

Factual Report – Attachment 7
Emails and Records of Conversations

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Memorandum for Record

Fabian Salazar
Air Safety Investigator
National Transportation Safety Board
Office of Aviation Safety – Ops/HF Group Chairman

NTSB Accident Number: DCA20MA059
Aircraft Registration & Make/Model: N72EX, Sikorsky S-76B
Accident Location: Calabasas, CA.
Accident Date: January 26, 2020

Record of Phone calls:

Richard “Ric” Webb (owner) & Patti Taylor (operations manager)
OC Helicopters, Santa Ana, CA.
April 29, 2020

The following information was gathered during a telephone conversation with Mr. Rick Webb and Patti Taylor.

Business relationship between Island Express Helicopters (IEH) and OC Helicopters

- Beginning as far back as 2014, OC Helicopters offered flights to IEH. These flights consisted of tours, charters, and other flights that OC Helicopters could not support for various reasons including, available space, helicopter performance, timing, weather, etc.,
- OC Helicopters used one EC-120 helicopter and there are occasions when this helicopter did not fit the requestor’s needs. When this was the case the Operations Manager would offer that flight to another company.
- There were other companies used, but OC Helicopters used IEH the most due to the good relationship they had fostered.
- OC Helicopters received compensation for these flight arrangements.
- There was no written arrangement or agreement between the two companies.
- OC Helicopters had a successful business with a good reputation and often received calls from repeat and word-of-mouth customers. The Operations Manager took these calls and

made the flight reservations. This was different than the “Phone Room” style of reservation taking that IEH used. According to the owner, this difference mattered to a lot of their clients and they would come back to OC Helicopters as a result.

- IEH had their own list of VIP clients that did not involve OC Helicopters.

Additional Information regarding the Kobe Inc¹. Charter Flights

- It has been four or five years that OC Helicopters has been brokering Kobe Inc. charter flights to IEH. Starting in about the 2015. The year before he retired.
- For Kobe Inc. charter flights, OC Helicopters needed to use a company that had pilots through Kobe Inc.
- OC Helicopters always used IEH for the Kobe Inc. flights due to the vetting requirement. They had other companies they could have gone to, but their pilots were not vetted.
- The pilots of IEH were approved by the security of Kobe Inc. Only the approved pilots could fly a Kobe Inc. charter flight.
- In the past three years, the following current employees were approved to fly Kobe Inc. flights.
 - Ara Zobayan
 - Garret Dalton
 - David Harvey
 - Josh Bagge
- OC Helicopters wanted more than one pilot approved to ensure always having a pilot available for a Kobe Inc. flight.
- Ara was Kobe Inc.’s favorite and the pilot they preferred.
- David Harvey (DH) had a Kobe Inc. passenger in the helicopter when he had to make an unscheduled return to Long Beach for fuel.
- DH was removed from the approved list after the fuel issue mentioned above
- OC Helicopters was aware that some pilots could be intimidated when flying celebrities, and they felt DH was not a good fit for these flights.
- With regards to a Kobe Inc. charter flight, OC Helicopters considered themselves as more of a transportation coordinator. There were many details that need edto be addressed in supporting a client’s needs. The helicopter flight was just one event in a list of events that OC Helicopters performed. (ground transportation, security, food, etc.), and those tasks varied.
- Regarding communication, the Operations Manager needed to know information from the pilot as soon as possible to be able to seamlessly connect the transportation needs for the client.

¹ Kobe Inc. is a private company owned by Kobe Bryant

- According to the owner, they were compensated for arrangements, not necessarily for broker. The Operations Manager would make arrangements that had nothing to do with the helicopter, and they were compensated for that. They were on a retainer and that is why the owner says they are more of a flight department.

OC Helicopters, Additional Information

- OC Helicopters did not start out as a Charter operation, they initially did tour flights on a Part 91 with a Letter of Authorization (LOA). This was about 2007 or 2008. They applied for a certificate and it took almost five years to receive.
- They hold two certificates. While they were waiting for their certificate, they acquired a company in about 2015, Cardinal Air Services.
- In 2016, OC Helicopter received its Certificate.

