



**Motor Carrier Attachment 29:**  
**BCPS Transportation Staff Interviews**  
**Baltimore, MD; 11/1/2016**  
**HWY17MH007**  
(90 pages)

UNITED STATES OF AMERICA

NATIONAL TRANSPORTATION SAFETY BOARD

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Investigation of:

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SCHOOL BUS/COMMUTER BUS CRASH IN  
BALTIMORE, MARYLAND ON  
NOVEMBER 1, 2016

Accident No.: HWY17MH007

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Interview of: JACINTA HUGHES

Baltimore City Schools  
Baltimore, Maryland

Thursday,  
December 15, 2015

## APPEARANCES:

MICHAEL FOX, Highway Accident Investigator  
National Transportation Safety Board

SHAWN MATLOCK, Senior Transactions Counsel  
Baltimore City Schools

TAMMY TURNER, General Counsel  
Baltimore City Schools

I N D E X

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Interview of Jacinta Hughes:

By Mr. Fox

4

I N T E R V I E W

1  
2 MR. FOX: Okay. So we're back on record. Now Ms. Gloria  
3 Holt, she's left the room, and we're just going to continue with a  
4 brief discussion about how the City handles accidents. So the  
5 question to Ms. Hughes is --

INTERVIEW OF JACINTA HUGHES

6  
7 BY MR. FOX:

8 Q. How do you track accidents in the City for the school system?

9 A. Accidents are tracked on the spreadsheet but there's an  
10 annual report submitted to MSDE with the number of accidents.

11 Q. Is that considered an accident register?

12 A. It's a report.

13 Q. It's a --

14 A. Not a register. It's called an accident report.

15 Q. So is it a form that you fill out or is it a standard --

16 A. It's an online form.

17 Q. It's an online form?

18 A. Yes, that the safety department submits to MSDE --

19 Q. Okay.

20 A. -- that records the number of accidents that have occurred,  
21 both City Schools and contractors doing the prior fiscal year.

22 Q. So it's done by fiscal year. So September to --

23 A. No.

24 Q. -- or October to September; do you know, or what is your --

25 MR. MATLOCK: Fiscal year runs from July 1 through June 30th.

1 MS. HUGHES: June 30th.

2 BY MR. FOX:

3 Q. Okay. And is that maintained in a file in your office?

4 A. It is now. Was it prior to now? No.

5 Q. Can you produce the last 3 years of your accident reports?

6 A. Uh-uh. I can give -- I already gave one to somebody.

7 Q. Not to me.

8 A. I only have -- and they, they could -- they went online and  
9 took like a snapshot. It's actually like a report that's  
10 submitted online that you don't actually get like a hard copy.

11 MR. MATLOCK: You probably could request it from MSDE. They  
12 have a record.

13 MR. FOX: Probably. I'm meeting with them Monday.

14 MR. MATLOCK: Right. So they probably have it.

15 BY MR. FOX:

16 Q. But my question to Ms. Hughes is, do you track it?

17 A. Personally? No, I don't track it. Steve James --

18 Q. Oh, Steve James.

19 A. -- tracks the accidents and his staff in safety do the  
20 report. Do they report out to me about accidents? Yes, but I  
21 don't get like the whole picture. Like we don't sit down and he  
22 say we had 30 accidents for the year. You know, we discuss the  
23 accidents that had implications on drivers, meaning, you know, if  
24 we disqualified drivers because of an accident, if it was an  
25 unsafe action of a driver. So most of my discussions about

1 accidents are around accidents that requires some type of next  
2 level of supervision.

3 And now we also do like a kind of lessons learned thing from  
4 the accidents, but that's just like Steve and myself kind of  
5 discuss like what accidents do you think are more prevalent, you  
6 know, what are the drivers doing more? So you might say, it's a  
7 lot of just mirrors. So then he will go to some of the contractor  
8 sites and do some training on, you know, just some refreshing on  
9 maybe judging the distance or the area in which you're driving the  
10 bus down the street, you know, stuff like that.

11 Q. Um-hum.

12 A. But we don't necessarily. Now, of course, now I probably --  
13 I have reviewed more of the accidents, but prior to November 1st,  
14 I didn't actually sit down and say, hey, give me a count of. But  
15 now we are actually like -- I'm looking at it monthly as to I want  
16 to see the accidents that's being recorded, what's the appreciable  
17 value? Was it preventable? Was it non-preventable? But that  
18 practice is --

19 Q. It's new.

20 A. -- just a recent practice.

21 Q. Right. So prior to November the 1st --

22 A. Steve controlled all of that, and he didn't have to  
23 necessarily report out on that aspect of it. We report -- he  
24 reported out on, again, like if the accident would be the cause of  
25 Driver A being disqualified or suspended.

1 Q. But as far as tracking trends to see if you had more or less  
2 than the year before or how many preventables you had in a year,  
3 or things of that nature, that wasn't tracked in any kind of --

4 A. It's -- well --

5 Q. It wasn't tracked on your level? Steve tracked it.

6 A. Correct. And we also had like -- it wasn't like, I guess, a  
7 standard meeting, but we were like probably periodically,  
8 quarterly, going over, you know, how many accidents.

9 But your initial question was like a total thing. So we've  
10 never just sat down at the end of a school year and say, we have X  
11 amount of accidents. But we have looked at it quarterly to say,  
12 all right, we're in January, what happened the first 6 -- you  
13 know, the first 4 months or 5 months of school? You know, where  
14 did the accidents occur and which contractors had more accidents  
15 than others? So we have looked at some of that data, but we  
16 didn't really start like kind of diving into that data until we  
17 had a full-time data analyst.

18 Q. Right. So that's a new position then?

19 A. Not new, just filled recently.

20 Q. Right. So --

21 A. Not -- I mean, he's been for a minute now. But we didn't  
22 have -- we had a data analyst that resigned, and so it took a  
23 while to replace that person. So the position isn't new but we  
24 didn't have, I guess, an active person in the role for about 5  
25 months.



1 Q. Well, in your tenure here, have you analyzed accidents like  
2 by time of day, by --

3 A. No.

4 Q. -- contractor, by location?

5 A. Uh-uh.

6 Q. You know, do you ever, do you ever do any geo mapping with  
7 accidents to see if it's at a specific --

8 A. No.

9 Q. -- intersection?

10 A. No. So Steve evaluates the accidents himself. But see, when  
11 you saying it to me, you're asking for a large scope of it. So  
12 what I'm saying is, individually, Steve and his team may have went  
13 to like an accident and kind of, you know, gauged like what was  
14 occurring on that time of the day. Was it like a snowy day? Was  
15 there ice on the road? And then that part of that, but you can't  
16 say for 100 percent that every accident was evaluated. And  
17 because we don't have a database, it would be very difficult to  
18 gauge that type of information that would prove to be a valuable  
19 analysis of the data, meaning I don't have a database in which I  
20 can just pull up and say, show me all of the accidents that we  
21 inputted from icy or stormy weather. Again, the way the  
22 spreadsheet is set up, that wouldn't have been -- any information  
23 reported to me about an accident would have just came from the  
24 safety office.

25 Q. So again, the request is if you can -- oh, you're saying you

1 don't have it. It would just -- I would need to go to Maryland  
2 DOE for last year's report?

3 A. Of the accidents that we had? So I wrote it down. I'll see  
4 what the safety office has on file. And if I have it, and Shawn  
5 is -- I'll give it to Shawn and he'll --

6 Q. Okay. Yeah, and he'll send it to me.

7 A. Yep.

8 Q. Okay. All right. Well, that's -- oh, and so you -- again,  
9 you produce a report that's being requested by the state for the  
10 number of accidents in its totality, but as far as the City, you  
11 don't maintain a copy -- you haven't maintained a copy of that.  
12 You don't -- and you haven't for the years past?

13 MR. MATLOCK: My understanding is they wouldn't be able to,  
14 not the way it's reported. It's sort of like online and you can  
15 send --

16 MR. FOX: Right, it's an online form. But my question is,  
17 that you don't maintain -- retain a copy of the -- print the form  
18 or whatever, and keep it on file so that you have retention of  
19 this document --

20 MR. MATLOCK: That's fine.

21 MS. HUGHES: I don't want to go --

22 MR. FOX: -- from years past?

23 MS. HUGHES: I don't want to go on record and say that Steve  
24 and his team doesn't have it. I don't have it.

25 MR. FOX: Right.

1 MS. HUGHES: So I guess for it to be on record, I'd need to  
2 say that I need to check with safety to see if they maintained a  
3 copy of the reports that was submitted the past 3 years.

4 MR. FOX: I see. Okay. All right. Well, I think we've had  
5 all the questions answered. So at this time we're going to  
6 conclude the last of the interviews.

7 Thank you, Ms. Hughes.

8 MS. HUGHES: Okay.

9 MR. FOX: The time is now 1:47, or correction, 12:47.

10 (Whereupon, at 12:47 p.m., the interview 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:           SCHOOL BUS/COMMUTER BUS CRASH IN  
                                  BALTIMORE, MARYLAND ON  
                                  NOVEMBER 1, 2016  
                                  Interview of Jacinta Hughes

DOCKET NUMBER:            HWY17MH007

PLACE:                      Baltimore, Maryland

DATE:                        December 15, 2016

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.

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Kathryn A. Mirfin  
Transcriber

UNITED STATES OF AMERICA

NATIONAL TRANSPORTATION SAFETY BOARD

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Investigation of:

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SCHOOL BUS/COMMUTER BUS CRASH IN  
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Interview of: GLORIA HOLT

Baltimore City Schools  
Baltimore, Maryland

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I N D E X

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Interview of Gloria Holt:

By Mr. Fox

5

I N T E R V I E W

1  
2 MR. FOX: So we're on record now. Today is December 15th.  
3 We're currently located at Baltimore City Schools, and this is  
4 Michael Fox from the NTSB out of the Washington, D.C. office.

5 And we have a room of folks that are in here, and we'll go  
6 around the room and what I'd like you to do is state your name and  
7 spell your last name. So we'll start with you, Ms. Gloria Holt.

8 MS. HOLT: Gloria Holt, H-o-l-t.

9 MS. HUGHES: Jacinta Hughes, H-u-g-h-e-s.

10 MR. MATLOCK: Shawn Matlock, M-a-t-l-o-c-k.

11 MS. TURNER: Tammy Turner, T-u-r-n-e-r.

12 MR. FOX: So thank you all for coming, and as I mentioned  
13 before we went on the record, the purpose of today's meeting is to  
14 discuss Mr. Chappell's driver file, which is presented in front of  
15 you now. And so we just kind of want to walk through the file a  
16 little bit and discuss some of the paperwork inside of it and see  
17 what you can recall about this driver, okay?

18 All right. So for the record, Shawn, we have a to-do list of  
19 some items that was requested by the NTSB. So you've presented in  
20 front of me -- I just want to make sure I know which documents.  
21 This document that says at the top, Gregory Horton, this is which?

22 MR. MATLOCK: The audit, 2016 transportation audit.

23 MR. FOX: Okay. And this is done by who?

24 MR. MATLOCK: I believe it's MSDE.

25 UNIDENTIFIED SPEAKER: MSD.



1 MR. MATLOCK: MSDE, I'm sorry, Maryland State Department of  
2 Education.

3 MR. FOX: Oh, okay, Maryland -- it's the state. Okay. And  
4 this is which? What is this document?

5 MR. MATLOCK: That is the 2013 Standard Operating Procedures  
6 that Mr. James referenced in his interview several days ago.

