

UNITED STATES OF AMERICA

NATIONAL TRANSPORTATION SAFETY BOARD

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Investigation of:

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COASTAL HELICOPTERS

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Accident No.: ANC17LA025

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Interview of: DERRICK GRIMES

Juneau, Alaska

Wednesday,
July 12, 2017

APPEARANCES:

MICHAEL HODGES, Aviation Accident Investigator
National Transportation Safety Board (NTSB)

GARY STEARS, Principal Maintenance Inspector
Juneau Flight Standards District Office (FSDO)
Federal Aviation Administration (FAA)

JOEL KAIN, Corporate Director of Safety
Survey Point Holdings

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I N T E R V I E W

(9:40 a.m.)

MR. HODGES: We are here for the ANC17LA025 interviews in Juneau, Alaska, at Coastal Helicopters. Today is Wednesday, July 12th, 2017. And it is 9:40 local time. I'm Mike Hodges with the National Transportation Safety Board.

MR. STEARS: Gary Stears with the Juneau Flight Standards Office.

MR. KAIN: Joel Kain from Coastal Helicopters and Survey Point Holdings.

MR. GRIMES: Derrick Grimes with Coastal Helicopters.

MR. HODGES: And before we go forward, does anybody have any objections to recording this interview?

MR. KAIN: No.

MR. GRIMES: No.

MR. HODGES: All right. Today we're going to be interviewing Derrick Grimes, who is the tour manager for Coastal. And we'll go ahead and start with the questions.

INTERVIEW OF DERRICK GRIMES

BY MR. HODGES:

Q. Derrick, how long have you worked for Coastal Helicopters for?

A. Ten years. Since 2000- -- I think since the fall of 2008.

Q. Okay. Fall 2008. And then what did you do prior to Coastal?

A. I used to work over at Temsco Helicopters as a flight follower, summer job, and professional college student.

1 Q. Okay, cool. So then you're also trained as a flight
2 follower/flight coordinator; is that correct?

3 A. I have experience with like flight tracking. There is a
4 distinction drawn at Temsco between being an actual flight
5 dispatcher and a flight follower.

6 Q. Okay.

7 A. It was -- I mean, it was summer work.

8 Q. Okay, cool. And then with your position as a tour manager,
9 what are kind of like your general day-to-day duties of what you
10 do around here?

11 A. Primarily, it circles around reservations. So my job is to
12 get passengers booked into aircraft, into tour allocation slots,
13 working with our vendors, QC-ing the data that we do get from the
14 vendors and from clientele directly, you know, names and weights,
15 phone numbers, making sure they're on the schedule basically, and
16 then all associated partnerships, as well, you know, working with
17 the vendors directly and maintaining those relationships.

18 Q. And then, outside your position as a tour manager, do you
19 have any additional jobs you do, like you do ground safety or
20 anything like that? Or you just only do your tour manager
21 position?

22 A. The scope of the tour manager position covers like the ground
23 staff training aspect of things. So, yes, when it comes to my
24 tour staff, I would be held responsible for making sure that their
25 training was up to date, making sure that they got all of that

1 training in the initial and then also recurrency. Whenever
2 there's any sort of a safety issue or new memorandum or anything
3 like that, it would fall on us to actually go and execute that.
4 This year, I have an assistant who does a lot of that for me but,
5 I mean, it still kind of comes through me to do it.

6 Q. Okay. So for the, I guess, the building out there where all
7 the passengers go into, those folks that work in that building,
8 they report to you then, correct?

9 A. Yes. That's my department, yeah.

10 Q. Do you work part-time at any other companies here at all?

11 A. No. Coastal's a full-time job.

12 Q. And then so kind of going back here a little bit, the day of
13 the accident, can you kind of walk me through on your end kind of
14 what happened and kind of what you heard and saw that day?

15 A. So the first notifications that I got of it were basically
16 that we had had an incident, that I should probably get, you know,
17 get myself ready to deal with passengers. In any sort of a
18 circumstance like that, the majority of my job circles around the
19 actual dealing of the passengers. Mostly that would be transport
20 to the hospital, getting them back to their cruise ship, that sort
21 of a thing. So we began to make arrangements with our cruise
22 contacts to make sure that they were aware that there would be
23 passengers delayed getting back to the ship, appropriate amounts
24 of information to give to them, just to keep them posted on what
25 was going on.