Communications

- OC Helicopters did not use Spidertracks due to only operating one helicopter and the decision that it was cost prohibitive. If the Operations Manager is tracking her [OC helicopter] flights, she uses Flight Aware.
- When IEH was on a charter flight brokered by OC Helicopters, since Island Express Helicopters maintained operational control of the flight, they used their own flight locating procedures spelled out in their GOM.
- The Operations Manager would use her method of group texts and Flight Aware to stay informed, and coordinate with the numerous people who were involved in the client's movements.
- The cell phone group texts recipients varied according to the client's needs.
- Some cell phone group text threads were very simple and other were complex.
- In the case of the flight on January 26th, it included the pilot, vice-president of IEH, the two limousine drivers, the owner of OC Helicopters, and the Operations Manager for OC Helicopters. The DO was not a part of the group texts that day.
- They try to limit the recipients to the main people who needed to know about the flight.
- They had some clients that had no need for an intricate series of phone texts to get from point A to point B.
- OC Helicopters arranged the flights, but if the weather grounded the flight, they were still responsible for getting the client the ground transportation needed to make it to the destination.
- That decision to change movement vehicle had to be made in time to keep the client's appointment.

- There was a general structure to the texts, and different pilots texted at different times, but generally, the pilot would text before takeoff and after landing. The limousine drivers would also text when the helicopter was landing.

In a follow up phone call the next day, April 30, 2020, additional information was gathered.

- Kobe Inc. provided forms to be filled out by the pilots, (non-disclosure agreements, security forms). Those forms were submitted to Kobe Inc. Security.
- They would report back to OC Helicopters stating the pilot was approved.
- The pilots did not have to do anything to show they were good pilots; just prove they were upstanding citizens.
- The OC Helicopters owner nor operations manager did not know the extent that the security went into the background check of the people, but with regards to the drivers, some were approved, and some were not. OC Helicopters was not given a reason for the disapproval.
- Dave Harvey were removed from the approved list by Patti. She thought the incident of him not having appropriate fuel for the flight was inexcusable.
- Kurt Deetz became a backup pilot.
- Kobe Inc. would let OC Helicopters know if they were not “thrilled” with somebody.
- If OC Helicopters wasn’t happy with a pilot, they could disapprove of him and if Kobe Inc. wasn’t happy with a pilot, they could disapprove of him as well.
- OC Helicopters did not know if the company, Island Express, had to get vetted through Kobe Inc. or just the pilots.
- At the time K. Bryant was playing for the Lakers, there were a lot more things involved for him to be able to fly (insurance, things like that)
- OC Helicopters confirmed that, Kobe Inc. Is a private company owned by K. Bryant.
- If one of the approved pilots were not available, then the client would have to drive, because they couldn’t use a pilot that wasn’t vetted, and with regards to limousine drivers, she couldn’t put him in the car with just anybody. The limo drivers needed vetting as well.
- People’s people. Who are they? Depended on what was happening, family or the client, personal trip or business trip. Business: His personal security, assistants one or two of them, internal, hidden security, wardrobe people. They would bring wardrobe to OC Helicopter to have him change into when he got to an event. Catering prior to a flight or after a flight.
- They also worked with the wife’s assistants at the same time.
- OC helicopters is physically located in the Atlantic Aviation FBO at SNA.
- Ara’s manifest identified the seating locations, and Ric had a few changes to add.
- Ric stated that he knew where the passengers sat.
- Patti stated the VIP’s sit where they want to sit and do not necessarily sit where they are manifested. The client and his wife each had a designated seat in the S-76 had seating preferences.

From a phone call on about March 30, 2020

- Ric Webb is the legal owner of OC Helicopter LLC.
- Referring to Patti as the operations manager, as in office work operations. For OC Helicopters Part 135 certificate, she is identified as a flight follower.
- If OC Helicopters is transporting a VIP in their EC-120, she worked as a flight follower. If she brokered the flight, she still followed the flight, but didn't have the legal responsibility and she was not in operational control of the flight.
- Patti and Ric agreed their duty was more of an in-house transportation.
- Part 91, with LOA, tour flights are the meat and potatoes of their operations

On or about April 2, 2020. From a phone conversation with Garret Dalton, Director of Operations, Island Express Helicopters,

Question: Did Island Express ever relinquish operational control to OC Helicopters?

Answer: Absolutely not.