7 MR. FOX: Okay. Very good. And so at the top it says Office  
8 of Pupil Transportation, Standard Operating Procedures, is the  
9 document or --

10 MR. MATLOCK: Just to note that that was -- my understanding  
11 is that's not the current methodology. I don't know that there  
12 are any written new procedures, but that was under Director  
13 Napenza (ph.), who developed those SOPs, and I don't know how long  
14 they -- that they're -- you know, how long they've been utilized  
15 or not. So we don't know. I do know that they weren't created by  
16 the last two -- under the last two directors.

17 MR. FOX: Okay, sir. Thank you. Very good.

18 INTERVIEW OF GLORIA HOLT

19 BY MR. FOX:

20 Q. So, Ms. Holt, for the record, can you state your name and  
21 your title?

22 A. Gloria Holt, School Bus Operations Supervisor.

23 Q. School Bus Operations Supervisor. I am going to make a  
24 couple of notes as I go along.

25 Now School Bus Operations Supervisor. And how long have you

1 been in this position?

2 A. Since July of 2016.

3 Q. Since July of 2016. And how long have you been with the  
4 City?

5 A. Baltimore City Department of Schools?

6 Q. Yes, ma'am.

7 A. Twenty years.

8 Q. Okay. Very good. And how long have you been in the position  
9 of School Bus Operations Supervisor?

10 A. Since July.

11 Q. Oh, that's right. You already told me that. I'm sorry.  
12 What did you do before then?

13 A. Before the School Bus Operations?

14 Q. Before this position, what did you do?

15 A. I was the admin assistant to transportation. I started that  
16 in August of 2015.

17 Q. So August --

18 A. I'm sorry, August 2014.

19 Q. August 2014, and then you got a -- this is a promotion --

20 A. Yes, sir.

21 Q. -- that you're in now?

22 A. Um-hum.

23 Q. And as a supervisor, are you supervising personnel?

24 A. Yes.

25 Q. How many are under your supervision? How many employees do

1 you supervise?

2 A. Direct supervision?

3 Q. Total -- total supervision. So you have folks underneath you  
4 and then they supervise other people.

5 A. Right.

6 Q. So how many is in your total command, so to speak? Do you  
7 know?

8 A. I really don't know the exact number.

9 Q. Approximate. Well, let's start, let's start -- let's break  
10 it down. Don't be nervous, okay.

11 A. Okay.

12 Q. So how many direct reports do you have? How many folks  
13 report to you?

14 A. Six.

15 Q. Okay. So you have six people underneath you, and then they  
16 have a staff underneath them?

17 A. Our school bus -- I mean, not school bus -- our driver  
18 supervisors directly supervise the drivers' needs.

19 Q. All right. So these six people are called what?

20 A. No, six people is two dispatchers, one driver supervisor --

21 Q. One driver supervisor.

22 A. -- one -- what would you call Mr. (indiscernible) -- non-  
23 instructional assistant and two certification assistants.

24 Q. And one dispatcher. Okay. So can you describe what your job  
25 is?

1 A. I'm responsible for operations. So anything that's related  
2 to procedures, operationally are going smoothly. So I supervise  
3 the fleet office.

4 Q. What was that acronym you used? You said -- what goes  
5 smoothly?

6 A. I said operations is going smoothly.

7 Q. Just -- oh, the operations are going smoothly. I thought you  
8 used a word in front of that.

9 A. Okay. So I supervise the fleet office, is where the  
10 dispatchers and our driver supervisor sits, to make sure our  
11 drivers are getting out on time and, you know, running the routes  
12 correctly. Our non-instructional takes care of our culture trips;  
13 and our certification office that makes sure the drivers are  
14 certified.

15 Q. Okay. So you're running the operations, making sure that the  
16 routes are on time, that there's no hiccups in the system. Is  
17 that a good way to describe it?

18 A. Yes. Uh-huh.

19 Q. So if there was a vehicle that broke down or something or  
20 there was an accident or something like that, that would be  
21 brought to your attention?

22 A. That would go to safety.

23 Q. That would go --

24 A. The safety office.

25 Q. That would go to the safety office. Okay. So again for

1 clarification, you are responsible for the routes being on time --

2 A. Just make sure our drivers leave the lot on time.

3 Q. Right. And what else?

4 A. In addition to what I've already said? That's it.

5 Q. Okay. So, well, for example, are you -- do you manage any of  
6 this paperwork?

7 A. No, this is certification folder, I think that --

8 Q. Certification, that's something I don't have on my list. So  
9 you do the certification process, too?

10 A. Right, that's the two that does certification.

11 Q. Oh, so you have two -- these two people are doing  
12 certification?

13 A. Um-hum.

14 Q. Okay. So you have two, and they do certification of  
15 contracted drivers?

16 A. Um-hum.

17 Q. And with two being the number, is it broken by geography in  
18 the City so to speak or --

19 A. By contractor.

20 Q. Oh, so they -- A through G, or something like that?

21 A. So if -- one may be responsible for Reliable Transportation  
22 and somebody else maybe has City Wide.

23 Q. Okay.

24 A. So it's by contractor.

25 Q. Right. So what I'm saying is it like alphabetical, the first

1 10 go to one and the other 2 --

2 A. No, they do it -- so if a contractor has 50 drivers, then  
3 that person is responsible for all the Reliable drivers, and  
4 another person is responsible for all the City Wide drivers.

5 Q. Yeah, I understand that.

6 A. Oh, okay. I'm sorry.

7 Q. So I was just trying to figure out with you having two  
8 assistants, how do you pick what contractors go to what assistant?  
9 Is it done by alphabetical or is it done by -- do you follow what  
10 I'm saying? Size perhaps?

11 A. We did it by size. Like -- so the number would basically  
12 be --

13 Q. Right. So you might have a tiny like AA Affordable is more  
14 of a smaller contractor --

15 A. Right.

16 Q. -- or you might have Durham that might have 100 routes or --  
17 I'm making it up -- 90, whatever it may be.

18 A. Right.

19 Q. So that's fair to say. So it's done by the size of the  
20 contract?

21 A. Right.

22 Q. Okay. Good enough. Now can you explain more about managing  
23 the assistants and the way that the files work? How does -- can  
24 you walk me through how -- not necessarily -- I mean, you can open  
25 it up if you want.

1 A. Okay.

2 Q. But what I was going to say is, so the ladies that are  
3 managing these files, do you directly approve any of their  
4 paperwork, so to speak, or do they kind of do it and you spot  
5 check it? Or can you kind of walk me through, these two people  
6 that are doing this job, do you -- how do you supervise their  
7 activities is the question.

8 A. Okay. So the way certification works is the contractor will  
9 send us what is called a request for information. So they'll send  
10 it to one of them.

11 Q. Okay.

12 A. Okay. So let's just say it's Reliable.

13 Q. Okay.

14 A. And Reliable sends their request to one of them -- it would  
15 be Michelle, and she would then begin to tell them what they need.  
16 So they already understand that for a person to come to pre-  
17 service, that they need to do the pre-employment, they need to do  
18 the background check, need a full MVA. So, and they request --  
19 she'll request all the documents --

20 Q. Right.

21 A. -- from them. And so documents will come in and she will  
22 review the documents. If she has a concern about a document, if  
23 something's on it that's not like, you know, just an obvious yes,  
24 then she would bring it to me and we would look at it and then we  
25 go forward from there. So then once we have all the documents,

1 everything in the folder, then we release it to safety because now  
2 they're going to -- they're the ones that actually bring them to  
3 class.

4 Q. Right. Okay. Is it my understanding that Mr. James, he had  
5 this job before you did?

6 A. Yes.

7 Q. The certification part?

8 A. Yes.

9 Q. Is this a new job responsibility for you?

10 A. Yes. Now in October of 2015, when I was an admin assistant,  
11 the previous director had some concerns about the folders being in  
12 order. So I was given the responsibility to go back there and  
13 offer some support to get the folders in order. It wasn't until  
14 this July when I became a supervisor that I took supervisory  
15 responsibilities.

16 Q. Okay. Who -- under what direction -- you mentioned that you  
17 were asked to take a look at it in --

18 A. October 2015.

19 Q. -- October 2015. Who asked you to do that?

20 A. Robin Neal.

21 Q. Robin --

22 A. She was the interim director at the time.

23 Q. Neal, N-e-a-l?

24 A. Um-hum.

25 Q. Robin Neal, and she was the interim director?



1 A. Um-hum.

2 Q. And do you know why she asked you to do that?

3 A. There was some concerns about them not having things up to  
4 date to say who was certified or wasn't certified. So we went in  
5 and went through all the folders to make sure all the drivers that  
6 was driving was certified and all the documents were in the  
7 folders.

8 Q. How many drivers are in the pool?

9 A. Right now?

10 Q. Um-hum.

11 A. Like we have 370 something.

12 Q. Okay. I understand it fluctuates. I understand that.

13 A. Right.

14 Q. How long was Ms. Neal in the position she was in? Do you  
15 know?

16 A. I got there August 2014, and she was in that position, so --

17 Q. I'm glad you brought that up. August 2014, was that -- were  
18 you in another role with the City?

19 A. Before August 2014, I was in a school, George McMechen High  
20 School.

21 Q. Oh, you were in Georgia --

22 A. George McMechen High School.

23 Q. And what was your position there?

24 A. Secretary II.

25 Q. Can you explain what that is?

1 A. I was the secretary to the principal at the high school.

2 Q. It was a high school, you said?

3 A. Um-hum.

4 Q. Okay. And so was it a promotional opportunity --

5 A. Yes.

6 Q. -- for you to jump up?

7 A. Um-hum.

8 Q. When you left your position at the high school and then came  
9 over to --

10 A. Transportation.

11 Q. -- the transportation office, did you receive training on  
12 your new position?

13 A. When I came in August, I was an Admin Assistant II. So it  
14 was basically the same type of duties that I was already doing,  
15 that I've already been trained on, Pay 205, payroll. Like I  
16 already had the training, so that's how I was able to get the  
17 promotion. So then when I went from -- is that what you're asking  
18 me?

19 Q. Well, I'm trying -- you were in a school environment. So  
20 you --

21 A. Right.

22 Q. -- were dealing with students and admin --

23 A. Students, transportation on the school level. I was the  
24 transportation coordinator at the school.

25 Q. Oh, okay. So you were involved in transportation at the

1 school?

2 A. Yes.

3 Q. Okay. All right. That was just -- I'm glad you clarified  
4 that. And when you were over there at the school system -- I'm  
5 sorry, at the high school, you were responsible for what?

6 A. Well, that's -- we would put in like the requests for  
7 transportation, enter the data into translog, record late buses,  
8 things like that at the school.

9 Q. Okay. Did you deal with any of the contracting or driver  
10 qualifications at that point?

11 A. At the school?

12 Q. Yes, ma'am.

13 A. No.

14 Q. All right. So you came in 2014 and you were an admin  
15 assistant in the transportation department.

16 A. Right.

17 Q. My question to you is did you or have you ever received  
18 official training on qualification of drivers, looking at  
19 background checks or vetting drivers in any way?

