

UNITED STATES OF AMERICA

NATIONAL TRANSPORTATION SAFETY BOARD

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Investigation of: \*

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BAYVIEW YARD CONDUCTOR FATALITY \*

BALTIMORE, MARYLAND \* Accident No.: RRD19FR004

FEBRUARY 7, 2019 \*

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Interview of: CHARLES DUGAN  
Yardmaster

Bayview Yard  
Norfolk Southern Facility  
Baltimore, Maryland

Friday,  
February 8, 2019

## APPEARANCES:

TROY LLOYD, Investigator in Charge  
National Transportation Safety Board

ANNE GARCIA, Systems Safety Group Chair  
National Transportation Safety Board

RUBEN PAYAN, Rail Accident Investigator  
National Transportation Safety Board

KURT ERICKSON, Operating Practices Inspector  
FRA Inspector in Charge  
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Brotherhood of Locomotive Engineers and Trainmen  
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Norfolk Southern Division, Transportation Department

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I N T E R V I E W

1  
2 MR. LLOYD: I'll go ahead and proceed with the second set of  
3 interviews. Today's date's February 8th, 2019. We're here  
4 sitting at Norfolk Southern's Bayview Yard facility. Again, my  
5 name is Troy Lloyd, and I am the NTSB accident investigator in  
6 charge of this accident.

7 We are here today on February 8th, 2019 at the Norfolk  
8 Southern Bayview Yard facility, located in Baltimore, Maryland, to  
9 conduct an interview with Mr. Chuck Dugan.

10 Is that correct?

11 MR. DUGAN: Yes, sir.

12 MR. LLOYD: Chuck Dugan, you are yardmaster?

13 MR. DUGAN: Yes, sir.

14 MR. LLOYD: Okay. Who works for the Norfolk Southern  
15 Corporation. This interview is in conjunction with NTSB's  
16 investigation of a Norfolk Southern Corporation train conductor  
17 fatality accident that occurred at Norfolk Southern Corporation's  
18 Bayview Yard, located in Baltimore, Maryland.

19 As a result of the accident, a Norfolk Southern Corporation  
20 train conductor was fatally injured. The NTSB accident reference  
21 number for this accident is RRD19FR004. The purpose of this  
22 investigation is to increase safety, not to assign fault, blame or  
23 liability.

24 Before we start the interviews and questions, we're going to  
25 go around the room. We're just going to introduce ourself. When

1 we do that, we'll give our first name. You will then do the  
2 spelling of your last name, and again, speak clearly. The  
3 interviews are being recorded. And at the end, you will be given  
4 a transcript of this, so --

5 Again, my name is Troy Lloyd. Last name is spelling L-l-o-y-  
6 d. I'm with the NTSB. I'm the accident investigator in charge.

7 MR. PAYAN: Ruben Payan, NTSB. P-a-y-a-n.

8 MR. ERICKSON: Kurt Erickson, E-r-i-c-k-s-o-n, FRA inspector  
9 in charge.

10 MR. BULL: Mike Bull, B-u-l-l, FRA OP inspector.

11 MR. CASSITY: Jared Cassidy, J-a-r-e-d C-a-s-s-i-t-y -- T as  
12 in Tom. I'm with SMART Transportation Division's National Safety  
13 Team.

14 MR. FANNON: Randy Fannon, F-a-n-n-o-n, Brotherhood of  
15 Locomotive Engineers and Trainmen Safety Task Force.

16 MR. GOODEN: David Gooden, G-o-o-d-e-n, Division  
17 Superintendent, Transportation Department, Norfolk Southern.

18 MS. GARCIA: Anne Garcia, G-a-r-c-i-a, Systems Safety Group  
19 Chair for this investigation for NTSB.

20 MR. DUGAN: Charles Dugan, D-u-g-a-n, Yardmaster, Norfolk  
21 Southern.

22 MR. LLOYD: All right, thank you, Mr. Dugan. Just to go  
23 through some simple things here, this interview will be part of a  
24 public docket, become part of a public docket. As such, the NTSB  
25 cannot guarantee any confidentiality. This -- just to let you

1 know, this interview will be recorded, and will be transcribed.  
2 It will be sent to you for checking for errors and all that stuff.  
3 That's why we wanted your personal information, so we can get that  
4 back to you.

5 MR. DUGAN: Okay.

6 MR. LLOYD: All right. So I'll just, I'll start the  
7 questions. And this is Troy Lloyd, NTSB, L-l-o-y-d.

8 INTERVIEW OF CHARLES DUGAN

9 BY MR. LLOYD:

10 Q. If you can take us from the morning that you came to work,  
11 just talk us throughout your duties throughout that day, leading  
12 up to when you were informed of the accident.

13 A. Okay. We change over about quarter to 6 in the morning, from  
14 the third shift yardmaster to first shift yardmaster. I relieved  
15 Tom Jones, the third -- relief yardmaster was on third shift that  
16 night. And he had, pretty much had a plan to deal with the trains  
17 that were at that moment pulling into the yard. There was a 38A,  
18 road freight train coming into the yard, followed by an H04,  
19 local, coming into the yard from the north end of the yard off of  
20 Amtrak.

21 He reported 24M, the intermodal train was at Perryville, and  
22 was probably being let out onto Amtrak main line to come down.  
23 The midnight crew that works at the sheds down at the lower  
24 Rukerts and the coal yard was on the way in, and they were  
25 currently approaching the yard at the north end of what we call

1 Trap Road.

2 The plan that he had before, he was to pull the road train in  
3 and make a standing cut behind some loaded intermodal freight  
4 that's been coming down on the mixed freight train and take it  
5 around to the intermodal and spot it, and then we were going to  
6 bring the three cars that were ahead of that back to the yard.

7 The 24M would then yard, and then one of my crews would take  
8 the intermodal freight that was standing from the day before's  
9 train had have been shifted, that they didn't have room to take  
10 yesterday, we would take that around and also spot it, so that all  
11 the intermodal freight would be, you know, on spot in the terminal  
12 for them to be unloaded and get it down to the piers and get the  
13 UPS loads to their facility.

14 We switched over. Tom left. I sat down. I have a normal  
15 routine, which everybody laughs at me, but I do kind of the same  
16 thing every day. I print all the tracks in the yard. I start  
17 going through -- every crew that I have has a spot on my desk. I  
18 start piling papers up, who's going to handle what, kind of  
19 figuring out how, just to go through and look at what we're going  
20 to do.

21 Moving ahead with the 38A, you know, and I thought I was  
22 getting it right. I was fine with that. I thought it was a good  
23 move, had time to get the train in there and get them back out of  
24 the way before 24M arrived, so that he could make a timely move  
25 off of Amtrak and put his train away, and then just kind of,

1 everything would kind of flow from that, you know.

2 So the H63 came on. That was Mr. Gilmore and Mr. Smith.  
3 They were in the crew room. You know, I printed things out. I  
4 kind of went out there and I told them, you know, roughly what's  
5 going on. Everybody in the crew room in general just kind of  
6 talked about what was going to happen. And I got them  
7 specifically and asked them, you know, if they were ready and --  
8 which they were. You know, it was after 6 o'clock and the train  
9 was coming down.

10 And I told them how I wanted to do the move, and make a cut.  
11 And I asked Mr. Gilmore to go out and line the switch from 30  
12 track, which the 38A was coming down from the north end out onto  
13 the ladder on this end, just in case they needed room to clear.  
14 Because at this time, HB44 had come into the yard and was going up  
15 to the north end of our class yard. I had to put his power up on  
16 the engine pit for service. He had issues with the engine. And  
17 to do that, I needed 38A to clear the hump.

18 So I communicated with 38A while he went out and lined the  
19 switch to make sure -- let them know that they would be lined out  
20 and had headroom, keep an eye on the switch.

21 The engineer of 38A had the counter set, and she said she'd  
22 be clear in about another 10 feet. And the other crew called me  
23 and said they're clear of the hump, I don't know if they're clear  
24 to green line. I said okay, no -- you know, I'll check with them.

25 They cleared. I had them stop. Sent Mike out to get on the



1 engine, and get the 38A crew off. That way I didn't have to  
2 secure the train or anything like that. They could just take  
3 over. Which he did. The crew came in. The other crew made --  
4 you know, I dealt with them, made their move up to the pit. And  
5 then I had to get a ride for them, so I had told Mike and Keith, I  
6 said, if you want you can use the van to go around and line up  
7 your headroom, to make this move into truck train, because I have  
8 to send it to the pit to get the other crew.

9 And Mike came back on the radio and said that he's on the way  
10 back in the van. He's already done that, and he'll be ready to go  
11 here in just a minute. So I was like, that's awesome, you know.  
12 He's -- Keith is a new guy. He -- we're trying to keep on him.  
13 And he went ahead and he got his route lined up and he was on top  
14 of it.

15 And I thought, all right, that's good, so all right, off to a  
16 good start. So I gave them permission to work. There were no  
17 more crews at that point, working on the south end of the yard.  
18 It was all theirs.

19 So they job briefed about how they were going to make the  
20 cut, and where they're going to cut, and they did that, and I went  
21 on to getting the ride, talking to OSS on the phone and, you know,  
22 all the other things that go on with all the other crews, trying  
23 to figure out what I'm going to assign to who, who's going to  
24 shift, who's going to go take care of which customer, yeah, just  
25 the normal issues of dealing with, what car's good to move, what

1 car's got an issue and can't move, bills, no bills, just you know,  
2 that's just everyday stuff that we deal with.

3 I heard him make the cut. I heard him tell Keith that, you  
4 know, just cut it in the clear. You don't have to walk all the  
5 way back at the 30 track to make that cut. So he pulled the train  
6 down, secured it and made the cut, and they started around to the  
7 intermodal yard.