1 The biggest concern essentially that fell under my direct
2 purview was making sure that if we didn't get these passengers
3 back on board in time for sailing, that we would make arrangements
4 for them to stay here in town. So that's kind of how my
5 notification comes through is just something happened, you know,
6 you should probably come down here and get in the loop. So at
7 that point I came downstairs and just kind of heard what pretty
8 much went down over the radio waves, that's all.

9 Q. You mentioned before about like with delays with the cruise
10 ship passengers. And so if that ship sails and they're not on the
11 ship, then they stay here in town or --

12 A. Yes.

13 Q. How does that work with them catching up, I guess, to the
14 cruise ship?

15 A. Yeah. So we typically work with Cruise Line Agencies, which
16 is the support organization for the cruise ships. We make
17 arrangements to have passengers stay in one of the hotels in town.
18 If we have enough heads-up, we work with Cruise Line Agencies to
19 get essential items off of the ship, medications or personal
20 belongings that the people really need or anything like that.
21 They go and they bundle and pull those off the cruise ship. Then
22 we coordinate with them to arrange an overnight stay, at which
23 point, in the morning, either we or Cruise Line Agencies will
24 arrange to have them catch up with their ship, whether that be on
25 Alaska Airlines flight or a fixed-wing, or we do a flight, or

1 whatever is necessary.

2 Q. Okay, cool. And then so back to the day of the accident,
3 when this happened and you kind of -- you got notified about this
4 whole accident was going on, on your end, I know you said -- you
5 mentioned you talked to the cruise ship folks, said, hey, this is
6 going on; we're working this right now.

7 A. Uh-huh.

8 Q. Did you or anybody else call ahead at that point to like law
9 enforcement or the hospital at that point, saying, hey, there was
10 an event of some sort, you know, potential injuries; we're working
11 it right now? Was anything of that made at all to those folks?

12 A. I did not make any of those calls. I am unsure if somebody
13 else had made them. We have emergency response protocol that is
14 designed to be, you know, kind of opened up and then followed. I
15 know that most of those protocols will include in some fashion
16 some sort of notification. I don't know who to, for the greater
17 part, because I don't actually execute those response plans.

18 Q. Okay.

19 A. So we did -- I think after we had notified Cruise Line
20 Agencies, on their recommendation we did kind of give a courtesy
21 call to Bartlett here to say that we were going to be bringing in
22 a few passengers. I think that's probably the extent of how --
23 anything that I did with that anyway.

24 Q. And then did you physically drive those folks from here to
25 the hospital?

1 A. No. I coordinated here and my assistant manager, he is the
2 one who actually loaded up the passengers and took them up to the
3 hospital.

4 Q. Okay. Now with something like that, I guess at the time --
5 and once again, I don't know if this is your lane or not. But I
6 guess what was the reason for you guys driving them to the
7 hospital as opposed to, perhaps, having folks from the hospital
8 here waiting, staged for them to come in?

9 A. I don't know that there was -- I think that it was
10 essentially just because everybody sounded fine, you know, I mean,
11 in terms of the level of injuries that were being reported. It
12 didn't sound like there was anything that was severe enough to
13 merit emergency transport. And I guess that is one of those ones
14 that I think was just, you know, is everybody okay? Is anybody
15 bleeding? Does anybody, you know, broken arms or anything like
16 that? The reports essentially ran no.

17 And so at that point, when it comes to minor injuries, we
18 have traditionally transported passengers. If somebody slips and
19 falls on the glacier, twists an ankle, scrapes their hand,
20 anything like that, we have never called for emergency service to
21 meet up here on the ramp. In more extreme cases, we have. I
22 mean, we've had people who have fallen and it's been very obvious,
23 like, yeah, I mean, you know, you bumped your head. Like that's
24 more severe.