Memorandum for Record

Fabian Salazar
Air Safety Investigator
National Transportation Safety Board
Office of Aviation Safety – Western Pacific Region

NTSB Accident Number: DCA20MA059
Aircraft Registration & Make/Model: N72EX / Sikorsky S-76B
Accident Location: Calabasas, CA.
Accident Date: January 26, 2020

Peter Lowry
Group 3 Aviation, Van Nuys, CA.
Former Employer of Ara Zobayan

On April 13, 2020, during a phone call interview with Mr. Lowry, he confirmed Ara. Zobayan was employed by Group 3 Aviation from June 16, 2008 until May 2011. During his employment, Mr. Zobayan performed duties as a commercial pilot (Part 91) and helicopter flight instructor (Part 61 and 141). Mr. Zobayan resigned from Group 3 Aviation when he gained employment with Island Express Helicopters. He remained a part-time pilot and flight instructor with Group 3 Aviation until July 2016. Mr. Zobayan flew the Robinson R-22, R-44, and Schweizer 269C-1 helicopters for Group 3 Aviation. Mr. Lowry also stated that during his employment, Mr. Zobayan was very reliable, he had a lot of integrity, and his fellow workers respected for him as a mentor.



Memorandum for Record

Fabian Salazar
Air Safety Investigator
National Transportation Safety Board
Ops/HP Group Chairman

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Record of Conversation
Patrick Niven
Chevron, Aviation Safety Assurance

On May 23, 2020, I spoke with Mr. Patrick Niven. He explained the following:

- Island Express helicopters (Island Express) underwent five audits, 2011, 2013, 2015, 2018, 2019.
- In all audits, Island Express was approved for ad-hoc flights providing they corrected the noted deficiencies within 90 days of the out brief.
- To Mr. Niven's recollection, Island Express did not perform any ad-hoc flights for Chevron
- In order for an operator to receive a contract to fly for Chevron, the operator must undergo a multi-agency audit, including, but not limited to aviation safety assurance, contractor health environment & safety management, Incident reporting, Supply chain, and financial.
- Island Express did not undergo a multi-agency audit, rather they underwent the aviation safety assurance audit only.
- If an operator undergoes an aviation safety assurance audit only, they may be approved to conduct ad-hoc flights, providing any non-compliances and non-conformances are corrected within 90 days of the out brief.
- Chevron does not expect, nor do they require the operator to take action on all of the noted non-conformances with Standards. The audit is only designed to show the operator what must occur if the operator expects to be put under contract. An example was given. Chevron requires all pilots under contract for Chevron to attend simulator flight training. If the operator does not have a simulator flight training program that would become a non-conformance to Chevron's

standards. The operator would then have to develop a simulator training program at the cost of thousands of dollars in to receive a contract with Chevron. If the operator was not going to be put under contract, it is not expected that they put the pilot through the simulator training program to meet Chevrons standard.

- The Chevron audits are part of the International oil and gas producers (IOGP) standard and represent the oil industry's standard.
- When the auditor is conducting the audit, they are looking for the company representative to know the information they are being asked about, not just being able to look it up.
- The president of Island Express attended the audit.

From: [REDACTED]
To: [REDACTED]
Subject: RE: Request for information
Date: Thursday, April 9, 2020 5:21:49 PM

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Good afternoon Fabian, I promised that I would get you the text tread between Ara & Patti and Ara and the text message group which illustrating that the weather was a core topic of conversation in on the day of the accident. However when I asked both Whitney and Patti for the text messages they both said that they already provided this information to you.

Please let me know if I can assist in any other way.

Regards



Garret Dalton
Director Of Operations
Main [REDACTED]
Cell [REDACTED]

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----- Original Message -----

Subject: RE: Request for information

From: [REDACTED]

Date: 4/1/20 11:54 am

To: "Salazar Fabian" [REDACTED] "Sevillian Dujuan"

Cc: [REDACTED]

Good morning Fabian, these are crazy times that we are now living in. We had to furlough 13 members staff and are now just a skeleton crew. We had one flight today and that's it for the foreseeable future. I just hope that we somehow can manage to make it through these trying times.

- I will work on getting screen shots of text messages
- The S76B does have a daily Autopilot check - however the autopilot still functions if the pilot chooses not to do the check for whatever reason.
- I do not believe that if a pitch and roll is exceeded that the autopilot will not function once back in straight and level flight (If this is what you are asking)

- I did read notes from Kurt's interview. Yes he is really hard to understand (He had throat cancer and his voice was damaged by the radiation)
- Kurt's interview has to be taken with a pinch of salt - He keeps going on about having to spend money on a SMS. Truth is Kurt was earning \$45 per hour, he asked Whitney for a pay rise to \$100 per hour (\$208,000 per year) to be safety manager and only fly S76 charters (No AS350, Bell 206 or Island Flights). I believe Whitney wanted to give him a pay rise to \$50 per hour but he didn't accept this and left to work for another company. I hope this gives you some insight .