20 A. Other than reading COMAR, no. We read -- I've read COMAR.

21 The person that I went to support was already in the  
22 department, and so she was kind of like the person that guided me  
23 through the process because she already had -- you know, she was  
24 already in the department.

25 Q. Right. So did you -- then is it fair to say you got on-the-

1 job training then --

2 A. Right.

3 Q. -- from the other lady that was there --

4 A. Right.

5 Q. -- or person? I'm sorry.

6 A. Um-hum.

7 Q. Okay. Okay. And who do you report to?

8 A. The director.

9 Q. Ms. Hughes. It is Ms. Hughes, right?

10 A. (No audible response.)

11 Q. Are you familiar with the accident driver, Mr. Chappell?

12 A. Do -- am I familiar with him personally?

13 Q. Yes.

14 A. No. I mean, I didn't know him.

15 Q. You didn't know him?

16 A. No.

17 Q. Okay. Do you -- so in addition to COMAR, you mentioned  
18 earlier, is there anything else that you use as a guide on how to  
19 set up your files and maintain them?

20 A. Well, we use the same system that was already in place when I  
21 went back there. So I didn't change the file. We just made sure  
22 that everything was in the file.

23 Q. And to your knowledge, how is the file set up?

24 A. What do you mean how's it set up? By what sections, are you  
25 referring?

1 Q. Yes.

2 A. Okay. So we have the pre-service, the in-service, the motor  
3 vehicle reports, the DOT physicals, the pre-employment section,  
4 and then there's a miscellaneous section in the back, where  
5 normally our safety manager will put like his accidents or if he  
6 had suspendeds or something, that would go in the back.

7 Q. Okay. Now you said the safety manager. Are you referring to  
8 Mr. James?

9 A. Yes.

10 Q. He would go in there and physically put those documents in  
11 there?

12 A. Well, he would have somebody from his safety team.

13 Q. Right.

14 A. Yeah.

15 Q. But my direct question to you is, as far as that section, you  
16 or your two admin ladies, they would not add anything to the file  
17 as far as the accidents or incidents?

18 A. No, that's not their role unless he give them something and  
19 say can you file this for me, or something like that. But no,  
20 that's not -- certification is just this section. We don't deal  
21 with the accidents.

22 Q. I got it.

23 A. That's not our --

24 Q. Okay. Very good.

25 UNIDENTIFIED SPEAKER: Can I make a correction? There's a

1 female and a male. So you keep referring to two ladies in  
2 certification.

3 MR. FOX: Right.

4 UNIDENTIFIED SPEAKER: There's one male and one female, just  
5 for your records.

6 MR. FOX: Thank you. Thank you for saying that. And  
7 sometimes I said people, so I was not sure, for the record. But I  
8 understand. There could be a male or a female. I wasn't sure.

9 BY MR. FOX:

10 Q. This is the SOP, or Standard Operating Procedure, that Shawn  
11 was referring to earlier in the interview. Are you familiar with  
12 this document?

13 A. Yes, sir.

14 Q. Now is this something that's on your desk or something that  
15 you use, you refer to?

16 A. I've referred to it before, yeah. I mean, if I -- if it was  
17 something that I would look through to see if it was something in  
18 there, if I'm -- had a question or something.

19 Q. I see.

20 A. Wasn't sure about something.

21 Q. And have you been trained on this document, this procedure?

22 A. You say been trained?

23 Q. Right. This is -- from what I understand, this is the  
24 School's -- Pupil Transportation's Standard Operating Procedures.  
25 Have you been trained on this?

1 A. I've read them.

2 Q. But you never received any formal training?

3 A. No.

4 Q. You never went to a class?

5 A. No.

6 Q. Or received any training on this?

7 A. No, sir.

8 Q. Okay. This is the first time I'm viewing this. So give me a  
9 second to just kind of take a quick glance. It doesn't have a  
10 table of contents so I don't know.

11 MR. FOX: Does it have a table of contents, Shawn; do you  
12 know?

13 MR. MATLOCK: I didn't see one. So I don't believe so.

14 MR. FOX: Okay. So I'm just --

15 MR. MATLOCK: Are they just --

16 UNIDENTIFIED SPEAKER: We update them as things occur. So  
17 some of them could be updated, some of them.

18 MR. MATLOCK: Okay.

19 UNIDENTIFIED SPEAKER: But that's the document, and in the  
20 document there is a table of contents but we just didn't provide  
21 it in the copy that --

22 MR. MATLOCK: Okay.

23 MR. FOX: Can I get that, Shawn? Can I get a table of  
24 contents so that I know that it's complete, because I'd have no  
25 concept of --

1 MR. MATLOCK: Neither do I.

2 MR. FOX: -- knowing how many pages are in this. It's not  
3 saying 1 of 300 or --

4 UNIDENTIFIED SPEAKER: It's not labeled like that.

5 MR. FOX: So if I can just get a -- so that I can, you know,  
6 verify what sections I have. I don't even know what sections.

7 BY MR. FOX:

8 Q. When was the last time you referred to this SOP?

9 A. I don't remember.

10 Q. Does this SOP describe how to maintain the file, the driver  
11 file?

12 A. It should. I think it's in 3.0, if you go to the 3.0 number.

13 Q. If I can get my fingers to work. 3.0, pre-service school --  
14 pre-service certification of school bus personnel. So this looks  
15 like it's just walking us through that form that you all have --

16 A. Right.

17 Q. -- that says, you know, we need training, we need  
18 pre-employment drug tests or whatever.

19 A. Right.

20 Q. Okay. All right. Thank you for explaining that.

21 UNIDENTIFIED SPEAKER: So most of safety will be in Section  
22 3.

23 MR. FOX: Ma'am?

24 UNIDENTIFIED SPEAKER: Safety in certification will be in  
25 Section 3.



1 MR. FOX: Yes, that's what Gloria just showed us. Yeah, she  
2 had it. So she knew what it was.

3 MR. MATLOCK: There you are.

4 MR. FOX: Thank you, sir. Thanks.

5 Oh, here we go. Here's the contents right here.

6 BY MR. FOX:

7 Q. So it looks like 2013, there's one on 2014, and that was the  
8 latest update according to this, on 7.0, routing and scheduling.  
9 July 1, 2014 was the last time this manual was updated. Does the  
10 gentleman and the lady who report to you, do they manage when  
11 medical cards for CDLs are going to expire?

12 A. Yes.

13 Q. And how do they do that?

14 A. Well, we have -- we keep everything on an Excel spreadsheet.

15 Q. Okay.

16 A. And so we consistently -- say, in September, right, we'll  
17 look at -- we will sort it to see what's expiring in October and  
18 begin to send it out to the contractors to say, your DOT expires  
19 October 5th. So we do that in September to say you need to have  
20 it in before or your certification will be, your certification  
21 will be suspended until we receive it. So it's the month before,  
22 we start looking at the next month for what's getting ready to  
23 expire.

24 Q. And how do you -- I'm sorry. Go ahead.

25 A. I'm sorry. Go ahead.

1 Q. No, I was going to ask -- are you sorting this -- this is an  
2 Excel spreadsheet?

3 A. Yes.

4 Q. So you're just querying it through its program or you're  
5 going through manually?

6 A. So, you know, if you hit the sort, it will bring you up all  
7 the dates to the top.

8 Q. Um-hum.

9 A. So we will sort it to make sure that we see all the dates for  
10 the MVAs because, you know, we do a 36-month every year to make  
11 sure we have a current MVA. We sort the DOT physicals to make  
12 sure those are current. I want to make sure I didn't forget  
13 anything. I'm talking off the top of my head.

14 Q. And then --

15 A. I think that's it for that.

16 Q. Do they have to do a training thing, too?

17 A. Right. So then the in-service and -- well, in-service at  
18 this point, the in-service date. So then we will send it out.  
19 And so what we have began to do, this just -- really this year is  
20 DOT physicals are now being -- they have to renew them all through  
21 the summer months so that we wouldn't be chasing DOTs during the  
22 year.

23 Q. Um-hum.

24 A. So we had the majority, not all, but the majority of them  
25 because some of them would get like a 3-month, and so those you

1 had to keep, you know, ticklers on that say that, you know, you  
2 got a 3-month, so you need to get back. But those that could get  
3 a year, they gave them to us in June, so we know DOTs are good for  
4 the year.

5 Q. Gotcha.

6 A. And MVAs are the same way. And so most of the in-service  
7 trainings were done in June; some in July and August, but most of  
8 it in June. So we kind of know that the bulk of our people don't  
9 expire until the end of the school year.

10 Q. Um-hum.

11 A. So that's how we starting the process. This was the first  
12 year. So it's not complete yet, but that's what --

13 Q. So this is a new procedure you're mentioning?

14 A. Yes.

15 Q. How did you do it before that?

16 A. Like we do for the ones that didn't make the process, with  
17 this Excel spreadsheet, the month before asking for the documents,  
18 all year long.

19 Q. I see. You mentioned a 90-day medical card, 30 -- a 3-month  
20 medical car.

21 A. Right.

22 Q. Do you have many of those?

23 A. We have a few. It's not a lot, but we have some.

24 Q. And do you inquire about the reason for a 30-day or --  
25 correction, 90-day medical card?

1 A. Well, it'll say their pressure may be up, they got to go back  
2 in 90 days. Like, you know, on a DOT physical it'll say it. And  
3 then they go back and either the doctor clear them or not. You  
4 know, then if they don't get cleared, then we decertify them.

5 Q. Aside from just tracking the date, is there -- do you do any  
6 follow-up work regarding a 90-day medical card? I mean, does that  
7 catch your eye at all? Do you have any procedure about that?

8 A. Well, if the doctor gave them 90 days --

9 Q. Yes.

10 A. -- we honor what the doctor says. I mean, I don't do  
11 anything outside of what the doctor's doing.

12 Q. I see. So it's all date driven, if I'm understanding?

13 A. Yes.

14 Q. So, I mean -- so, for the record, if there's a 90-day or 30-  
15 day medical card, the office is just basically entering the date  
16 and then you make sure it's in compliance -- I mean, you're making  
17 sure that they don't operate --

18 A. Outside of the dates.

19 Q. -- outside of the dates?

20 A. Right.

21 Q. So if it's for whatever reason, your focus is on the date?  
22 If it's going to expire, they can't operate --

23 A. Right.

24 Q. -- the vehicle, and you decertify?

25 A. Right.

1 Q. Okay. And this may not be in your area, but in the SOP, is  
2 there procedures for handling accidents or incidents?

3 A. In the SOPs?

4 Q. Yes, ma'am.

5 A. Yeah, that would be in Section 3.

6 Q. And -- but are you involved with that at all?

7 A. No, it's not my area.

8 Q. So that goes to a different office.

9 A. That would go to Mr. James.

10 Q. Safety? That goes to Mr. James. It still goes to Mr. James  
11 today?

12 A. What? Accidents?

13 Q. Yes.

14 A. Yes.

15 Q. Okay. This document here, we're looking at the Department of  
16 Pupil Transportation, Safety Office, Activity Log.

17 A. Um-hum.

18 Q. This is, so to speak, the master entry, so to speak, of the  
19 file; is that what this represents?

20 A. Well, it kind of represents -- when you open it, you should  
21 be able to see at a glance if -- what's in the file basically for  
22 certification. This is just for certification purposes.