25 Q. Yeah.

1 A. In those cases, we have, of course, called for emergency
2 services to meet here.

3 MR. HODGES: Okay. Does anybody else have any additional
4 questions for Derrick at all?

5 BY MR. STEARS:

6 Q. Ground training for the people out there on the ramp, is
7 there any type of training that involves any type of emergency
8 situation, inclement weather to where you're canceling, and/or any
9 accident/incident, how to handle those situations like that for
10 them out there on the ground?

11 A. We do -- we will do drills, basically, where we walk -- we
12 kind of work through response plans. In that sense, they will be
13 notified, and then we kind of work with them to say, okay, so this
14 is -- you know, when something happens, this would be your
15 responsibility; this is what you should take care of.

16 In a general sense, in terms of emergency actions, emergency
17 response, we do walk them through, you know, if something happens
18 on the ramp, your priority is, of course, dealing with passengers,
19 not endangering yourself to try to rescue anybody out of any sort
20 of burning, whatever, but that you would be responsible for those
21 passengers that are there and present and then that's your job,
22 first and foremost.

23 I mean, weather issues to us are not necessarily uncommon,
24 right. I mean, weather cancellations and things like that
25 unfortunately are just kind of a part of the trade here when it

1 comes to helicopter tours, so they have plenty of experience
2 dealing with passengers on weather cancellations. They're
3 accustomed to talking with people about that and just kind of
4 putting it out there and letting them know. When that happens,
5 that's not an issue. But the emergency-specific stuff, yeah, that
6 gets covered in their initial training and then when we do drills,
7 yeah.

8 Q. So the drills are like a recurrent type of thing?

9 A. They act as a recurrent training, yes.

10 Q. How often does that happen?

11 A. That's, I'd say, a couple of times a summer. I mean, it's
12 kind of one of those things where when we -- usually when we have
13 a safety meeting of some kind amongst the managers and we kind of
14 plan for a slow day or something like that, something that we can
15 really nail down as being like, okay, this is a non-disruptive day
16 to do it when we're all here and it's a really good time to go
17 ahead and take advantage of everybody being here for it.

18 MR. STEARS: Okay.

19 BY MR. HODGES:

20 Q. You guys don't have like set, you know, quarterly, then, or
21 annually?

22 A. I mean, I think that there is a number that we're shooting
23 for in a season. With the regularity of it, I mean, I'd say we
24 average probably at least quarterly, but I think it is sometimes
25 one of those ones where it's the back end of one quarter and the

1 front end of a different quarter sort of a thing.

2 Q. Sure.

3 A. It's usually -- like I said, it kind of has to line up with
4 when we can do it, when it's going to be effective. You know, you
5 don't want to do it on a day when you have three people here; it's
6 not really useful. You want to shoot for a day when you've got
7 most of your staff here, and that's what we shoot for.

8 MR. HODGES: Joel?

9 MR. KAIN: I'm troubled, like how can I -- because I have
10 some questions that I think I know the answer to that might help
11 your understanding --

12 MR. HODGES: Okay.

13 MR. KAIN: -- but I'm part of this. You know, I help Derrick
14 do some of that training.

15 MR. HODGES: Sure.

16 MR. KAIN: I teach when it comes to hazard reporting and
17 things like that. I help him by doing that training with his
18 ground staff.

19 MR. HODGES: Okay.

20 MR. KAIN: Is it fair to say, like in May, we don't have
21 everybody?

22 MR. GRIMES: Yeah, yeah, yeah.

23 MR. KAIN: We don't have full staff. So we want -- the tour
24 aspect is seasonal.

25 MR. HODGES: Okay.

1 MR. KAIN: So it's really -- and this year, in particular,
2 it's very distinct. It's May through September. So come the
3 first couple weeks in May -- Derrick, correct me if I'm wrong --
4 we don't have everybody.

5 MR. GRIMES: Nope.

6 MR. KAIN: We are waiting for a lot of our summer hire kids,
7 our college kids, kids out from school. A lot of our high school
8 kids can only work weekends at that point because they're still
9 actually in school. So we aim those target -- those training
10 dates to times when we can get more of them.