I will follow up with screen shots of the text tread that Ara had with the groups relating to weather on the 25th and 26th. Let me know if you need anything else.

Regards



Garret Dalton
Director Of Operations
Main [REDACTED]
Cell [REDACTED]

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----- Original Message -----

Subject: Request for information

From: "Salazar Fabian" [REDACTED]

Date: 3/30/20 7:38 am

To: [REDACTED] "Sevillian
Dujuan" [REDACTED]

Garret,

I hope you and all of IEH are doing well and battling the COVID-19 challenges ahead of us all.

Here are a few early Monday morning requests for IEH.

Will you be able to provide us a copy of the weather thread from your cell phone? This information is critical to the investigation, as we were not able to get anything substantial from Foreflight.

Does the S76B checklist call for a check of the autopilot system? And does that check have to be done for the autopilot system to function?

Do you know the pitch, roll and other values, if any, that, once exceeded, restrict the autopilot from engaging?

Did I email you the written notes from the Kur Deetz interview? I have included it just in case I did not. That guy is hard to understand. It took me hours to get through his interview.

Respectfully

Fabian Salazar

Air Safety Investigator

NTSB

[REDACTED]

[REDACTED]

[REDACTED]

Office: [REDACTED]

Cell: [REDACTED]

[REDACTED]

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From:

Subject:

RE: -DCA20MA059 OPS/HP DRAFT REVIEW-

Date:

Thursday, May 21, 2020 8:36:28 PM

Attachments:

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Very early in the investigation you asked for canceled flights. The reason I bring this up as there was no mention of this in the report and I believe that it is a clear indication of the safety culture within the company. These weather decisions were made by Ramp Crew-members, Pilots and management and these decisions were never questioned. Management supported every one of these decisions and the company clearly lost revenue. Attached is a report of all canceled flights giving a lot of detail. Below is a list of high profile clients who requested charters, however we couldn't meet the request due to weather:

1. Thursday 26th September 2019
Client: David Burd (Lil Dicky)
Flight: VNY to MYF
Tail #: N72EX
2. Wednesday 9th October 2019
Client: Kawhi Leonard
Flight: CRQ to SMO
Tail #: N72EX
3. Saturday 26th October 2019
Client: Kawhi Leonard
Flight: LAX to CRQ
Tail #: N72EX
4. Sunday 27th October 2019
Client: Kawhi Leonard
Flight: CRQ to LAX
Tail #: N72EX
5. Sunday 3rd November 2019
Client: Kawhi Leonard
Flight: HHR to CRQ
Tail #: N72EX
6. Thursday 7th November 2019

Client: Kawhi Leonard
Flight: HHR to CRQ
Tail #: N72EX

7. Tuesday 26th November 2019
Client: Kylie Jenner
Flight: VNY to Maddison Club/TRM
Tail #: N72EX

8. Monday 23rd December 2019
Client: Kawhi Leonard
Flight: LAX to CRQ
Tail #: N72EX



Garret Dalton
Director Of Operations
Main [REDACTED]
Cell [REDACTED]

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----- Original Message -----

Subject: RE: -DCA20MA059 OPS/HP DRAFT REVIEW-

From: [REDACTED]

Date: 5/21/20 5:32 pm

To: "Sevillian Dujuan" [REDACTED]

Cc: "Salazar Fabian" [REDACTED]

Gentlemen, I have been consumed with this operations factual report!!! As I mentioned I cannot change the facts, however its important that the facts are presented fairly telling the whole story. I have made all my suggested changes in red. please review and share your thoughts.

Regards



Garret Dalton
Director Of Operations
Main [REDACTED]
Cell [REDACTED]

From: [REDACTED]
Subject: RE: Requesting some historical information.
Date: Thursday, May 14, 2020 2:22:48 PM
Attachments: [image002.png](#)

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Hi Fabian,

In 2019 we did 495 Different Charters. That number comes from each individual reservation so for instance it could have been a round trip charter where we went from SNA to CMA, standby, then CMA to SNA and that would have been counted as 1 charter since it is still the same reservation. If you break that number down even more we did 749 total flights designated only to a charter.