23 Q. Just for certification purposes?

24 A. Right.

25 Q. It does not reflect if the driver was ever suspended?

1 A. No.

2 Q. It doesn't -- and it doesn't show if he ever had an accident?

3 A. No, that would be with the safety office. Because, see,  
4 before when Mr. James was in charge of it all, certification fell  
5 under the safety office. That's why this says this. They just  
6 never changed the title. But this is now under certification.  
7 Since safety and certification is not working, I guess, this  
8 should say certification office. But this is just for  
9 certification purposes.

10 Q. Correct. Well, thank you for explaining that. I did --  
11 while we're right here on this page, this -- it says deceased down  
12 here, 11/1.

13 A. Um-hum.

14 Q. Did you author this?

15 A. Did I do what?

16 Q. Did you author this?

17 A. Yes, I wrote that.

18 Q. You wrote this?

19 A. Um-hum.

20 Q. And then on the back, did you also author this?

21 A. I wrote that.

22 Q. Yes. And these, these entries here, when did you write them?

23 A. Probably around the same time when the accident first  
24 happened. But we had stated looking at -- we was trying --  
25 checking it to start like doing a -- kind of like an audit. We

1 were supposed to start like auditing all the folders to see -- I'm  
2 responsible for making sure all the folders are accurate. So this  
3 thing happens with Mr. Chappell, and I looked at the folder. I  
4 just saw that's the sheet, you know, but we -- if you come look,  
5 we have some others. We did quite a few of them. We just had  
6 some (indiscernible) all the sheets in it.

7 Q. So this is -- is this a new procedure?

8 A. It's relatively new, yes.

9 Q. Do all your drivers have this in there?

10 A. They have a sheet in there, yeah.

11 Q. And are you --

12 A. We're looking at those, right.

13 Q. You're doing this since the accident, you're going through to  
14 check for accuracy?

15 A. Right.

16 Q. Okay. Again for the record, you don't manage, so to speak,  
17 or even go to the accident or incident portion of the file, that's  
18 handled by the safety department?

19 A. Yeah, that's the safety department.

20 Q. So do they -- does this file, does it physically go back to  
21 the safety office? Are you -- do you share the same building?

22 A. Yes.

23 Q. Okay. So if there is an accident report that may be  
24 generated in the safety department, you said somebody will bring  
25 it over and they'll normally give it to one of your --

1 A. Right. So this, so this is like -- almost like a backup for  
2 them, that they put it in here. They also keep their own files in  
3 their office.

4 Q. Oh, they do?

5 A. Um-hum.

6 Q. Okay. And as far as you and your admin folks, they don't --  
7 they just manage the certification part. They don't go into the  
8 accident --

9 A. No.

10 Q. -- file?

11 A. No.

12 Q. Okay. Very good. Do you have a policy for suspending  
13 drivers or disqualifying drivers?

14 A. For certification? We only would disqualify based on expired  
15 documents. And so if it's going to be like a -- so if anything  
16 else would be like an accident, unsafe actions, all that goes to  
17 safety. We don't deal with that.

18 Q. So, just so that I have it clear. Your -- under your role,  
19 under your umbrella with your staff, you would disqualify a driver  
20 for expired medical or --

21 A. Right.

22 Q. -- CDL that was revoked or something like that.

23 A. Right. So if we got a -- like when we do the initial pre-  
24 service and get their background and they killed five people, then  
25 we would send a disqualification letter out. But for somebody did



1 something on the bus or something, that would go to safety because  
2 that would be a certification --

3 Q. So there really is a clear separation of the two different  
4 elements.

5 A. Right.

6 Q. Gotcha. How about background checks? Do you manage that?

7 A. Yes.

8 Q. And where is that in this file?

9 A. It's back here.

10 Q. And is this something that you manage, the background checks?

11 A. Right. So we get the report of background check when they  
12 first apply. Well, this -- of course, I just started. So this is  
13 old, but this -- now backgrounds, when we send them out, we get  
14 them and we put them in this section right here, and if there's an  
15 update or an alert from CJIS, we would review it and put it in  
16 this section.

17 Q. I'm just looking at my notes. Again you started this past  
18 July?

19 A. As supervisor, yes.

20 Q. As supervisor, right. How do the background checks come into  
21 your office?

22 A. Through -- we get an email saying, you know, that one had  
23 come in, and we go in the system and pull them. It's online.  
24 Everything's online.

25 Q. Who is the custodian of those secured emails?

1 A. Me.

2 Q. You're on the CJIS mailing list?

3 A. Now. It was Steve, but now it's me.

4 Q. Has it changed recently?

5 A. Yes.

6 Q. As of when?

7 A. When did I start? It would have had to have been in 2015,  
8 '16. I don't want to say. I think it's somewhere like around the  
9 time I first started back there as an admin. Not as soon as I  
10 started, but soon after that.

11 Q. That you were getting the CJIS?

12 A. I started getting it, yeah.

13 Q. Okay. And what do they look like?

14 A. The alerts?

15 Q. Yes, ma'am.

16 A. They look just like this, only in here it will say update.  
17 That's how you know the difference. It'll have the same thing on  
18 it but it'll just say update, which let's you know that you've got  
19 a -- you're looking at an alert. That means something, that  
20 something new may have gone on. It could be anything. It's not  
21 necessarily always something negative, but something. He was  
22 fingerprinted for some reason.

23 Q. And --

24 A. They only -- yeah, CJIS will send it (indiscernible).

25 Q. Right. So the last CJIS report that we got is dated when?

1 A. That's '08.

2 Q. 2008?

3 A. Um-hum.

4 Q. There was no other CJIS reports that came into your office  
5 since 2008?

6 A. Since I've done it --

7 Q. Since 2008?

8 A. -- or since 2008? I don't know. From since they started  
9 coming to me?

10 Q. Yes, you started getting them when? You said 2014?

11 A. 2015.

12 Q. 2015 --

13 A. Yeah.

14 Q. -- you started getting them?

15 A. Right. I didn't get one since it started coming to me, no.

16 Q. And to your knowledge, this -- these are all the background  
17 checks that we have on Mr. Chappell, is just this one from 2008?

18 A. I think that we asked for an updated one after the accident.  
19 I think that we have that one. That was the last.

20 Q. Um-hum. But at the time of the accident --

21 A. Right.

22 Q. -- this is all that you had on file, was 2008?

23 A. Right.

24 Q. Are you -- under your position, do you monitor drug and  
25 alcohol testing?

1 A. For randoms.

2 Q. And pre-employment?

3 A. Pre-employment and randoms, yes.

4 Q. And then also post-accident?

5 A. I don't do post-accident. Anything accident go to safety.

6 Q. Okay. So under your supervision, you do the pre-employment  
7 and the randoms.

8 A. Um-hum.

9 Q. Are you familiar with the Federal Motor Carrier Safety  
10 Regulations?

11 A. I can't quote it. So when you say are you familiar, what you  
12 mean?

13 Q. Well, I mean -- let me rephrase the question.

14 A. Okay.

15 Q. Are you familiar with part 382, part 480, the drug and  
16 alcohol requirements under federal law?

17 A. I'm not sure what you mean. So I'm going to have to say no.

18 Q. Okay.

19 A. I know that there's a regulation under the federal government  
20 and under COMAR, but I'm not sure what you just asked me.

21 Q. Well, have you been trained in the --

22 A. No.

23 Q. So there are certain procedures under part 40, which is  
24 multi-modal for drug and alcohol testing. Those are the  
25 procedures for the right form and --

- 1 A. Okay. So here's how -- what I do. First Advantage send us a  
2 list of who should go for randoms, and we send those names the day  
3 of to the contractor and they send them to be tested. And then  
4 First Advantage will send us the results.
- 5 Q. Thank you for telling me that. But I wanted to go back to --
- 6 A. Okay.
- 7 Q. -- the regulations.
- 8 A. So I don't really give out the forms. Are you talking like  
9 the chain of custody forms and things?
- 10 Q. Right. I just wanted to see if you were ever trained in drug  
11 and alcohol testing procedures under the federal regulations.
- 12 A. No.
- 13 Q. Okay. All right. First Advantage, they are a drug testing  
14 facility or are they a consortium; do you know? Who is First  
15 Advantage?
- 16 A. This is how we do our drug test. I don't know what you --  
17 First Advantage is who -- I think they forward like a message, and  
18 so we -- they send it to us, and then we get the results back from  
19 them.
- 20 Q. Perhaps I'm wrong, and I don't want to put words in your  
21 mouth, but is -- don't you use Concentra?
- 22 A. Concentra, right. The driver goes to Concentra.
- 23 Q. Okay.
- 24 A. But the results for us comes from First Advantage.
- 25 Q. So are they, your MRO?

1 A. Yes.

2 Q. Do they also handle your pool?

3 A. For our random?

4 Q. Do they manage the pool?

5 A. Yes, they send in the names. They send us the names who  
6 should get the randoms.

7 Q. Where -- First Advantage, where are they? Are they local or  
8 are they a national company? I don't -- I'm not quite familiar  
9 with them.

10 A. This is the address. They're in Illinois.

11 Q. They're in Illinois?

12 A. Um-hum.

13 Q. So I'm assuming it's a third-party entity that's used; do you  
14 know? Who is First Advantage?

15 A. Meaning like --

16 Q. Yeah, are they a consortium? Are they a drug testing  
17 facility? Do they --

18 UNIDENTIFIED SPEAKER: We don't go to First Advantage.

19 MS. HOLT: I don't know all of that. All I know is they give  
20 us the results. The drivers go to the approved location and the  
21 specimen that they take is sent and First Advantage sends us. So  
22 our contract is with First Advantage. I know through procurement  
23 we have a contract in order to pay them. So -- but I don't know  
24 what -- if they actually have testing sites that somebody can go  
25 to. I just know they are, I guess, more a third-party entity

1 which provide the results for us, as well as we give them our  
2 names of who the drivers are and they perform the random so that  
3 we -- the random piece is not done in-house to make sure that we  
4 not just picking our own drivers ourselves, so that it's fairly  
5 done.

6 Q. It sounds like they're a consortium, but I don't know. I'm  
7 not familiar with the company.

8 MR. MATLOCK: I don't know. We would have to check.

9 MR. FOX: And that's something that just while I'm here, I'll  
10 say it so that you know. You will want to make sure the company  
11 meets the federal guidelines so that they are in compliance with  
12 part 40, which would mean the right forms, that your office has  
13 the right federal form, that the consortium is doing the  
14 appropriate pulls. You know, it should be 50 percent for alcohol.

15 MS. HOLT: Fifty percent for drugs.

16 MR. FOX: I'm sorry. Fifty percent for random drug testing.

17 MS. HOLT: Ten percent for alcohol.

18 MR. FOX: Ten percent for alcohol, and usually they'll do a  
19 little bit more. You want to make sure the pool is accurate and  
20 it's up to date, et cetera, et cetera.

