions for him
2 today.

3 MR. TOMICICH: Okay.

4 DR. RODI: All right. Do you
5 understand the process of an NTSB accident
6 investigation and the role of party members,
7 accredited representatives or technical
8 liaisons?

9 MR. HAYNES: Yes.

10 DR. RODI: Okay. Do you want me to
11 review or remind you of any aspect of that?

12 MR. HAYNES: I don't think so.

13 DR. RODI: Okay.

14 So we have party members, president
15 and technical liaisons available on the phone.

16 I will conduct the interview today.
17 And then when I'm finished with my questions for
18 you I will open it up to them to see if they
19 have any additional or follow-up clarification
20 or questions in their role to provide technical
21 expertise and ensure that we have a complete and
22 thorough investigation.

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1 When you answer questions, just
2 answer to the best of your recollection. If you
3 need anything clarified, if you need me to
4 repeat the question, just ask me.

5 MR. HAYNES: Okay.

6 DR. RODI: I'll be happy to do so.

7 And then if you can abstain from
8 nodding your head yes or no, because we're
9 having it transcribed. It's a little difficult
10 to capture that --

11 MR. HAYNES: Okay.

12 DR. RODI: -- in a transcript.

13 And I'll try to stay on that if it
14 ever becomes an issue.

15 MR. HAYNES: Okay.

16 DR. RODI: So anything else before
17 we get started?

18 MR. HAYNES: No.

19 DR. RODI: Okay.

20 If you could state your name, first
21 and last, middle initial and then your current
22 title or position with the FAA.

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1 MR. HAYNES: It's Stanley R. Haynes
2 -- H-A-Y-N-E-S. I'm a front-line manager on the
3 Air Methods certificate for the Denver FSDO.

4 DR. RODI: Okay.

5 And can you give me a general
6 overview of your aviation background and
7 qualifications?

8 MR. HAYNES: Wow.

9 I was originally certificated in
10 1967, I believe -- about that time frame. I've
11 had various jobs in 135 or 91 and some 121
12 experience. I've held positions as chief pilot
13 for -- for a Fortune 500 company. I was chief
14 pilot for a police department, various 135
15 companies. I've managed a 141 school.

16 I've been with the FAA for
17 approximately six years.

18 DR. RODI: What aircraft are you
19 rated or qualified on?

20 MR. HAYNES: I'm rated in a -- a
21 Metroliner, an Eclipse Jet, Hawker Jet --
22 there's one more -- Citation Jet.

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1 DR. RODI: And what certificates and
2 ratings do you hold?

3 MR. HAYNES: I hold an ATP multi-
4 engine land, all my flight instructions and I
5 hold a ground instructor certificate.

6 DR. RODI: Are you certified or
7 qualified in helicopters?

8 MR. HAYNES: No, ma'am.

9 DR. RODI: And you said that you've
10 been with the FAA for six years now?

11 MR. HAYNES: Yes.

12 DR. RODI: How long have you been a
13 manager?

14 MR. HAYNES: A little over three.

15 DR. RODI: Okay.

16 And what are your responsibilities as
17 a manager?

18 MR. HAYNES: I manage the -- the
19 operations unit of the Air Methods certificate.
20 I make sure that all the -- when work comes in
21 that it's -- it's assigned out to the
22 appropriate inspectors for completion, the --

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1 and when they're through with the paperwork in
2 the process -- you know -- for whatever work is
3 assigned to them, I review it for consistency,
4 accuracy, that it meets the guidance and -- and
5 stays within the -- the regulations.

6 DR. RODI: How many people report
7 directly to you?

8 MR. HAYNES: At the present time,
9 there's 11, I believe. I have three vacancies
10 within the unit.

11 DR. RODI: So if those vacancies
12 were filled then it would be more than 11
13 individuals?

14 MR. HAYNES: Yes. Yes, it would.

15 DR. RODI: Okay.

16 And do you have any experience as a
17 principal operations inspector or a POI?

18 MR. HAYNES: Yes, ma'am.

19 DR. RODI: How long did you hold
20 that position?

21 MR. HAYNES: I held that position
22 for roughly three years prior to the position

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1 I'm in now.

2 DR. RODI: And any involvement in
3 that position with Air Methods?

4 MR. HAYNES: No.

5 DR. RODI: Okay.

6 Did you ever serve as an inspector
7 for the Air Methods certificate?

8 MR. HAYNES: No, ma'am.

9 DR. RODI: In the performance of
10 your duties, is there any one area where you
11 spend the majority of your time?

12 MR. HAYNES: Just not -- just normal
13 duties. I don't know I understand the question.

14 DR. RODI: Is there something within
15 your duty that you spend more time on -- the
16 management of resources, human resources,
17 specific operators, specific concerns?

18 MR. HAYNES: The only operator that
19 I work with is Air Methods.

20 DR. RODI: Okay. Understood.

21 Prior to the accident, what was your
22 biggest area of concern with Air Methods?

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1 MR. HAYNES: Prior to the accident,
2 I don't think at that time there were any really
3 big concerns to my knowledge concerning Air
4 Methods.

5 DR. RODI: With whom at Air Methods
6 do you normally work with or interact with?

7 MR. HAYNES: I interact with the
8 Director of Operations and the -- the chief
9 pilot mainly.

10 DR. RODI: And what role do you play
11 in the approval or acceptance of procedures
12 manuals or checklists at Air Methods?

13 MR. HAYNES: Well, when the -- the
14 work comes into the office, it's assigned to a
15 principal inspector and he has overall
16 responsibility for it. And from there, it's
17 assigned to the inspector that's going to work
18 it.

19 DR. RODI: So do you assign it to
20 the principal and then he assigns it? Or can
21 you elaborate on how --

22 MR. HAYNES: No, he can't -- he does

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1 not assign work. I will assign it to the -- the
2 inspectors that will -- will work on it.

3 DR. RODI: And how do you determine
4 what you assigned to which instructor?

5 MR. HAYNES: Well, some of it's
6 workload-based. And some of it is that we have
7 -- since I've been with Air Methods, we've --
8 we've got some -- some inspectors who work
9 certain areas for -- for familiarity and
10 workflow.

11 Take for example the MELs. We --
12 we've got one ops inspector, one airworthiness,
13 one avionic that are assigned to work those. So
14 there -- when it comes in, it's assigned to the
15 principals and to those three inspectors. We
16 found that the -- the manuals -- they -- the
17 work gets completed and out of the office faster
18 than the way it was being done previously. It's
19 streamlined it.

20 DR. RODI: And when did that change
21 take place?

22 MR. HAYNES: Oh, it's been about two

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1 years ago -- a little over two years ago.

2 DR. RODI: Okay.

3 Have you ever attended or surveilled
4 training at Air Methods?

5 MR. HAYNES: Personally, I have not.

6 DR. RODI: Have you ever served in
7 the capacity of a check airman at Air Methods?

8 MR. HAYNES: At Air Methods, no, I
9 have not.

10 DR. RODI: Have you received verbal
11 or written concerns about Air Methods'
12 operations from their pilots?

13 MR. HAYNES: Have I? No.

14 DR. RODI: What guidance do you
15 provide that your principal operations inspector
16 or the certificate management team regarding the
17 surveillance of Air Methods?

18 MR. HAYNES: Well, the surveillance
19 is pretty much spelled out between SAS and the -
20 - the 8900 guidance. And that's pretty much
21 what we follow.

22 DR. RODI: Are you involved in the

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1 annual review of the SAS program?

2 MR. HAYNES: No. We've only been
3 operating under SAS since I believe January of
4 this year.

5 DR. RODI: Understand.

6 Will there be an annual review of
7 that program come December or January?

8 MR. HAYNES: I do not have that
9 knowledge.

10 DR. RODI: Are you aware of any
11 focused inspections that have taken place at Air
12 Methods on either a regional or a national
13 level?

14 MR. HAYNES: No, I am not personally
15 aware.

16 DR. RODI: Okay.

17 What specific oversight activities
18 do you expect from the principal operations
19 inspector or the certificate management team to
20 ensure adequate oversight?

21 MR. HAYNES: Well, we're under a
22 risk-based surveillance program now. So they --

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1 they collect the information, and if there's a
2 risk, then I expect them to surveil it according
3 to the guidance so that it is adequately
4 surveilled.

5 DR. RODI: And is the level of risk
6 determined by an algorithm or a spreadsheet, a
7 matrix, a checklist, or is that a risk that's
8 determined by the inspectors?

9 MR. HAYNES: That would be
10 determined -- the risk would be determined by
11 the principal inspectors.

12 DR. RODI: Do you do any training at
13 Air Methods?

14 MR. HAYNES: Do I? No.

15 DR. RODI: Are you aware of any
16 violations with the Air Methods' certificate
17 over the last year?

18 MR. HAYNES: There's been several of
19 EIRs that have been filed. There have been some
20 that have been upheld and some that have not.

21 DR. RODI: For the record, can you
22 elaborate what you mean by EIR?

1 MR. HAYNES: It's an enforcement
2 investigative report.

3 DR. RODI: Thank you.

4 How are you involved with the self-
5 disclosure from Air Methods?

6 MR. HAYNES: Well, the self-
7 disclosure is -- there's -- they have several
8 programs. And like the VDRP program that's
9 filed, the PIs look at it. And there's an -- we
10 have an operations and a principal -- or a --
11 their worthiness inspector who are in charge in
12 those programs. And then they work -- they work
13 with their methods to resolve the -- whatever the
14 problem was to a conclusion.

15 DR. RODI: Do you feel that there
16 are any concerns with regards to that self-
17 disclosure? Do they disclose only the
18 requirements or do they disclose more?

19 MR. HAYNES: They disclose under the
20 program what can be disclosed to my knowledge.
21 There are some things that -- that are not in
22 that particular -- those particular programs.

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1 DR. RODI: So changing direction a
2 little bit here, how were you informed about the
3 accident in Frisco?

4 MR. HAYNES: I was informed from my
5 principal operations inspector.

6 DR. RODI: And when did you receive
7 that notification?

8 MR. HAYNES: Shortly after he did.
9 And he received it I -- I believe from the
10 Director of Operations.

11 DR. RODI: Did you know the accident
12 pilot?

13 MR. HAYNES: No, I did not.

14 DR. RODI: Following the accident,
15 did you review any documentation, records or
16 information?

17 MR. HAYNES: I reviewed a little
18 documentation and information.

19 DR. RODI: Was there anything in
20 there that you reviewed that caused concern?

21 MR. HAYNES: I was -- I was given a
22 service bulletin I believe it was on the

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1 hydraulic system. And the functionality of it
2 raised some questions in my mind.

3 DR. RODI: And did you take any
4 action on that concern, or did you follow up
5 with anybody on your team or at Air Methods?

6 MR. HAYNES: I spoke with the
7 principal operations inspector about it.

8 DR. RODI: Since the accident, have
9 you modified or been involved in the
10 modification of the surveillance of the company?

11 MR. HAYNES: No, ma'am.

12 DR. RODI: Since the accident, have
13 you requested any changes to the company's
14 operational procedures?

15 MR. HAYNES: Have I? No.

16 DR. RODI: What role do you or does
17 your office play in monitoring the incoming
18 safety information related to Air Methods and
19 their fleet?

20 MR. HAYNES: I'm not sure I
21 understand the question.

22 DR. RODI: Information that would

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1 come say from a manufacturer in the form of a
2 safety information notice or a service bulletin,
3 something that would be nonmandatory.

4 MR. HAYNES: I don't believe we get
5 those. I think those would go directly to Air
6 Methods.

7 DR. RODI: And what is the FAA's
8 position with, or expectation of Air Methods
9 with regards to the receipt of that information
10 that Air Methods would receive directly from a
11 manufacturer?

12 MR. HAYNES: All I could give you is
13 what my opinion would be.

14 DR. RODI: That's fine.

15 MR. HAYNES: And my opinion would be
16 that they would probably receive them,
17 prioritize the important ones that could be --
18 could have a safety hazard or something, and
19 then work the ones that would be the most
20 important ones.

21 DR. RODI: So are you familiar with
22 the safety information notice -- the in-service

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1 bulletin -- that came from Airbus Helicopters
2 regarding the dual hydraulics concerns for the
3 AS-350?

4 MR. HAYNES: I have read it.

5 DR. RODI: And have you taken any
6 action or suggested any action of your team
7 based on the safety information notice or the
8 service bulletin?

9 MR. HAYNES: No, not from me.

10 DR. RODI: Okay.

11 Were you aware of the Temple, Texas
12 incident operated by Air Methods that involved
13 the hydraulic isolation switch?

14 MR. HAYNES: No.

15 DR. RODI: So following the Frisco,
16 Colorado accident, several employees at Air
17 Methods left or were let go including the Vice
18 President of Safety and then the Senior Director
19 of Safety. Were you aware of this departure?

20 MR. HAYNES: Yes.

21 DR. RODI: And did it cause concern
22 for you?

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1 MR. HAYNES: For me personally?

2 DR. RODI: As the manager for the --

3 MR. HAYNES: The -- my team and --

4 and myself had a meeting. We spoke about it.

5 And I believe there was a -- a risk assessment

6 done.

7 DR. RODI: So the FAA conducted a

8 risk assessment or Air Methods conducted a risk

9 assessment?

10 MR. HAYNES: I -- I think it was Air

11 Methods but I believe the principal inspectors

12 were -- were involved in it.

13 DR. RODI: Okay. Understood.

14 And were you given a reason for the

15 departure of these two safety individuals?

16 MR. HAYNES: I just heard it as a

17 matter of fact. I have nothing official from

18 anybody with that.

19 DR. RODI: Understand.

20 And do you mind telling me what it

21 was that you understood or told regarding their

22 departure?

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1 MR. HAYNES: I was informed that
2 they had resigned.

3 DR. RODI: Okay.

4 Were you involved in the round table
5 meeting that was held between the FAA and Air
6 Methods specifically regarding the departure of
7 these two individuals? I think some have
8 referred to it as the gap meeting.

9 MR. HAYNES: No, I wasn't.

10 DR. RODI: Are you aware of the
11 results of that meeting?

12 MR. HAYNES: No, ma'am.

13 DR. RODI: Okay.

14 Have you met with anybody from Air
15 Methods following the accident?

16 MR. HAYNES: No, I have not.

17 DR. RODI: Okay.

18 All right. I'm going to open up the
19 questions now to my colleagues.

20 Katherine, do you have any
21 questions?

22 NTSB INVESTIGATOR WILSON: I do.

1 Thanks, Jennifer.

2 Do you ever visit any of the Air
3 Methods' bases?

4 MR. HAYNES: No, I have -- well, I
5 visited the one in Centennial where their
6 headquarters are at.

7 NTSB INVESTIGATOR WILSON: But
8 you've never visited the Frisco Base?

9 MR. HAYNES: Personally, no.

10 NTSB INVESTIGATOR WILSON: Have you
11 heard any concerns about the Frisco Base?

12 MR. HAYNES: No, I have not.

13 NTSB INVESTIGATOR WILSON: How would
14 you rate your workload as a manager?

15 MR. HAYNES: It's kind of heavy.

16 NTSB INVESTIGATOR WILSON: Has the
17 workload increased since the Air Methods'
18 accident?

19 MR. HAYNES: No.

20 NTSB INVESTIGATOR WILSON: How would
21 you rate the workload of the POIs?

22 MR. HAYNES: Well, the -- the -- the

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1 POI, everybody on Air Methods, the workload
2 becomes heavy at times.

3 NTSB INVESTIGATOR WILSON: Any
4 concerns about them being able to do their job
5 adequately?

6 MR. HAYNES: Could you explain your
7 question?

8 NTSB INVESTIGATOR WILSON: Well, is
9 there any concern that they don't have enough
10 time in their day to do their inspections
11 adequately?

12 MR. HAYNES: I personally believe
13 that the -- the Air Methods certificate team
14 when they're doing an inspection do it to the
15 best of their ability and they do it very
16 adequately.

17 If you're concerned about their --
18 their overabundance of work, I do have concerns
19 about that at times.

20 NTSB INVESTIGATOR WILSON: Do you
21 feel that safety is jeopardized by them not
22 having enough time?

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1 MR. HAYNES: No. I don't think that
2 they would jeopardize safety.