8 A little while later, I heard him. He called me on the radio  
9 and said that the cars are on spot in number 3 in the truck train  
10 yard. That's what we -- we, amongst ourselves call the truck  
11 train yard -- intermodal yard, the truck train. So number 3 truck  
12 train's what we call the track. They pulled in there. And they  
13 said, can we come back through 4?

14 And I said, well we're not allowed to ride cars through the  
15 pad tracks. So he said, okay, bank it is. I said roger. Back to  
16 bank. I said, coming in for 42. I didn't hear anything, because  
17 I'm paying attention to other stuff. And then Mike, I heard Mike  
18 call that he had a man down. So --

19 MS. GARCIA: Would you like to take a break?

20 MR. DUGAN: No. I'll be all right. So he called man down.  
21 I said Mike, what happened? He said, I don't know. He's on the  
22 ground. I need an ambulance. So I grabbed -- I yelled at  
23 somebody to go get the trainmaster. I grabbed the phone and I  
24 dialed 911 and got the emergency call placed. And just talking to  
25 them, trying to answer their questions, giving the address, you

1 know, repeating the address for them.

2 You know, they're asking me age, weight, you know, stuff I  
3 didn't really know, I couldn't know, because I didn't -- wasn't  
4 there. They dispatched the ambulance. Somebody came in the  
5 office behind me and, you know, because Mike was still calling for  
6 the -- somebody get an ambulance. And they got on the radio for  
7 me and said hey, the ambulance is on the way. We're on the phone  
8 with them.

9 The trainmaster had already gone by the window. I guess Jon  
10 Ward had got him. And, you know, they were already on the way  
11 over there.

12 It felt like I was on the phone with 911 forever, because  
13 they're -- I'm sure they have their cue card to read to you, you  
14 know, that they have to go through. I answered all the questions  
15 I could give them, and she's, try to remain calm. I'm like, my  
16 mind's going a mile, a hundred miles an hour because I have to get  
17 the gate open. They usually block the gate over there at the  
18 intermodal yard.

19 So she hung with me, and I got on the phone. I tried the  
20 numbers to the two guys in charge over there. Neither one  
21 answered, and I tried the gate number, which usually there's no  
22 one at, and somebody was there. And I told him, we have a man  
23 down. We need to get the open for the ambulance and paramedics.

24 So he said okay, he'll go move the truck. So he went out and  
25 moved the truck, so that they could drive around without going

1 through whatever the block over there.

2 And hung up the phone there. The keys to the other  
3 trainmaster vehicle were on my desk, from the midnight shift, in  
4 case, you know, they needed it. So I grabbed them, and the  
5 utility man was in the office, so I threw it to him, and I said,  
6 go over there, you know, at that, the entrance, and flag down the  
7 ambulance, and make sure you flag them down and get them in there,  
8 which he did.

9 And then I just sat and waited. After a while, the trainman  
10 came, and he was gone. I sat at my desk and cried. That's it.

11 MR. LLOYD: You want to take a break?

12 MR. DUGAN: Just a minute.

13 MR. LLOYD: That's fine.

14 (Off the record.)

15 (On the record.)

16 MR. LLOYD: Okay. We are back on record and recording.

17 MR. DUGAN: Okay.

18 BY MR. LLOYD:

19 Q. Mr. Dugan, you have anything else to add?

20 A. Not that I can remember. I'm --

21 Q. Okay, okay.

22 MR. LLOYD: I don't have anything. If you want to -- Ruben?

23 MR. PAYAN: No.

24 MR. BULL: Mike Bull, FRA.

25 BY MR. BULL:

1 Q. Just one little thing I wasn't sure what you said about  
2 instructing them to use the bank track to come back through. Was  
3 that your suggestion or was that the crew's suggestion? I didn't  
4 pick up on that.

5 A. It was my suggestion.

6 Q. Okay.

7 A. That -- because it'll -- you're not allowed to ride through  
8 pad tracks. And I don't want the new guy getting written up, you  
9 know. I want to keep him from getting written up.

10 Q. Okay. When you come on duty, you said you have a habit of  
11 printing track checks, where all the cars are in the whole yard.  
12 Was that one of the tracks that you had printed? Bank track and  
13 Perryville?

14 A. Actually, no. I hadn't printed those. They -- normally,  
15 they don't have cars on them, not for that long. There was no  
16 cars, there were no cars at the intermodal yard.

17 Q. Okay.

18 A. Mostly when I print out the yard, I'm looking at the  
19 classification yard and the inbound train, just to see what's  
20 there that has to be dealt with, as far as customer deliveries,  
21 switching. You know, there's a lot of maintenance of way work  
22 going on. So I had some special needs projects with those folks  
23 and cars, the car shop. That's -- you know, there's always  
24 somebody that needs something moved somewhere. We try to keep on  
25 top of that.

1 Q. Okay. I understand it's quite a situation to go through, so  
2 I'm not going to ask any more questions at this time.

3 A. Okay.

4 BY MR. CASSITY:

5 Q. Chuck, Jared Cassity at SMART. Actually, what Mr. Bull just  
6 hit on was one of my questions. When you print the tracks, you  
7 said that's part of your normal routine to print the tracks,  
8 inventory of the yard. Do you ever give that to the crews working  
9 in the yard, or is that part of any of the morning job briefings,  
10 to give them an idea of what is where in the yard?

11 A. Actually, the tracks that I print, when I -- I use my car  
12 handling report as my paperwork for the crews. That's mostly  
13 because that was what was done before I came here ten years ago.  
14 And I -- you know, I'm not trying to change the world. That's the  
15 way everything's been done, so I just kind of -- it's pretty much  
16 done everywhere I've been. You know, the jargon for this yard's a  
17 little different from the one in Newark, that I came from, from  
18 Harrington, but essentially, it's all the same. We use the car  
19 handling report, and I just draw a bunch of lines on it and mark  
20 the blocks that we cut up.

21 Q. Okay.

22 A. And that's what we switch with. Down here, we -- cars that  
23 are ordered for a specific customer when a local's going to serve,  
24 we put a little dot next to them. We call them the dots, you  
25 know. So the H04, we're going to build that after we shift the

1 train, you have the H04 dots. And we dot the cars. We mark the  
2 block numbers so the blocks line up for the trains, so they can  
3 work in sequence at night.

4 Same thing with like the HBO2 in the morning. He goes down  
5 to Canton coal yard daylight. We, you know, organized that.  
6 Sometimes we see what interchange traffic has to be delivered.  
7 And on my shift, it's either going to be CSX or CTN interchange,  
8 you know, figure out who's going to do it.

9 You know, a lot of times with, you know, a bridge project  
10 down on Fifth Avenue yard, we can't use the yard, because they're  
11 working overhead. They're putting new piers in. So usually it's,  
12 BO2's going to take the Canton Railroad traffic down, and like my  
13 Dundalk crew might grab their freight and the CSX freight and drop  
14 the CSX freight on the south, above track, and then continue  
15 south, you know, just cut off the rear, tie it down and keep going  
16 to Dundalk, just to try to keep a flow, so everybody's going in  
17 the right direction, just dropping things off and trying to be  
18 efficient.

19 But yeah, all those tracks that we print out is actually what  
20 I hand to the crews. I generally try to make sure that when the  
21 crew's working, they know who's around them. You know, it's  
22 actually one of the things I learned here, from Michelle Benner,  
23 who used to be a conductor here. She was kind of fanatical about  
24 knowing who was around her, and it caught on, and I've hopefully  
25 passed it on.

1           If someone's working, and someone's going to be around them I  
2 say hey, you're here, and so-and-so, you'll see a headlight come  
3 down the track. And then I'll call the other crew and tell them  
4 the same thing. Coal trains on the branch that, I try to do that  
5 every single time. If you're going down to south and CSX is  
6 bringing a hopper train out, you're going to see the headlight.  
7 I'll call them, say hey, you're going to see a headlight there,  
8 you know, expect a move on the adjacent track.

9           And if I have crews working on both ends of the yard, that's,  
10 you know, which we don't do a lot of, sometimes we have no choice  
11 but, you know, if we have to, when we do the paperwork we talk  
12 about who's where. And they'll -- if they both have cars for the  
13 same track, one crew has priority. And the other crew, we mark  
14 them talk, all right. So this one, they have to talk to me, and  
15 then we coordinate who's in the track so that we don't have two  
16 crews in the same track. That's pretty much how we handle it.

17 Q.   Okay. During your job briefing with Mike and Keith, did  
18 anything seem unordinary or out of place or different?

19 A.   No.

20 Q.   How about the day in general, in your changeover with the  
21 other yardmaster, nothing that seemed to stand out or was any  
22 different than normal?

23 A.   No. It was a little busy. I mean, 24M was going to be  
24 early. The only thing that was really out of the ordinary is the  
25 midnight crew that had went down to the coal yard for the Rukerts



1 work, had taken the Canton Railroad interchange with them, I guess  
2 because Rukerts only ordered like three cars in. And there as a  
3 pretty sizeable sized chunk of Canton Railroad interchange that  
4 they were able to take it down and deliver it.

5 So they did that on third shift, which meant my first shift  
6 crew was actually going to be a little bit lighter. And I have  
7 one utility employee that's kind of, is a remote utility, so he  
8 can work with either the, my shifter or the HBO2 foreman. You  
9 know, it kind of meant that I was going to have an extra hand in  
10 the yard to handle the switching. You know.

11 I mean, we really -- you know, just took the -- just trying  
12 to deliver the intermodal, that's been a hiccough lately. Over  
13 the peak season, we've had thousands of feet of intermodal stacked  
14 in the yard, for the piers, and the pier people weren't returning  
15 chassis, and it was piling up and, you know, we were just trying  
16 to keep it moving.