Of those, OC Helicopters booked with us 28 Charters. 13 of those 28 charters were Kobe Bryant.

Let me know if you need anything else.



Whitney Bagge

Vice-President

Office [REDACTED]

Cell [REDACTED]

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From: Salazar Fabian [REDACTED]
Sent: Thursday, May 14, 2020 9:34 AM
To: [REDACTED]
Cc: g [REDACTED]
Subject: Requesting some historical information.

Whitney,

Will you please provide me with the number of charter flights IEH did in one year (2019), and the number of OC Helicopter brokered flights in the same year?

Thank You Very much

Fabian Salazar

Air Safety Investigator
NTSB

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[REDACTED] MAY CONTAIN INFORMATION THAT IS PRIVILEGED, CONFIDENTIAL, PROPRIETARY, SUBJECT TO COPYRIGHT, AND/OR EXEMPT FROM DISCLOSURE UNDER APPLICABLE LAW. IT IS FOR THE USE OF INTENDED RECIPIENTS ONLY. If you are not an intended recipient of this message, please notify the original sender immediately by forwarding what you received and then delete all copies of the correspondence and attachments from your computer system. Any use, distribution, or disclosure of this message by unintended recipients is not authorized and may be unlawful.

From:

Subject:

Date:

RE: -Josh Bagge training record (safety manager at Island Express Helicopters)-

Tuesday, May 26, 2020 8:13:23 AM

[CAUTION] This email originated from outside of the organization. Do not click any links or open attachments unless you recognize the sender and know the content is safe.

Good morning Dujuan,

I have spoken to Josh a few times to help him use the ARMOR tools in Island Express Helicopters' Safety Management System ("SMS"). I see that Garrett Dalton has added on to your message indicating the dates Josh and I had spoken. I have cross referenced those dates with my calendar and some short notes I made on two of the conversations. Below is a summary in response to your question and covers the extent of the documentation I have been able to locate at this time:

- June 5, 2018: I assisted Josh in navigating the work flow process for a Safety Committee Finding that he entered into ARMOR on May 29, 2018. This was initially scheduled as a thirty minute phone call for 3:00 pm Mountain Time, but appears to have evolved into a web meeting that lasted approximately two hours. We scheduled a follow up call for June 18, 2018.
- June 18, 2018: The subject line of this web meeting was "SMS Training for IEX – Josh Bagge" and it was scheduled for 10:30am Mountain Time for 90 minutes. In this meeting, I appear to have helped Josh locate his SMS Manual in the IEX Safety Locker within ARMOR. For your reference, the IEX Safety Locker is a repository that contains safety related documents. In addition, we discussed where to locate the Safety Committee Section within the SMS manual that was previously provided to Island Express Helicopters. Based on our conversation, I anticipated that he would be updating that section once he spoke with Gordy Cox about the composition of the Safety Committee.
- April 1, 2019: I am unable to locate a record of a meeting on this date at this time. The possibility exists that Josh called me with a question, in which case I would have likely spontaneously started a web meeting, and emailed to him a link to the meeting, without making a calendar entry. This is common practice.
- October 16, 2019: My records indicate that a meeting took place on Friday, October 18th at noon Mountain Time for one hour. The subject was "FRAT Scoring IEX – Josh Bagge". I do not have any additional notes regarding this meeting.

I hope you find the above is helpful.

Susan

Susan Cadwallader

"Disco"

Vice President, Helicopter Aviation and Unmanned Services

Direct: [REDACTED]

Office: [REDACTED]

[REDACTED]



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From: Sevillian Dujuan [REDACTED]
Sent: Friday, May 22, 2020 12:39 PM
To: Susan Cadwallader [REDACTED]
Cc: Salazar Fabian <[REDACTED]>
Subject: -Josh Bagge training record (safety manager at Island Express Helicopters)-

Susan,

The director of operations at island express helicopters indicated the following:

“Josh Bagge received specialized one on one training from Susan Cadwallader, Program Manager, Helicopter Aviation Services Professional Resources in System Management, LLC (PRISM).

Could you please provide verification/evidence that you provided the aforesaid to Josh Bagge? Thanks in advance.