3 NTSB INVESTIGATOR WILSON: I don't
4 mean to belabor the issue, and I don't want to
5 ask whether you think that they would jeopardize
6 safety, but in general, do you think safety is
7 jeopardized by them not having more time to do
8 inspections?

9 MR. HAYNES: No, I don't think that
10 -- that safety is -- is jeopardized. I think
11 they -- they do a very adequate amount of
12 surveillance.

13 Would we like to do more
14 surveillance? Yes, we would.

15 NTSB INVESTIGATOR WILSON: Do the
16 POIs visit the bases -- or the inspectors visit
17 the various bases?

18 MR. HAYNES: The inspectors visit
19 various bases, yes.

20 NTSB INVESTIGATOR WILSON: Do you
21 know about how many bases they visit per year?

22 MR. HAYNES: Off hand, no, I don't.

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1 I know they have over 300 bases. And it'd be
2 physically impossible to do all 300 of them in
3 one year.

4 NTSB INVESTIGATOR WILSON: What
5 percentage of their time do they spend at the
6 various bases or the bases the Air Methods
7 headquarters and then in the office? Can you
8 break down what a typical quarter or year would
9 look like?

10 MR. HAYNES: As far as percentage of
11 time, the operations inspectors, they do a lot
12 of check rides in the aircraft. The aircraft
13 are based at various bases throughout the United
14 States. So they are visiting different bases
15 every time they pretty much leave the office to
16 go do a job function.

17 NTSB INVESTIGATOR WILSON: Would you
18 say that's 50 percent of their time?

19 MR. HAYNES: Oh, at least 50 to 60
20 percent.

21 NTSB INVESTIGATOR WILSON: Okay.
22 How often do you interact with Air

1 Methods?

2 MR. HAYNES: Not really -- not real
3 often. I interact with them when they have
4 concerns or questions and they'll call and --
5 and ask me. Dennis and I have interacted
6 several times over several different things.

7 NTSB INVESTIGATOR WILSON: The EIRs
8 that you mentioned, were any of those safety
9 violations?

10 MR. HAYNES: In the last year, I
11 would have to go back and look to make sure.

12 NTSB INVESTIGATOR WILSON: Okay.
13 Do you receive the reports that Air
14 Methods receives from the LOSA collaborative?

15 MR. HAYNES: I personally do not.

16 NTSB INVESTIGATOR WILSON: Okay.
17 Are Air Methods' checklists accepted
18 or approved?

19 MR. HAYNES: They're accepted.

20 NTSB INVESTIGATOR WILSON: And their
21 training?

22 MR. HAYNES: Their training is an

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1 approved training program.

2 NTSB INVESTIGATOR WILSON: Okay.

3 You said that you had read the
4 safety information notice related to the dual
5 hydraulics. Was that before or after the
6 accident?

7 MR. HAYNES: That was after the
8 accident.

9 NTSB INVESTIGATOR WILSON: Were you
10 aware of it before the accident?

11 MR. HAYNES: No, I was not.

12 NTSB INVESTIGATOR WILSON: Were
13 there any safety issues brought up by the POIs
14 during this last inspection of Air Methods?

15 MR. HAYNES: I -- I -- can you refer
16 -- I don't understand what you're referring to
17 as the last inspection.

18 NTSB INVESTIGATOR WILSON: Oh, I'm
19 sorry. I read my question wrong.

20 In the last year that your POI has
21 done inspections of Air Methods, have there been
22 any safety concerns?

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1 MR. HAYNES: There's been concerns.
2 But the majority of those concerns I know when
3 the -- when the POI does have a concern, he will
4 speak with either Dennis or -- who is the
5 Director of Operations or Raj who is the Chief
6 Pilot. A lot of times it can be as simple as a
7 misunderstanding or something of that nature
8 that meeting with them they can -- they can show
9 where there really isn't a safety concern
10 sometimes and other times maybe not.

11 NTSB INVESTIGATOR WILSON: Is there
12 a formal documentation for that?

13 MR. HAYNES: Well, all inspections
14 that the inspectors do are documented both with
15 the PTRS system and the -- the SAS system.

16 NTSB INVESTIGATOR WILSON: So a
17 safety concern that couldn't be resolved maybe
18 by a meeting to clarify a misunderstanding would
19 be documented in that?

20 MR. HAYNES: Right. Any safety
21 concern would be documented.

22 NTSB INVESTIGATOR WILSON: I think

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1 that's all the questions that I have.

2 Thanks, Jennifer.

3 DR. RODI: Thank you.

4 *(11:38:12), are you still on or did
5 you have to drop off?

6 (No audible response.)

7 DR. RODI: I think he dropped off.

8 Matt?

9 FAA INVESTIGATOR RIGSBY: You say
10 you have not visited the Frisco Base. But are
11 you aware of other POIs that have visited the
12 Frisco Base?

13 MR. HAYNES: Yes.

14 FAA INVESTIGATOR RIGSBY: Okay. And
15 no reports of any issues with that base,
16 correct?

17 MR. HAYNES: No.

18 FAA INVESTIGATOR RIGSBY: You manage
19 the inspectors on the Air Methods certificate
20 from the operations standpoint.

21 MR. HAYNES: Yes.

22 FAA INVESTIGATOR RIGSBY: Do you

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1 manage any of the maintenance inspectors?

2 MR. HAYNES: Not at the present
3 time, no.

4 FAA INVESTIGATOR RIGSBY: No.

5 With managing the inspectors, are
6 all of their duties specifically for Air
7 Methods? Or are there additional collateral
8 duties that they are assigned by yourself or
9 above you that they are required to perform?

10 MR. HAYNES: Yes.

11 FAA INVESTIGATOR RIGSBY: What are
12 those duties?

13 MR. HAYNES: The -- the inspectors
14 themselves are required to -- they do accident
15 duty, they will do pilot deviations, they do
16 walk-in duty, they -- they're assigned various
17 other duties that -- that the general aviation
18 units possibly can't handle. We do all the
19 helicopter check rides for this office. They're
20 also required to do FSRP requests which are
21 check rides for other -- other offices
22 throughout the United States.

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1 FAA INVESTIGATOR RIGSBY: About how
2 much of their time gets taken away from managing
3 Air Methods to do those type of requests?

4 MR. HAYNES: Quite a bit of their
5 time. For example, this week, I have three
6 people that are out giving check rides across
7 the United States for -- for other offices or a
8 total manpower loss just this week of 120 hours.

9 FAA INVESTIGATOR RIGSBY: As a
10 manager, can you reject those requests and say -
11 -

12 MR. HAYNES: No, sir.

13 FAA INVESTIGATOR RIGSBY: Have you
14 ever been instructed to remove an inspector from
15 the Air Methods' certificate?

16 MR. HAYNES: No, I have not.

17 FAA INVESTIGATOR RIGSBY: Have you
18 ever been asked to remove an inspector, either
19 from Air Methods or management, to remove an
20 inspector for personality issues or anything
21 like that?

22 MR. HAYNES: With Air Methods? No.

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1 FAA INVESTIGATOR RIGSBY: Okay.

2 That safety notice on the dual
3 hydraulics, is that a mandatory bulletin or a
4 nonmandatory bulletin?

5 MR. HAYNES: I -- I believe it's
6 nonmandatory.

7 FAA INVESTIGATOR RIGSBY: Okay.

8 We understand that when an inspector
9 puts in a training request, he initially puts
10 that request into you --

11 MR. HAYNES: Right.

12 FAA INVESTIGATOR RIGSBY: -- for
13 currency and for qualifications.

14 Are all your inspectors current and
15 qualified on all models of Air Methods?

16 MR. HAYNES: No, they're not.

17 FAA INVESTIGATOR RIGSBY: Okay.

18 What's the limiting factor on that?

19 MR. HAYNES: Well, when I put a
20 request in -- the first year I was with Air
21 Methods, I -- I put the request in for a few
22 people to go to some classes and they were --

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1 they were denied. Last year, I was not allowed
2 to put a request in for a factory school. I'm -
3 - this year, I'm going to again put them in for
4 a factory school. I've been told they probably
5 won't get them.

6 FAA INVESTIGATOR RIGSBY: Have they
7 given you any other reasoning other than just
8 no?

9 MR. HAYNES: Not really, no.

10 FAA INVESTIGATOR RIGSBY: And is
11 that answer coming from -- who does that answer
12 come from -- the rejection?

13 MR. HAYNES: It usually comes from
14 Herman Ross at the Region.

15 FAA INVESTIGATOR RIGSBY: Are you
16 aware if Air Methods offered their training
17 classes to principal inspectors?

18 MR. HAYNES: They -- when they do
19 training, we observe training. As far as being
20 offered to put on a class for our instruct -- or
21 our inspectors, I was not aware of that until
22 just the other day.

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1 FAA INVESTIGATOR RIGSBY: Do
2 inspectors go to the indoc training that Air
3 Methods gives to its pilots? Is the FAA a
4 regular part of that indoctrination class?

5 MR. HAYNES: We're not a part of it
6 as far as putting it on. On a regular basis as
7 far as approving their training program and
8 monitoring their training program, we do have
9 people that go to it. Yes.

10 FAA INVESTIGATOR RIGSBY: Okay.
11 Compared to other certificates that
12 you've been involved with managing, would you
13 say Air Methods is a complex certificate?

14 MR. HAYNES: It's a very complex
15 certificate.

16 FAA INVESTIGATOR RIGSBY: Okay.
17 How would you rank Air Methods as
18 far as size of air carriers?

19 MR. HAYNES: About the fifth largest
20 in the nation.

21 FAA INVESTIGATOR RIGSBY: When any
22 operator has an accident, does it change the

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1 risk analysis that is performed on that company
2 as far as for surveillance?

3 MR. HAYNES: It can depending upon
4 the accident itself. It just doesn't
5 automatically trigger a heightened surveillance,
6 but it can.

7 FAA INVESTIGATOR RIGSBY: Okay.

8 When an inspector receives a
9 checklist in from Air Methods for acceptance, do
10 you typically try to assign that to an inspector
11 that is current and qualified in that aircraft?
12 Or can any inspector do it?

13 MR. HAYNES: Well, pretty much any
14 inspector can, but we don't have anybody that's
15 current and qualified in the aircraft.

16 FAA INVESTIGATOR RIGSBY: Okay.

17 Do you know if you have anybody
18 current and qualified in the AS-350 B3E, the new
19 --

20 MR. HAYNES: No, we don't.

21 FAA INVESTIGATOR RIGSBY: You do
22 not.

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1 And the limiting factor on that has
2 been training?

3 MR. HAYNES: Training.

4 FAA INVESTIGATOR RIGSBY: Do you see
5 that as a safety issue?

6 MR. HAYNES: Yes.

7 FAA INVESTIGATOR RIGSBY: I'm done.

8 DR. RODI: Thank you.

9 Dennis?

10 MR. McCALL: I do not have any
11 questions. Thank you.

12 DR. RODI: Thank you.

13 Ed?

14 MR. BUTTNER: Ed's still gone. He
15 had to catch a flight.

16 DR. RODI: Okay.

17 MR. BUTTNER: This is Seth. I don't
18 have any questions.

19 DR. RODI: Thank you, Seth.

20 How about Bryan?

21 MR. LARIMORE: No, I don't have any
22 questions.

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1 DR. RODI: Anything else?

2 Anybody have any additional
3 questions that have come up?

4 (No audible response.)

5 DR. RODI: Great.

6 Just to elaborate on the questions
7 that Matt was asking you, do you feel that
8 there's training that your inspectors need to do
9 their job that they are not currently receiving?

10 MR. HAYNES: Yes, I do.

11 DR. RODI: And what would that
12 training be?

13 MR. HAYNES: Training in the air --
14 specific aircraft they're giving the check rides
15 in.

16 DR. RODI: I understand.

17 And you do not have an explanation
18 as to why that training has not been authorized
19 or allowed?

20 MR. HAYNES: No, I don't. The
21 training they do do -- these aircraft that Air
22 Methods has are -- they're heavy aircraft.

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1 They're technically-advanced aircraft in their
2 systems. They have engine (inaudible) systems.
3 They're multi-engine aircraft. They have flight
4 management systems. Some of them contain four
5 axis autopilots. The -- the training that my
6 people do get presently is in a BEL 206 or a --
7 a Hughes 300 which are very light aircraft.
8 They don't have any of these systems. They're
9 single-engine aircraft. We should be training
10 in the aircraft that they're checking these
11 pilots in.

12 DR. RODI: Understand. Do you think
13 that there's anything else that we should be
14 aware of that you would like to discuss that we
15 did not ask you about?

16 MR. HAYNES: No.

17 DR. RODI: Okay. Very good.

18 We appreciate your time. Thank you
19 very much.

20 (Whereupon, at 11:48 a.m, the
21 interview was concluded.)

22

C E R T I F I C A T E

MATTER: The Aircraft Accident that
Occurred in Frisco, CO July 3, 2015
Accident No. CEN15MA290
Interview of Stanley Haynes

DATE: 10-27-15

I hereby certify that the attached transcription of page 1 to 40 inclusive are to the best of my professional ability a true, accurate, and complete record of the above referenced proceedings as contained on the provided audio recording; further that I am neither counsel for, nor related to, nor employed by any of the parties to this action in which this proceeding has taken place; and further that I am not financially nor otherwise interested in the outcome of the action.



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NATIONAL TRANSPORTATION SAFETY BOARD

*
INVESTIGATIVE INTERVIEW *
*
RE FRISCO, COLORADO * Docket No.:
* CEN15MA290-91489
ACCIDENT THAT OCCURRED ON *
*
JULY 3, 2015 *
*

INTERVIEW OF: GLENN UCHIYAMA

Friday,
November 19, 2015

8:00 a.m.

Air Methods
7211 South Peoria Street
Englewood, Colorado 80112

APPEARANCES:

From the NTSB:

KATHERINE A. WILSON, Ph.D.
JENNIFER S. RODI, Ph.D.

Representing Air Methods:

COREY J. WRIGHT, ESQ.
DENNIS McCALL

P R O C E E D I N G S

1
2 DR. RODI: So as we conduct this today,
3 if you could speak up very clearly. If we're asking
4 you a question, don't nod your head yes or no. Say
5 yes or no verbally because he's here to capture that
6 for the transcript. If you need something
7 clarified, you don't understand a question, we're
8 more than happy to restate it or clarify the
9 question for you as we move forward.

10 We're here for the investigation of the
11 Frisco, Colorado accident. The purpose of our
12 interview and discussion with you today is the
13 furtherance of that accident investigation. We are
14 in no way during this interview or in any part of
15 our investigation interested in fault or blame or
16 liability with regards to the accident. We can't
17 guarantee confidentiality or immunity in anything
18 that's discussed today. The transcript of this
19 interview will be available in the public docket at
20 the completion of our investigation, so that is
21 available to the public. And you're entitled during
22 this interview to representation. So who do you
23 choose?

24 THE INTERVIEWEE: Corey.

25 DR. RODI: Excellent. And as a reminder,

1 you can't answer questions for him.

2 MR. WRIGHT: Understood.

3 BY DR. RODI:

4 Q Any questions?

5 A No.

6 Q Excellent. So you've met me and
7 Katherine. You know Mr. McCall?

8 A Um-hum.

9 Q Do you have any questions for us? Do you
10 understand the process or course of an NTSB
11 investigation, its purpose?

12 A I understand, and I have no questions.

13 Q Excellent. We don't have any further
14 group members today. Mr. McCall is a party member
15 to our investigation, and that's why he is in here
16 today as part of the interview and has absolutely
17 nothing to do with company business, so he's here as
18 a party to the investigation, assisting the
19 investigation, ensuring that it's as thorough and
20 complete as possible. So that's his role today.

21 A Okay.

22 Q Any questions?

23 A No.

24 Q So Dr. Wilson will lead the interview
25 today. When she's finished, if I have any follow-up

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1 questions, I will ask you. If Mr. McCall has any
2 follow-up questions, he will ask you, and that
3 should be the completion of it.