21 MR. MATLOCK: Yeah, that would probably be the purview of the  
22 buyer for the services. But we're very much (indiscernible) to  
23 the buyers, do the contracting. They do the -- they wouldn't do  
24 the --

25 MR. FOX: All right. That's very lovely. But again as legal

1 counsel I would --

2 MS. TURNER: We'll look into it.

3 MR. FOX: -- I would recommend you guys just take a peek at  
4 that.

5 MS. TURNER: Right. We will look. The only other thing that  
6 I referenced is as you were talking about the federal  
7 requirements, Ms. Holt was actually whispering to you what those  
8 requirements were, and so there may need to be further clarity  
9 because she may not know the federal codes and the sections, but  
10 she may know the requirement. And I'm not sure that that  
11 question's been posed to her in a way that she's been able to  
12 articulate what she knows about the process versus where it lies  
13 in the law.

14 MR. FOX: No, the -- what I was trying to ascertain if she  
15 was trained in the regulations and the procedures in the  
16 regulations, if she was familiar with them. I know that she's  
17 learned the position or learned the duties.

18 MS. TURNER: I understand but you asked her if she was  
19 familiar with the regulations and she said no, and then you  
20 started spouting off the regulations and she was telling you when  
21 you said 10 percent alcohol, she said no, 10 percent drugs.

22 MR. FOX: Right.

23 MS. TURNER: And so clearly she knows at least something  
24 about it. The question is whether she makes the connection that  
25 that is a specific section of the law.



1 MR. FOX: That's understood. Okay. Well, thank you for the  
2 clarification.

3 BY MR. FOX:

4 Q. Again, it's not supposed to be a quiz. So I don't want you  
5 to get the wrong impression. My exact question to you earlier was  
6 to determine if you received any formal training from the school  
7 system on drug and alcohol testing.

8 A. Right.

9 Q. Now you've clearly -- you have clearly expressed knowledge.  
10 You've learned the requirements.

11 A. Um-hum.

12 Q. But my original, most important question I was trying to get  
13 to was if you received any formal training. Did you go to a class  
14 on how to do the form or what is a consortium, what is a medical  
15 review officer, the MRO, things of that nature?

16 A. Okay.

17 Q. And the answer to that question --

18 A. Was no.

19 Q. -- was no. Okay. But you did clarify, and Tammy did clarify  
20 that you have learned them in your position.

21 A. Right.

22 Q. So very good. Does the COMAR, the Maryland regulations, do  
23 they also talk about drug and alcohol testing; do you know?

24 A. I know it requires pre-employment but I don't think it talks  
25 about the random. I'm not sure.

1 Q. Okay. You're not sure. No problem.

2 The audit, did you participate in the last audit? Here it  
3 is. I'm going to give it to you so you can look at it.

4 A. No, Mr. James handled the audit. That was when -- this is  
5 when MSDE came in.

6 Q. Um-hum.

7 A. Yeah. That was Mr. James.

8 Q. Mr. James did. Did you participate in the audit at all?

9 A. We may have helped pull files or something, but that would  
10 have been it.

11 Q. The findings of the audit, they were never disseminated with  
12 you and your staff?

13 A. No, no, I've seen the findings.

14 Q. Oh, you have?

15 A. That's kind of how we are trying to make sure that we pass  
16 the next audit.

17 Q. Right. The question is when the State came in and did an  
18 audit, after the audit, did Mr. James sit with your staff and go  
19 over anything?

20 A. No.

21 Q. So what was the first time that you saw the results of the  
22 audit?

23 A. Probably -- I'm thinking -- I don't remember. I think it  
24 would have been sometime this summer we were, you know, reviewing  
25 some -- looking at how we're going to change some efficiencies.

1 It would have probably been just before the summer.

2 Q. Okay. Going back to the alerts, you are currently receiving  
3 alerts from CJIS?

4 A. Yes.

5 Q. And that comes to you how?

6 A. Via email. I get an email that says there's an alert for  
7 Gloria Holt, and then we go into the system and pull it.

8 Q. Do you have to go into a separate system and pull it or is it  
9 like an encrypted PDF or something?

10 A. No -- well, you have to -- you click it, you got to sign on  
11 and pull it up.

12 Q. So just for clarification because I've never seen one, so  
13 bear with me. You get the email. Does it redirect you to their  
14 website perhaps?

15 A. Right.

16 Q. I see. So you have to go into their website --

17 A. Right.

18 Q. -- and then you pull down the report.

19 A. Right.

20 Q. And it will give you a full summary of that driver?

21 A. It will -- yeah, it'll show you what the updates -- you know,  
22 the update and then whatever else is on --

23 Q. It'll show previous history as well?

24 A. Um-hum.

25 Q. Okay. And I had a lot -- you have nothing to do with

1 accidents?

2 A. No, sorry.

3 Q. Oh, no, that's fine. I just -- it just took a lot of time  
4 out of the interview. The MVR, the DMV report that you get from  
5 Maryland --

6 A. Right.

7 Q. -- do you get any alerts from them?

8 A. Yes.

9 Q. Did you get any alerts on Mr. Chappell?

10 A. November 2nd.

11 Q. That his license was downgraded?

12 A. Um-hum, the day after he died.

13 Q. Yeah. Did you know that it was actually downgraded before  
14 then?

15 A. You said did I know -- I know now, but I didn't know before.

16 Q. You know now, but you didn't know?

17 A. No, we didn't have -- like we got his MVA in June --

18 Q. Right.

19 A. -- and his DOT and we didn't get any alert from MVA that  
20 anything had changed, so no. We didn't get an alert from them  
21 until November.

22 Q. Do you ever track any workers' comp claims through your  
23 office?

24 A. Workers' comp, no.

25 Q. Does the SOP -- your SOP, does it describe how to deal with

1 the alerts?

2 A. No. No, I don't think so.

3 Q. I'm just going to look here so that -- (indiscernible)

4 MR. FOX: Do you know, Ms. Hughes, if there's --

5 MR. HUGHES: I don't know.

6 MS. HOLT: I don't think there's a SOP for alerts because I  
7 think -- isn't that what Mr. Lane is in the process of writing?  
8 I'm not sure.

9 MS. HUGHES: I can't remember reading it when I went through  
10 it but --

11 MR. FOX: I'm looking through this now and I don't see it.

12 MS. HUGHES: I don't think it would be. I have my own  
13 binder, so --

14 MR. FOX: I don't see it. I just wanted to see if there was  
15 a procedure.

16 MS. HUGHES: I mean, it probably wouldn't be a separate -- it  
17 would be in the body of one of the other subjects. I don't think  
18 we just had a subject that said alerts. It probably would be  
19 outlined in one of the processes. But I'll read (indiscernible).

20 MR. FOX: Yeah, if you could just -- if there is, if there is  
21 a SOP number for handling alerts, or NOTAMs --

22 MS. HUGHES: But I'm almost for certain there's not, because  
23 like Ms. Holt indicated, our executive director, I thought, was in  
24 the process of writing an alert now -- I mean, adding something  
25 about the alert process.

1 MR. FOX: A new procedure?

2 MS. HUGHES: Yes.

3 MR. FOX: Right. But it's possible there hasn't been one?

4 MS. HUGHES: Correct.

5 BY MR. FOX:

6 Q. Can you go to the section where Mr. Chappell's MVR is,  
7 please? And this one is dated 6/16/2015. This is the latest one  
8 that we have on the driver in your file?

9 A. We should have one for '16. That's the old one.

10 Q. Oh, this is the old -- you can tell just by the old printing.  
11 Let's look through here. That's old. So we have one for 2014 and  
12 then 2015.

13 A. The 2016's not here.

14 Q. No. I don't see one for 2016. Do you -- does -- do you guys  
15 pull this each year?

16 A. Yes. No, we don't pull it. They give it to us.

17 Q. They give it to you.

18 A. They're required to contact them. Before they come to in-  
19 service, they have to give us a MVA report and a DOT physical  
20 before they can come back for their in-service class.

21 Q. And the in-service is every spring?

22 A. Every year.

23 Q. Every --

24 A. In June. Usually it's June.

25 Q. June, right. So there would have been -- we should have one

1 for June of 2016, right?

2 A. 2016, right.

3 Q. But there isn't one in here, from what I see.

4 A. Right. I don't see it but I don't know why not. This  
5 folder's has been handled so much. I don't know, but I know there  
6 should have been.

7 Q. I don't believe I saw one. I don't think I have a copy of  
8 2016 in here either.

9 A. No. Really?

10 Q. Uh-uh. I could be wrong. I'll double check, but this is the  
11 one I remember seeing is the 6/16/2015 one.

12 All right. So -- yeah, so they bring a new -- they bring a  
13 current -- and does it need to be a certified copy?

14 A. For the MVA for 36 month, no.

15 Q. It can just be a copy? For example, this is --

16 A. This is what it normally look like.

17 Q. This is something the driver brings to you?

18 A. Well, not the driver. We get them from the contractor.

19 Q. The contractor, okay. The contractor.

20 A. Um-hum.

21 Q. They fax it over or mail it to you?

22 A. Normally they'll hand deliver it because it'll have like all  
23 their drivers --

24 Q. I see.

25 A. -- (indiscernible) or whatever, and they'll bring them over.

1 Q. Okay. Fair enough. Do you ever communicate with other  
2 counties, some of the surrounding -- some of these contractors  
3 work for other counties. Do you ever communicate to some of the  
4 other counties as far as drivers?

5 A. Only if like, say, if I worked for Howard County and I want  
6 to come to Baltimore City to drive, then I would ask Howard County  
7 if this person was certified in Howard County and they would --  
8 they'll send us whatever in-service dates they had or whatever  
9 like that. But other than that, no.

10 Q. So this would come to pass how? What would precipitate --

11 A. That would be because -- that means that they are coming from  
12 the county to come work for the City.

13 Q. So this is a new hire then?

14 A. Right.

15 Q. And so somebody would be coming from Howard County come to  
16 work for the City. I'm just trying to understand that process.

17 A. Right.

18 Q. So this person -- so the contractor's submitting this person  
19 to you all --

20 A. Right. So they coming from Howard County, and so if they  
21 already had their pre-service with Howard County, we will say is  
22 this person currently certified? And then they will send us what  
23 pre-service hours they've already had and then we still get -- you  
24 know, we still require them to do background for us because we  
25 won't get the alerts if they don't do them for Baltimore City.



1 So, but we will honor their hours with the County. So if they did  
2 an in-service, already had the 3 hours for this year, we would  
3 honor that.

4 Q. Right. So do you have a reciprocal agreement, so to speak,  
5 of -- is their in-service comparable to your program?

6 A. Right. So we all do it based on COMAR. So if -- their pre-  
7 service, in-service, as long as it's in line with the state, is  
8 good in Baltimore City. And ours is good in the county, you know,  
9 because we're all doing it based on COMAR, under the state  
10 regulations.

11 Q. Do you ever communicate -- aside from that, do you ever  
12 communicate to another county about another driver?

13 A. No.

14 Q. Not really?

15 A. No, like for what reason? I don't understand. Like I  
16 wouldn't -- if you -- if I worked at Baltimore City, right, for  
17 Reliable, and I worked for Howard County, I wouldn't know that you  
18 also worked for Howard County. It wouldn't be a way for me to  
19 just call Howard County, say, hey, you know, does Michael Fox work  
20 for you? You know what I'm saying, I wouldn't know that.

21 Q. Um-hum.

22 A. I just know what you're doing in Baltimore City.

23 Q. Okay. I just -- I was just trying to understand the  
24 relationship with the other counties, if they -- if you all had  
25 frequent phone calls or anything like that.