17 And now the peak season's over, the Christmas rush has ended  
18 and all of a sudden the train's real short and they don't have  
19 anything to load out. So they don't have enough cars, they don't  
20 have enough platforms to load, so we, you know, try to make sure  
21 that every chance we get we're spotting the cars, so that they can  
22 load them out, and get the containers off and, you know, just take  
23 care of the customer.

24 Q. It sounded like while you were talking, too, that you were  
25 actually listening to the channel of the radio they were operating

1 on.

2 A. Yes.

3 Q. Is that a dedicated channel, or do you monitor multiple  
4 channels?

5 A. I have three channels that I monitor on my radio, Road  
6 Channel 1, Road Channel 2 and Road Channel 3. Our remote  
7 operators are all on Road Channel 3. There's a second -- there  
8 are two radios off to my left in my office. And one of them is  
9 what -- for what we call the man down feature on the remotes.  
10 It's on Channel 3. I can't use it to speak, but I can hear it.  
11 And when the man down feature would come on, I would hear the --  
12 you know, it would turn a red light on, on my desk.

13 When that was put in, we had a gentleman that went to  
14 Sparrows Point. I think it was like a single man with a remote  
15 went down there for a while. They never took it out. It's there.  
16 Sometimes if there's a lot of -- like the Canton Railroad comes on  
17 our property, they use Channel 2, Road Channel 2. The road trains  
18 come in, Road Channel 2. It think pretty much all the locals are  
19 on Road Channel 2.

20 It can get a little bit cray. So Dundalk crew would go to  
21 Channel 1. A crew that goes to Sparrows Point would go to Channel  
22 1 to talk to Sparrows Point because that's the only channel they  
23 can, they have in common with us. But those are the three  
24 channels I listen to all the time.

25 I have another -- the second radio behind me that I don't,

1 can't speak on is tuned to Amtrak, so I can kind of hear a little  
2 bit of what's going on. Sometimes I'll hear them getting  
3 permission through Martin Station in the morning, so I know the  
4 train's close. But if I need to speak to Amtrak, I can tune my  
5 radio to Amtrak, and I have the option of putting that channel on  
6 the scan list if I really need to.

7 But Amtrak's so busy on the radio, I mean, you hear CTEC 1, 2  
8 and 3 all at the same time, because they're all on one channel.  
9 You know, I keep that in the background, and then, like we have an  
10 M&W channel, a car shop channel, my CSX channels. I can select  
11 those, and talk to the CSX people, you know, in case they're  
12 standing by, waiting to come down.

13 Q. How about for the H63 specifically, on Channel 2, did you  
14 hear any type of interference, or was it really just them, or any  
15 type of communication barriers that may have been out there?

16 A. I didn't hear any. It was pretty calm. They were the  
17 only -- like I said, they were the only crew at the south end of  
18 the yard. It was all theirs. The other crew was at the north  
19 end, at the hump end of the yard, and he was parking his engines.  
20 The HO4 had come in after that. The crew had parked their engines  
21 at the pit, and the HO4 was coming in the yard. I was bringing  
22 them down 50 track, to park at the south end.

23 24M had called me. They come down Amtrak. When they get  
24 close to River where I can hear them clearly, they'll switch over  
25 to the yard channel, call me, let me know what they've got, where

1 they're at. I'll ask them how their engines are, you know, so I  
2 have an idea what issues, turn power, you know, things like that.  
3 That was all normal. And then --

4 Q. One of the things I've learned by working with NTSB over the  
5 years is they tend to make a lot of positive changes quickly. I  
6 don't want to put a ton of stress on you, but kind of going  
7 through the motions of yesterday when that happened, is there  
8 anything in your mind that stands out, that could have been done  
9 better? I mean, was there a plan in place for something like  
10 that? Do you feel like maybe someone could have had a better  
11 number, or someone been located differently? Is there anything  
12 that could have changed the response, to improve it?

13 A. Response to what? I mean, the response to the actual --

14 Q. Like calling to 911 --

15 A. Oh no.

16 Q. -- as soon as you knew you had a man down? Did anything, was  
17 there any kind of -- I don't know, does anything stand out to you  
18 that may have been, could have been done better?

19 A. The one thought that went through my head yesterday was, I  
20 know to dial 9 first before I hit 911, because it's a desk phone,  
21 right.

22 MS. GARCIA: Outside line.

23 MR. DUGAN: Your cell phone, you just -- I mean, if -- you  
24 can hit 911. And I talked to a couple of people, a mechanic, and  
25 I talked to my general chairperson last night, and I -- because

1 he's a -- obviously, a yardmaster, and I said, we might want to  
2 get the word out, because we forget that if you're on that desk  
3 phone you have to hit 9 to get an outside line before you can dial  
4 911.

5 I knew that but, you know, does everybody? So I want to -- I  
6 mean, I know. I want to make sure we all know.

7 BY MR. CASSITY:

8 Q. Okay.

9 A. If you're in the building, and you have a desk phone, hit  
10 that. But 911 picked up quickly. I actually have a list on my  
11 wall, right by the window, taped to the wall, with the addresses  
12 for intermodal, our office here, the track office and the car  
13 shop. And those are the four places you can enter the yard,  
14 basically. And it's nice big print. And I literally stared at  
15 it, and I read the numbers, and I made sure I had it nice and  
16 clear for -- I was able -- you know, I mean that I was able to  
17 tell her, you know, Ponca Street and east -- that's --

18 Q. Okay.

19 A. You know, give her the intersection. Thank -- you know, that  
20 I don't know when there are people at the intermodal. Like they  
21 call, somebody will call me in the morning to see where the  
22 train's at, because they're going to call people in to unload it,  
23 but they're not going to call them in till the train's you know,  
24 fairly close, because they have to give us time to start yarding  
25 it before they can actually work it.

1           You know, the guys, Fernando and Dan, who -- so I have their  
2 cell numbers in my Rolodex, because I actually still have a  
3 Rolodex, and I punched those in as fast as I could. The gate  
4 number, I don't know if that person's there 24 hours. I'm  
5 grateful that they were there. I mean, if there was an issue  
6 getting in that way, then we'd have to reroute the ambulance to my  
7 entrance to get there, and that --

8 Q.    Okay.

9 A.    Maybe knowing when they're there, when they're not, you know,  
10 and that -- and it wasn't an issue yesterday, about getting them  
11 in there. They were able to get right in. Because it -- you  
12 know, like I said, the gate person answered, and I told him. And  
13 he said, I'll move the truck. And he -- they were out of the way  
14 before they showed up. And the utility was there to meet them and  
15 guide them in, so.

16 Q.    My last question. You had made mention of trainees, and you  
17 pluralized it. Have there been a lot of trainees coming through,  
18 recently?

19 A.    Yeah.

20 Q.    Do you feel like the staffing to train the trainees has been  
21 adequate in the yard?

22 A.    Personally, I think they need more time. Some of them need a  
23 lot more time. I can't honestly sit here and say, if I was a  
24 trainee now, that I would have made it, because when -- I mean,  
25 I -- 28 years ago, when I hired, it's a different world.

1 Q. Right.

2 A. I was hired to be a brakeman, not a conductor. I didn't have  
3 to know signals and rules, I just had to know what switch to stand  
4 at, how to put air hoses together and pull cutting levers. You  
5 know, basic safety training, dos and don'ts, blood rules. You  
6 know, I was required to work 200 starts before I was allowed to be  
7 a conductor. I went to engineer school four months after I hired.

8 So I did the rules and signal, you know, I went through all  
9 that, and even though I, you know, I was qualified, I still wasn't  
10 allowed to be a conductor. You know. Some people need more time.  
11 Keith could have used more time. You know, some of these guys are  
12 just outstanding. I mean, we've had some really good hires here.  
13 They're really good but, you know, it's an experience.

14 I try to tell them all it's -- you know, you're going to have  
15 a moment. We've all had them. I had them as a trainee, as a  
16 trainman. You know, you might step the wrong way, something could  
17 happen, you don't know. You hopefully learn a lesson. You know,  
18 I learned a very valuable lesson about standing too close to a  
19 train that's pulling by while you're at the switch. And I always  
20 pass it on, stay back.

21 You know, I got away with one, because there was a ladder,  
22 broken ladder sticking out. About the time I saw it, it was  
23 almost next to my head. You know, and I rolled out of it. It  
24 just brushed me on my, you know, my wool winter hat.

25 MR. CASSITY: Well, I won't ask anything else, but thank you,

1 Chuck.

2 MR. FANNON: Randy Fannon, F-a-n-n-o-n.

3 BY MR. FANNON:

4 Q. Chuck, thanks. Just a couple of general questions. This is  
5 not about specific yesterday, okay. Your interaction, you have a  
6 lot of interactions as a yardmaster.

7 A. Yes, sir.

8 Q. A lot of interaction with every train crew, maintenance of  
9 way, intermodal, everybody.

10 A. Everybody.

11 Q. You're constantly planning, thinking, reacting. Your  
12 interaction with the new conductors, do they seem to be grasping?  
13 Like you were talking about, because you made a statement, he got  
14 the 38A lined in, did all the switches, and they were ahead of the  
15 move, and he's sitting -- you're starting off on a -- we're  
16 starting off good. I think that's how you --

17 A. Right.

18 Q. -- stated it. I mean, is that a surprise?

19 A. Sometimes. I mean, he had good days and bad days. You know,  
20 some days he -- you know, we have to stop a couple of times and,  
21 you know, get everybody back on the same page. I mean, you'll --  
22 he's brand new, and I try to keep it simple. I want all the new  
23 guys, even if the ones that show, you know, some promise, like  
24 they're really getting it, still keep it simple. You know. I try  
25 to keep it as simple as I can for everybody, really. I mean, it's



1 just, it's the KISS rule. Keep it simple. Keep it simple. You  
2 know, and I try, encourage people to tell me, is this getting too  
3 complicated? You know, do you have a better idea? Because I will  
4 swear to everybody, I do not have all the answers. If you see a  
5 better way, you see something, just let me know.