4 A Okay. BY DR. WILSON:

5 Q Do you mind if I call you Glenn?

6 A Sure.

7 Q On behalf of the NTSB, let me extend our
8 condolences for the loss of one of your colleagues.

9 A Thank you.

10 Q So if you need to take a break or
11 anything; and again, as Jennifer said, any
12 clarifications you need, just let me know.

13 A Sure.

14 Q For the record, can you state your full
15 name.

16 A Glenn Uchiyama. Do you want my middle
17 name too?

18 Q Yes.

19 A Okay. Shigeo. I'll spell that for you.
20 It's S-H-I-G-E-O. I'll spell my last name for you
21 too. It's U-C-H-I-Y-A-M-A. And it's Glenn with two
22 Ns.

23 Q And what is your position at Air Methods?

24 A I'm a check airman or aviation compliance
25 examiner.

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1 Q And what are your duties and
2 responsibilities in that position?

3 A Training and checking both in the AStar
4 and the EC145.

5 Q And if you could give a brief description
6 of your aviation background.

7 A I started flying in 1969 in airplanes,
8 and in the '70s into helicopters, and I've been in
9 26 years, five months in the military. After
10 retiring from the military, I started with, at that
11 time, Rocky Mountain Helicopters. And then the
12 acquisition with Rocky to Air Methods, I've been
13 with the company for -- January would be 18 years
14 with the company.

15 Q And your total time, fixed wing and
16 rotocraft?

17 A Just rotocraft?

18 Q No, fixed wing and rotor.

19 A Maybe about 9500 hours. Between 95 and
20 10.

21 Q And about what amount of that is
22 rotocraft?

23 A Probably about 9,000 hours in those.

24 Q Okay. Where are you based with the
25 company?

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1 A I'm home based.

2 Q Okay.

3 A I'm a home-based check airman.

4 Q And what does that mean?

5 A That means my office is my house.

6 Q And then when you perform check rides?

7 A Then I go out on the road.

8 Q Do you do check rides at all bases, or a
9 region?

10 A It's kind of on an as-needed basis as to
11 where I'm needed to go to.

12 Q And who do you report to?

13 A William Harper. He's my current
14 assistant chief pilot.

15 Q What other positions have you held with
16 Air Methods?

17 A Pilot, line pilot for about six years,
18 and then in the training department ever since.

19 Q And are you qualified on the AS350?

20 A Yes, I am.

21 Q About how much time do you have in that?

22 A Oh, probably about -- for all the years,
23 maybe about 3000 hours.

24 Q Where did you receive your training for
25 the AS350?

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1 A Rocky Mountain Helicopters in Provo,
2 Utah.

3 Q Okay. What certificates or type ratings
4 do you hold?

5 A I hold an ETP, rotocraft.

6 Q What training are you authorized to do
7 with Air Methods?

8 A Initial, or initial new hire, new
9 equipment training, transition training, differences
10 training, recurrent training. Basically all the
11 training categories.

12 Q Is that limited to a particular aircraft
13 type, or across for all aircraft?

14 A Oh, just two types. The EC145 or the
15 BK117 C2 and the AStar.

16 Q Okay. And you said that you are a check
17 airman?

18 A Correct.

19 Q And on both of those aircraft?

20 A Correct.

21 Q About how many checks would you say 2

22 A It depends on the number of bases I go
23 to. Overall, probably somewhere around 20 to 30 air
24 checks. And that's counting both airframes, both
25 aircraft.

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1 Q How often do you conduct the ground
2 school training?

3 A When I'm assigned to teach new hire
4 training, then I would do the ground training.

5 Q About how often does that occur?

6 A For both airframes, the 145 and the
7 AStar, maybe -- probably about five or six a year.

8 Q Okay. And do you travel to Denver for
9 that, or do you go to specific bases? Where do you
10 perform that training?

11 A For the AStar, since the AStar is
12 centralized training now, it's done here in Denver.
13 For the EC145, since it's not centralized training,
14 we do it at the bases.

15 Q What training do pilots receive for the
16 AS350? You said initial. And is there recurrent
17 training also?

18 A The requirement is initial. Initial new
19 hire and new equipment. If they were previously
20 qualified in a different aircraft, then it will be a
21 transition training. But their annual requirement
22 is recurrent training.

23 Q And so it's a 12-month cycle?

24 A Correct.

25 Q About how many hours is the recurrent

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1 training?

2 A PTP for a BFR aircraft, recurrent
3 training is what is in the inspector's handbook. The
4 same thing that we have in our PTP is two hours, and
5 then a check run.

6 Q How do trainees provide -- or how do
7 pilots provide feedback about training procedures?

8 A You said feedback from them to the
9 training department or to the instructor?

10 Q Yes.

11 A Unless they're asked, that would be the
12 only way, if the instructor asks for feedback.

13 Q What documentation are you required to
14 keep for trainees?

15 A Can you state that again?

16 Q What documentation are you required to
17 keep?

18 A For the ground training, we have a ground
19 training form, helicopter ground training, and for
20 the flight training, we have a helicopter flight
21 training form.

22 Q Are there any areas in training for the
23 350 that pilots have problems with, any
24 difficulties?

25 A Not that I know of.

1 Q What role, if any, does the training
2 department have in accident investigation?

3 A Unless there's anything specifically
4 related to training and procedures, none.

5 Q Okay. Let's talk about the differences
6 training.

7 A Sure.

8 Q How are pilots trained? What topics are
9 covered related to the differences between single
10 and dual hydraulics?

11 A The AS350 annex is Annex 1. There's a
12 table towards the end of the PTP or the annex, Table
13 1-1, and in there it covers the AStar variants that
14 the pilot is currently flying. And if he's going to
15 fly a different variant, they're required ground
16 training and flight training. So it's based on that
17 chart.

18 Q Is there training provided specific to
19 performing the hydraulic checks during the
20 preflight?

21 A It's covered in ground, the schematic,
22 and the difference between the single hydraulic and
23 the dual hydraulic system. And then all we require
24 is the -- not a flight portion, per se. There is no
25 requirement to do a flight. The requirement is to

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1 do a ground run because that's really where the
2 check into hydraulics during the run-up procedure.
3 And that's -- for the dual hydraulic aircraft that's
4 the way it is.

5 Q And that's a part of the differences
6 training?

7 A That's part of the differences training.

8 Q Okay. Is the hydraulic checks emphasized
9 in any way, or is that covered at the same level as
10 all of the other preflight checks that are done?

11 A It's covered pretty much the same as the
12 normal checks.

13 Q Have you ever noticed a pilot forgetting
14 to turn the hydraulic switch back on during the
15 preflight checks?

16 A No.

17 Q Prior to the accident, were you aware of
18 the safety information bulletin from Airbus
19 regarding the need for the hydraulic assist switch
20 on the collective to be on during takeoff? I can
21 show it to you. Is isn't a -- you don't need to
22 wrack your brain.

23 A Well, it's good that you're going to show
24 it to me because there's a lot of safety information
25 notices that have come from Airbus prior to and

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1 post. Oh, yes, I'm familiar with this one.

2 Q Were you familiar before the accident?

3 A Of the safety bulletin?

4 Q Yes.

5 A No.

6 Q How are you normally informed about these
7 bulletins when they do come out?

8 A By e-mail.

9 Q Okay. So just to specify, this then was
10 not included in differences training that you're
11 aware of prior to the accident?

12 A No.

13 Q Okay. Has there been a discussion since
14 the accident to emphasize this during training?

15 A Yes.

16 Q After the accident, how were you made
17 aware of the safety information bulletin?

18 A Same, through e-mails.

19 Q Okay. Are you aware of this emergency
20 airworthiness directive that came out regarding
21 moving that hydraulic check to the post flight --

22 A Yes. This is the more recent AD that
23 just came out, yes.

24 Q Has Air Methods implemented this?

25 A Yes.

1 Q Is there a procedure that you're aware of
2 during the preflight, then, for the pilot to check
3 to ensure that the switch is on prior to takeoff?

4 A No.

5 Q Okay. How were you trained to teach
6 differences training?

7 A So the question would be how did I get my
8 differences training?

9 Q Right.

10 A I went down to Airbus for my differences
11 training.

12 Q Okay. How does the training that Air
13 Methods provides differ from the training that
14 Airbus provided?

15 A Very similar. We try to use the same
16 material that they are using.

17 Q Are you aware of any differences between
18 the Air Methods checklist and the 350 flight manual?

19 A Can I ask him a question?

20 Q You can confer with him.

21 MR. WRIGHT: Give us two seconds.

22 DR. WILSON: Sure. Take a break.

23 (Recess from 8:22 a.m. to 8:24 a.m.)

24 A Ask your question again.

25 Q (By Dr. Wilson) Back on the record. Are

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1 you aware of any differences between Air Methods'
2 checklist and what is in the 350 flight manual?

3 A No, there's no difference between them.

4 Q Okay. How would a pilot know whether
5 he's flying a dual or a single hydraulic helicopter?

6 A Other than -- the checklist will tell
7 him. Once he gets in the aircraft, the normal
8 checklist states at the top whether it's a -- well,
9 in this case, the B3e were focused around that
10 aircraft. The B3e -- and we had a single B3e. The
11 single B3e has a dual hydraulic system on there, and
12 the checklist -- when he follows the normal
13 checklist, it's a step-by-step process on checking
14 that hydraulic system there.

15 Q Is the preflight checks, the hydraulic
16 checks specifically, is that done from memory, or is
17 that done with the checklist?

18 A There's an expanded checklist that we
19 wrote, which is similar to the expanded that's in
20 the flight manual.

21 Q Are pilots required to use that, or can
22 they perform those checks from memory?

23 A They should use the expanded.

24 Q Did you know Mr. Mahaney?

25 A Yes.

1 Q In what capacity?

2 A I flew at the same base he flew at for
3 six years.

4 Q Did you ever provide training to him?

5 A Yes.

6 Q What training?

7 A I've done recurrent training with him
8 once I left the base there into the training
9 department, annual recurrent training -- not every
10 year -- and his differences training.

11 Q Okay. Do you recall the differences
12 training with him?

13 A The differences training was actually the
14 B3e differences training. Yeah. And the flight
15 portion was on the B3e, or actually a dual hydraulic
16 aircraft with the auto pilot, we actually do a
17 flight training specifically for the auto pilot.
18 For the dual hydraulic aircraft that does not have
19 an auto pilot, we do basically the run-up and the
20 shut-down, doing the checks for the hydraulic
21 system.

22 Q So did you provide the ground and the
23 flight training for Mr. Mahaney?

24 A Correct.

25 Q How did he do overall in the training?

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1 A I don't recall.

2 Q Okay. How were his -- do you recall
3 anything about his piloting skills, either good or
4 bad?

5 A No.

6 Q Was there any portion of the training
7 that he needed remediation?

8 A No.

9 Q Did you observe him doing the preflight
10 checks for that helicopter?

11 A Yes. I was in the aircraft with him.

12 Q Any problems that you noticed?

13 A No.

14 Q Do you recall if he used the checklist or
15 did the checks from memory?

16 A Yes. Not from memory, because during the
17 training portion we emphasize to the pilots,
18 especially on a new system, is to utilize the
19 checklist so they understand what they're going
20 through in the aircraft.

21 Q What would you say was Mr. Mahaney's
22 greatest strength as a pilot?

23 A I don't know.

24 Q Okay. Were there any areas that you can
25 think of that he could improve upon?

1 A I only see pilots for a short period of
2 time, and you see a whole bunch of pilots, so it's
3 hard to remember any of that. And when I had a -- I
4 don't want to say a close relationship, but working
5 with four pilots at the base, I was there only for
6 six years. After I left, then obviously I lose
7 contact with everybody.

8 Q It's okay to not remember.

9 A Yes.

10 Q Can you compare his performance to other
11 pilots that you've trained?

12 A No, because I compare them just to the
13 standards.

14 Q Okay. And did he meet the standards?

15 A Yes.

16 Q The flight portion of the differences
17 training, was that considered a check ride?

18 A No.

19 Q Have you ever given him a check ride?

20 A Probably did.

21 Q Do you recall whether he passed that
22 check ride or not?

23 A I don't remember.

24 Q Okay. Are pilots trained to lift off to
25 a hover?

1 A Yes.

2 Q Okay. Is that written in a procedure, or
3 is that a technique that they can use?

4 A You need to clarify that question because
5 when you say pilots are trained to lift off to a
6 hover, that's how you get the aircraft in flight, is
7 to lift it off to a hover. So what's the question?

8 Q Is that written specifically in any of
9 the procedures?

10 A Yes. It's written in there. Increase
11 the collective would bring the aircraft to a hover.

12 Q Is there a certain amount of time that
13 they should maintain the hover?

14 A No.

15 Q Regarding the safety information bulletin
16 that you were made aware of, and now this emergency
17 AD, has differences training changed?

18 A No. Well, just more emphasis on the
19 checks. And with that AD, obviously, the checks are
20 not done during normal run-up. There's only one
21 check, and it's totally different, that's done at
22 the end. So that -- for the pilots, that's how
23 they're trained now.

24 Q So differences training is a one-time
25 event?

1 A Correct.

2 Q And recurrent, they come once a year. So
3 are pilots then made aware of this change for those
4 that don't come to the recurrent training until a
5 later time?

6 A All that information, ever since the AD
7 and the SBs that has come out recently, within the
8 last few months, anyway, all of that information is
9 put onto our Pilot 411 System, the portal. So
10 that's how that information is sent out to the
11 field.

12 Q Okay. But these changes, when they come
13 back for retraining, will be included?

14 A They're also emphasized, yes.

15 Q How do you keep current?

16 A I have the same requirements as the
17 pilots. I have annual recurrent training with
18 another instructor, and my check ride is usually
19 done with the FAA.

20 Q Have there been any other changes to
21 training or procedures that are related to the
22 accident?

23 A Other than just trying to accommodate the
24 SBs and the ADs that have come out recently.

25 DR. WILSON: Glenn, thank you. Those are

1 all the questions that I have. Jennifer? BY DR.

2 RODI:

3 Q When you do recurrent training,
4 specifically with Mr. Mahaney, are there certain
5 required maneuvers that you like to see performed
6 during that flight?

7 A The recurrent training mentioned earlier,
8 it's an hour requirement, but there's also a task
9 requirement. There's certain tasks that have to be
10 trained and evaluated on. And obviously, an
11 instructor or check airman can put additional tasks
12 on the pilot if need be. So what was the question
13 again?

14 Q What would be the required tasks or
15 maneuvers for the flight portion of that?

16 A It's right in our pilot training program,
17 what task needs to be accomplished.

18 Q Okay. And specific to emergency
19 procedures, do you recall what emergency procedures
20 would be re-covered as a required task during that
21 training?

22 A The hover and auto rotation, because it's
23 -- as far as the AStar is concerned, there are the
24 variant that you're flying as to what you can do and
25 what you cannot do. The hover and auto rotation,

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1 the auto rotation to a prior recovery, and for those
2 that fly the single hydraulic aircraft, we do the
3 hydraulic maneuver, the emergency maneuver for the
4 hydraulics.

5 Q Excellent. During the recurrent
6 training, the differences training, is there any
7 discussion about the stuck pedal emergency or what a
8 pilot should do should they perceive a stuck pedal
9 situation?

10 A We discuss anti-torque malfunctions.

11 Q So changing directions a little bit,
12 which base did you fly with Patrick at?

13 A Denver base.

14 Q Have you flown out of Frisco at all?

15 A During the summertime, I will rotate up
16 to Frisco.

17 Q And during your time flying with Patrick
18 out of Denver or pilots out of Denver, out of
19 Frisco, are you aware of a corkscrew departure
20 procedure for the Frisco base?

21 A No.

22 Q If somebody asked you what a corkscrew
23 departure was, would you know what that is?

24 A No. Now, just for clarification, when I
25 worked there at Frisco, although it was the Frisco

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1 base, it was at a different location. They were in
2 the Town of Frisco. Now they're at the hospital.

3 Q Understood. Thank you for that
4 clarification, I appreciate that. One more quick
5 change in direction. Who did you do your FAA check
6 ride with most recently; do you recall?

7 A Yeah. The safety inspector was Larry
8 Ciancio. I can't remember how you spell his last
9 name.

10 Q What airframe or helicopter did you use
11 for that?

12 A The AStar.

13 Q Do you recall if it was one with single
14 or dual hydraulics?

15 A Single.

16 Q Okay. When it comes to working with the
17 FAA, how would you characterize your interaction or
18 your relationship with the FAA?