1 A. No.

2 Q. You don't communicate with Howard County School System or  
3 Public Transportation Department at all?

4 A. No.

5 Q. Okay.

6 A. I mean not at all -- again for pre-service, yes, we would.  
7 If they're coming from there new to us, but other than that, no.

8 Q. Well, we cut out a lot of time today on some of this stuff.

9 Excuse my ignorance, but I'm trying to understand the chain  
10 of command. So you do report to Ms. Hughes?

11 A. Yes.

12 MR. FOX: And does Mr. James, does he also report to you?

13 MS. HUGHES: Yes.

14 MR. FOX: So you're the director, the interim director?

15 MS. HUGHES: Yes.

16 MR. FOX: And I may have asked this before. I just have to  
17 get it again in my head. Under you are department heads or  
18 managers? We're walking through your chain of command.

19 MS. HUGHES: So first it's the COO, and then it's the  
20 executive director. Then it's myself, the transportation  
21 director. And then I have a school bus operational manager, a  
22 safety manager, a bus maintenance supervisor, and the routers  
23 report directly to me as well.

24 MR. FOX: All right. So you have Gloria.

25 MS. HUGHES: Yep.

1 MR. FOX: And then you have --

2 MS. HUGHES: Steve.

3 MR. FOX: -- Steve, and then you have your maintenance chief  
4 or whatever he's called. These are all -- these are considered  
5 department heads or am I saying that --

6 MS. HUGHES: Department head. I mean, we call them managers.

7 MR. FOX: Managers, okay. I just wanted to get the chain of  
8 command understood. All right. Good enough.

9 MS. HUGHES: And then routing, there's also --

10 MR. FOX: Routes, right.

11 MS. HUGHES: -- a leader router. He's not a manager but  
12 lead.

13 MR. FOX: But he is under your supervision?

14 MS. HUGHES: Yep.

15 MR. FOX: Okay. Well, I think, I think -- just give me a  
16 second here to just --

17 MS. HOLT: I don't see any SOP as it relates to the alerts.  
18 That was your question.

19 MR. FOX: Right. The question was did the SOP manual have  
20 any section on handling CJIS alerts and the answer is no.

21 MS. HOLT: Correct.

22 MS. TURNER: I'll see you at 12:30.

23 MR. FOX: Okay. Good.

24 MS. TURNER: Thank you so much for changing --

25 MR. FOX: Yeah, I think we're -- yeah, my pleasure. And I do

1 believe, just so you know, I'm pretty much done. I'm just looking  
2 over to see if I overlooked anything.

3 MS. TURNER: Okay.

4 MR. FOX: So we'll be in touch if there's anything else.  
5 Thank you, Tammy.

6 I'm just looking over my paperwork to see if there's some  
7 other question that I had. So just bear with me just a second.

8 I think we pretty much have got it wrapped up. We went  
9 through all the questions that I have. Do you have any? Do you  
10 have any questions for me?

11 MS. HOLT: No.

12 MR. FOX: Do you -- is there -- would you like to take this  
13 opportunity -- is there anything that you would like to add to the  
14 interview?

15 MS. HOLT: No. What would I add?

16 MR. FOX: That's just a standard question that we ask. Do  
17 you have anything else that I may not have asked you that, you  
18 know, that's on your mind or if you wanted to let me know, now  
19 would be a good time.

20 MS. HOLT: Okay. I don't know. No.

21 MR. FOX: All right. So at this point, I think we're going  
22 to conclude the interview. It's now 12:34.

23 Thank you, Ms. Gloria Holt.

24 (Whereupon, at 12:34 p.m., the interview was concluded.)

25

CERTIFICATE

This is to certify that the attached proceeding before the

NATIONAL TRANSPORTATION SAFETY BOARD

IN THE MATTER OF:           SCHOOL BUS/COMMUTER BUS CRASH IN  
                                  BALTIMORE, MARYLAND ON  
                                  NOVEMBER 1, 2016  
                                  Interview of Gloria Holt

DOCKET NUMBER:            HWY17MH007

PLACE:                      Baltimore, Maryland

DATE:                      December 15, 2016

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.

---

Kathryn A. Mirfin  
Transcriber

UNITED STATES OF AMERICA

NATIONAL TRANSPORTATION SAFETY BOARD

\* \* \* \* \*

Investigation of:

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SCHOOL BUS/COMMUTER BUS CRASH IN  
BALTIMORE, MARYLAND ON  
NOVEMBER 1, 2016

Accident No.: HWY17MH007

\* \* \* \* \*

Interview of: CYNTHIA HICKS-LEEPER

Baltimore City Schools  
Baltimore, Maryland

Thursday,  
December 15, 2015

## APPEARANCES:

MICHAEL FOX, Highway Accident Investigator  
National Transportation Safety Board

JACINTA HUGHES, Interim Director  
Baltimore City Schools

SHAWN MATLOCK, Senior Transactions Counsel  
Baltimore City Schools

I N D E X

ITEM

PAGE

Interview of Cynthia Hicks-Leeper:

By Mr. Fox

4



I N T E R V I E W

(9:10 a.m.)

1  
2  
3 MR. FOX: This is Michael Fox, investigator for the NTSB out  
4 of the Washington, D.C. Office. Today is December 15th, 2016.  
5 We're at the Baltimore City School System, and we're going to be  
6 talking to one of the managers that handled the accident driver's  
7 file, and there are other folks in the room here. So we'll go  
8 around the room and identify each person.

9 So, ma'am, we'll start with you. If you can state your name  
10 and spell your last name.

11 MS. HICKS-LEEPER: My name is Cynthia Hicks-Leeper. That is  
12 H-i-c-k-s, hyphen, L-e-e-p like Paul, e-r.

13 MR. FOX: And -- go ahead, ma'am.

14 MS. HUGHES: Jacinta Hughes, H-u-g-h-e-s.

15 MR. MATLOCK: Shawn Matlock, M-a-t-l-o-c-k.

16 MR. FOX: All right. I'm sorry, ma'am. What was your first  
17 name again?

18 MS. HICKS-LEEPER: Cynthia.

19 MR. FOX: Cynthia.

## INTERVIEW OF CYNTHIA HICKS-LEEPER

20  
21 BY MR. FOX:

22 Q. So for the record, can you state your full name and your  
23 title?

24 A. My full name is Cynthia Lee Hicks-Leeper. My title is driver  
25 trainer.

1 Q. And how long have you been in this position as driver  
2 trainer?

3 A. Ten years.

4 Q. And what did you do before that?

5 A. I was a driver.

6 Q. And were you a driver for a contractor or a driver for the  
7 City?

8 A. Driver for the City.

9 Q. And you drove school bus?

10 A. Yes.

11 Q. So all together, how many years have you been employed by the  
12 City?

13 A. Thirteen.

14 Q. Okay. In your current job, what are your duties and  
15 responsibilities?

16 A. I implement training for school bus drivers, attendants as  
17 well as cab drivers, according to regulations established by  
18 COMAR, State of Maryland and local government agencies. I look  
19 into the current curriculum and see what necessary changes may  
20 need to be made to make sure that we are current with the other  
21 counties and make sure that we are following the guidelines that  
22 are necessary for keeping up with training and handling of special  
23 need students. Let's see. I'm talking off the top of my head.  
24 It's kind of --

25 Q. That's okay.

1 A. I write training materials, PowerPoints, deal with accidents,  
2 coming out to accident scenes, interviewing people at accident  
3 scenes, taking pictures, assisting with accident reports, dealing  
4 with interviewing the other parties in the accident to find out  
5 their side of the story, taking pictures and dealing with the  
6 insurance companies to ensure that the people that are involved in  
7 the accidents get the information that they need so that they can  
8 -- if they're having damages, that those damages can be paid; deal  
9 with the legal department of the City to make sure that the proper  
10 paperwork gets dealt with and sent to the correct person so that  
11 the claims that are necessary are filed.

12 Keep a spreadsheet for the accidents that are had to make  
13 sure that we keep a log of the paperwork that is actually turned  
14 in to me so that I can know what accidents that we do have. I  
15 keep a file of the accidents that are actually turned into me so  
16 that I have a copy of the files and I make a copy for the actual  
17 employee's file so that that accident can go into the employee's  
18 files. Report to the Maryland State Department of Education when  
19 it is required, which is September, appreciable damage accidents  
20 that are reported to me.

21 So basically it's just dealing with the training of drivers,  
22 attendants and cab drivers, and dealing with accidents and such.

23 Q. You have cab drivers that are in the system?

24 A. Yes.

25 Q. They are operating a for-hire cab or --

1 A. They're contracted.

2 Q. Contracted.

3 A. Who do you report to?

4 A. Steven James.

5 Q. Do you -- are you the custodian of the file, the driver  
6 files?

7 A. No.

8 Q. Do you -- if I understood your previous statement, you do or  
9 you are involved with accidents, the way that they come into the  
10 system?

11 A. Yes.

12 Q. And let's open up the file here so we can kind of look at  
13 some of these here. So what we're looking at is Steve James --  
14 correction -- Glenn Chappell's driver file.

15 A. Okay.

16 Q. And it's my understanding -- so it's broken down into  
17 different -- are you familiar with the file? Are you familiar  
18 with these files?

19 A. Yes.

20 Q. All right. So are they all standardized pretty much like  
21 this?

22 A. Yes.

23 Q. All right. So from what I'm gathering, they have multiple  
24 sections. They have drug testing. They've got physicals.  
25 They've got the certification, motor vehicle reports, and then

1 this back section which is the incidents and accidents.

2 A. Yes.

3 Q. Is that the way -- does this look pretty standard to you?

4 A. Yes, it does.

5 Q. Okay. So I did talk to your boss last week about this  
6 particular folder or file on Glenn Chappell. Do you have  
7 knowledge of Mr. Chappell prior to the recent event?

8 A. Yes, I do.

9 Q. You do -- you are familiar with this driver?

10 A. Yes.

11 Q. Okay. And how do you know him?

12 A. I've had him in training classes on several occasions.

13 Q. So you actually conduct the training yourself?

14 A. Yes.

15 Q. Do you know of him in any other capacity besides him just  
16 being a student in one of your classes?

17 A. See him on the road.

18 Q. Meaning in a bus?

19 A. Yes.

20 Q. School bus?

21 A. Um-hum.

22 Q. When there is an accident, you were mentioning that you -- I  
23 guess you do some type of investigation or you go out to the scene  
24 and get involved with taking pictures and writing the report or  
25 whatnot.

1 A. Um-hum.

2 Q. Were you ever involved in any of Mr. Chappell's accidents?

3 A. Yes. Mr. Chappell has had to come in and bring in an  
4 accident report. He has been involved in post-accident training  
5 where he's been having to come in and sit down and go over the  
6 incidents of his accident, where we sit down and talk to him about  
7 how the accident happened. And then if we find that the accident  
8 was a preventable accident on his part, then he has to go out  
9 behind the wheel.

10 When that happens, and I'm not sure if that's -- because I'm  
11 not looking at it right now, but when that happens, there will be  
12 a paper or form that will say they took him out behind the wheel  
13 and who took him out, and there's a scoring sheet that you go  
14 behind the wheel and it tells how he did based upon 1 being not  
15 good, 2 being a little better, 3 being satisfactory, 4 being much  
16 better and 5 being excellent. Okay. And they will score him  
17 based upon how he did and checking, you know -- we usually try to  
18 take them back to the scene of the accident.