6 And it does, it works. Guys tell me all the time, what if we  
7 do this? And I'll listen. You know, I try to listen. You know,  
8 sometimes it's a great idea but there's another thing going on.  
9 You know, there's somebody has a track out of service, or somebody  
10 needs a specific car at a specific spot. But, you know, if they  
11 have a better idea, you know, I listen to them.

12 And it just -- like I said, we're trying to shepherd all  
13 these guys, and build them up. And when they -- you know, when  
14 they do something right, I'm happy. I'm happy for them. I'm like  
15 that's -- okay, that's a good move. You didn't wait for me to  
16 say, I can go get this lined up. You went ahead, got it, and you  
17 got it lined up.

18 And, you know, an older, more experienced guy, a few years  
19 under their belt would do that. I thought that was encouraging,  
20 you know. It was a good move, so I was -- you know, every little  
21 spark that I see when somebody gets it, because I remember when I  
22 was new, and I got it. And I'm standing there and I'm looking at  
23 the paperwork and I'm like, okay, I've got it. I remember that  
24 moment.

25 I keep hoping to build these guys up to the point where they

1 get it, and they're more comfortable, and they relax a little bit,  
2 and they can, you know, move through their day, you know, because  
3 sometimes I think they're just afraid. Some of them, they don't  
4 want to mess up. You know.

5 Q. My last question for you. In the morning, when Mr. Smith and  
6 the conductor came in, you gave them you their job briefing. Did  
7 you detect anything -- was everything normal?

8 A. Yeah.

9 Q. Normal job briefing, normal communication, normal --

10 A. Everything was normal. I mean, Keith was --

11 Q. Normal questions?

12 A. Keith was a very quiet individual. But, I mean, he was  
13 there, vest on, everybody suited up, ready to go. You know, there  
14 was nothing unusual about him. Nothing unusual about Mike.  
15 Mike's good, very good with the newer employees, very good, I  
16 mean, making sure that he has an understanding with every move.

17 You know, he's out -- I can lay it all out, and he goes out  
18 and, like when he got on front of the train, and he told him,  
19 we're going to make the cut, and he said no, you don't have to go  
20 all the way back there. And he talked to him a little bit, and  
21 explained, you know, you make the cut here, and away they went.

22 He talked to him before he went back there. You know, he  
23 was -- and not just Keith. I mean, he's been good with every  
24 single one of the new employees for a while. So.

25 MR. FANNON: Thanks.

1 MR. GOODEN: David Gooden, G-o-o-d-e-n. I have no questions  
2 for Mr. Dugan.

3 MS. GARCIA: Anne Garcia. I have several questions. They're  
4 mostly standard questions. Okay.

5 BY MS. GARCIA:

6 Q. So, first I'd like to know something about your work history  
7 with Norfolk Southern. When did you sign on? You've alluded to  
8 some of it already but just, you know, a couple of bullets, the  
9 specifics, when you came on and what capacity.

10 A. I started -- I hired on as a brakeman with Conrail in 1990,  
11 August of 1990. Went to engineer school January 1991. Worked as  
12 a, mostly as a trainman and conductor, and a little bit as an  
13 engineer with Conrail. And then there was an opportunity to  
14 become a yardmaster in '93. I took it. And actually the day  
15 before my hire date, in August 26th of '93, I became a yardmaster.

16 I was working in Harrington, Delaware when Conrail was  
17 acquired, continued on with Norfolk Southern in Harrington,  
18 Delaware. Eventually moved to the yard in Newark, Delaware, and  
19 was there until it closed, and I came here. I had exercised my  
20 seniority, so I came down here. And I've been here for just a  
21 little over ten years.

22 Q. Thank you. One of the things that I always ask everybody for  
23 is their basic work and rest cycle. So what are your normal work  
24 hours for a week?

25 A. The shift is scheduled 6 a.m. to 2 p.m. We all come in 15

1 minutes early, to take a turnover from the previous yardmaster.  
2 And that's basically a function of the traffic around the beltway  
3 and trying to get to and from on time. I live in Pennsylvania,  
4 about an hour and five minute ride, if there's no traffic. A  
5 little bit longer in the afternoon, going home, but I generally  
6 get home around 3:30.

7 I don't -- you know, when I relieve somebody at 2, we --  
8 sometimes we hang out for a few minutes, or use the bathroom, or  
9 if something's going on right at the last minute, I stay to deal  
10 with it. You know, I make sure that -- I try to make sure that  
11 when I get up out of the chair, the other person knows what's  
12 going on, and there's nothing loose hanging.

13 If there's something loose hanging, I'll write a note down  
14 or, you know, so that there's an understanding. I usually go  
15 home, see the wife, make dinner, take care of what needs to be  
16 done around the house, whether it's cutting grass, doing laundry,  
17 whatever.

18 I generally head to bed early, depending on the night, 7:30,  
19 8, depending on how you feel. The latest is usually 9 o'clock,  
20 that I'll go to bed. That's on my fencing night. I teach fencing  
21 on Tuesdays. The alarm goes off at 3 a.m. And I get up, go to  
22 the bathroom, take my shower, make my coffee, take the trash out,  
23 unload the dishwasher, whatever it is.

24 I try to be on the road from my house about 4:15 so that I  
25 hit Interstate 83 in time not to be in the crazy, crazy traffic.

1 I prefer a little bit more space. Set the cruise control, and use  
2 it as much as I can, and just stay away from the trucks, and try  
3 to make my ride down as drama free as it can be on that crazy  
4 road.

5 When I hit the Beltway, it's not too bad. Swing around the  
6 Beltway, get off, usually hit my Dunkin Donuts. And I walk in the  
7 door, and I say, extra-large decaf, get a, you know, a thumbs up.  
8 And sometimes -- most days I'll get a breakfast sandwich,  
9 sometimes a donut, sometimes not. I usually have some fruit for  
10 lunch. And, you know, the cycle continues.

11 Generally stay away from caffeine. One cup a day is usually  
12 my limit, and that's usually my morning cup. That's why I get the  
13 decaf for the -- and that's about it. That's my life, five days a  
14 week.

15 Q. Thank you. So about what time would you have dinner?

16 A. Four or four thirty.

17 Q. Okay.

18 A. And you can see my wife is a very good cook. I'm truly,  
19 truly blessed. She is an awesome cook. But --

20 Q. So does anyone else live at home with you?

21 A. My son is there most of the time now. He's in college,  
22 college automotive program. So right now he's home on the  
23 internship portion of the semester. And in March he'll go back up  
24 to school for eight weeks and then graduate. And then he'll be  
25 home, working. He's already got a job lined up.

1 Q. Okay. So you mentioned you go to bed at 7:30, 8 o'clock or  
2 on Tuesday nights, the latest would be 9 p.m. And you're always  
3 up at 3. Is there anything that typically goes on at your house  
4 at night, someone else's schedule, doing something when you're  
5 trying to sleep?

6 A. No, not usually.

7 Q. Okay.

8 A. No. It's -- I mean, I've been running this schedule for ten  
9 years.

10 Q. Okay.

11 A. So it's --

12 Q. So no other family members have shift work for example, that  
13 puts them on an alternate schedule?

14 A. No. My wife's a kindergarten aide. And if her and my son  
15 are up watching TV or something like that, they turn it down a  
16 little bit. And I don't hear them. It's --

17 Q. Okay.

18 A. They understand I get up early. I mean, it's -- she's been  
19 with me since I hired on the railroad. Married 26 years. We've  
20 never had an issue with that, even when the kids were small. It's  
21 not a problem.

22 Q. Okay. Thank you. And you mentioned this is your work week.  
23 Are your days Monday through Friday?

24 A. Yes, they are.

25 Q. Okay. Thank you. What education do you have? What levels

1 of education?

2 A. High school graduate. I do have some college. I was in  
3 college, and my mother passed. And I left college and went to  
4 work, because my brother was two weeks from graduating. It was  
5 just the three of us.

6 Q. Yeah. Okay.

7 A. Been working ever since.

8 Q. Thank you. And you gave us your contact information,  
9 including the cell phone number and carrier. That's your personal  
10 phone?

11 A. Yes.

12 Q. And do you have a company phone from Norfolk Southern?

13 A. No, I do not.

14 Q. Okay. Thank you. And so, have you been -- Keith was one of  
15 your direct reports?

16 A. Yes.

17 Q. Okay.

18 A. The extra list. He was called in extra to work that job.  
19 Duane Getty (ph.) was on vacation.

20 Q. Okay. Has he always been on the extra list since he started  
21 working here at the yard with you?

22 A. Yeah. He was only marked up like three months.

23 Q. Okay.

24 A. So he was brand new.

25 Q. Would you happen to recall what Keith's work schedule was for

1 this week?

2 A. No.

3 Q. Okay. You don't recall if he worked Monday, Tuesday --

4 A. No, I don't.

5 Q. -- Wednesday, okay. And you had an opportunity -- and also,  
6 the engineer is one of your direct reports?

7 A. Yes.

8 Q. Okay. Did you -- you had a chance to interact with both of  
9 them personally, face to face that morning, and you didn't  
10 indicate from everything you explained about what happened that  
11 morning that you noticed anything. Was there anything in  
12 particular that you noticed that was different about either one of  
13 them that morning?

14 A. No. Like I said, Keith was always quiet. And then Mike's  
15 always lively. But nothing out of the ordinary.

16 Q. Okay.

17 A. It was, really was just another day.

18 Q. All right. And I know you've received a lot of training from  
19 Norfolk Southern over the years. Have you received training,  
20 fatigue training, on how to combat fatigue, mitigate fatigue?