V/R,

Dujuan B. Sevillian, Ph.D.
Human Performance Investigator
Human Performance Group Chairman
National Transportation Safety Board

[REDACTED]

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From: [REDACTED]
Subject: RE: -DCA20MA059-S76 Accident- Request for IEX Permission
Date: Tuesday, May 26, 2020 12:55:56 PM

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Garret, thank-you for providing permission to access the IEX ARMOR account

Dujuan, I have accessed IEX's ARMOR account and verified IEX does not have any Current or Historical Risk Profiles in the Company Risk Profile Tool.

Kind Regards,
Susan

Susan Cadwallader

"Disco"

Vice President, Helicopter Aviation and Unmanned Services

Direct: [REDACTED]

Office: [REDACTED]
[REDACTED]



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From: [REDACTED]
Sent: Tuesday, May 26, 2020 9:14 AM
To: [REDACTED]
Cc: Salazar Fabian [REDACTED]
Subject: RE: -DCA20MA059-S76 Accident- Request for IEX Permission

Yes Susan you have our permission.

Regards



Garret Dalton

Director Of Operations

Main [REDACTED]

Cell [REDACTED]

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----- Original Message -----

Subject: RE: -DCA20MA059-S76 Accident- Request for IEX Permission

From: "Susan Cadwallader" [REDACTED]

Date: 5/26/20 7:14 am

To: "Sevillian Dujuan" <[REDACTED]>
[REDACTED]

Cc: "Salazar Fabian" [REDACTED]

Dujuan,

No, not yet.

Susan

Susan Cadwallader

"Disco"

Vice President, Helicopter Aviation and Unmanned Services

Direct: [REDACTED]

Office: [REDACTED]
[REDACTED]



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From: Sevillian Dujuan <[REDACTED]>

Sent: Tuesday, May 26, 2020 8:09 AM

To: Susan Cadwallader <[REDACTED]>

Cc: Salazar Fabian [REDACTED]

Subject: RE: -DCA20MA059-S76 Accident- Request for IEX Permission

Susan,

Did Garret ever provide you with access?

Thanks,
Dajuan

From: Susan Cadwallader <[REDACTED]>
Sent: Thursday, May 21, 2020 10:42 AM
To: [REDACTED]
Cc: Sevillian Dajuan [REDACTED]
Subject: FW: -DCA20MA059-S76 Accident- Request for IEX Permission

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Good morning Garret,

Dajuan Sevillian of the NTSB contacted me yesterday to request Island Express's Company Risk Profile. You were cc'd on that request and on my reply to him this morning. As you can see in the email thread below, he does want me to request written permission from you to access Island Express's ARMOR account for the purpose of determining if Island Express has built a company risk profile in the Company Risk Profile tool.

Would you please review the email thread below and advise me if you are granting me access to Island Express Helicopter's ARMOR account for the purpose of obtaining any company risk profiles that IEX may have created – and providing them to NTSB?

Thank-you,
Susan

Susan Cadwallader

"Disco"

Vice President, Helicopter Aviation and Unmanned Services

Direct: [REDACTED]

Office: [REDACTED]
[REDACTED]



ARGUS is an ISO 27001:2013 Certified company. This certification verifies an information and security management system protecting organizational and client data.

From: Sevillian Dajuan [REDACTED]
Sent: Thursday, May 21, 2020 8:01 AM
To: Susan Cadwallader [REDACTED]

Cc: Salazar Fabian <[REDACTED]>
Subject: RE: -DCA20MA059-S76 Accident-

Good Morning Susan,

Thank you for the update. Yes, could you please request written permission through island express helicopters to access their data in the account, to determine if they built a 'company risk profile'? Thanks.

Dujuan

From: Susan Cadwallader [REDACTED]
Sent: Thursday, May 21, 2020 9:23 AM
To: Sevillian Dujan [REDACTED]
Cc: Salazar Fabian <[REDACTED]>
Subject: RE: -DCA20MA059-S76 Accident-

[CAUTION] This email originated from outside of the organization. Do not click any links or open attachments unless you recognize the sender and know the content is safe.

Good morning Dujan,

Thank you for contacting me with your request.

Island Express Helicopters has the ability to create its own Company Risk Profile within its ARMOR account based on the built-in templates that ARMOR provides. For clarity, please note that PRISM does not possess an independent Company Risk Profile for Island Express Helicopters, and is currently unaware as to whether Island Express Helicopters took advantage of the Company Risk Profile tool within ARMOR.