19 Okay. You go back to the scene of the accident. This I  
20 where the accident occurred. What could you have done, if  
21 anything, to have avoided this accident from happening? Like  
22 let's say you took the mirror off of a car coming down a small  
23 street. What could you have done to avoid this accident from  
24 happening? We try to play back the scene to see if -- what the  
25 driver could have done differently and that's what we try to do,

1 and then we take them out on the road and take them through a  
2 series of different things like left turns, right turns, going  
3 down small streets, going -- accelerating, decelerating, different  
4 things, you know, to check their driving skills after a  
5 preventable accident.

6 So that would be the type of thing, if he had a preventable  
7 accident, that either myself or one of the other trainers would  
8 have taken him out on.

9 Q. Do you know if he's had preventable or non-preventable  
10 accidents?

11 A. I'm sure he's had preventable and non-preventable accidents.

12 Q. Is that documented on a form or is it summarized? Can you  
13 explain that?

14 A. Okay. I would not be able to explain it here unless I looked  
15 at the accident, because it's on a spreadsheet that we have at the  
16 job that says preventable/non-preventable. I can look at an  
17 accident and tell you right now if it was declared preventable or  
18 non-preventable because I'm the person that looks at them or -- I  
19 mean, not just by myself, but I'm one of the people who would look  
20 at it and put it on the spreadsheet as preventable and non-  
21 preventable. And then we have what's known as an accident review  
22 board that, you know, could go back and could determine that what  
23 I said is not correct, because basically we have a book, and the  
24 book says basically how you do your initial determination.

25 Q. What is this book?

1 A. It's basically a book that's designed by -- I'm trying to  
2 think what the agency is. I want to say something like AAA or  
3 somebody like that, that comes out with how you determine an  
4 accident being preventable. Of course, if somebody rear ends  
5 somebody, of course, you know, that's going to be something that  
6 you could have prevented because you're traveling too close. If  
7 you get hit, then, of course, you couldn't have prevented that.  
8 But -- so it determines basically how you determine the accident  
9 to be preventable or non-preventable. And we make our  
10 determinations based upon the booklet.

11 But then somebody might write in and say, well, I'd like to  
12 have my accident reviewed by the accident review board because  
13 there were mitigating circumstances. They could come in and say  
14 this person made a right turn on red and they hit me, but the sign  
15 said no right turns on red. Well, that would be a circumstance  
16 that we would have to take into consideration. So they bring the  
17 evidence, they take a picture of the sign, they do something, and  
18 then you might change that determination. So --

19 Q. If you were to look through these -- this is the accident  
20 file for Mr. Chappell. Would there be a document that would have  
21 shown if the accident was preventable or non-preventable?

22 A. There will be no documents in the file.

23 Q. So the determination is made by you or by the review board,  
24 or both?

25 A. Initially the person who looks the accident over. Like if



1 the accident comes in, whoever stamps the accident in -- like if  
2 you were the person working in the office, and you got this  
3 accident, okay, and this accident came in and you read it and it  
4 says, "I left the kid off at 410 Robertson Street. When I pulled  
5 off, right side of the bus scraped his left front mirror."

6 Q. Um-hum.

7 A. You automatically say that's preventable because he's telling  
8 you that he hit the left front mirror of somebody. So you  
9 automatically write that as a preventable. Okay.

10 Q. So that again is on a spreadsheet at somebody's computer desk  
11 or --

12 A. Yes.

13 Q. But it doesn't go with this accident --

14 A. No.

15 Q. -- package?

16 A. No, it doesn't.

17 Q. And this is just a -- this is an analysis or checksheet that  
18 you've created or this is just an internal --

19 A. This is something that Steve James created.

20 Q. Is there a checksheet to review an accident?

21 A. Only with the accident review board.

22 Q. Only with the accident review board. So as far as -- with  
23 the exception of the accident review board, when accidents are  
24 reviewed, do you use any kind of criteria or this is just your own  
25 thought process or common sense or --

1 A. Only what the book criteria says. The book criteria tells us  
2 how we would base the accident. So, in other words --

3 Q. So it's done off of the AAA --

4 A. Off the -- it's called *Determining Preventability of*  
5 *Accidents* by AAA. That's the name of the book.

6 Q. Um-hum. So is there a list of criteria that you gauge it  
7 against?

8 A. Yes, it basically tells you what type of stuff. In other  
9 words, it says if blah, blah, blah, blah, blah. Like if you're --  
10 if you hit something, basically it's preventable.

11 Q. Right.

12 A. If someone hits you, based upon, okay, and it gives like  
13 scenarios. So you have to, you would have to read the whole  
14 entire book to know.

15 Q. I understand. But it's not summarized anywhere? It's just  
16 -- you're -- you have the book, you've read the book, and you read  
17 this and it's your interpretation of what the book said?

18 A. Right.

19 Q. But there isn't a, there isn't a form --

20 A. No.

21 Q. -- that comes out of the book --

22 A. No.

23 Q. -- that you put against --

24 A. No.

25 Q. -- the crash?

1 A. No.

2 Q. I understand. And after you do your review, does Mr. James  
3 do a review, too?

4 A. Yes.

5 Q. Both of you share this duty?

6 A. Well, in other words, I'm not the only person that can do it.  
7 Any trainer or Mr. James can do it. I'm not the only person that  
8 can do it. Any trainer is equipped to do this.

9 Q. Any trainer?

10 A. Yes.

11 Q. So when accidents are being vetted through your -- your  
12 office is determining whether it was preventable or not  
13 preventable; it's just someone renders a decision that puts it on  
14 the spreadsheet but there is no accountability of who did it, who  
15 was the person that vetted that crash, signs off on it, and wrote  
16 down the criteria why it was or was not preventable?

17 A. Right.

18 Q. So it's just you do a read of the report and then you make  
19 the determination you put on the spreadsheet?

20 A. Right.

21 Q. But -- so do we know who's made that determination?

22 A. No, you won't.

23 Q. So -- okay. It's our understanding in this file for  
24 Mr. Chappell, that he had four accidents. That's what's contained  
25 in this report here or this file. Can you recall ever making a

1 determination on any of his accidents?

2 A. If I saw them, I could tell you which ones I did and which  
3 ones I didn't.

4 Q. Okay.

5 MS. HUGHES: (Indiscernible) there should be one in here.

6 BY MR. FOX:

7 Q. So here's one on 10/14/2011. Excuse me. It's been a while  
8 since I looked at it. So this one was with Barber Transportation.  
9 It said, "I picked up a child at 2203 Rosalind, then went to the  
10 stoplight at Garrison and Clifton. I don't remember anything  
11 until the policeman told me that I passed out."

12 A. That accident don't sound familiar. So it wasn't me.

13 Q. So that was not you?

14 A. Uh-uh.

15 Q. Do you have a policy or procedure for when a driver passes  
16 out?

17 A. If that accident had come through me, that driver would have  
18 been pulled then. So that's why I know that accident's not  
19 something that I've ever seen.

20 Q. Um-hum. And what would be, what would be your procedure now  
21 if that happened under your watch?

22 A. Under my particular watch, if the driver had passed out,  
23 basically I would have recommended to Mr. James that the driver be  
24 basically put on a suspension until we could find out why the  
25 driver passed out. And then basically I can't do anything more

1 because I am not a supervisor.

2 Okay. I would have to make a recommendation. The  
3 recommendation that I make is basically going to have to go  
4 through people who have more authority than me. It's only my  
5 recommendation. Once I make my recommendation, then the  
6 determination as to how long that person stays on or if they even  
7 stay on at all has to go through people that are over top of me.  
8 So -- but my recommendation would have been, you passed out, we  
9 need to find medically why. Can you be cleared through somebody?  
10 Can we find out why this happened?

11 Q. Is there any way, Cynthia, that you can figure out who might  
12 have looked at this accident?

13 A. Unless somebody put their signature or something in any way,  
14 shape, form or fashion, no, because --

15 Q. This is a statement from the aide. She's saying what -- that  
16 he had passed out.

17 A. I'm going to assume that -- first of all, I don't even see a  
18 timestamp that would indicate it even came into our office,  
19 because most of the time when I get an accident, I timestamp it.  
20 I don't even see a timestamp on it. So I would not even be able  
21 to say if it ever actually made it into our office. So how it got  
22 into the file here, I don't know. I don't know. I can't say.

23 Q. Okay. All right. How about this one? 9/7/11. Let me scoot  
24 over here by you. Let's see. What have we got here? Glenn  
25 Chappell.

1 A. I can tell you right now, I wouldn't have received this one.

2 Q. I don't see who the contractor is.

3 A. I wouldn't have received it. It's missing too much  
4 information. See, first off, one of the first things that I do  
5 when something comes in is, if the driver does not have the  
6 information they're supposed to have, I send it back. There's no  
7 driver's license information here. Nothing. None of this is  
8 filled out. This is something that I would have never taken.

9 So --

10 Q. Um-hum. I think they put it here, right, Bureau Name?

11 A. They should have had the driver's license number here, date  
12 of birth, home phone number, city permit number is normally the  
13 Social Security number. BCPS should have been here. Company  
14 number should have been here. But I can tell from the 355-2080  
15 that that would have been Reliable's number. But that should have  
16 been here. I know what number it is, but all that's not filled  
17 out, so that wouldn't have been taken by me. And I see her, her  
18 signature over there. It says Angel Sutton but I can tell that --

19 Q. Um-hum. Um-hum.

20 A. -- but I wouldn't have taken it because it's not filled in.

21 Q. It's incomplete.

22 A. Yeah. I don't take incomplete stuff. And the driver  
23 signature is needed here. So that's not something I would have  
24 received. So how it got in here, like I said, once again, I don't  
25 know. Someone received something -- and that was a problem I've

1 always had; people keep receiving things that they shouldn't  
2 receive. It wouldn't have come through my office because it's not  
3 complete.

4 Q. This was another one where he left a child behind, September  
5 8, 2011. There's several email chains going back and forth to  
6 Steve James and others. You wouldn't have had access to that?

7 A. No.

8 Q. Do you recall this one where he left the child behind in  
9 September of 2011?

10 A. Uh-uh. I'm just finding it odd that all of this stuff is  
11 occurring in 2011.

12 Q. That's one that we looked at. Let's see. We have one in  
13 2012. I'm looking, trying to find the carrier or --

14 A. C&T Transportation.

15 Q. Oh, yeah, yeah, C&T.

16 A. I know who that was because I knew he used to work for C&T.

17 Q. Um-hum. So this one is on 3/2 of 2012. Do you recall this  
18 accident? Was this something you would have maybe looked at or  
19 reviewed?

20 MS. HUGHES: Which one is this?

21 MS. HICKS-LEEPER: This looks like the one we just looked at  
22 a few minutes ago about the tap on the mirror.

23 MR. HUGHES: Where all do you recall this from?

24 MS. HICKS-LEEPER: Hum?

25 MS. HUGHES: Where do you recall this from? The -- is this

1 incident report form?