21 A. Getting proper rest cycles, and -- yeah. I'm -- they laugh  
22 at me sometimes, because of my paperwork piles in the morning, but  
23 I'm kind like, I tell them I'm OCD on my job and it helps. I  
24 mean, I keep everything in a fashion that I know where it's at.  
25 And it's my routine, and it works. It helps me go through, make



1 sure I don't miss things. And I try to stick to a routine at home  
2 the best I can.

3 Q. Thank you. Has Norfolk Southern also provided you training  
4 on how to recognize symptoms or signs of fatigue in one of the  
5 employees?

6 A. I don't recall. I don't know.

7 Q. Okay.

8 A. They might have. I just don't know.

9 Q. Have -- do you recall if they provided you training on how to  
10 recognize whether someone is fit for duty? If you've noticed any  
11 signs of alcohol use or drug use?

12 A. I remember there was some stuff about that, but I can't  
13 remember when.

14 Q. Okay.

15 A. And then, like I said, nothing stood out. It was --

16 Q. Right.

17 A. You know, and I explained -- later I explained what we were  
18 going to do, and they said okay, no problem, and -- you know. I  
19 don't know.

20 Q. It's okay. That's good information to have, that nothing  
21 stood out. Okay. Do you recall, like over the last year, any of  
22 your employees having injuries while on the job?

23 A. No. None. It's been over five years.

24 Q. Over five years since there's been an employee injury?

25 A. Yesterday was day 2,074.

1 Q. On your shifts? When was it?

2 A. 2,074 days, I think, was yesterday, almost 5-1/2 years. And  
3 the last injury before that, someone had their thumb smashed by an  
4 air hose. And it was like 3-1/2 years before that since we had  
5 had one.

6 Q. Is that just for your shifts, or for the yard, or --

7 A. For the whole terminal.

8 Q. For the whole terminal. Okay. Do you have a procedure in  
9 place for reporting when there's a near miss or something that  
10 could have been an accident, but luckily wasn't, like what you  
11 described with being able to step back from the train hitting you,  
12 that piece of ladder that was sticking out?

13 A. I know there's a close-call project that's been pushed  
14 through, like the safety committees and stuff, but I don't think,  
15 like the BLE hasn't signed on to it down here.

16 Q. Okay.

17 A. And I -- you know, formally, no. I don't -- none of that's  
18 happened. Informally, amongst ourselves, yeah, we tell these  
19 kids, tell everybody. You know, it's unforgiving, you know. It  
20 can happen. People -- railroaders love telling stories, you know.  
21 If someone's -- it's just constant education. We're always trying  
22 to educate them, educate them. And I don't mean because they have  
23 six months. I mean, if they have two years, three years, there's  
24 still education. I still encourage them to learn something every  
25 day.

1           So, I've been doing it for 28 years, and I still learn --  
2 just the other day we learned something new about a car. You  
3 know, it just -- you know, I'm asking why. I'll ask the track  
4 guys, why -- you know, why is this a defect, why is that not?  
5 Because then if the track -- if a crew's out and they understand  
6 that this is a problem, they can call me and say hey, we have that  
7 problem over here on this track, and we'll call the track  
8 inspector or somebody over to look at it.

9           And the car inspector's the same way. I mean, I've had guys,  
10 you know, show me, how'd you know the draft gear was bad? You  
11 know, what -- because it looks like a car to me. I don't see  
12 anything wrong. What clued you in? And he says, well the -- you  
13 know, the striker plate's got the -- the coupler's been ramming  
14 it, and you can see the outline. That gives you a clue to look  
15 underneath of it.

16           You know, just little -- I mean, there's so many little  
17 things, little pieces of knowledge. You can't remember them all  
18 at one time, but as situations occur and you bring these things  
19 up, we try to spread it amongst ourselves so, you know, that we  
20 all know, and we all look for these things and, you know, and we  
21 all look out for each other.

22           You know, I mean, we keep preaching that we're our brother's  
23 keeper, and that we're a family. You may not like crazy Uncle  
24 Chuck in the office, but we're family. And it's -- you know.  
25 It's just us. We're this little island in Baltimore. And, you

1 know, there's not crews from all over the world coming in and out.  
2 We don't have hundreds of trains passing through every day.

3       You know, it's not Harrisburg, or Enola, where you have so  
4 many faces coming and going from all over the division. It's just  
5 us. So. And like, the Canton Railroad, you know, they work on  
6 our railroad. And I've -- you know, we're here to take care of  
7 everybody. You know, I look out for the track people, the car  
8 inspectors, the Canton Railroad, guys, the CSX guys. You know,  
9 and the Canton Railroad guys look out for our people, too. We've  
10 had good relationships with the departments, we've had good  
11 relationships with other railroads. You know, we try to keep that  
12 up.

13 Q. Thank you. Following the accident yesterday, has there been  
14 anything like a safety stand-down, or something officially, you  
15 know, sharing information with the employees, and refreshing them  
16 on safety procedures?

17 A. I know all the first shift crews were basically sent home  
18 yesterday. I don't know what's going to come day after that. I  
19 wasn't here. I mean, I was here physically. I don't know where  
20 my mind was half of yesterday.

21 Q. Are you continuing to work your full schedule now, or are you  
22 getting some time off?

23 A. Well, I was going to take today off, but I'm, you know, here  
24 for this.

25 Q. Yeah.

1 A. I don't know what I want to do with next week yet.

2 Q. Okay.

3 A. I haven't talked to anybody about it yet.

4 Q. Okay.

5 A. And If I don't feel right, I'll take off. I'll just --

6 Q. And has anyone talked to you about EAP counseling available,  
7 that Norfolk Southern provides?

8 A. I heard they were coming.

9 Q. Okay.

10 A. I haven't seen anybody yet.

11 MS. GARCIA: Okay. Thank you. That's all I have right now.

12 MR. LLOYD: Are you okay to keep going?

13 All right, this is Troy Lloyd from the NTSB.

14 BY MR. LLOYD:

15 Q. So, I guess, piggybacking off some of the questions, and you  
16 were talking about the large amount of new hires that are coming  
17 in on the conductor side and how quickly they're trained. With  
18 you having to do your regular duties, how do you keep up with  
19 knowing there's, you know, engineer trainees out there working,  
20 there's engineer trainee conductors out there working? I mean,  
21 how do you keep up with that, knowing that, and then having to do  
22 your job?

23 A. I mean, one of the first things I do, like when I sit down,  
24 you know, I log into the computer to kind of get my screens up.  
25 I'll have my own email screen. I'll go into the Crew Call system,

1 and I'll look to see what crews I have for that day. And  
2 that's -- you know, because I might not have a crew. Somebody  
3 might be off, and they didn't fill the job.

4 Then I ask the trainmaster, you know, do I have a crew or  
5 don't I, and see what the score is. Maybe they have somebody but  
6 they can't call them yet, and they'll come tell me, you know,  
7 you're going to have someone, but they're going to be late.

8 And then the 6 o'clock crew, I mean, they're coming in the  
9 same time I am. Most of the time my computer's still booting up,  
10 and there's a guy with an orange hat on, orange vest. Okay, we  
11 have a trainee. I see -- I mean, I know the people. I see the  
12 names. I've worked with the same people for ten years. If  
13 there's a new name, and he's the foreman, or the conductor, okay,  
14 we have a new -- you know, you just know.

15 You learn the people that work here. If a road train comes  
16 in with an engineer trainee or a conductor trainee I don't know,  
17 usually, more or less if they're with the conductor, you know, I  
18 don't usually get involved in what they do. I let the conductor  
19 train the trainee, and I stay out of the their business.

20 We hand them the work. Sometimes I'll have a conductor, and  
21 we'll do that car handling report, and I'll print it out, and if  
22 we have a minute, we'll fold it out flat and we'll explain to  
23 them, hey, you know, all this ink on the page means something.  
24 And we try to teach them. There's a column on this paper that  
25 says, this is how much the car weighs, and why it's important,

1 because when you're kicking cars, you know, you have a bunch of  
2 empty cars on the track, you have a bunch of loads, you know, you  
3 don't want to cut a four loads up against a bunch of empties.

4 You know, so they'll -- just little things that plan to stay  
5 ahead of issues. You don't want to knock the car out the other  
6 end of the track. What's in the track now to catch the cars, you  
7 might be flats-witching, you know, because you're going to free-  
8 roll the car in. They'll go up and look at loads, empties, are  
9 they under air.

10 And the crews will ask me these questions. You know, if I  
11 don't tell them, they will ask. And, you know, I just -- you  
12 know, you -- sometimes guys will have me print a train, and leave  
13 it blank. And they'll teach the trainee how to draw the lines to  
14 make the cuts, so he understands what the different codes mean for  
15 the different customers and how we put them in different tracks.

16 And it's just part of the -- that's usually pretty early in  
17 the learning process, when they first come back from Georgia. But  
18 the trainees, you know, we have someone to take care of the  
19 training classes. They sit in this room and do that. And, you  
20 know, once in a while they'll have a trainee sit with me in the  
21 office.

22 You know, if they don't have a -- they have a trainee, but  
23 there's no crew. For some reason the crew's not filled, but the  
24 trainee's not there. They'll have them sit in the office with me,  
25 and I get a chance to go over paperwork, and explain to them

1 classification codes on paperwork and how we sort cars and, you  
2 know, just try to give an overview of how it works, because it's  
3 all new. It's -- you know, the great railroad puzzle, how does  
4 this all actually work to get the car from here to there?

5 But the -- yeah, the trainees, you know, when they have the  
6 conductor, the conductor's got to have more than a year of service  
7 to even be allowed to have them. And that's -- you know,  
8 you're -- he knows what crew he's with. And I -- you know, I  
9 assign the work, and then the conductor, he basically teaches.  
10 And I -- you know, I don't stick my nose in there, because it's,  
11 the conductor's going to teach them his way. He's got to be  
12 comfortable with the guy beside him, walking with him or whatever  
13 he's doing.