19 A I would say good.

20 Q And how would you characterize or
21 classify the FAA's familiarity with the different
22 airframes Air Methods operates?

23 A That I don't know.

24 DR. RODI: Dennis? BY MR. McCALL:

25 Q Glenn, when we're teaching pilots how to

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1 use checklists for initial training, what do we tell
2 them? Is it a do verify? Is it a challenge
3 response?

4 A For initial new hire training, it's a --
5 well, not a do verify. Well, I'll say a do verify.
6 In other words, look at Item 1, do Item 1. So use
7 it as that type of a checklist until they get a
8 little bit more experienced. Then it becomes just a
9 do verify, you know. Do the checks, X amount of
10 checks, and then verify that you have accomplished
11 those checks.

12 Q I'm going to try to restate that a little
13 bit.

14 A Sure.

15 Q So you're saying that as they get
16 familiarity, as time goes on, the more they do
17 those, they'll be able to do more of those items
18 before they have to get to the verified part?

19 A Right.

20 Q When you're giving a check ride to a Pat
21 Mahaney and you're monitoring the checklist usage,
22 what are you looking for besides that checklist,
23 that it's just out and able to see it?

24 A Making sure that all the steps are
25 covered, because as a habit, I have a checklist that

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1 I go along too, just to make sure that the checks
2 you're doing is the checks that need to be done.

3 Q Can you tell when you fly with somebody,
4 giving a training event or check ride, if they're
5 familiar with a checklist?

6 A Yes, I can.

7 Q How can you tell that?

8 A Because when they get to an item on the
9 checklist, they stumble through the checks, and I
10 know that they're not familiar with the checks.

11 Q You would remember an event like that,
12 wouldn't you?

13 A Oh, sure.

14 Q The other one is a question, something I
15 was always kind of proud of, was that when I was
16 giving a check ride, all I had to do was watch them
17 start the aircraft and pick it up into a hover, and
18 I knew almost everything I needed to know.

19 A Right.

20 Q Would that have stuck out in your mind
21 had somebody done something that got your attention?

22 A Oh, yes.

23 Q And you would note that somewhere?

24 A Yeah, I would note that, because that way
25 for the rest of the flight, I kind of know how it's

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1 going to go based on the preconceived thing that he
2 did, or what the pilot did prior to takeoff.

3 Q Okay. I know it's hard to remember
4 individual check rides because you do so many of
5 them, and training events too. But I was just
6 trying to check what your feeler gauge was on what
7 would make you remember something.

8 MR. McCALL: That's all I have. BY DR.
9 WILSON:

10 Q I've got a couple of follow-ups. Is
11 there any simulator training for the 350?

12 A We had a period of time where we did have
13 access to a flight simulator, and it was the Airbus
14 simulator done at Grand Prairie, Texas.

15 Q But that's no longer used?

16 A No.

17 Q Okay. Regarding the discussion of
18 anti-torque malfunctions, what is specifically
19 discussed?

20 A Anti-torque failures, both loss of tail
21 rotor thrust, in other words, no control over the
22 tail rotor. It's turning back there, or a drive
23 shaft's severed, you have no control of the tail
24 rotor. And then the other is a fixed-pitch
25 condition where the pedals are stuck.

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1 Q Okay. Is it discussed that these things
2 can occur, or do you discuss the procedures of what
3 to do when this occurs?

4 A Both.

5 Q And what would the procedure be should
6 you get one of those?

7 A It depends. If you're at a hover, you're
8 in flight. If you're at a hover is to try to
9 minimize the rotation by lowering the collective and
10 land normally for stuck pedal condition there. If
11 you're in flight, go ahead and accelerate, get it
12 into a -- they call it a left slip, but it's
13 basically a right yaw, and you're in a slip with a
14 left wing low, get to a certain air speed. The
15 recommendation is 70 knots, then you push the
16 hydraulic test or the accutest because there's two
17 different labels for that switch, allow the yaw
18 compensator to be depressurized. The nose of the
19 aircraft will move slightly to the 12 o'clock
20 position, the direction you need to go, and then do
21 a shallow approach to a run-on type landing.

22 Q And you said that was for the stuck
23 pedal?

24 A Right. They call it a slide valve
25 seizure. That's what's in the manual.

1 Q And then for some sort of rotation yaw
2 immediately after liftoff, what would be the
3 procedure for that?

4 A If the aircraft's yawing, is -- in the
5 B3s we have a twist where you can actually do hover
6 in auto. So in other words, we'll take the twist
7 script to idle and go ahead and cushion your
8 landing.

9 Q If either of those occurred immediately
10 after takeoff, the procedure would be to try to
11 regain control and land?

12 A Yeah. If you have access to fly the
13 aircraft, or space to fly the aircraft and the
14 aircraft's rotating and it's not rotating rapidly,
15 you can go ahead and accelerate forward to get the
16 aircraft in flight, to give you time to troubleshoot
17 to see what's wrong in the aircraft, and also to get
18 to an area that you can do a landing.

19 Q Okay. And is that specifically discussed
20 in training?

21 A We try to cover every scenario that the
22 pilots fly in. You do have some pilots that are
23 based at airports, so their emergency procedure
24 might be a little bit different than is based at a
25 hospital, on top of a roof, hospital in the middle

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1 of a pinewood forest, so the procedure is -- the way
2 they handle the procedure is going to be different,
3 because not all emergency procedures are the same.

4 Q Okay. Do you think that that's something
5 that should be taught in a simulator, or is ground
6 school training adequate?

7 A If you had a simulator for that, and the
8 simulator had the capability of doing that, then
9 yes, you could teach it in a simulator.

10 Q When you utilized the Airbus simulator,
11 was that something that was trained?

12 A No.

13 Q Do you know if it was -- the simulator
14 had that capability?

15 A Oh, for anti-torque training, yes. We
16 did the anti-torque training down there, yeah. But
17 specifically to the environment, that was limited
18 because of the database that they had as far as
19 fidelity. You could only fly out of Dallas or you
20 could fly out of San Bernardino, that was it.

21 Q Are you familiar with scenarios where --
22 incidents where there is an anti-torque malfunction?

23 A No.

24 Q If a pilot had that sort of malfunction,
25 what would he do after he has a safe landing? Would

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1 that be a reportable event at Air Methods?

2 A Yes.

3 Q And how would they report that?

4 A Through the AIDMOR.

5 Q And is that -- the safety department
6 reviews that?

7 A Yes.

8 Q Okay.

9 DR. WILSON: Any follow-ups?

10 MR. McCALL: Yes, based on what you
11 asked. BY MR. McCALL:

12 Q I don't fly the 350 anymore. It had
13 single hydraulics when I was flying it. But I have
14 a question. When I did read through the emergency
15 procedures, there's some notes in the flight manual
16 that say if you're below a certain air speed and
17 you're spinning, that you cannot --

18 A Control the aircraft.

19 Q Right, and forward flight will not be
20 able to go enough to give you a slip screen to
21 straighten the aircraft out. So if somebody decided
22 to go that route and tried to fly it away while it
23 was spinning, what would you think would happen to
24 the aircraft? Not crash. I mean what do you think
25 how it would behave?

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1 A There's going to be some forward momentum
2 or horizontal movement when he tried to fly through
3 it or fly of it. Obviously, the amount of rotation
4 depends on how high he is off the ground. The
5 higher you are, the more collective you have, the
6 faster he's going to spin. And the air speed you're
7 talking was about 40 knots. Usually 40 knots is the
8 magic number for an AStar there. But once that
9 aircraft starts moving horizontally, what you have
10 to be concerned with is now your tail is also going
11 -- because it's going to be spinning. Initially
12 you're trying to get the nose to move forward, but
13 eventually your tail is going to be the one that's
14 traveling in that direction, and that compounds the
15 problem.

16 Q Okay. So to get -- and I have to get
17 this right. So if you're in a hover --

18 A If you're at a hover, hover is not a
19 rotation.

20 Q And then if you -- you've got it a little
21 bit higher. Now, maybe you're at a rad (sic)
22 effect, and you're 10 feet, you have a higher power
23 setting, you're spinning a little bit faster, what
24 would you tell me to do?

25 A Lower the collective slightly to reduce

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1 that amount of rotation, because that's what
2 controls the rotational speed of the aircraft.
3 Lower it to see if you can apply directional flight.

4 Q Would you think, in a hydraulics failure,
5 that you'd be able to still move the pedal?

6 A You're kind of -- well, actually, it's
7 the same thing for a single or dual. It's
8 irrelevant.

9 Q I'm not talking about something that's
10 jammed. I'm talking about if you had a --

11 A If you had hydraulics? If you had a
12 hydraulics failure, yes, you could still move the
13 pedals, although it's going to be -- it'll take a
14 little bit more effort to move the pedal.

15 Q And what do you know about that switch
16 that's on the collective? If that's in the wrong
17 position, would you still -- after you take off,
18 would you still have cyclic authority and full
19 collective authority?

20 A In a single hydraulic aircraft, you
21 should have cyclic authority because you have the
22 accumulators at work for at the time, albeit maybe
23 about 30 seconds, and then it's all gone there. The
24 tail rotor, with that switch off, it isolates the
25 yaw compensator, so you should still have pressure

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1 back there, that so-called 40 bars of pressure,
2 although it just takes a little bit more effort to
3 push those pedals. But you are able to move the
4 right pedal, you are able to move the left pedal.

5 Q Okay. And again, if somebody -- I'm
6 trying to get it through my head. I could still see
7 it in the flight manual. It's in red, and it's more
8 of a warning than a note that says you can't fly the
9 aircraft away if you're below -- you said 40 knots?

10 A 40 knots, yeah.

11 MR. McCALL: That's all I have. BY DR.

12 WILSON:

13 Q Is there anything else that you think we
14 should have asked you that would be helpful to the
15 investigation?

16 A No.

17 Q Do you have any questions for us?

18 A No.

19 Q All right. Well, you have our contact
20 information. So if you think of anything or have
21 any additional questions, please don't hesitate to
22 reach out to myself or Jennifer, and we appreciate
23 you coming all this way from Alaska.

24 A No, I was up there doing training.

25 Q Well, we still appreciate you taking the

1 time to talk to us. It was very useful.

2 A I appreciate it.

3 DR. WILSON: Off the record.

4 (Whereupon, the interview was concluded
5 at 8:51 a.m.)

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C E R T I F I C A T E

MATTER: The Aircraft Accident that
Occurred in Frisco, CO July 3, 2015
Accident No. CEN15MA290
Interview of Glen Uchiyama

DATE: 11-19-15

I hereby certify that the attached transcription of page 1 to 35 inclusive are to the best of my professional ability a true, accurate, and complete record of the above referenced proceedings as contained on the provided audio recording; further that I am neither counsel for, nor related to, nor employed by any of the parties to this action in which this proceeding has taken place; and further that I am not financially nor otherwise interested in the outcome of the action.

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NATIONAL TRANSPORTATION SAFETY BOARD

 IN RE :
 FATAL AIRBUS HELICOPTER : Accident No.
 ACCIDENT THAT OCCURRED : CEN15MA290
 ON JULY 3, 2015 NEAR :
 FRISCO, COLORADO :

INTERVIEW OF EDWARD JAY STOCKHAUSEN

Conference Room
 Metro Aviation
 1410 Hawn Street
 Shreveport, Louisiana

Wednesday, April 27, 2016

9:00 a.m.

BEFORE:

JENNIFER S. RODI, Ph.D.
 Investigator in Charge
 NTSB Central Region
 4760 Oakland Street, Suite 500
 Denver, Colorado 80239
 303-373-3505

DR. KATHERINE WILSON, via telephone

Reporter: Barbara Wall

P R O C E E D I N G S

(9:00 a.m.)

DR. RODI: Did you know Patrick Mahany?

MR. STOCKHAUSEN: I did.

DR. RODI: Excellent. We extend our
condolences to you for the loss of a friend and a
colleague.

MR. STOCKHAUSEN: Thank you.

DR. RODI: Could you state your first,
middle, and last name for the record.

MR. STOCKHAUSEN: Edward Jay, J-A-Y,
Stockhausen.

DR. RODI: And how long were you employed
with Air Methods?

MR. STOCKHAUSEN: Ten years.

DR. RODI: And how long were you the
director of safety?

MR. STOCKHAUSEN: That entire time.

DR. RODI: And what were your
responsibilities as the director of safety?

MR. STOCKHAUSEN: You know, the obvious:
responsible for, you know, the reporting systems, the
data, training analysis, and then later, through the
SMS process, managing the development of our SMS
integration of some of the voluntary safety programs

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1 that the FAA has, those type things.

2 DR. RODI: And what did you do prior to
3 working at Air Methods?

4 MR. STOCKHAUSEN: Gosh, kind of far back.
5 You know, I've been on the ops side before getting into
6 safety. I've been a check airman; line pilot,
7 obviously; an IFR pilot; a chief pilot; a director of
8 operations, so I've kind of run the gamut.

9 DR. RODI: Did you do any flying while you
10 were at Air Methods?

11 MR. STOCKHAUSEN: I did not.

12 DR. RODI: And can you expound on your
13 certificates and ratings that you hold as a pilot.

14 MR. STOCKHAUSEN: CFI, commercial
15 instrument, helicopter.

16 DR. RODI: And about how many hours of
17 flight time do you have?

18 MR. STOCKHAUSEN: Gosh, over 11,000.

19 DR. RODI: And any experience in the AS 350
20 series?

21 MR. STOCKHAUSEN: No, none.

22 DR. RODI: As the director of safety at Air
23 Methods, did you have access to senior management?

24 MR. STOCKHAUSEN: I did.

25 DR. RODI: And could you describe your

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1 access and the quality of that access.

2 MR. STOCKHAUSEN: Mostly it was in the form
3 of meetings. We had scheduled meetings that were in
4 conjunction with the SMS, so basically we had three
5 levels of meetings. We called them the SIRT, the SART,
6 and the SORT, so the safety information roundtable, and
7 the -- gosh, I'm trying to think of what SORT stood for
8 now. I can't think of what the acronym stood for now,
9 but anyway, and then the -- improvement, I'm sorry --
10 and then the last one was for senior management.

11 DR. RODI: Okay. And do you feel like you
12 had a good relationship with senior management?

13 MR. STOCKHAUSEN: For the most part, I would
14 say, yeah.

15 DR. RODI: Did you have any issues
16 addressing safety concerns or getting the resources
17 that you needed to conduct your job?

18 MR. STOCKHAUSEN: I mean, describe issues.
19 There's always some tension between, you know, the
20 production and the protection aspect of what we do. I
21 think you always want more resources than you get, I
22 think.

23 DR. RODI: Sure.

24 MR. STOCKHAUSEN: But I would say for the
25 most part there was -- you know, it was good

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1 cooperation, and, you know, it was resourced pretty
2 well.

3 DR. RODI: Was there a reception of safety
4 concerns and issues to your satisfaction?

5 MR. STOCKHAUSEN: Not always.

6 DR. RODI: Can you provide some examples?

7 MR. STOCKHAUSEN: Well, I think the -- you
8 know, culturally it was a large company, and I
9 described it as a distributive culture, so with 300
10 bases, you would have, you know, maybe 600 cultures
11 that day, if you figure you've got the shift change
12 coming in every 12 hours.

13 So it was difficult sometimes to get the
14 information or the flow of information or the
15 communication of the corporate expectation all the way
16 out into the field on a consistent basis, I think was
17 probably one of the -- one of my major pain points.

18 DR. RODI: Do you feel that that compromised
19 safety at any point?

20 MR. STOCKHAUSEN: I wouldn't say it
21 compromised safety. I think that, you know, everybody
22 out in the field wanted to do a good job and was -- you
23 know, based on their experience and their
24 professionalism, did a good job. So I think that would
25 be a little strong to say it compromised safety.

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1 DR. RODI: Was there a risk assessment or a
2 risk management program in place at Air Methods while
3 you were there?