2 MS. HICKS-LEEPER: Accident report form, yeah.

3 BY MR. FOX:

4 Q. It says, "I left a kid off at 410 Robertson. Where I pulled  
5 off on the right side of the bus" --

6 A. The mirror.

7 Q. -- "scraped the left" -- yeah, "left front mirror," yeah.  
8 There's no way to tell if you had --

9 A. There's no way to tell that I did or didn't, but I mean I do  
10 remember when he worked for C&T. So it's possible, you know, this  
11 -- I mean, it is possible because, I mean, I do remember when he  
12 worked for C&T. So that is possible.

13 Q. So there's no form that describes when the accident report is  
14 received into the City, and then there's no form except this  
15 spreadsheet that describes when an accident has been reviewed and  
16 analyzed by the safety department and what is the outcome, whether  
17 it's preventable/non-preventable, and then what's going to be the  
18 course of action with the driver, suspension or, you know,  
19 decertification or training or nothing --

20 A. Right.

21 Q. -- no consequences? Okay.

22 There was one in 2015. This was at AA Affordable. There's  
23 some emails here from Mr. James. He hit a car. There's paperwork  
24 here on it. Well, I see Shawn's emails on here. Oh, here's --  
25 your email address here is on here. So this would have come to



1 your attention.

2 A. Um-hum.

3 Q. Do you remember this accident --

4 A. Um-hum.

5 Q. -- in 2015? Do you know what was the consequences or  
6 anything?

7 A. I believe he was suspended, I believe. Let's see. I think  
8 this was the hit and run or something. Let's see. I believe he  
9 got a suspension from this one because I remember Major Hanlin  
10 (ph.) was involved in this one.

11 Q. Yeah, Major Hanlin was involved. There might have been a --  
12 here's the thing that Major Hanlin. It's a hit and run, yeah.

13 A. Okay, go back to this email. There should be a last one that  
14 Steve -- I think Steve also suggested a suspension, I believe.  
15 That, I think, it should be in here. (Indiscernible) based on the  
16 finding of Mr. Chappell's suspension of certificates -- yeah,  
17 because he got -- at first they suspended them and then he left --  
18 let's see. (Indiscernible) the driver is suspended. Yeah.

19 Q. Yeah.

20 A. His driver's thing was suspended on -- and BC certification  
21 staff will determine pending the outcome of this investigation.  
22 So they suspended him and then they turned around and they lifted  
23 it. So I don't know why it was lifted, but it was suspended and  
24 then turned around and lifted. But I know they did suspend him,  
25 so --

1 Q. Now according to Mr. James, it was a 90-day suspension, but  
2 in actuality I believe it was 72 days. Is there a -- I mean, is  
3 there a criteria? Is there a -- in your standard operating  
4 procedures, do you have -- if there is an event for speeding or --

5 A. I don't know.

6 MS. HUGHES: No.

7 MR. FOX: There's no --

8 MS. HUGHES: No criteria in the standard operating procedures  
9 as to how --

10 MR. FOX: To dole out --

11 MS. HUGHES: -- disciplinary actions will be handled for  
12 certain scenarios. We're in the process of developing it.

13 MR. FOX: Okay. So -- okay. Thank you for that  
14 clarification, Ms. Hughes.

15 BY MR. FOX:

16 Q. Is this the same one?

17 A. No.

18 Q. This is a different one, yeah.

19 A. Um-hum.

20 Q. 9/23. I don't know --

21 A. This is something else that's shoddy. Because, first off,  
22 Mr. Chappell never got a supervisor to sign this. This is  
23 something that would not have been completed and bringing over  
24 because, first off, I don't receive anything that doesn't have  
25 supervisors' signatures on it, information is incomplete. The

1 last page of the accident is missing.

2 Q. I don't even see what -- who is the contractor on it? Bureau  
3 name is empty. Other is empty.

4 A. Yeah, all that's missing.

5 Q. Um-hum. It's hard to track it. What was this accident  
6 again? I'm trying to remember.

7 A. 9/23/15. Let me see something. Let me see. He may have --  
8 sometimes if they don't put it on the first page; let's go on the  
9 second page. AA Affordable.

10 Q. AA Affordable.

11 A. Yeah.

12 Q. All right. So this -- I don't see a synopsis of the  
13 accident. I'm familiar with it, but I'm just looking for it on  
14 the forms.

15 A. There's a lot of the pages and stuff missing, and the  
16 supervisor's signature and everything is missing. So this is one  
17 of them that the driver just runs over there with it, but -- and  
18 here is the police report of the accident, right here.

19 Q. Yeah, he had written all these notes. He's got Reliable.  
20 He's got AA Affordable on here.

21 A. Yeah.

22 Q. Did -- is this any of your signature?

23 A. No.

24 Q. Or, excuse me. Is this any of your penmanship on this --

25 A. No, not at all.

1 Q. -- paperwork here?

2 A. No.

3 Q. Do you recognize any of that paperwork?

4 A. All this stuff looks like Glenn Chappell's writing.

5 Q. He's got Reliable here, Reliable Bus Company. Here's that --  
6 here's the --

7 A. Police report.

8 Q. -- police report, right. And this was -- this is Steve's  
9 notes.

10 A. Yeah.

11 Q. You might not be aware. So I need to ask you, so there's  
12 maybe one that you may --

13 A. Yeah, C&T.

14 Q. -- possibly, maybe, we don't know.

15 A. I'm not 100 percent sure. But that looks like, you know,  
16 something we talked about, may have been familiar with that.  
17 That's the only one I can think of.

18 Q. And would there be any way for us to go backwards in time and  
19 figure out who looked at those accidents?

20 A. (No audible response.)

21 Q. There's no way?

22 A. No.

23 Q. Because it's not put down on paper --

24 A. Not at all. I mean, there's even -- there's no way to even  
25 figure out how many people handled the accidents because there

1 wasn't really an actual thing where we had to -- when the accident  
2 would come in, they didn't -- it's not like they came in and this  
3 person was specifically the person that got them or handled them,  
4 whatever. So, no, we really wouldn't know.

5 Q. And at the start of this section, there's no form that tracks  
6 how many accidents. Do you have a procedure of how many accidents  
7 a driver can have or --

8 A. On the spreadsheet where you have -- you're supposed to keep  
9 up with -- like there's a box on the spreadsheet that you go down,  
10 and so basically when you have the next accident, you add more,  
11 you add more. So basically you would have the number of accidents  
12 that you have according to the spreadsheet. But that's on the  
13 spreadsheet, that's not for here.

14 Q. But as a procedure, I know under COMAR, there's certain  
15 criteria for so many accidents --

16 A. COMAR.

17 Q. -- within --

18 A. COMAR only deals with appreciable damage accidents. After  
19 two appreciable damage accidents, if you have the third  
20 appreciable damage accident --

21 Q. Right, 1500.

22 A. -- 1500 it is, yeah.

23 Q. Am I saying that right? Yeah, \$1500. But as far as your  
24 policy, there's no -- how many accidents a driver can have in a  
25 year or --

1 A. We just do the retraining and we deal with basically --  
2 supervision deals with whether or not they feel that somebody  
3 should be decertified for a period or whatever, based upon -- like  
4 hypothetically, if somebody had like seven accidents and all seven  
5 accidents were of the same type, like going through tight streets,  
6 and we did all the retraining that we could possibly do for a  
7 person and it doesn't seem to change it, then that would be up to  
8 management and supervision to decide that maybe, hey, it's time to  
9 take a look at the possibility that this person needs to take a  
10 break from driving for a period. But that's not something that's  
11 written by COMAR. It would be a management decision.

12 Q. Sure. Do you deal with the CJIS reports in any way?

13 A. No.

14 Q. Here is an accident that's not in your folder, that's dated 9  
15 -- correction -- July 19, 2016. This accident occurred at  
16 Reliable Transportation. This was not --

17 MR. MATLOCK: Just to make a note that that was from  
18 Reliable. That wasn't one of our records.

19 MS. HICKS-LEEPER: Correct.

20 BY MR. FOX:

21 Q. This paperwork that you're looking at is not in your file.  
22 This is -- this was obtained from Reliable Transportation, that I  
23 received from Reliable Transportation. So my question to you is,  
24 do you remember seeing this at all?

25 A. No.

1 Q. There was an aide on the bus as well, and evidently she was  
2 injured because there's a workers' comp claim out on it. Well,  
3 you wouldn't have gotten that, but there is emails from the office  
4 here. I wanted to see if I saw your name.

5 A. My name's there.

6 Q. Yeah, it says it's to you.

7 A. I'm sure I received -- they emailed this, but I've never seen  
8 the report.

9 Q. Um-hum. So let me ask you, if you were to get an email like  
10 that, what would be your next procedure? If you got an email  
11 saying that Mr. Chappell sustained an accident on July 19, 2016,  
12 what would be your next step?

13 A. Well, normally for a situation like that, if I got it, either  
14 Steve or I would respond, and whoever responds normally follows up  
15 to make sure that the accident comes in.

16 Q. All right. So there is another email here. This is from  
17 Steve. He says thanks.

18 A. So then he would be the person that would have followed up to  
19 find out if there was an accident, and I'm sure -- I can pretty  
20 much say now, July 19th, I'm usually knee deep in MSDE. So that's  
21 probably why I wouldn't have responded because that's about the  
22 time that I start asking all my people for their lost run sheets,  
23 to make sure that I can have everything in for MSDE. So that  
24 would have been what I would have been involved in at that time,  
25 in getting all my lost run sheets in so I can comply with MSDE,

1 and that's usually what I'm caught up in at that time. So if he  
2 responded, that's probably why I did nothing with it because  
3 that's what I'm doing at that time.

4 Q. So to your knowledge, you don't remember --

5 A. I mean, I don't -- I mean I can't say off the top of my head  
6 that I actually remember the email, but if it has my name on it,  
7 I'm sure I received it. But if I didn't respond, it's probably  
8 because I saw his response. And if he had a response, I just  
9 assumed that he was going to follow through, because normally what  
10 we do, if he sees my response, he knows I'm going to take care of  
11 it. If I see his response, he knows vice versa.

12 Q. Right.

13 A. Normally I usually jump on something right away, he'll see my  
14 response. He knows if I say something, I'm going to go ahead and  
15 follow through with it. And the same way if I see his response, I  
16 assume he's got it.

17 Q. Okay. All right. So I think that we've got over all my  
18 questions. You've been very, very helpful.

19 A. Thank you.

20 Q. Is there any questions or concerns you have for me?

21 A. Not that I can think of.

22 Q. And is there anything that we haven't covered today that you  
23 needed to tell me that we haven't covered that's spurred a  
24 question or concern on your end?

25 A. No, I don't think so.



1           MR. FOX: Okay. Well, at this time, we're going to conclude  
2 the interview. I appreciate you coming in and spending time with  
3 us this afternoon.

4           MS. HICKS-LEEPER: Okay.

5           MR. FOX: So the time now is 1:57. Thank you.

6           (Whereupon, at 1:57 p.m., the interview 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:           SCHOOL BUS/COMMUTER BUS CRASH IN  
                                  BALTIMORE, MARYLAND ON  
                                  NOVEMBER 1, 2016  
                                  Interview of Cynthia Hicks-Leeper

DOCKET NUMBER:            HWY17MH007

PLACE:                      Baltimore, Maryland

DATE:                        December 15, 2016

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.

---

Kathryn A. Mirfin  
Transcriber