14 Once they get marked up and they're on their own, like I  
15 said, I try to keep an eye out. If I know it's like their first,  
16 especially like their first trip out, and I tell them all when I  
17 see them, the first day you're by yourself, you're not going to  
18 know anything. Because I sure knew the first day I was by myself,  
19 I didn't know anything either. Just, there's nobody to turn  
20 around and ask.

21 And I assure them that if you have a question, you can ask  
22 me. I'll do my best to help you. You can ask anybody. You know,  
23 if they have an engineer with some experience, which most of the  
24 engineers have been through here as trainmen, they've got the  
25 experience. They've done the job.



1           And I'll tell them, this guy has done it. He's a resource,  
2 use him. You know, ask questions, he will help you out. He's not  
3 going to let you fail. And just, you know, I understand that they  
4 feel pressure. And they put the pressure on themselves. I just  
5 want to make sure they know that it's not all on them. Just  
6 relax, use the guy beside you, and take it one step at a time, one  
7 move at a time. You know, just try to get them to focus on what's  
8 right in front of them, not worry about what's down the road.

9           I said, you can make a plan. I said, that's the roadmap, I  
10 said, but it's one turn at a time, all the time, one move at a  
11 time. You know. It's such a process to get someone in. I mean,  
12 if they want to do it, and they put some effort into it, you know,  
13 guys will go out of their way to help them.

14           You know, the ones that don't want to do it, and they don't  
15 want to ask questions, they don't make it through the training.  
16 You know, there's been a few people that, you know, cop an  
17 attitude. And guys come talk to me. I've gone, you know, to the  
18 trainmaster and said, we have a problem. You know.

19           And by the -- you know, of course, by the time they talk to  
20 me and we -- I tell him, we have a problem, he turns and says,  
21 well that's being handled right now. I mean, literally that day,  
22 because he had gotten complaints from other people. And they --  
23 and he let the person go. You know.

24           You know, I mean, it -- it's not -- because guys understand,  
25 you know, it's not just, if that new guy's out there and he's not

1 doing the right thing, it's not just him that's going to get in  
2 trouble. You know, the engineer or whoever's with him is going to  
3 be in trouble too.

4 Q. Right.

5 A. And, you know, it sounds almost selfish, but you're looking  
6 out for him for your own best interest, but it actually, it's  
7 deeper than that. There's a lot of people here who care. And  
8 they don't want things like this to happen. So.

9 Q. So explain to me, as a yardmaster, is there any kind of face-  
10 to-face job briefing that you would have with you coming on duty  
11 and the off-coming yardmaster, what's been completed, what's not  
12 been completed, where cars are setting, where cars are not  
13 setting, things of that nature?

14 A. Yeah. That's our turnover. And I try to give a -- like I  
15 say, a rundown of all the trains that are coming, all the trains  
16 that are working, where they're at, issues. We have a sheet that  
17 we keep on our desk with all the engines. That's what we call --  
18 that's our engine sheet, so we keep track of all the engines and  
19 whatever issues they have, whether they can't be a lead, a unit on  
20 Amtrak for -- you know, they don't have a cab signal LSL, so we  
21 may have to turn a set of power.

22 Where all the coal trains are, where all the empty hoppers  
23 are, and the times they -- if the coal pier's backed -- you know,  
24 do we have to pull an empty hopper out so that they can keep  
25 dumping trains through the day, all the things that kind of figure

1 into the plan.

2 We keep notes on, about what tracks are out of service, try  
3 to keep track of that. One of the -- you know, usually they print  
4 a handling report of all the inbound road trains. And they check  
5 the engines, pass the scanner to make sure that the right engines  
6 are showing on the train. Sometimes, you know, the handling  
7 report we have hasn't been updated, and they had new power put on  
8 in Harrisburg.

9 The intermodal especially will want to know how long the  
10 train is, coming to us, to see if it's going to fit, because if  
11 it's not going to fit, we might have to, you know, shove a track  
12 out a little bit, you know, one track you can do that on. We'll  
13 spot it. And as we spot the other thing, they come unload the  
14 first couple cars. There might be one car left over and they just  
15 cut one, shove it back a little bit, past the usual spot where the  
16 asphalt is, because there's another clearance mark that's further  
17 up.

18 But where they can actually drive and unload it with their  
19 packer is, you know, back at the pad area. Sometimes we have to  
20 pull the whole track out, and clear out a track so that they can  
21 put the rest of the train away, especially during peak season, the  
22 Christmas season rush.

23 But yeah, we try to tell each other what's going on the whole  
24 time, and so you can pick up and just keep going with it.

25 Q. Is the yard pretty much a well-lit yard where a new conductor

1 who really doesn't know the lay of the land that well yet, that  
2 would know if a track is occupied, or if it's not occupied, if he  
3 can ride on the side, if he can't run on the side, doing -- you  
4 know, did -- something might be on the adjacent track setting?

5 A. We have -- there's two tower lights in the yard. One is  
6 outside this office out of -- along the relay tracks. The other's  
7 up at what we call the hump, the north end of the classification  
8 yard, just south of the I-95 overpass. It's in between the  
9 tracks. They're not the greatest lights.

10 There are light poles along the ladder, and the light shines  
11 down on the switch stands. Most every switch stand from the north  
12 end of the yard at Amtrak all the way down here to the office has  
13 been labeled, on one side or the other. That was one of the  
14 projects of the safety committee.

15 I have a hard time seeing out my window what's there because  
16 there's a light right outside my window that shines on the  
17 screens, makes it difficult to see for me, but I -- the intermodal  
18 yard has big tower lights. So that's usually lit pretty well.

19 There were some -- used to be -- well there were lights put  
20 in underneath of Interstate 895 just south of the office where  
21 we're sitting. We would park engines under there for the  
22 machinists, and that was lit up for, you know, for them. But the  
23 track's been out of service, which -- you know, so we haven't used  
24 that in a while. But I think that's about all the lighting  
25 around.

1 I mean, it's, it can be dark out there. It's not the best  
2 lit yard I've ever been in, but we don't have, you know, huge  
3 light towers. I've been in places, I mean, like Newark, Delaware  
4 used to have huge light towers shining down on the yard. You  
5 know, plus you have -- at the time, there was the Chrysler plant  
6 there, which was lit up. But that's about it.

7 Q. So how would a conductor know if it's safe or not to ride the  
8 side of a cars, that he's not going to encounter a situation where  
9 he's going to come into a close clearance and there's going to be  
10 cars parked on the adjacent track? How would he -- is there a way  
11 that he would know that, not to ride point, to ride point, it's  
12 okay here, it's not okay there?

13 A. The stuff around on the branch is in the timetable. And  
14 that's the Presley (ph.) Street branch, which is adjacent to the  
15 intermodal terminal. The relay tracks are in a timetable. You  
16 can't ride, because the tracks get close. And when they go under  
17 I-95, there's like a S-curve in them before they head towards the  
18 north, very north end of the yard. It's really close, if you get  
19 in there. So that's, you know, by special instruction, not to  
20 ride.

21 Most of the time, out in the yard, if there's cars on an  
22 adjacent track, guys don't want to ride. Some tracks are closer  
23 than others. We have certain tracks we build the outbound train.  
24 They're set up with air plants at the north end. There are gaps  
25 in the track numbers. You have 30 track, but there's no 32 track.

1 That's now a roadway. There's 34 track; there's no 36. You  
2 have a 38 and a 40, and a 42. There's no 44.

3 You know, so those places where you know you have a track,  
4 you can ride. You know, it's not an issue. But, I don't know.  
5 Like I say, usually once you get past 46 track, 38 track, people  
6 don't ride. There's another opening out there, like 52 to 54.  
7 Way back, I mean way back when I was first hired on, there used to  
8 be a small track in there, I think. But I was only ever down here  
9 two times. Way back, you know.

10 And there were two yardmasters back then. There was one at  
11 the hump, and there was the south end yardmaster. So the  
12 yardmaster at the hump is gone because they don't hump cars over  
13 there. And all the tracks are gone. That's all been  
14 reconfigured. It's the car shop. It's, you know, material yard  
15 for M&W now but, you know, that's -- you know.

16 I know for a fact that when they take people out, in the, you  
17 know, in the first week of their training, they're usually in the  
18 yard. And they show them around. And they -- I -- they're right  
19 in the office. Whoever has them, whether it's, you know, HBO2  
20 conductor or whatever, they'll tell them, you don't ride cars over  
21 here. You ride -- you know, if this track's clear, you can ride  
22 on that side, but not this side.

23 And they try to -- you know, drive that point home. You  
24 know, because there are tracks in the yard. It gets close, and  
25 it's hard to walk between them. I don't know what to say beyond

1 that.

2 MR. LLOYD: That's all I have.

3 MR. PAYAN: Can I get two -- just, this is Ruben from NTSB.  
4 Just some quick questions.

5 BY MR. PAYAN:

6 Q. In the Bayview yard, all trains are restricted speed?

7 A. Yes.

8 Q. And what's the top speed on the NS for restricted speed?

9 A. In the yard, around here it's 10 miles an hour.

10 Q. Ten?

11 A. All the remote engines are limited to 10, electronically.

12 The remote operator can put it to max, and it's only going to go  
13 10.

14 Q. Okay. And before a conductor's certified, while they're  
15 doing their training, and they come out here for their on-the-job  
16 training, are you part of their, any feedback, evaluations or  
17 critiques or anything?

18 A. No.

19 Q. No?

20 A. No. They leave that to the people that actually handle them,  
21 side by side, during the day.

22 Q. So do the train crews -- do you know, do the train crews get  
23 to provide feedback on the assistant conductors?

24 A. I think there's an evaluation form that they have to fill out  
25 either weekly or daily.

1 Q. And you don't get to see those?

2 A. No.

3 Q. So unless they complain to you, you --

4 A. Right.

5 Q. You don't have a channel to provide feedback?

6 A. Yeah. That's correct. If someone complains. And if someone  
7 actually takes the time to come to me that they have an issue,  
8 then it's serious, because normally -- you know.