4 MR. STOCKHAUSEN: While I was there? Yes.

5 DR. RODI: Can you briefly describe that
6 program?

7 MR. STOCKHAUSEN: Well, it kind of fell in
8 different areas, and we had, obviously, the tactical
9 risk assessment and the flight risk assessment process
10 for the pilots, so they do a preflight risk assessment
11 every day and include dynamic and static factors.

12 That was communicated through the OCC, so
13 the OCC, operational control center, had an idea what
14 the risk was, you know, for each individual flight.
15 And then from a more strategic level, you know, we
16 would work through some of those meetings that I talked
17 about. We called it our SRM process, safety risk
18 management.

19 So if we were, you know, starting a new
20 base, one of the things we did was develop a base
21 startup process that included -- that was developed
22 through the risk management process, so the risk
23 management was included in that, so when you did your
24 base startup, you know, you were doing the risk
25 management piece, you know, all in one.

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1 DR. RODI: Okay.

2 MR. STOCKHAUSEN: You know, aircraft types,
3 changes in training, any of those kind of things on a
4 more kind of mid-level strategic level; you know, we
5 would do that.

6 And then probably where it was missing more
7 than anything else or wasn't as strong as it could have
8 been was more in the enterprise level, where maybe a
9 new business model -- you know, the purchase of an
10 asset or another organization, those kind of things
11 probably wasn't as formal as it should have been.

12 But all those processes existed within the
13 organizations.

14 DR. RODI: So I'd like to talk about two of
15 the risk management processes that you addressed. The
16 first would be that that's conducted by the pilot prior
17 to flight. Were you involved in creating that, or was
18 that in existence while you were -- before you came?

19 MR. STOCKHAUSEN: I had review of it. I
20 wasn't say I was necessarily involved in the
21 development of it, but certainly had review and could
22 comment on that process.

23 DR. RODI: And was that risk assessment
24 unique to each base or unique to each aircraft, or was
25 it generalized amongst --

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1 MR. STOCKHAUSEN: No, it was pretty
2 generalized. You know, when the FAA came out with its
3 original notice -- and I forget what number it was --
4 8000-299 or 301 or whatever, it was back years ago when
5 they were talking about the risk assessment, you know,
6 there was two ways you could do a risk assessment,
7 either the training method or the procedural method.

8 Training method was more basic in the
9 content of the risk assessment itself, so, you know, it
10 could be a four by four, five by five, just kind of
11 really basic risk assessment, but on the back side of
12 that there was supposed to be training relative to all
13 the things that we wanted the pilot to be aware of.

14 It was more of an awareness tool than an
15 actual procedure or proceduralized. And then the other
16 one was the procedural method, where, you know, you
17 have individual line items. You assign a risk value
18 to it. You reach a particular threshold, then you have
19 to do something with that, either contact management or
20 make sure you had certain mitigations in place, or
21 those kind of things.

22 So initially we went -- the organization
23 went with the training method.

24 (Pause.)

25 MR. STOCKHAUSEN: So anyway, where was I?

1 Again, procedural. So I had pushed from the beginning
2 for -- I thought the procedural method was probably a
3 little bit better than the training method. I thought
4 that we could probably use the OCC to a better extent
5 than we had been in the past, more like a second in
6 command; you know, a virtual second in command, having
7 somebody with that -- that had flown EMS and -- because
8 that's how we staffed our OCC with EMS pilots -- and
9 could provide that second brain thought process.

10 So initially -- now, that's not the
11 direction we went, but we were morphing that direction
12 and migrating that way by the time I had left.

13 DR. RODI: So the second risk assessment
14 process or program that I'd like to discuss a little
15 bit about would be risk assessment that you did with
16 regards to information or changes that your company was
17 made -- was that made on any documentation that would
18 come in from manufacturers or the FAA, such as
19 airworthiness directives, service bulletins --

20 MR. STOCKHAUSEN: Normally not, unless it
21 was something that required a major change, but the way
22 that was handled was primarily through the engineering
23 side of the house.

24 DR. RODI: Okay.

25 MR. STOCKHAUSEN: So, you know, the ASBs and

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1 the ADs were things that were, you know, looked at,
2 evaluated. Obviously the ADs had to be taken care of;
3 ASBs took the priority.

4 But the SBs, the service bulletins, were not
5 a mandatory requirement. But they -- I think one of
6 the holes we found out after the accident there in
7 Frisco was that those -- the SBs would come in to a
8 single location, and whether they were operationally
9 oriented or maintenance oriented, they were still
10 handled through the one central location and didn't
11 necessarily get distributed, because there was no
12 process to distribute them out --

13 DR. RODI: Right.

14 MR. STOCKHAUSEN: -- at that time. I think
15 since it's changed, but prior to the accident there was
16 no process for the SBs to get any kind of
17 prioritization or handling, really.

18 DR. RODI: Thank you. Did the company have
19 a non-punitive safety or incident-reporting mechanism
20 while you were there?

21 MR. STOCKHAUSEN: We did. We had several;
22 inherited AIDMOR, which is accident, incident, damage,
23 malfunction operations report. So we just kind of kept
24 that name.

25 We were working on putting that into -- and

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1 automating that process as part of the SMS, and it was
2 still basically a manual system even though it was done
3 on a computer and you could export it to Excel and do
4 some basic, you know, sorting and research, that kind
5 of thing.

6 But early on one of the things that I wanted
7 to do was look at the voluntary safety programs that
8 were so effective on the 121 side of the house. Why
9 can't we use them, even though they weren't designed
10 necessarily for 135 helicopter operators.

11 So one of the first things we did was we put
12 into a place a ASAP program, so that really took the
13 place of the voluntary reporting, you know, so that the
14 AIDMOR kind of took on more of a captain's report:
15 Here, these are the 25 things we want you to report,
16 because we want to keep an eye on these things.

17 The ASAP became more, you know, the
18 voluntary part, and, you know, through the ASAP, and
19 also we started an MSAP program; found out very early
20 on in the ASAP process that we were exposing mechanics,
21 depending on what the report was, and them not
22 necessarily having the same protections as the pilots,
23 so we started an MSAP program as well. But there were
24 multiple ways to get information in an anonymous third-
25 party reporting system that was managed through a third

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1 party by contract.

2 So there were a number of different ways to
3 get the information into the system, and they were all
4 non-punitive.

5 DR. RODI: And were you responsible for that
6 program, or a part of the program?

7 MR. STOCKHAUSEN: Initially, just through
8 the startup process, we hired a ASAP manager, and
9 Sheldon's been there, I think, for about six years;
10 it's about a seven-year-old program at the company, I
11 believe. We started it in about '09 or '10.

12 DR. RODI: And while you were there, were
13 there any safety issues or incidents that were related
14 with either the base, the accident pilot, or the
15 helicopter itself that you were aware of?

16 MR. STOCKHAUSEN: You know, not that I can
17 recall.

18 DR. RODI: Let's talk briefly about the
19 go/no-go decision that the company had and how it
20 related to risk assessment. Can you describe that for
21 me?

22 MR. STOCKHAUSEN: Well, I mean, based on
23 the -- you know, the relevant factors, weather, there
24 were obviously weather minimums to take into account;
25 duty time, aircraft maintenance, so all the aviation

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1 factors that needed to be taken into account I think
2 were taken into account.

3 The pilot had the final -- you know, it was
4 two-tier operational control. So the first tier was,
5 is the aircraft certified? Does it have time on it?
6 You know, those kind of things. Does the pilot, you
7 know, have a current medical. Is his check rides and
8 everything up to date? Has he had the appropriate
9 rest?

10 So that level -- that tier-one level was
11 pretty much taken care of through the 411 system, you
12 know, in the OCC and how the pilot dutied in for that
13 day. The system would back-check all that information.

14 If there was any problem with any of that
15 information, then the OCC would get an alert, and that
16 pilot should not be able to get a flight release until
17 anything -- any of those anomalies are cleared up.

18 Then the tier-two level is that level we
19 were just talking about, where the pilot actually
20 dispatches the aircraft. So the communication center
21 would communicate the request or the need for a flight,
22 and then the pilot would make all those decisions based
23 on what we had just talked about: the weather, the
24 maintenance, the dynamic/static factors, even to
25 include eventually, you know, how long the pilot had

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1 been on duty; how long the pilot had been in EMS; how
2 long the pilot had been with the company; does he have
3 an experienced medical crew? You know, all those were
4 risk factors that were taken into account before the
5 pilot would launch or dispatch the flight.

6 So that was the go/no-go decision. And
7 obviously, I mean, the industry I think would hold to
8 that three to go, one to say no, and now moving with
9 the new HAA rule of, you know, four to go, including
10 the OCC much more robustly in that process now, as of
11 the 23rd of this month. So it would be kind of a four
12 to go, one to say no kind of process.

13 DR. RODI: How would weather specifically
14 factor into that? Is there one aspect of weather that
15 would result in a no-go versus a go?

16 MR. STOCKHAUSEN: I mean, obviously, you
17 know, thunderstorms, icing, you know, visibility,
18 ceilings below minimums; you know, any of those major
19 things would certainly force, I would think, a no-go
20 decision on the part of the pilot.

21 DR. RODI: Now, would that be the forecast
22 for a thunderstorm or the actual existence of a
23 thunderstorm?

24 MR. STOCKHAUSEN: You know, that's a great
25 question, and I don't recall if we had had a provision

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1 for conditional language for weather in -- I don't
2 believe we did at that time. I don't believe so.

3 DR. RODI: And to what extent would a
4 helicopter system play a role in a risk assessment or a
5 go/no-go decision?

6 MR. STOCKHAUSEN: Well, it depends. If it
7 was something obviously that could be MEL'd, it would
8 be MEL'd and deferred on the minimum equipment list.
9 Again, that would be a risk factor, depending on what
10 it is and what the flight was.

11 But it wouldn't necessarily force a no-go
12 decision, but it would certainly be taken account as a
13 risk factor, depending on what it was.

14 DR. RODI: As opposed to a system that was
15 inoperational or non-functional, how would a new system
16 or relatively new system be factored into a go/no-go or
17 a risk assessment process by the pilot?

18 MR. STOCKHAUSEN: You know, at the time I
19 don't think that -- I don't believe that we had set,
20 you know, a new piece of equipment or, you know, new
21 avionics or whatever in the aircraft as an additional
22 risk factor to consider. I think it was just taken as
23 part of doing business.

24 DR. RODI: Understood.

25 How was the risk assessment process and the

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1 go/no-go decision outlined in company procedures or
2 policies?

3 MR. STOCKHAUSEN: It was in the GOM, general
4 operations manual. I don't believe -- I know that
5 maintenance had their own risk assessment process that
6 they would use. I don't recall, again, if it was in
7 any OCC documentation. I know for sure it was in the
8 GOM.

9 DR. RODI: Excellent. And how was it
10 enforced?

11 MR. STOCKHAUSEN: The risk assessment?

12 DR. RODI: Uh-huh.

13 MR. STOCKHAUSEN: I'm not necessarily sure
14 you would say it was enforced. It would -- you know,
15 part of our IAP or audit process is we would go and
16 look and, you know, just make sure the process was
17 being followed.

18 As to, you know, identification of any
19 anomalies or, you know, taking a look at it and do a QA
20 relative to the flight itself and saying, well, here we
21 had this flight; this is the issues we faced; here was
22 the risk assessment. You know, where do we need to go?
23 Do we need to adjust any values? Do we need to add
24 anything to the risk assessment?

25 That's not something that we in the safety

1 department were involved in. We were more involved in
2 compliance with the existing process itself, I think,
3 more than looking at any kind of QA capability or
4 changes that could be made in the process itself.

5 DR. RODI: Okay. Excellent. Thank you.

6 So switching directions a little bit, we'll
7 talk about the relationship between the Federal
8 Aviation Administration, or the FAA, and Air Methods.

9 How often did they visit or perform
10 inspections at Air Methods?

11 MR. STOCKHAUSEN: Gosh, I mean, as far as
12 Air Methods goes, they were around quite a bit. We
13 would have at least our monthly CMT meeting, which I
14 was part of. I know there were a lot of geographic
15 inspections.

16 Matter of fact, we developed a reporting
17 form through our ETQ, which was our enterprise software
18 program for SMS, on geographic reports, or geographic
19 visits.

20 Actually it was designed for any regulatory
21 agency that would visit a base, so that we knew who was
22 there, why they were there. And one of the things we
23 were doing on that form was tracking what questions
24 were asked and what they were looking for, with the
25 intent being to add that into our IAP, into our base

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1 audits, to make sure that we were looking at everything
2 we needed to look at from the perspective that the FAA
3 was looking at things.

4 But I know there were quite a few -- I can't
5 give you a number, but I know there were quite a few
6 geographic inspections, and I know they were there -- I
7 mean, they would come visit us, particularly through
8 development of the SMS, we met every two weeks with
9 their representatives for the SMS; you know, through
10 the CMT. So there was quite a bit of activity.

11 DR. RODI: And what was your involvement
12 with that, aside from the large monthly meeting?

13 MR. STOCKHAUSEN: Mostly that was it.

14 DR. RODI: Okay. How would you quantify or
15 describe your relationship with the FAA and your
16 interactions?

17 MR. STOCKHAUSEN: I think from a safety
18 perspective we had, I would say, an excellent
19 relationship, you know, with the FAA. We would meet on
20 a monthly basis. Obviously ASAP meetings we had, you
21 know, every two weeks, so they had their FAA
22 representation there at our ASAP/MSAP meetings.

23 You know, when the SAS -- so the safety
24 assurance system that the FAA's putting into place to
25 help manage a little differently because of the SMSs,

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1 or the safety management systems, that are in place.

2 You know, we again were meeting -- we
3 started meeting again fairly regularly with the FAA, on
4 kind of a biweekly basis with their safety
5 representatives, to help us, you know, understand what
6 the SAS was, what the data collection tool was; getting
7 information through that data collection tool, again,
8 that we could add into our IEPs, our internal
9 evaluation program, so that there were more eyes out
10 there looking, so if they were -- we were pretty open
11 with sharing our IEP information and data with the FAA.

12 So, you know, I would say it was a good
13 professional working relationship, from my perspective.

14 DR. RODI: Excellent. Are you aware of any
15 enforcement actions that may have been taken by the FAA
16 involving either the base, the accident helicopter, or
17 the accident pilot?

18 MR. STOCKHAUSEN: Not on the helicopter or
19 the pilot that I can think of, or the base.

20 DR. RODI: Okay. Changing directions again,
21 were you aware of the Temple, Texas event that took
22 place prior to the Frisco accident? I believe it was
23 about a year prior or so?

24 MR. STOCKHAUSEN: Temple, Texas? Can you be
25 more specific?

1 DR. RODI: Where the -- it was not an
2 accident. It was an incident where the pilot perceived
3 locked pedals or an inability to control the helicopter
4 at takeoff and put it back down, was able to keep the
5 helicopter upright, and there was no damage.

6 MR. STOCKHAUSEN: Yeah. I vaguely remember
7 something about that. Yeah.

8 DR. RODI: Now, would you directly be
9 involved with any incident or event, investigation
10 process, or was that --

11 MR. STOCKHAUSEN: Normally not directly. If
12 there was something that was investigated, one of my
13 staff would normally do it if it was fairly minor
14 incident at the local level.

15 DR. RODI: Okay. So you're not directly
16 aware of the Temple, Texas event and the loss of
17 control.

18 MR. STOCKHAUSEN: You know, now that you
19 mention it, I recall hearing about it, but that's about
20 it.

21 DR. RODI: Okay. So you were not involved
22 in any of that or any of the flow of information that
23 resulted after that?

24 MR. STOCKHAUSEN: Not that I can recall.

25 DR. RODI: Okay. So we talked briefly

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1 earlier about safety information notices, service
2 bulletins, airworthiness directives, and their flow,
3 how they come to the engineering department, as opposed
4 to coming to you for any sort of review, distribution,
5 or risk assessment.

6 So I have a safety information notice that
7 came out from Airbus Helicopters following the Temple,
8 Texas event, and I'll give that to you for a quick
9 review.