11 So in the first part of the season like that, we'll typically
12 train on Saturdays and Sundays. Again, that's when we have the
13 high school kids. And then we'll do another training session,
14 usually in June, to catch the college kids that came in late. And
15 then we strive for mid-season, about now, to do hands-on other
16 stuff with other people that we may have missed initially.

17 We do recurring training as needed when we identify --

18 MR. GRIMES: Yeah. And, I mean, I guess -- I will say, like,
19 so memorandums and things like that when we notice that there are
20 issues, it's not that we stock all those up and wait until the
21 training day to do it. I mean, we have a weekly -- it's a daily
22 meeting, but we have weekly big meetings for the tour department.

23 Every Monday is a slow-start day so typically we try to come
24 in an hour early, get everybody in there, have a little pow-wow.
25 Usually it's over lunch or something like that. But there is an

1 intern training meeting going on just about every week with that.
2 And most of the time it is to bring up like, hey, okay, so
3 reminder again this week, you know, like we're all getting a
4 little tired, but keep up the pep. And by the way, you know, make
5 sure you're strapping boots on nice and snug. Or make sure you're
6 checking doors or make sure you're buckling seat belts, you know,
7 when the aircraft is empty, that sort of thing. They're the
8 simple little things that we keep on task with them to just kind
9 of keep fresh in their brain because that's what they have to do
10 all the time.

11 MR. STEARS: And like Joel was saying, any safety-related
12 issue that does happen, then something like that would be
13 addressed --

14 MR. GRIMES: Yes.

15 MR. STEARS: -- on that Monday meeting?

16 MR. KAIN: Typically Mondays are a good time because of the
17 cruise ship schedule here in Juneau. So Derrick and I work on,
18 you know, identifying trends and figuring, hey, it's time for that
19 refresher training. And we do that across all of our companies.

20 But you said something I thought was pretty important was,
21 you know, in times of an accident or an emergency, your staff's
22 primary responsibility is --

23 MR. GRIMES: Oh, it's to -- I mean, it's to the clients.
24 It's -- we have always expressed it as, you know, your
25 responsibility when you step out onto that ramp, when passengers

1 are showing up, when they're there, beyond your own personal
2 safety is, of course, the primary safety is of the guests. We
3 remind them that passengers do not know how to behave on an
4 airport ramp, especially an active helicopter ramp like this. So
5 they are there as tourists. They are there as guests. They want
6 to be there and enjoy their experience. And our job as the
7 employees is to make sure that they get to do that in the safest
8 way possible.

9 So whenever there is some sort of an incident or event or
10 anything like that, yes, their responsibility runs towards those
11 passengers in front of you that you are dealing with. First and
12 foremost, they need to be taken care of. And then, beyond that,
13 if there was something else that you could do, obviously you would
14 do and felt comfortable to do, but it is not that your safety is
15 less than their safety or anything, but it is your responsibility
16 to maintain their safety.

17 MR. KAIN: I think that's relevant because, depending on what
18 department you work in, you have a different focus or primary
19 responsibility. We each have a role to play in an emergency
20 response situation. Mine is very different than Derrick's. And
21 Derrick's staff is different than, say, flight coordinators or
22 mechanics or pilots.

23 So we do talk about emergency response, particularly one
24 thing I know -- and we talk about fires, if there was an accident
25 with fires. And we do train the kids on the ramp that the fire

1 extinguishers on the ramp and in the aircraft are not to
2 extinguish the flames, but for occupant survival. I mean, we
3 stress that. So that's part of their emergency training as well.
4 That's to build you a path to get in and get somebody out and
5 leave the aircraft be. But passenger and occupant safety is
6 number one.

7 You might get a different response from someone else that you
8 ask that same question of in a different department. I hope you
9 would get a different response.

10 MR. HODGES: Anybody else any other questions?

11 Do you have any questions for us, Derrick, at all?

12 MR. GRIMES: No, I don't think so.

13 MR. HODGES: I think that concludes this then. We'll go
14 ahead and stop recording at this time.

15 (Whereupon, the interview was concluded.)
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CERTIFICATE

This is to certify that the attached proceeding before the

NATIONAL TRANSPORTATION SAFETY BOARD

IN THE MATTER OF: COASTAL HELICOPTERS
Interview of Derrick Grimes

ACCIDENT NUMBER: ANC17LA025

PLACE: Juneau, AK

DATE: July 12, 2017

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.