9 Q. You're not part of the loop?

10 A. No. It's between the training coordinator and the  
11 trainmasters and the conductors and all that. But if they  
12 complain to me, if there's an issue like that, then I go to the  
13 trainmaster, and say, you need -- somebody needs a talking to.  
14 You get to get to the bottom of it, straighten it out.

15 MR. PAYAN: Okay. All right, thank you. That's all I have.

16 BY MR. BULL:

17 Q. Mike Bull. I heard you mention that you aware of EAP  
18 counseling. Are you familiar with how to get in touch with those  
19 people, or to get an appointment or any kind of instructions?

20 A. No. I have a feeling I'm about to become familiarized. Like  
21 I said, I heard that they were coming. I haven't seen them yet.  
22 I know the terminal superintendent told me that he'd get me in  
23 touch. I just haven't had a minute to sit down and take advantage  
24 of that right yet.

25 Q. Okay. What time did you leave yesterday, the yard office,



1 the property?

2 A. About 5:20 p.m.

3 Q. 5:20? Were you here, were you filling out paperwork, or  
4 doing -- writing up interviews, or statements or anything?

5 A. Just waiting to be interviewed.

6 MR. BULL: Think that's all I have, Chuck. Thank you.

7 MR. CASSITY: Jared Cassity, excuse me, from SMART.

8 BY MR. CASSITY:

9 Q. Chuck, you were talking about the training, and how the  
10 trainees are, go out to the assignments with pretty much whoever  
11 the crew is. So that being said, the trainees can actually get  
12 trained by different people they (indiscernible); is that correct?

13 A. Yes.

14 Q. Do you know if there's a program, or any type of, well I'll  
15 just call it a program, that instructs conductors on how to  
16 properly train trainees?

17 A. I have no idea.

18 Q. So basically, I don't want to assume, but would say it's  
19 possible for a trainee to get a different type, a different style,  
20 or even an entirely different instruction altogether, depending on  
21 which conductors they're working with on any given day? I mean,  
22 may one conductor have a trick that say another one doesn't?

23 A. That's possible. Yeah. I only, I see pretty much the same  
24 people on the daylight shift.

25 Q. Right.

1 A. There's two -- I only have four crews. Two of them are  
2 remote. There's only so many remote operators. You know, I kind  
3 of have an idea of what they want to teach and what, you know,  
4 they're driving home, but I don't -- like I said, I don't get in  
5 their way. I have good people, and I trust them. You know, I  
6 don't know what the other conductors do. I'm not here for  
7 their -- except for my shift.

8 Q. To the best of your knowledge, can a conductor perform a duty  
9 by the rules, successfully, but also do it differently than a  
10 different conductor who goes by the rules? In other words, could  
11 they end at the same result, rules-compliant, but have done it  
12 different ways? I mean, maybe one would ride, maybe one would  
13 walk, maybe one would ask for a van?

14 A. Yeah. That would be possible, I mean, as far as going from  
15 point A to point B. You know, some people prefer to ride, some  
16 people do prefer to walk. Some guys just don't like getting up on  
17 cars and riding. I mean, they'll just tell me, I just walk  
18 everywhere. You know.

19 Q. Okay.

20 A. I don't -- if somebody's comfortable walking back and forth  
21 on the ladder, that's his comfort zone. I leave him there. I'm  
22 not going to make him, you know, climb up on a car and ride. If  
23 somebody's comfortable riding up the ladder to the next switch  
24 and, you know, dismounting it and -- you know, I don't want to  
25 push anybody. And I mean people with 15, 20 years. It doesn't

1 matter. If you're comfortable working your way, I'll just give  
2 you the time and space you need to work your way. You know, I --

3 Q. Okay.

4 A. I try not to micromanage how they do the job. You know,  
5 they're out there every day. They're using the rules every day,  
6 unlike me. You know, I just give them the time and the space to  
7 do it. And it doesn't mean the guy with, you know, who just  
8 marked up versus the guy with 20 years. There's some people just  
9 work faster than others because they're extremely efficient.  
10 Other people, you know, they walk, they -- you know, they take  
11 their time. I give them time and space to go do it.

12 Q. Okay. And then my last question, has there been any  
13 significant changes to operating rules or safety processes that  
14 may create some kind of ambiguity amongst the crews?

15 A. There -- I mean, there have been a lot of rule changes. The  
16 new rule book just came out. There are a lot of, you know,  
17 bulletin orders, you know, in the system, you know, notices that  
18 came out. I can only imagine that it's going to continue until  
19 the new operating plan gets settled, and I, you know, I just deal  
20 with it as they come. I don't want to guess to what's coming. I  
21 just try to understand what's in front of me.

22 MR. CASSITY: Sure. I have nothing else. Thank you, Chuck.

23 BY MR. FANNON:

24 Q. Chuck, has -- Randy Fannon, one last question. As far as on  
25 the Perryville track, do you know when they were sent there, for

1 how long they've been there?

2 A. They were shop cars. When they built the 23W, they had to  
3 cut them out. I'm trying to remember which day. That's a Tuesday  
4 night. Monday night or Tuesday night. I can't remember which day  
5 for sure. I think it was Tuesday night. Wednesday morning, I was  
6 going to try to get them out of there, and they had engine  
7 problems. I had a, just a mess of engine trouble and we were very  
8 late getting started, so I had to scrap that plan.

9 I was actually going to send them around to get them next.  
10 That was going to be their next move after they got back.

11 MR. FANNON: I have no further questions. Thank you, Chuck.

12 MR. GOODEN: David Gooden. I have no questions for  
13 Mr. Dugan.

14 MS. GARCIA: Anne Garcia. I have no further questions.

15 BY MR. LLOYD:

16 Q. Mr. Dugan, I just have some follow-up questions. This is  
17 Troy from the NTSB. Anne pretty much covered your, the 72-hour  
18 work history, your work schedules and everything. Just some quick  
19 questions. Do you take any prescription or non-prescription  
20 drugs?

21 A. I take Crestor to keep my cholesterol down. I take a  
22 multivitamin every day. I take omeprazole every day for acid  
23 reflux. What else do I take? I usually take an Aleve if I'm --  
24 especially after a fencing night, a little stiff. Antihistamine,  
25 I take over the counter, Zyrtec just, you know, because I have

1 allergies. That's -- every day, that's it.

2 Q. Okay. You pretty much gave us your hire date and employment  
3 history. Is there any kind of certification that a yardmaster  
4 would have to do, on a yearly basis, such as any kind of testing  
5 or anything like that?

6 A. Just rules test.

7 Q. And how often is that? When's the last date of your rules  
8 test?

9 A. December 20th.

10 Q. Okay. December 20th of 2018?

11 A. Yes.

12 Q. Okay.

13 A. Because I was on vacation the next day, so I remember that.

14 Q. Do you ever have a supervisor who gives you any type of  
15 efficient testing or anything like that, or might set in and just  
16 see how you, you know, how you're doing your job every so often,  
17 or?

18 A. No. They usually don't sit in my office or anything like  
19 that. If I'm not doing my job efficiently, it shows up in the  
20 yard. It's -- just throw a fusee up in the air, because if I  
21 screw something up, everything gets screwed up. And -- yeah. I  
22 haven't had -- I have never had anybody sit in on me.

23 I've had, you know, like FRA inspectors come through and, you  
24 know, once in a while they'll stop back in, and say hey, you know,  
25 hey, we were listening to you and -- you know, and most all the

1 time, I've been told hey, you did a good job, I like the way you  
2 did this. I like the way you talk to the crews, keeping everybody  
3 informed. That's it.

4 Q. I know you've been on the job for a while, so how do you feel  
5 about the training that you've gone through to prepare you for  
6 your job that you do every night?

7 A. Oh God. I've been a yardmaster for 25 years. That's -- oh  
8 well. I'm like the old dog. I think I'm just about the most  
9 senior yardmaster in the whole division, at this point. A couple  
10 more retirees, I'll be number one. That's -- once you get that  
11 fifth week of vacation, you're a fossil.

12 Q. Oh yeah. Oh yeah. Oh yeah.

13 A. I'm a fossil.

14 Q. Oh yeah.

15 A. So, I don't know. It's -- I mean, so much has changed over  
16 the years. You know, at Conrail, you learned -- they basically  
17 said okay, we'll give you a shot, and you learned from the  
18 yardmasters in the -- whatever yard you're starting in. And the  
19 aptitude test or whatever you had to take to pass it. And, you  
20 know, you had to work that first day on your own to get your date  
21 established.

22 It's kind of the same thing, you know. If you screwed up, it  
23 shows up. I mean, something's not right, train's late, car's  
24 wrong places, crews sitting around, waiting, wait -- you know. It  
25 shows up if you don't handle the yard properly. And the worst

1 thing you could say is if a train crew or somebody is going to the  
2 trainmaster, complaining about you because, you know, you're  
3 messing the yard up, and they're in a tizzy, they're not getting  
4 their work done and they're -- you know, those things show up, and  
5 then people come talk to you real quick.

6 You know, I haven't had too many of those conversations,  
7 thank God, but I've been more than willing and able to listen to  
8 the people who are doing the work, especially the ones that have  
9 all the experience, because I didn't start yardmastering with, you  
10 know, five weeks of vacation. I was a brand new guy, three years  
11 on the railroad.

12 You know, I would just go to -- I would go to the crews, and  
13 say hey, here's what we have, what do you think? This is my plan.  
14 Do you see -- yeah. My other yardmaster said, that's great. By  
15 the way, the guys love it when you do that. I stuck with it. You  
16 know, I've gotten good feedback from, not directly from the  
17 conductor but, you know, around the horn, through the older  
18 people, and I've been fortunate to learn from some really, really  
19 excellent people.