10 And my question is, were you aware of this
11 while you were at Air Methods? Was it brought to your
12 attention?

13 MR. STOCKHAUSEN: No. I wasn't aware of it
14 till after the fact.

15 DR. RODI: Okay. So by after the fact, do
16 you mean after --

17 MR. STOCKHAUSEN: After the accident.

18 DR. RODI: -- the Frisco accident?

19 MR. STOCKHAUSEN: Uh-huh.

20 DR. RODI: Okay. So prior to the Frisco
21 accident, this safety information notice would have
22 been distributed through the engineering department --

23 MR. STOCKHAUSEN: Correct.

24 DR. RODI: -- and would not have necessarily
25 come to your attention. If it would have been shared

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1 with one of your staff members at the time of the
2 Frisco accident or prior to the Frisco accident, was
3 there a means or a method for that staff to bring it to
4 your attention or to other aspects of Air Methods'
5 attention for pilot information, distribution to the
6 pilots?

7 MR. STOCKHAUSEN: There was. I mean, part
8 of the process, it was designed to all feed up, you
9 know, from the field into the different level meetings.

10 So if there was a concern or an issue out
11 there, it should have been noted, brought to our
12 attention, documented, and then we would feed that into
13 the first level, which was the SIRT, or the safety
14 information roundtable, safety action roundtable, so
15 that lower-level managers were in the SIRT.

16 So if there's something they could do as
17 stakeholders to deal with something, they would do so.
18 Again, it would be documented in the meeting minutes
19 and the action items and those kind of things.

20 If it was something that was going to be on
21 their purview, then that would be funneled up into the
22 SART, which is safety action, which was the 119 staff
23 primarily, and me and, you know, some others.

24 And, again, if that was -- if it was
25 something that was determined that was -- needed, you

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1 know, financial signed off or those kind of things,
2 then it would be routed up into the SORT, so the
3 oversight roundtable.

4 But, yeah, I mean, there was process there
5 that, if it was brought to our attention, we could work
6 it up through the different meetings. And there also a
7 TRB or technical review board that met, and one of my
8 staff normally would sit on that meeting.

9 And this, you know, again, because it's a
10 operational issue, may not have come through that
11 venue, through the technical review board, but, yeah,
12 to answer your question, I guess, long-winded, yeah,
13 there was a process for that.

14 DR. RODI: Okay. Excellent. And so you
15 were not specifically aware of this following the
16 Temple, Texas event but became aware of it after the
17 Frisco, Colorado accident.

18 MR. STOCKHAUSEN: Correct.

19 DR. RODI: Okay. Have you ever experienced
20 issues or difficulties with moving a safety information
21 notice or an operational service bulletin through the
22 process to get management to buy off on it or to get it
23 out to the pilots so that they can change their
24 procedures or be mindful of a safety issue?

25 MR. STOCKHAUSEN: You know, if it came to

1 our attention, no, but there was -- you know, obviously
2 there's times -- and this was one of them -- where
3 things didn't percolate up. But I think if things that
4 did percolate up and were worked through the system and
5 the process or obviously were documented, then they got
6 the proper attention. But if it didn't, then it
7 didn't.

8 DR. RODI: Sure.

9 MR. STOCKHAUSEN: So the second item that I
10 would like to ask you about is the service bulletin
11 that came out from Airbus. It was in February, so
12 prior to the Frisco, Colorado, accident, but after the
13 Temple, Texas, event. And so my question is: Were you
14 aware of this when it came out?

15 MR. STOCKHAUSEN: No. No, and again for the
16 same reason. You know, the service bulletins, even the
17 safety information notices, you know, the way it was
18 designed throughout the system would not necessarily
19 bring it to my attention, so --

20 DR. RODI: Okay. So when something did move
21 through the system properly, either through the
22 engineering department or it came to your attention and
23 then you were able to bring it to the different
24 management meetings, how did this information then get
25 disseminated out to the pilot? Were you responsible

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1 for that? Was that another part of the program?

2 MR. STOCKHAUSEN: Yes. You know, again, it
3 would come out in different ways. I mean, we had
4 safety notices, alerts, and bulletins, you know, a
5 process, depending on the seriousness of the issue, you
6 know, how it would get out initially. But during the
7 time you're talking about, most of the information for
8 the pilots would have been disseminated through the 411
9 system.

10 DR. RODI: Uh-huh.

11 MR. STOCKHAUSEN: And then information for
12 the mechanics would have been through Ramco or email,
13 some other process like that.

14 DR. RODI: So with the 411 system, was there
15 any way to ensure that the pilot received it or maybe
16 they received it but there's no way to guarantee that
17 they actually read it?

18 MR. STOCKHAUSEN: Yes. I believe we could
19 determine if they had opened up the particular
20 attachment, but there was no way to -- I mean, even if
21 we -- and I don't think we did at the time, couldn't
22 guarantee that they had read it, so --

23 DR. RODI: Okay. Any concerns with the
24 process for safety information notices, service
25 bulletins, airworthiness directives coming in to the

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1 company or being distributed properly?

2 MR. STOCKHAUSEN: Ask that again.

3 DR. RODI: Do you -- while you were employed
4 at Air Methods, did you have any concerns about the way
5 safety information notices, service bulletins or
6 airworthiness directives would come into the company
7 and then be handled or distributed?

8 MR. STOCKHAUSEN: You know, I -- not at the
9 time. I didn't actually realize that it was a gap, you
10 know, in the process, so obviously, like I said, the
11 ASBs and the ADs were issued and had the specific level
12 priority on them, but the safety information notices,
13 service bulletins, the things that weren't mandatory, I
14 think that was a whole -- that was a gap in the
15 process.

16 DR. RODI: Thank you. Can you describe your
17 relationship with Mr. Mahaney.

18 MR. STOCKHAUSEN: You know, I knew Pat, had
19 met him off and on over the years. I know he was long-
20 term employee with the company. You know, I mean, my
21 interaction with Pat, he was on the -- he was a member
22 of our ASAP committee, you know, so he was involved in
23 the process. He was involved in safety. I mean, all
24 the dealings that I had with Pat were, you know -- I
25 don't recall anything negative or confrontational.

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1 DR. RODI: Did you ever fly with him?

2 MR. STOCKHAUSEN: I never did. No.

3 DR. RODI: Okay. And I think I asked this
4 already, but just to make sure, that you were not aware
5 of any safety reports or safety concerns with Mr.
6 Mahaney.

7 MR. STOCKHAUSEN: Not that I can recall.
8 No.

9 DR. RODI: Okay. Thank you. Did you have
10 any concerns about the accident helicopter? It was
11 fairly new, I believe, to the base, relatively
12 speaking.

13 MR. STOCKHAUSEN: No.

14 DR. RODI: Okay. And had you ever visited
15 the Frisco base?

16 MR. STOCKHAUSEN: I had been there once.
17 Yes.

18 DR. RODI: Okay. And when was that? Do you
19 recall?

20 MR. STOCKHAUSEN: Oh, it was probably four
21 or five years ago, or -- let me think. It was a good
22 while ago. I don't know exactly when, you know, but
23 years.

24 DR. RODI: Do you recall any concerns when
25 you visited that base?

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1 MR. STOCKHAUSEN: No.

2 DR. RODI: Okay. Thank you. Did you have
3 any immediate concerns following the Frisco accident?

4 MR. STOCKHAUSEN: Immediate concerns, yes.
5 Several. Obviously the fuel tank, the post-crash fire
6 was a concern. And then once we started digging into
7 things, the -- just the differences training between
8 the aircraft that they were flying before and this
9 newer B3e and the dual hydraulics, the accumulator, the
10 check, and the -- actually one of the things that
11 Michael and I had talked -- Michael Kunis, you know
12 Michael -- had talked about was the take-off profile.

13 So their take-off profile, because the pad
14 was around 9,000 feet, 9,100 feet, I think it was, so
15 with the older aircraft, a little less power, you know,
16 they would just take off, bring max power in, do a max
17 performance take-off, and just, you know, get altitude
18 over air speed kind of take-off.

19 And in the past, I had been taught if you're
20 going to do that, you know, you come up and you check
21 your controls at a hover. You set the aircraft back
22 down, and then you pull in your power to max, and then
23 do that take-off. So in looking at the video from
24 this, the take-off profile was Pat came up, but again,
25 from the ground, there was no hover check or control

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1 check that was done.

2 In our view, if that had been done, then the
3 notice of, you know, the accumulator and the issue with
4 the tail rotor would have been, I think, identified,
5 and Pat could have set the aircraft back down. But
6 because of that profile, that take-off profile, coming
7 up to a hover, checking the controls, putting it back
8 down, wasn't done, and again, he just brought it right
9 up, you know. And you could see -- and I know you've
10 seen the video, but you could see the aircraft start to
11 spin. You know, he's not ten feet in the air, and he's
12 already starting, and you can see the aircraft starting
13 to spin.

14 So, you know, that -- how we emphasized
15 that, the habit transfer between one aircraft type to
16 another, you know, how we taught high altitude
17 operations, you know, those were certainly concerns
18 that came to light after the accident for me.

19 DR. RODI: Okay. Do you recall any
20 immediate actions that the safety department took
21 following the Frisco accident?

22 MR. STOCKHAUSEN: Let's see. Immediate
23 actions that the safety department took? You know, we
24 weren't normally in the habit of taking actions. We
25 were in the habit of recommending actions. So I know

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1 that, you know, obviously we wanted to get a handle and
2 get ahead of the fuel system. I know we had identified
3 through the TRB probably about, gosh, three or four
4 years ago, there may be an issue with that particular
5 fuel tank in that particular aircraft, and had sent a
6 letter, I know, to Eurocopter at the time, you know,
7 Airbus. Right? It was Eurocopter at the time.

8 But I'm not sure exactly what the follow-up
9 was on that or, you know, why it kind of died on the
10 vine, you know, it seemed like, so obviously we wanted
11 to resurrect that activity. You know, changes to how
12 the service bulletins, safety information notices were
13 routed into the system, and what priority they may have
14 gotten, even to the point of understanding what the
15 difference was between having a wrench on it and wings
16 on it. You know, I'm not sure that was even recognized
17 here as a safety information notice, but, you know, how
18 does it get routed.

19 DR. RODI: Could you explain a little bit
20 the TRB process that you mentioned with regards to the
21 letter that was sent to Eurocopter.

22 MR. STOCKHAUSEN: The TRB would meet pretty
23 much on a monthly basis, would review component
24 relationship issues, MEL issues. I can remember in the
25 early days, you know, we were -- again in the 350

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1 aircraft, we were having an issue with generators not
2 making -- you know, coming back in from being rebuilt
3 and making about 50 hours.

4 And one of the things the TRB identified was
5 that getting back to the manufacturer, that they change
6 their run-in process for the brushes, so instead of
7 running the brushes in at the factory, they stopped
8 doing that, and they sent them out. And then because
9 they weren't running them in, then we were having
10 reliability issues with them in the aircraft, so those
11 were the kind of things that the --

12 DR. RODI: Okay.

13 MR. STOCKHAUSEN: -- that the TRB could
14 identify, get with the manufacturer, if there was
15 something that needed to get done or process that
16 needed to take place.

17 I know that -- I'm trying to recall. I know
18 there was some activity around that letter. It didn't
19 just die on the vine. I know that -- I believe that
20 there was some communication back and forth with Airbus
21 about the process, and I believe again -- I recall --
22 sorry for the qualifiers, but --

23 DR. RODI: No worries.

24 MR. STOCKHAUSEN: -- that there was some
25 talk about a system that they were using in the French

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1 military which was a crash-relief fuel system, so there
2 was some talk about that and even some talk about us
3 providing an aircraft for some engineering for them.
4 But I don't -- again, I don't know why that kind of,
5 you know -- it wasn't a high enough priority or it was
6 overcome by events or, you know, got pushed back
7 somehow. I'm not sure exactly how or why that
8 happened, but --

9 DR. RODI: Do you remember when that was
10 prior to the Frisco accident?

11 MR. STOCKHAUSEN: You know, it was after
12 Tucson.

13 DR. RODI: Okay.

14 MR. STOCKHAUSEN: And that was what really
15 kind of kicked it off. And then -- oh, gosh. It was
16 an accident -- I'm trying to think of where it was now.
17 I think it was in Missouri. There was a hard landing.
18 There was no fatals, some injuries, and the fuel tank
19 ruptured, and there was fuel everywhere, but no
20 ignition source. So it was kind of like, okay, we
21 dodged the bullet on that one.

22 DR. RODI: And that was an Air Methods?

23 MR. STOCKHAUSEN: That was an Air Methods.
24 And, gosh, I can't think of where it was now. But
25 those two incidents, so after Tucson, and then that

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1 particular accident, in that time frame, so --

2 DR. RODI: Okay. So you mentioned the
3 safety letter to Eurocopter at the time regarding fuel
4 tank issues, and then you changed following the
5 accident how safety information notices, service
6 bulletins were routed. Do you recall any other changes
7 that were made following the Frisco accident? Or
8 recommendations that you made to?

9 MR. STOCKHAUSEN: Yes. You know, other
10 than, you know, what I had mentioned before, the
11 profile, the take-off profile --

12 DR. RODI: Okay.

13 MR. STOCKHAUSEN: -- the training, the
14 differences training, I think also the -- I'm trying to
15 think where that came in. Changes, recommended changes
16 to the risk assessment. I mean, this was a -- this
17 flight was not a medical flight. It was a PR flight.
18 Other than that, I don't recall.

19 DR. RODI: Okay.

20 MR. STOCKHAUSEN: I don't recall any other
21 recommendations.

22 DR. RODI: Okay. Can you describe the
23 structure of the safety department while you were at
24 Air Methods? You were the director of safety. How
25 many employees did you have or what was the structure?

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1 MR. STOCKHAUSEN: A couple years ago, I was
2 made the VP. I was made a VP of safety.

3 DR. RODI: Okay.

4 MR. STOCKHAUSEN: And then I had a director
5 of flight safety, which was Michael, and I had program
6 managers, so I had an IP manager, an ASAP/MSAP manager,
7 SRM or risk data manager, and a FOQA manager. And then
8 I had -- at one time, I had one full-time regional
9 safety person for every region that we had.

10 Now, the past year or 14 months, maybe 18
11 months that I was there, I had some attrition in my
12 regional staff, and I wasn't allowed to rehire and
13 backfill those positions, and then through further
14 reductions in force, I was mandated to lay off 5
15 percent of my staff, so I had to lay off two people,
16 which was actually more than 5 percent, but --

17 So I went from about 18 -- let me see. I
18 had ten -- for a very short time, I had ten; regional
19 had six -- so, yes, 18. When I left, I was down to
20 five regionals; one, two, three, four, five -- so ten
21 people. My reporting structure changed, too. I had
22 gone from reporting to the CEO to a senior VP in that
23 period of time.

24 DR. RODI: Okay. The reduction in force
25 that you went through, was that prior to Frisco or

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1 after Frisco?

2 MR. STOCKHAUSEN: Prior to.

3 DR. RODI: Okay. And the reporting
4 structure, was that prior to or after Frisco?

5 MR. STOCKHAUSEN: Prior to.

6 DR. RODI: Okay. Do you feel the reduction
7 in force that you experienced, the attrition that you
8 experienced caused any issues or created any issues for
9 how you were able to do your job and promote a safe
10 environment?

11 MR. STOCKHAUSEN: I guess the easy answer
12 would be yes. You know, I think -- I mean, obviously
13 when you've got a -- I mean, I had to lay off my AP
14 manager, so the -- you know, you're dividing all those
15 duties back into a smaller workforce, so, you know,
16 what you were able to accomplish before with a larger
17 workforce and more resources became problematic, you
18 know, with a smaller workforce, also with -- you know,
19 with the regionals, they were -- my regionals were
20 multi-tasks.

21 They were all safety professionals, and they
22 were professionals in -- they were -- either had a
23 maintenance background, operations background, or
24 clinical background, because more than half the
25 business was, you know, clinical, clinicians, full-time

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1 employees. So I used them for RCAs or root cause
2 analysis. I used them to do audits. They were all
3 IS-BAO trained, certified auditors. I used them to do
4 education.

5 I used them to do -- help out with the risk
6 management at the base level, program level, interface
7 with the customer, and do all that. So I went from
8 having one in every region to really at one time, less
9 than -- one for every region to the five. At that
10 time, we had 12 regions. They backed it down to just
11 reorganizing with the ten, so I had one for every two
12 regions.

