



Medallion Foundation

Changing the Culture of Aviation Safety

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24 May 2017

Mike Wilson
General Manager
Coastal Helicopters

Dear Mike,

Following our pre-audit visit to Coastal Helicopters on April 25th, and upon review of the documents you submitted to us on May 18th, Medallion has a number of concerns about Coastal's ability to maintain the Shield, as well as the various Stars under the Medallion Shield Program requirements.

The award and maintenance of the Medallion Shield validates that the operator has demonstrated a positive safety culture throughout the organization. We expect to see this positive safety culture continue to improve and grow with each year a company remains in the program.

Unfortunately, this year we identified multiple failures and needs for improvement across the organization that should be addressed and improved upon to successfully maintain each of the program areas – Maintenance & Ground Service, Controlled Flight into Terrain Avoidance, Operational Control, Safety and Internal Evaluation Program.

We expect a company IEP to identify various issues in any program. If the company has an overall system safety approach and effective participation by all managers this usually results in small and easily correctable findings. However, when one or more areas have significant issues, and sometimes a complete breakdown, it becomes evident to us that there is not full support or buy-in with the program and therefore, the Shield, if held, nor the Star, can be retained.

While all Coastal audits were finally completed, failure to address and implement the new audit points under CFIT-A and Operational Control are of concern. Answers to questions or statements in an audit tool should not be answered with just a "yes" or "no", but should contain supporting information, such as a specific manual reference or evidence of process failures.

Failure to ensure Safety training to all employees under both the past Safety Manager and the interim manager may indicate a lack of support to manage the program effectively across all organizational lines.

The lines of communication between Operations and Maintenance appear to be ineffective. Committee meetings pertinent to the Maintenance Fault Tracking Program should be an integral part of ensuring the aircraft trend items are duly supported and that the aircraft are operated in an efficient and effective manner.

The audit process, in addition to identifying discrepancies and deficiencies through all operational areas affected by Medallion standards, should also have an effective tracking methodology for assigning of responsibilities, tracking corrective actions and closure, as well as validation of implementation and ensuring no unintended consequences have been introduced. There is no evidence that this process is being maintained. Due dates, if provided at all, are allowed to slide without any supporting evidence to support delay. Again, no one appears to be held accountable for their areas of responsibility.

There should be reviews conducted by every operational area manager (Star Manager) to ensure all programs are not only being maintained, but that they remain effective and relevant to the organization. The IEP review should be reviewed with senior management with the parent company.

The failures identified above are not singular failures, but rather indicators of overall systemic failures.

As participation in the Medallion Shield program is voluntary, you have a couple of options available to you.

- You can choose which Stars you believe can be successfully audited in June of this year. I will need to be supplied with a copy of the document that supports the program, as well as all evidence that the program is being successfully maintained in accordance with the processes described. Only then can I make a recommendation to audit. If the audit is successful, Coastal Helicopters will maintain that Star.
- You can voluntarily surrender the Coastal Shield and any Stars you believe will not successfully pass an audit. With this option, you maintain the ability to request an audit at any time in the future. Evidence that the program is fully embedded into your system and functioning will be required during the audit. All Stars must be in place and fully functioning before a request for a Shield audit can occur.
- Medallion may suspend the Shield and any Stars that do not have a successful audit. In this case, Coastal may not ask for a re-audit and award of any Star until one year after this suspension. Again, all Stars must be in place and fully functioning before a request for a Shield audit can occur.

Please don't take this as defeat. Rather this is an opportunity to regroup and re-engage. We will work with you as much as possible. Coastal Helicopters is staffed with some very professional, dedicated staff. We look forward continuing working with you build a better, safer, and dynamic organization.

Let me know by Wednesday, May 31st, how you would like to proceed. If you have any questions, either I or Jerry will be happy to discuss them with you.

Sincerely yours for

THE MEDALLION FOUNDATION


Deb Walker
Program Manager/Deputy Director



COASTAL HELICOPTERS, INC.

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907-789-5600 Fax 907-789-7076

June 7, 2017

Medallion Foundation, Inc.
ATTN: Deb Walker Program Manager/Deputy Director

Dear Deb;

In response to your letter Dated May 24, 2017; we are requesting audits of the OC star, CFIT-A star and Safety star programs. Because of the time of year and the tempo of operations in order to keep our daily operations safe and make sure we are prepared for the audit, we are requesting these audits be conducted in July. We will submit the IEP and MGS stars for audit this fall (August/September) with a follow-up culture audit in the spring.

What documentation do you need to verify we are ready in the three star programs mentioned above for the audits?

We expect some information to come out of the taproot of the recent accident. How that information will be worked into the current safety management program remains to be figured. We are planning to complete the taproot process the 16th and 17th of June. After that process is complete a date will be requested for the audits.

Michael Wilson
General Manager
Coastal Helicopters, Inc.

On Jul 31, 2017 15:32, "Deb Walker" <[REDACTED]> wrote:

Mike –

It has come to our attention that Coastal Helicopters has retained the Medallion trademark on the company website, under the Safety Tab. I'm sure this is just a slip, but until successful audits can be accomplished and the Shield be regained, no carrier is permitted to display any Medallion Foundation trademark logos or identify any branding associated with Medallion Foundation. Once any single Star area is successfully audited, the general round Medallion Foundation logo may be displayed. Only when the Shield is successfully earned and retained may the Medallion Foundation Shield logo may be used.

This also pertains to any print, video, display of and other associated types of recognition as perceived by the public that associates the company with Medallion Foundation.

Regards,

Deb Walker

Deputy Director

Medallion Foundation

www.medallionfoundation.org

[REDACTED]



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Safety

Customer safety is our primary concern at Coastal Helicopters, Inc. Whether you are joining us for your first helicopter experience or as a seasoned veteran heading back to work in a remote region Coastal Helicopters calls home, our staff is here to make sure you are comfortable from take off to landing. Throughout the year we subject our aircraft, pilots, maintenance and support staff not only to training and inspections required by the Federal Aviation Administration (FAA), but also to independent and internal audits, inspections by the Office of Aircraft Services (OAS) /U.S. Forest Service and are very committed to the Alaska Air Carriers Association's Medallion Program (providing a level of safety for all passengers above and beyond that required by the FAA).

We are the proud recipient of the prestigious Medallion Shield as well as their 5-star safety program. To read more about Medallion, visit the [Medallion Foundation website](#).

Our commitment to Safety



Latest News

About Us

Contact Info

Welcome to Our New Website!

Coastal Helicopters, in Juneau, Alaska provides guided Alaskan dog sled rides and helicopter

8995 Yandukin Drive Juneau, Alaska 99801