20 But, I mean, it's pretty much still, you train the yardmaster  
21 in-house. You know, most of the conductors have some kind of  
22 knowledge about the inventory system through the RIT device. But,  
23 you know, it's -- you know. It just, it's like every -- you know,  
24 it just evolves.

25 You know, so much changes over time, all these years later,

1 there's so much different that we do now. There's so much we  
2 don't do now that we used to do, and there's things we used to do  
3 we wouldn't even consider doing now. You know, rule changes  
4 are -- you know. I just, I like to think I've kept up with it,  
5 you know, that I'm pretty much on top of what's going on. You  
6 know, I mean, like I said, I've tried to learn from everybody, the  
7 car inspectors, the track people, the clerks in Atlanta.

8 I had some really good clerks for a while that taught me a  
9 lot of stuff about, you know, the car movement, the waybilling,  
10 everything behind the scenes that, you know, most of the crews  
11 don't understand. I mean, it's helped me problem-solve. You  
12 know.

13 I can jump on there. There's things in the computer that I  
14 can have access to. I can look cars up. I don't have to call  
15 Atlanta, you know. I can find out where it's supposed to go, and  
16 keep things moving till I get it fixed. So, that kind of stuff,  
17 it's -- I don't know. I don't know if that answers your question.

18 Q. No, no, absolutely. Absolutely. I was just -- a couple  
19 more. Did you use your cell phone any, at any time in the course  
20 of night while you were on duty?

21 A. No.

22 Q. Okay. Do you consider this place a safe place to work?

23 A. I do, especially because everybody's looking out for each  
24 other.

25 Q. Any last items you'd like to add to the group?



1 A. No. I can't think of anything off the top of my head. I  
2 just hope I've answered everything.

3 Q. So as a -- I like to end things on a lessons-learned type of  
4 thing, but if there was any type of quick, immediate fixes that  
5 could take place that you could, that you'd be the one to  
6 implement, what could be done to prevent this accident from ever  
7 happening again, an accident of this type?

8 A. I don't know. Hindsight's 20/20. I mean, I wouldn't have  
9 cars on the Perryville, that's for sure. So many little things.  
10 I mean, you go -- you're two days out and, you know, you can't run  
11 the train out the normal end of the yard because it's out of  
12 service from a derailment. And everybody's backing down the  
13 branch, you know. It's --

14 I don't know. If the engines had worked the day before, the  
15 cars wouldn't have been there. It just -- crazy little thing like  
16 that, you know, because I had the plan to get the cars out of  
17 there, get them in the car shop. And then, because of the engine  
18 problems, we were, you know, we're set back four hours right off  
19 the bat. You know. So I don't know.

20 MR. LLOYD: Sure.

21 MS. GARCIA: Okay.

22 MR. LLOYD: You have anything else? All right. We'll close  
23 this investigation with Mr. Dugan.

24 MS. GARCIA: Thank you.

25 (Whereupon, the interview was concluded.)

CERTIFICATE

This is to certify that the attached proceeding before the

NATIONAL TRANSPORTATION SAFETY BOARD

IN THE MATTER OF:           BAYVIEW YARD CONDUCTOR FATALITY  
                                  BALTIMORE, MARYLAND  
                                  FEBRUARY 7, 2019  
                                  Interview of Charles Dugan

ACCIDENT NO.:               RRD19FR004

PLACE:                        Baltimore, Maryland

DATE:                         February 8, 2019

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.



---

Pamela Jacobson  
Transcriber



I, Charles J. Dugan, have read the foregoing pages of a copy of my testimony given during an interview relating to the accident that occurred on February 7, 2019, in Bayview Yard; Baltimore, Maryland, and these pages constitute a true and accurate transcription of same with the exception of the following amendments, additions, deletions or corrections:

<u>PAGE NO:</u>	<u>LINE NO:</u>	<u>CHANGE AND REASON FOR CHANGE</u>
6	15	shift or - fill in blank
7	1	Trappe Road - correct spelling
7	17	them and - fill in blank
8	19	they had room and I - fill in blank
8	24	problem - fill in blank
9	3	their move - fill in blank
9	12	new (first blank) we (second blank) - fill in blank

I declare that I have read my statements and that it is true and correct subject to any changes in the form or substance entered here.

Date: 3-24-19

Witness: 



I, Charles J. Dugan, have read the foregoing pages of a copy of my testimony given during an interview relating to the accident that occurred on February 7, 2019, in Bayview Yard; Baltimore, Maryland, and these pages constitute a true and accurate transcription of same with the exception of the following amendments, additions, deletions or corrections:

<u>PAGE NO:</u>	<u>LINE NO:</u>	<u>CHANGE AND REASON FOR CHANGE</u>
10	10	call it - fill in blank
10	11	or - fill in blank
10	22	the phone and - fill in blank
11	3	I - fill in blank
11	6	ambulance - fill in blank
12	9	change "the trainman" to "a trainman"
12	10	change "and he" to "and said he"

I declare that I have read my statements and that it is true and correct subject to any changes in the form or substance entered here.

Date: 3-24-19

Witness: 



I, Charles J. Dugan, have read the foregoing pages of a copy of my testimony given during an interview relating to the accident that occurred on February 7, 2019, in Bayview Yard; Baltimore, Maryland, and these pages constitute a true and accurate transcription of same with the exception of the following amendments, additions, deletions or corrections:

<u>PAGE NO:</u>	<u>LINE NO:</u>	<u>CHANGE AND REASON FOR CHANGE</u>
13	23	normal - fill in blank
13	14	clarification - I was aware of the shopped cars on the Perryville Above as was the H63 crew.
14	14	do - fill in blank
14	15	adopted it - fill in blank
14	22	call - fill in blank
16	5	change "down to south" to "down the south"

I declare that I have read my statements and that it is true and correct subject to any changes in the form or substance entered here.

Date: 3-24-19

Witness: [REDACTED]



I, Charles J. Dugan, have read the foregoing pages of a copy of my testimony given during an interview relating to the accident that occurred on February 7, 2019, in Bayview Yard; Baltimore, Maryland, and these pages constitute a true and accurate transcription of same with the exception of the following amendments, additions, deletions or corrections:

<u>PAGE NO:</u>	<u>LINE NO:</u>	<u>CHANGE AND REASON FOR CHANGE</u>
17	<del>1</del> 2	change "there asa" to "there was a"
17	11	opportunity - fill in second blank
18	9	we use - fill in blank
18	11	tones - fill in blank
18	16	crews - fill in blank
18	20	change "cray" to "crazy"
19	17	crew and - fill in blank

I declare that I have read my statements and that it is true and correct subject to any changes in the form or substance entered here.

Date: 3-24-19

Witness: 



I, Charles J. Dugan, have read the foregoing pages of a copy of my testimony given during an interview relating to the accident that occurred on February 7, 2019, in Bayview Yard; Baltimore, Maryland, and these pages constitute a true and accurate transcription of same with the exception of the following amendments, additions, deletions or corrections:

<u>PAGE NO:</u>	<u>LINE NO:</u>	<u>CHANGE AND REASON FOR CHANGE</u>
20	23	dial - first blank / you have it - second blank
21	5	make sure - fill in blank
21	16	her - first blank / to - second blank
21	17	Lombard St. - fill in first blank
22	1	work there - fill in blank
22	7	would take time - fill in blank
22	11	could have been - fill in blank

I declare that I have read my statements and that it is true and correct subject to any changes in the form or substance entered here.

Date: 3-24-19

Witness: [REDACTED]



I, Charles J. Dugan, have read the foregoing pages of a copy of my testimony given during an interview relating to the accident that occurred on February 7, 2019, in Bayview Yard; Baltimore, Maryland, and these pages constitute a true and accurate transcription of same with the exception of the following amendments, additions, deletions or corrections:

<u>PAGE NO:</u>	<u>LINE NO:</u>	<u>CHANGE AND REASON FOR CHANGE</u>
24	20	was lost - fill in blank
25	15	awesome - fill in blank
25	20	happy - fill in blank
26	10	fine - fill in blank
26	17	there - fill in blank
26	23	looking out for him - fill in blank
29	8	on - fill in blank

I declare that I have read my statements and that it is true and correct subject to any changes in the form or substance entered here.

Date: 3-24-19

Witness: [REDACTED]



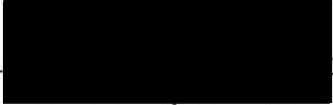


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<u>PAGE NO:</u>	<u>LINE NO:</u>	<u>CHANGE AND REASON FOR CHANGE</u>
29	13	day - fill in blank
31	19	correct spelling change "Getty" to "Geddie"
35	11	stood out - fill in blank
35	12	mark - fill in blank
35	13	mark where - fill in blank
35	16	things - fill in blank
39	16	process - fill in blank

I declare that I have read my statements and that it is true and correct subject to any changes in the form or substance entered here.

Date: 3-24-19

Witness: 



I, Charles J. Dugan, have read the foregoing pages of a copy of my testimony given during an interview relating to the accident that occurred on February 7, 2019, in Bayview Yard; Baltimore, Maryland, and these pages constitute a true and accurate transcription of same with the exception of the following amendments, additions, deletions or corrections:

<u>PAGE NO:</u>	<u>LINE NO:</u>	<u>CHANGE AND REASON FOR CHANGE</u>
39	22	crew - fill in blank
39	24	remove second word - not
40	7	how - fill in blank
40	8	making - fill in blank
45	14	correct spelling - change "Presley" to "Presidents"
50	24	fine - fill in blank
55	23	thing else - fill in blank

I declare that I have read my statements and that it is true and correct subject to any changes in the form or substance entered here.

Date: 3-24-19

Witness: 