13 The FOQA manager left. I wasn't allowed to
14 backfill him, so I doubled up that duty with my
15 analyst, Jeff. I don't know if you met Jeff or not,
16 but --

17 DR. RODI: Yes.

18 MR. STOCKHAUSEN: -- Jeff was able to handle
19 both positions. And then kept Sheldon in the
20 ASAP/MSAP. He was pretty busy doing that, and then the
21 IP duties, I divided up, because we had that pretty
22 well automated as far as being able to administer the
23 process in ETQ, so it was just somebody to provide
24 oversight there and work on the schedule and then, of
25 course, the audit duties had to be divided up.

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1 And we would do -- it was kind of a three-
2 tier process, where we would do base audits or the
3 self-audit, self-assessment that the bases would do,
4 and then my auditors would do a base audit, and then we
5 would look at our departmental audits or systems
6 audits, we call them, within the organization, which we
7 were tasked to do, you know, once a year.

8 DR. RODI: Okay.

9 MR. STOCKHAUSEN: But, yes. I mean, I would
10 say it obviously impacted what we were trying to do.

11 DR. RODI: Was the Frisco base affected by
12 the loss of one of your regional --

13 MR. STOCKHAUSEN: No.

14 DR. RODI: Okay.

15 MR. STOCKHAUSEN: They -- the one that was
16 assigned to them was the original one, so --

17 DR. RODI: Okay. Were any employees
18 dismissed as a result of the Frisco accident?

19 MR. STOCKHAUSEN: Well, let me think. I
20 can't think of anybody that was dismissed. No. Not
21 that I can think of.

22 DR. RODI: And so the downsizing within the
23 safety department was taking place prior to the
24 accident and --

25 MR. STOCKHAUSEN: Yes.

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1 DR. RODI: -- not a result of the accident.

2 MR. STOCKHAUSEN: Right.

3 DR. RODI: Your employment with Air Methods
4 ended in September of 2015. Can you elaborate on your
5 decision to leave Air Methods.

6 MR. STOCKHAUSEN: Well, it's never just one
7 reason. I guess I would say that, you know, I have
8 about ten years of runway left before I retire, and I
9 was, I guess, getting frustrated relative to my ability
10 to effect change, the reduction in staff, and being
11 basically the voice of aviation safety in a company
12 that considered themselves a medical company.

13 DR. RODI: Did your departure have anything
14 to do with the Frisco accident or safety concerns at
15 Air Methods?

16 MR. STOCKHAUSEN: I wouldn't say the Frisco
17 accident. Safety concerns, again, not necessarily
18 safety concerns. Again, it was just, you know, I felt
19 that through the change in the reporting structure, you
20 know, my access to the CEO and the ability to really
21 drive the change that I felt needed to be made or the
22 things done that I felt needed to be done, there was
23 just another layer or two of bureaucracy in the
24 organization that was really getting in the way. And,
25 again, it was just a level of frustration after that

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1 time, so --

2 DR. RODI: Sure. And to be completely clear
3 and so that I understand you, it was your election to
4 leave Air Methods --

5 MR. STOCKHAUSEN: Yes.

6 DR. RODI: -- and not them letting you go.

7 MR. STOCKHAUSEN: No. It was my choice. It
8 was not them. It was my choice.

9 DR. RODI: Okay. I'm going to open it up to
10 Dr. Wilson and see if she has any questions for you.

11 DR. WILSON: Thanks, Jennifer. Hi, Ed. How
12 are you doing? Do you need a break or anything?

13 MR. STOCKHAUSEN: No. I'm good. Thanks.

14 DR. WILSON: Okay. Jennifer, you asked many
15 of the questions that I had, and I apologize for my
16 voice. I'm fighting a little cold, so -- talking about
17 the staff reduction, did you ever feel that safety was
18 compromised due to the staffing reductions?

19 MR. STOCKHAUSEN: You know, again, I think
20 "compromised" is a pretty strong word. Affected,
21 impacted a little bit, and not necessarily, you know,
22 safety itself, but our ability to perform the functions
23 relative to the SMS that would provide information for
24 managers to make decisions, to do the analysis, to do
25 those things that you -- systematically that you needed

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1 to do in an organization with 500 aircraft and 14
2 certificates.

3 DR. WILSON: Okay.

4 MR. STOCKHAUSEN: Yes. It was difficult.

5 DR. WILSON: You mentioned the culture at
6 Air Methods. You said it was large and distributed.
7 How did this culture -- and there were some
8 communication problems distributing information across
9 the bases. How do you think that compares to other
10 organizations that you've worked for?

11 MR. STOCKHAUSEN: You know, I think -- and,
12 again, I was asked once how I would describe the
13 culture at Air Methods, and my -- in one word, and I
14 said, fragmented. And it really is a fragmented
15 culture. I think there's a lot of independence that's
16 given to the regions from a business perspective. I
17 think that -- I believe that there was a lot of room
18 for improvement in standardization.

19 You know, you get the old wink and the nod.
20 I would hear anecdotally out in the field
21 occasionally -- and this is not across the board, but,
22 you know, some of the issues that you realize you have
23 to deal with, and if it's happening one place, it's
24 probably happening in another. It was just kind of the
25 wink and the nod. You know, I know that's how

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1 corporate wants you to do things, but this is how we do
2 things out here, you know, kind of mentality at times.

3 So it was a very difficult environment to
4 drive consistency in culture. I think, you know, the
5 union came on board back in '08 or '7 or maybe even
6 before I got there. I don't recall exactly when it
7 came on board. But it's been there for a while. There
8 was a level of distrust in the pilot group, I think, as
9 a group, with the management. So it was a difficult
10 environment to operate in, just trying to get -- you
11 know, for FOQA, I mean, we had the Apario that we were
12 putting on. We bought 150 of them to put on the
13 aircraft.

14 As far as I know, when I had left, we still
15 hadn't put one on an aircraft, and it had been a year
16 and a half, for two reasons. Number one, because I had
17 to try to negotiate with the union, because we had
18 cameras in the cockpit, and they were not -- you know,
19 they didn't like that idea.

20 And the other one was working for our
21 engineering department. Because of having to work with
22 the union, we needed to change the position six inches
23 of the unit. Well, that changed the focal lane. It
24 changed a couple things, and it's very sensitive. It
25 has to be calibrated for a particular position in the

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1 aircraft, so that changed the STC, and it -- you know,
2 it took our engineering group working with Apario a
3 year and a half of back and forth that, you know, is --

4 Not a maintenance person, I didn't think was
5 all that necessary, but I think it could have been done
6 in a lot shorter time frame, and, you know, just having
7 to deal with the union and do those negotiations to get
8 them to accept that there's a camera in the cockpit,
9 that we're going to use it in a specific way; it's
10 going to be part of the FOQA program. It's protected
11 under Part 13 and 193, because it's digitally data --
12 or digital data that's voluntary collected.

13 You know, all those things, so, you know, it
14 was -- I guess I could sum it up to say sometimes it
15 was a difficult environment to work in.

16 DR. WILSON: The fragmented nature -- the
17 fragmented culture as you described it, how do you
18 think that could have been improved? What could have
19 been done to change that?

20 MR. STOCKHAUSEN: Well, first off, consider
21 yourself an aviation company. We were dealing in
22 aviation, and I think lots of times, it would take
23 somewhat of a back seat to either the business or the
24 clinical side, as far as prioritization of resources,
25 focus on cause and effect. But, you know, just trying

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1 to get -- you know, get that force of communication
2 from the very top on down. There was a disconnect, I
3 think, between the corporate expectation and what was
4 talked about at Englewood, and how it translated to the
5 individual base employee.

6 You know, it was a fairly large organization
7 where you had -- you know, being distributive, you
8 know, you had that layer of line management, middle
9 management, in between, and I think lots of times that
10 autonomy that was given to those managers at all
11 levels -- I mean, not all levels, but all functional
12 areas within the region itself created filters in both
13 directions.

14 And it was difficult to drive home, so I
15 think, you know, a couple things that we recommended,
16 which you got to do training with your middle managers.
17 I mean, you would take a good clinician or a good
18 mechanic or a good pilot, and you'd make them a manager
19 without the skill set to be able to manage what you
20 were asking them to manage.

21 So if I could have done one thing relative
22 to trying to fix the fragmented or distributive nature
23 issues was to -- for me, from my perspective, from a
24 safety and risk perspective, would be to, number one,
25 make it the absolute number one core value of the

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1 organization, not a priority. Priorities change. Make
2 it a core value. This is not negotiable, period. And
3 then provide training and accountability and oversight
4 to that group of people between the field and
5 corporate.

6 DR. WILSON: Were these changes something
7 that you -- I heard you say that you did recommend the
8 training for middle management. How was that received?

9 MR. STOCKHAUSEN: You know, there were
10 several attempts made while I was there to provide some
11 training, but again, I think you've got to make it --
12 if you're going to accomplish something in an
13 organization that size, you've got to be able to have
14 the proper management emphasis on it, and you've got to
15 keep at it. You've got to be persistent with it. You
16 can't do it just one time.

17 I mean, if you do it one year, with the size
18 of that organization, next year you've got 40 new
19 managers. What do you do with them? You've got to do
20 it that next year. You got to do it that next year.
21 You got to do it, you know, every six months. You just
22 got to keep at it. And I think the good intentions
23 were there, but the execution was not.

24 DR. WILSON: Was there any recommendations
25 that you made that you felt were really critical, that

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1 were either dismissed or that you had unsuccessful
2 attempts at getting any action taken?

3 MR. STOCKHAUSEN: I wouldn't say
4 unsuccessful. I would say that sometimes it took years
5 to get something, and you'd have to approach it from
6 one angle, and if you didn't have success there, then
7 you'd have to kind of back up and try this direction or
8 this process or -- I can't think of anything
9 necessarily that I would say that I recommended that
10 didn't get --

11 I mean, you know, from a voluntary safety
12 standpoint, we wound up participating in five of the
13 six FAA voluntary safety programs. The only one we
14 didn't participate in was AQP. Again, it's not
15 something that was designed for 135 operators, but we
16 didn't really have access to simulators that we would
17 need to do the AQP, the advanced qualification process,
18 evidenced-based training that the 121 guys can do.

19 So, you know, those were obviously large
20 initiatives, and it took some time to get them through
21 the pipeline. You know, smaller things -- like I'd
22 mentioned before, the preflight risk assessment, trying
23 to get -- you know, it took some years for that
24 recommendation to come to fruition, and it was just
25 coming to fruition when I left relative to going to a

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1 procedural method with weighted risk elements in it and
2 mandatory consultation with the OCC. And, of course,
3 that came about, I guess, primarily because of the new
4 rule, but that was something that we were pushing, you
5 know, some years ago.

6 So incremental changes. An organization
7 that size, it's like the Titanic, so you don't -- you
8 know, you turn the rudder, and two years later, you get
9 change, so --

10 DR. WILSON: Okay. You mentioned a few
11 recommendations after the accident about the flight
12 profile and -- I'm trying to review my notes. Were
13 those recommendations that you discussed, were those
14 formally made, or were they discussed in a meeting?
15 What was the process?

16 MR. STOCKHAUSEN: Yes. They were
17 discussed -- I mean, obviously I, you know, worked
18 closely with our 119 staff, so, you know, the chief
19 pilot, director of ops, director of maintenance, you
20 know, their assistants. So, you know, it was all
21 talked about. I mean, primarily, you know, the process
22 for those kind of things would be -- you know, those
23 changes could be made, and then you just communicate
24 those changes to senior leadership.

25 But obviously, there was -- you know, there

1 was very high level activity and meetings relative to
2 any kind of tragedy like this that takes place, so, you
3 know, we had the requisite meetings, and hopefully
4 they've made all the changes.

5 DR. WILSON: Uh-huh. Was there any
6 discussion of adding the warnings, the hydraulic
7 warning light, to the helicopter after the accident?

8 MR. STOCKHAUSEN: Yes, there was.

9 DR. WILSON: What was that discussion? What
10 was involved?

11 MR. STOCKHAUSEN: You know, I know there was
12 a lot of -- that I wasn't involved in, in discussion
13 with Airbus, you know, how many kits. I believe that
14 there was a request made to order the kits to make the
15 changes in the aircraft. And then there was -- again,
16 if I recall, there was some issue with Airbus relative
17 to being able to -- you know, what they had in stock
18 and what they could provide.

19 I know there was some talk that PHI had gone
20 through the process, and I think all of their aircraft
21 had been modified. But I know that was in the works.
22 You know, obviously where it stands now, you know, I'm
23 not sure. But I know it was in the works.

24 DR. WILSON: Right. Okay. You mentioned
25 your total time -- I think you said around a thousand

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1 hours or just under a thousand hours.

2 MR. STOCKHAUSEN: 11,000.

3 DR. WILSON: Oh, 11,000. It's just hard for
4 me to hear over the phone. How much of that time was
5 helicopter time?

6 MR. STOCKHAUSEN: It's all helicopter time.

7 DR. WILSON: Oh, all helicopter. Okay. Who
8 at the FAA did you interact with the most?

9 MR. STOCKHAUSEN: Oh, gosh. Probably Brent
10 Wentworth was probably the one. He was kind of our
11 assigned liaison with the certificate for safety and
12 SMS. But, again, all the principals, so the PAI, PMI,
13 POI, we interacted with them on a fairly regular basis,
14 particularly -- now, it dropped off a little bit once
15 we made it all the way through the pilot project. But,
16 I mean, we were meeting with them on a regular basis,
17 going through our SMS development.

18 You know, we would have, you know -- above
19 and beyond the CMT meetings, we would meet with them,
20 you know, at least once a month as a group, to include
21 our 119 staff. And then Brent and a couple others we
22 would meet with on a regular basis, at times, you know,
23 once a week, to go through our processes. So there was
24 quite a bit of interaction.

25 I think -- and I don't want to speak for

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1 them. I was going to make a comment, but I'm sure
2 you've talked to them. There probably wasn't as much
3 as there could have been, but I think what there was
4 was pretty quality interaction between a safety
5 department and the FAA. Yes.

6 DR. WILSON: All right. Which department at
7 Air Methods was responsible for accident investigation?

8 MR. STOCKHAUSEN: That would be safety.

9 DR. WILSON: Okay. And how were you
10 notified of the accident?

11 MR. STOCKHAUSEN: Obviously we have a PAIP,
12 a post-accident incident plan, so any notification, I
13 would get a phone call for something like this.

14 DR. WILSON: And then what would you be
15 responsible for doing?

16 MR. STOCKHAUSEN: Well, that depends. I
17 mean, there's a call tree, so I had three
18 individuals -- I believe it was three -- that I was
19 responsible for notification, and then we had
20 developed -- you know, unfortunately, we had been
21 through a few of these things in my tenure there, so
22 early on, in about 2007, 2008, you know, we put
23 together a pretty comprehensive post-accident incident
24 plan that detailed everybody's responsibilities and,
25 you know, how we would operate everything from

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1 sequestering the records to notifications to
2 communication with media to, you know, go teams
3 launching and how all that's going to be coordinated.

4 So the initial call, though, would come
5 from -- would come through our OCC as part of the PAIP,
6 and, you know, myself and the 119 staff would probably
7 get notified first, and then we would make the calls up
8 to the CEO and obviously alert senior management as to
9 what's going on.

10 DR. WILSON: Okay. You mentioned, you know,
11 several accidents that had occurred at Air Methods.
12 Did you notice -- did you identify any trends amongst
13 the accidents, any consistent patterns that you were
14 seeing that were causing these accidents?

15 MR. STOCKHAUSEN: Well, kind of gross
16 trends. I mean, if you look at -- you know, again, I
17 thought that for a time we had done a pretty good job
18 with the CFIT accidents until Rockford. I mean, we put
19 NVGs in every aircraft. You know, we do iterative
20 training for IIMC recovery. You know, we did those,
21 just put a lot of effort into, you know, understanding
22 that, you know, 80 percent of the accidents happened in
23 reduced visibility, night, and bad weather, so try to
24 take steps.