By way of further background, within each customer's PRISM ARMOR account there is a tool entitled "Company Risk Profile", which allows subscribers to create their own company risk profile from a standard template. It is located under the "ARMOR" dropdown menu, (Risk Assessment Tool > Create a Company Risk Profile). The tool provides two risk profile template options that the user can choose from to start their own company risk profile. Because these are only templates, the subscriber then needs to add its organization's specific risk assessments to the appropriate areas of the template.

I have attached a copy of a company risk profile template from my testing account so you can see what it looks like. You will see the middle column that is entitled "Underlying Hazard, Related Mitigation and Reference" is blank in the template. This would be where the subscriber's specific company information would be added by the subscriber. In order to ascertain if Island Express Helicopters has created and populated a Company Risk Profile in ARMOR, an authorized user in the Island Express ARMOR account with the appropriate level of permission would need to log in to their account and go to that Tool. Per our contractual obligations, I require written permission from Island Express to access their account to

determine if the Company Risk Profile tool was utilized.

Please advise if you would like for me to request written permission from Island Express to directly access their data in their ARMOR account and advise you if they have built a Company Risk Profile.

Sincerely,

Susan Cadwallader

"Disco"

Vice President, Helicopter Aviation and Unmanned Services

Direct: [REDACTED]

Office: [REDACTED]
[REDACTED]



ARGUS is an ISO 27001:2013 Certified company. This certification verifies an information and security management system protecting organizational and client data.

From: Sevillian Dujuan <[REDACTED]>
Sent: Wednesday, May 20, 2020 3:13 PM
To: Susan Cadwallader [REDACTED]
Cc: Salazar Fabian <[REDACTED]>
Subject: RE: -DCA20MA059-S76 Accident-

Susan,

As part of our investigation, it is the NTSB's understanding that PRISM maintains/has documentation related to Island Express Helicopter's 'company risk profile'.

Island Express Helicopter's SMS also indicates that they have a 'company risk profile'. Do you have a copy of their risk profile between years 2016-2019 that you can forward us? Thanks

Dujuan

From: Susan Cadwallader <[REDACTED]>
Sent: Friday, May 1, 2020 10:33 AM
To: Sevillian Dujuan [REDACTED]
Cc: Salazar Fabian <[REDACTED]>
Subject: RE: -DCA20MA059-S76 Accident-

[CAUTION] This email originated from outside of the organization. Do not click any links or open attachments unless you recognize the sender and know the content is safe.

Good morning Dujuan,

Thank you for contacting me with your request.

PRISM online SMS Tools are Software as a Service (SaaS) in which we provide the technology, but the users build and maintain their own data within it. As part of that service, we provide resource links to aid the operator in various safety topics, but we do not provide an explicit syllabus for them to follow. The operator is responsible for determining which, if any, of the safety resource links it requires its employees to utilize.

Included within the safety resource links is a link for general SMS training for employees and it is available to all subscribers. Operators have the discretion as to whether to utilize this tool. If they use it, the system does not automatically track who has done the training. We have included the link below for your convenience. Simply input your name at the prompt and you will be permitted to continue:

[REDACTED]

Please let me know if I can be of further assistance.

Susan

Susan Cadwallader

"Disco"

Vice President, Helicopter Aviation and Unmanned Services

Direct: [REDACTED]

Office: [REDACTED]

[REDACTED]



ARGUS is an ISO 27001:2013 Certified company. This certification verifies an information and security management system protecting organizational and client data.

From: Sevillian Dujuan <[REDACTED]>

Sent: Friday, May 1, 2020 6:49 AM

To: Susan Cadwallader [REDACTED]

Cc: Salazar Fabian <[REDACTED]>

Subject: -DCA20MA059-S76 Accident-

Susan,

I am investigating a helicopter accident that occurred on January 26, 2020 in Calabasas, CA.

I am the NTSB's human performance group chairman for the accident.

I received your contact information from Garret Dalton at island express helicopters in Long Beach, CA. and he indicated you are the contact for PRISM.

I am in need of a course syllabus that is used to train the personnel at island express helicopters for safety management systems (SMS).

If you have a copy of that document, please send it, or if there is an alternate contact please let me know that as well.

V/R,

Dujuan B. Sevillian, Ph.D.
Human Performance Investigator
National Transportation Safety Board

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