25 I know that there was a move afoot before I

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1 left to put HelisAS or the two-axis autopilot in all
2 the aircraft. HTAWS, you know, moving to the
3 simulators and doing that level of training, so, you
4 know, that was an early trend. You know, the thing
5 that I think about often -- and, you know, over the
6 course of my safety career, I've been to 13 of these
7 things, and that's just way too many as an operator.
8 One's too many.

9 But, you know, the decision-making on the
10 part of the pilot really bothers me. I don't -- you
11 know, you can put all the whizbang systems, training,
12 equipment in the aircraft, try to build the culture,
13 but if you have one pilot out there or one mechanic out
14 there that makes decisions based on other than their
15 professional judgment or what they should be making
16 decisions on, you can't control that.

17 And I think somehow we have to be able to
18 find a way to -- I mean, we've talked about it here.
19 We've talked about it there. I mean, can you -- is
20 there some way you can prescreen? Is there some type
21 of psychological profile that you can put these guys
22 through, to try to determine, are they going to be, you
23 know, risk-takers; are they going to be risk-adverse;
24 are they going to be anti-authority; are they going --
25 you know, how are they going to behave when nobody's

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1 watching?

2 And, boy, to me, that's the silver bullet.
3 If I could figure that out, I would be pretty happy.
4 But I -- as far as trends go, you know, it's your area
5 of expertise. You know, human factors. I don't know.
6 I mean, we started with Jeff, and I brought Jeff on
7 board, because he -- you know, he had worked for NASA,
8 had done research projects on the human factor, so I
9 really wanted to start pushing some of the human
10 factors causes and see if we could identify particular
11 areas, you know, management, training, I mean, whatever
12 it happened to be that we could take a look at and see,
13 you know, what are we seeing.

14 We were just starting to make some progress
15 relative to that, I think, before things started to
16 implode a little bit, so --

17 DR. WILSON: Okay. Besides the ASAP
18 program, let's say somebody had a safety concern that
19 they wanted to report. How would they report a concern
20 that didn't qualify for the ASAP program?

21 MR. STOCKHAUSEN: You said that did or did
22 not qualify for the ASAP program?

23 DR. WILSON: That did not.

24 MR. STOCKHAUSEN: Did not. You know, pretty
25 much the way we ran the ASAP was that you could report

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1 anything in it. We tried to make the delineation
2 between, you know, if you wanted to stay absolutely
3 strictly anonymous, then we had the anonymous reporting
4 program. If there was anything from a bird strike to a
5 UAV to a laser to obviously NTSB or FAA reportable, you
6 had the captain's report that we wanted to see. But
7 anything else could go and some of it did go through
8 the ASAP program.

9 So I was pretty comfortable with our ability
10 to -- the processes we had in place to receive the
11 information. I wasn't always as comfortable with the
12 employees' trust in the system to be able to report
13 what they wanted to report into the system. So the
14 systems were there, but I -- you know, and we got a lot
15 of good reports.

16 But, you know, one of the comments I made
17 earlier was that, you know, if it happened at one base,
18 chances are it's happening at another, so that was the
19 way that I tried to address things, because I knew that
20 I wasn't getting all the reports and all the data that
21 I could have gotten. So just, you know, try to take a
22 look at things and then, you know, do the investigation
23 relative to the report as it comes in, and see if
24 there's, you know, an iceberg, you know, what's below
25 the water line, so --

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1 DR. WILSON: Okay. Was --

2 MR. STOCKHAUSEN: I'm --

3 DR. WILSON: -- there anything --

4 MR. STOCKHAUSEN: Go ahead.

5 DR. WILSON: -- specific that you could --

6 oh, I'm sorry. Were --

7 MR. STOCKHAUSEN: No. I -- we're talking on

8 top of each other. Go ahead.

9 DR. WILSON: I was just wondering. When you
10 said that some of the pilots didn't -- you didn't think
11 they trusted the system, was there anything that you
12 could identify as to why they didn't trust it, or was
13 it just a, you know, pilots in general not trusting
14 that the reporting that they're doing is actually, you
15 know, anonymous and that there's going be no
16 consequences?

17 MR. STOCKHAUSEN: Well, you know, I never
18 saw -- there were a couple instances early on where,
19 you know, I tried to step in and intervene and say, You
20 know what, guys; they just -- we were just out there
21 doing an inspection. Safety was just out there. You
22 asked us to go out there and look at this, and then we
23 came back, and then you fire somebody. So it's like,
24 you know, you can't do that.

25 DR. WILSON: Right.

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1 MR. STOCKHAUSEN: You know --

2 DR. WILSON: Uh-huh.

3 MR. STOCKHAUSEN: If you want us to look at
4 something, then, fine. We will be more than happy to
5 go out and investigate and be that impartial arm that
6 we're supposed to be, but you cannot go out and then
7 fire somebody two days or a day after we leave, because
8 obviously they're going to make that association.

9 You know, we -- and I talk about managers
10 and middle managers and accountability. You know, we
11 had managers where, you know, they would say, Do not
12 submit a report in AIDMOR unless I see it first. You
13 know, so those kind of things -- you know, and it
14 wasn't pervasive across the organization, and that's
15 why I talk about being fragmented and distributive.
16 When you've got that many bases, you've got pockets of
17 good and pockets of bad and pockets of in between.

18 But trying to manage for consistency among
19 all that is difficult, so, you know, there -- I think
20 there was an overall perception anecdotally of, you
21 know, whack-a-mole, and I think we had some 119
22 staff -- and, you know, I think we had some senior
23 staff -- where their initial reaction is -- and I heard
24 it, you know -- well, fire them; let's get rid of them,
25 you know. Well, let's look in to see what's going on

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1 first. Let's --

2 You know, is it something we're doing? Is
3 it a systemic issue? Organizationally have we done
4 everything we can do to make sure they have the tools
5 and, you know, that they feel comfortable making the
6 decisions that we want them to make. You know, where's
7 the accountability? I mean, it is so -- it's a large
8 organization. You know, you've got 500 aircraft, and
9 if it were a 500-aircraft certificate and a 121
10 operator, there'd be 40,000 employees, not 3,000.
11 You'd have 50 people in the safety department, not ten.

12 You know, so a large number of aircraft
13 operating outside of any basic control in a -- under a
14 Part 135 that was not designed to support that size of
15 organization, so there's an awful lot of bits and
16 pieces there that can be changed that need to be
17 changed, you know, I think if we're going to be
18 successful in moving forward and stop these accidents
19 from happening.

20 I get pretty passionate about this stuff.
21 It's --

22 DR. WILSON: Oh, this is great. You're
23 giving us really great information. Thank you. When
24 you mentioned that, you know, you talked to management
25 and said, We can't fire these people right after we do

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1 these inspections, did you feel like there were any
2 improvements being made, or did you still feel like the
3 focus was on, you know, getting rid of the person that
4 was involved?

5 MR. STOCKHAUSEN: Initially I would say --
6 you know, this is one of those things -- it's one of
7 those Titanic deals. It took some time. I think when
8 I left, it was much better than when I got there. I
9 think they understood more about impact. And, you
10 know, honestly, part of the -- part of it had to do
11 with the voluntary safety programs. I mean, we did two
12 LOSs, three LOSs, you know, so I think that over
13 time --

14 You know, the ASAP program, you know, just
15 the programs, the voluntary programs that were in place
16 from a nonpunitive basis started to make an impact, I
17 think, on the general workforce, but it takes time. I
18 mean, once you've got an overall perceived culture of
19 distrust, it takes an awful lot to turn it around.

20 And you have, you know, the requisite 10
21 percent that are never going to believe you. You've
22 got the 10 percent that think you can't do wrong, and
23 it's 80 percent you've got to try to do something with,
24 so --

25 DR. WILSON: Sure. Jennifer asked you about

1 any concerns that you were aware of regarding either
2 the helicopter or the base or the pilots after the
3 accident. Did pilots start recording more hydraulic
4 events, or did you hear of more concerns from the line
5 pilots about these issues?

6 MR. STOCKHAUSEN: Well, I know there was --
7 you know, as far as hearing about more concerns, I
8 don't recall the number of reports going up relative to
9 those issues. What we did do, I know, is through the
10 119 staff, the office of the chief pilot, and the
11 training was to put out guidance and information
12 specifically on, you know, the check itself, how the
13 check needs to be done and completed in that aircraft,
14 so you can make sure that the accumulator's fully
15 charged and, you know, you're not thinking you've got
16 any kind of tail rotor malfunction or issue.

17 I know that came out very quickly, and I
18 know the emphasis on training through the check airman
19 and training that particular process was emphasized, so
20 there were some things that were done immediately that
21 I can recall. I don't recall, you know, any kind of
22 uptick -- obviously, your awareness -- you know, we
23 tried to make sure the pilots were aware that this can
24 be an issue moving forward, particularly if you're --
25 you know, you're going from an aircraft that doesn't

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1 have dual hydraulics to an aircraft that does have dual
2 hydraulics.

3 So from that perspective, there was
4 immediate action taken. Again, I don't recall any
5 uptick in reports relative to that, though.

6 DR. WILSON: Okay. And the last question I
7 have for you: What was the relationship between the
8 company and the union like?

9 MR. STOCKHAUSEN: Contentious. I think, you
10 know, there was -- you know, early on, the union --
11 anything -- they would just run everything up into
12 arbitration. No matter what it was, they wouldn't --
13 the systems board was very ineffective in doing
14 anything.

15 I was pushing the union from a safety
16 perspective. You know, let's do a joint safety
17 committee. Let's -- you know, look here, guys. We've
18 got ASAP. We're doing LOSA. We've got FOQA coming on
19 board. You need a pro-stands committee. You need to
20 start policing, you know, your own bad apples, so that
21 they don't affect the overall perception of the
22 organization with the pilot group and the union.

23 Didn't have a lot of success there, and as a
24 result of them running everything up through
25 arbitration, they basically ran the local bankrupt. I

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1 don't know if you guys are aware of any of this, but
2 they went into receivership. The national leadership
3 for the OPIU came down, and basically said -- they
4 dismissed all of the executives for the union, so the
5 president, VP, and secretary were all gone, and
6 basically put it into receivership.

7 And a guy named Steve Rush from the union
8 out there at Fort Rucker, the pilots union, was the guy
9 they put in charge of -- the trustee they put in
10 charge, and it was in receivership. I think the rules
11 say they could only be in receivership for 18 months,
12 and I know it was in receivership for over two years.
13 And Pat became involved in the union afterwards, and I
14 believe was a union officer.

15 But I -- yes. It wasn't a really good
16 relationship. I think it got better when some less
17 radical people became involved on the side of the union
18 for leadership, a little bit more common sense, and
19 could -- there's just a better relationship there, you
20 know. You could have discourse; you could have
21 conversation; you could have compromise. It wasn't
22 just head-butting. So initially I would say it was not
23 good. It was getting better.

24 DR. WILSON: All right. Great. Thanks, Ed.
25 I really appreciate you taking the time to answer my

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1 questions.

2 Jennifer, that's all I have.

3 DR. RODI: Thank you, Katherine.

4 I have one point that I would like you to
5 maybe elaborate on, and then I'm -- with regards to a
6 take-off profile, if somebody asked you to describe a
7 corkscrew take-off procedure, would you know what that
8 meant or what that inferred?

9 MR. STOCKHAUSEN: Not on purpose.

10 DR. RODI: Okay. Could you elaborate a
11 little bit more about the maximum performance take-off
12 and how that would look, taking off of the Frisco base.

13 MR. STOCKHAUSEN: Well, from a -- and I'm
14 speaking from a pilot perspective. The maximum
15 performance take-off, like I described, you should come
16 up -- what I was always taught was you come up to a
17 hover, check your hover power, check your controls, so
18 make sure everything's working the way it should be,
19 put the aircraft back down on the deck.

20 And then when you're ready to take off, it's
21 a smooth application of collective all the way up to
22 max power, and you hold that as the aircraft comes up.
23 You know, you don't corkscrew. You don't turn. You
24 just come up facing one direction, preferably into the
25 wind, and, you know, you come up to about a hundred

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1 feet or making sure you can clear the highest obstacle
2 in front of you, and then you keep that power in as you
3 start to accelerate and supply forward cyclic.

4 And you do it in such a way that it's
5 gentle, so you don't put enough forward cyclic in that
6 you're going to start a cyclic descent, but you want to
7 start getting air speed, so that you can get through
8 translational up at that hundred feet.

9 And then maintaining that power, maximum
10 performance or your max power, whatever that happens to
11 be, as you accelerate through, you know, 40, 50 knots,
12 then your climb profile should revert to your normal,
13 you know, 500-foot-per-minute. You know, you can
14 reduce power, and fly away.

15 That's how I would perceive or have been
16 taught and taught to do a max performance take-off,
17 particularly at high altitude.

18 DR. RODI: Okay. So with the Frisco base,
19 as I'm sure you're aware, you've got the hospital off
20 to the east.

21 MR. STOCKHAUSEN: Uh-huh.

22 DR. RODI: You've got mountainous terrain
23 off to the south, and then the helipad hangar off to
24 the west, so basically the only departure direction is
25 off to the north.

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1 MR. STOCKHAUSEN: Uh-huh.

2 DR. RODI: How would you then take that kind
3 of boxed environment and do the maximum performance
4 take-off that you just described?

5 MR. STOCKHAUSEN: Well, again, the same
6 process, and you try to get into the wind as much as
7 you can. You know, you don't want to do it with a
8 tailwind. If I remember the pad directly, I mean, I
9 would -- you always want to try to avoid over-flying
10 any kind of structure. But I don't believe the
11 mountains were high -- and, I mean, you could take off
12 and do that take-off, where you could get into a normal
13 climb-out profile, and then turn one direction or the
14 other if you had to, to avoid obviously the mountain
15 or, you know, the structures on the ground.

16 So, you know, as much as possible, if it's a
17 quartering headwind, you know, those kind of things,
18 that's acceptable. But as much as possible, you want
19 to try to get into the wind. Tail rotor and any kind
20 of tailwind is going to affect the effectiveness of
21 your tail rotor and, you know, obviously your ability
22 to, you know, climb out with the available power, so --

23 DR. RODI: Excellent. Thank you.

24 MR. STOCKHAUSEN: Sure.

25 DR. RODI: Anything else that you would like

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1 to discuss or you think that is important to mention
2 regarding this accident?

3 MR. STOCKHAUSEN: Off the top of my head,
4 Jennifer, I think we've covered it pretty well.

5 DR. RODI: Excellent. Anything regarding
6 Air Methods specifically that you think is important to
7 mention or that we have not discussed?

8 MR. STOCKHAUSEN: Well, I will say that my
9 replacement -- you know, they hired a fellow a month or
10 so ago -- I think it's Mark Rambus [phonetic]. The
11 reporting structure has now gone -- reverted back to
12 the CEO for that position, so I think that's a good
13 thing. It's a good move on their part, so --

14 DR. RODI: Excellent. Well, I really
15 appreciate you taking the time to chat with us today.

16 MR. STOCKHAUSEN: Sure.

17 DR. RODI: And we will obviously stay in
18 touch, and it will be known how the direction of this
19 investigation continues and when the report and the
20 probable cause become public, so --

21 MR. STOCKHAUSEN: Okay. I appreciate it.

22 DR. RODI: -- if you have any questions, if
23 you think of anything else, you have my contact
24 information. Don't hesitate to reach out to me. Give
25 me a call or send me an email.

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1 MR. STOCKHAUSEN: Okay. Will do.

2 DR. RODI: Thank you very much.

3 MR. STOCKHAUSEN: Thanks.

4 DR. RODI: Thank you, Katherine.

5 DR. WILSON: Thank you.

6 (Whereupon, at 10:35 a.m., the interview was
7 concluded.)

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C E R T I F I C A T E

MATTER: The Aircraft Accident that
Occurred in Frisco, CO July 3, 2015
Accident No. CEN15MA290
Interview of Edward Stockhausen

DATE: 04-27-16

I hereby certify that the attached transcription of page 1 to 66 inclusive are to the best of my professional ability a true, accurate, and complete record of the above referenced proceedings as contained on the provided audio recording; further that I am neither counsel for, nor related to, nor employed by any of the parties to this action in which this proceeding has taken place; and further that I am not financially nor otherwise interested in the outcome of the action.

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