Wendy C. Cutting
Transcriber

UNITED STATES OF AMERICA

NATIONAL TRANSPORTATION SAFETY BOARD

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Investigation of:

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COASTAL HELICOPTERS

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Accident No.: ANC17LA025

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Interview of: ASHLEY BOUCHER

Juneau, Alaska

Wednesday,
July 12, 2017

APPEARANCES:

MICHAEL HODGES, Aviation Accident Investigator
National Transportation Safety Board (NTSB)

GARY STEARS, Principal Maintenance Inspector
Juneau Flight Standards District Office (FSDO)
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JOEL KAIN, Corporate Director of Safety
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I N T E R V I E W

(10:23 a.m.)

MR. HODGES: We are now recording. This is for ANC17LA025 interviews in Juneau, Alaska, with Coastal Helicopters. Today is Wednesday, July 12th, 2017. And it is 10:23 local. I'm Mike Hodges with the National Transportation Safety Board.

MR. STEARS: Gary Stears, principal maintenance inspector with the Juneau Flight Standards Office.

MR. KAIN: And Joel Kain from Coastal Helicopters and Survey Point Holdings.

MS. BOUCHER: Ashley Boucher, Flight Coordinator, Coastal Helicopters.

MR. HODGES: Okay. And then, does anybody have any objections to us recoding this interview today?

MR. STEARS: No.

MR. KAIN: No.

MS. BOUCHER: No.

MR. HODGES: All right. Today we're going to be interviewing Ashley, who is a flight coordinator. We'll go ahead and start with our questions.

INTERVIEW OF ASHLEY BOUCHER

BY MR. HODGES:

Q. How long have you worked for Coastal Helicopters for?

A. Seasonally since the summer of 2015; probably around 12 months total, three summers. My first summer I was part-time and then last summer I moved into full-time.

1 Q. And then, what did you do prior to Coastal Helicopters?

2 A. I think I worked at a local pet -- you mean, job-wise?

3 Q. Yes.

4 A. I worked local at a pet boarding place for over a year, and
5 then, prior to that, I worked downtown at a gift shop.

6 Q. Okay. And then, with your position as a flight coordinator,
7 can you kind of give me just kind of your day-to-day duties of
8 what you do here, please?

9 A. Weight and balance distribution on the flights, any contact
10 with the pilots via radio, following the flights, scheduling the
11 flights, any logging of the flights in AL-Pro, answering the
12 phones, billing on the flights. I'm trying to think if I missed
13 anything. Radio contact. That's -- I think that's pretty much --

14 MR. KAIN: Weather reports.

15 MS. BOUCHER: Oh, yeah, weather reports. Yeah, we get hourly
16 from dog camp, and then additionally if the pilots give any
17 weather reports, we record that as well. Anything as well from
18 clients, like if we're going to Camp 17, Camp 18, and they call in
19 a weather report, we include that as well.

20 MR. HODGES: Okay.

21 MR. KAIN: Emergency access plans.

22 MS. BOUCHER: Yes. EAP, we're in charge of the start of
23 that. Basically knowing procedures around that. We do monthly
24 audits of the EAP. In addition to that, there's several other
25 audits that we perform.

1 BY MR. HODGES:

2 Q. And then, outside of your position as a flight coordinator,
3 do you have any other additional duties that are assigned to you
4 besides doing just your flight coordinator duties?

5 A. At Coastal?

6 Q. Yes.

7 A. I don't believe so.

8 Q. And then, so you mentioned you work full-time for Coastal,
9 correct?

10 A. Yes.

11 Q. Do you work part-time at any other companies here in the
12 area?

13 A. No.

14 Q. And then, kind of just going through the whole planning
15 process for a flight here, so the pilots on their end, they do
16 their -- you know, they look at weight and balance, performance
17 values and weather and things of that nature. And then they come
18 over to you, and you and the pilot kind of go through that stuff
19 together; is that correct?

20 A. Yeah. So we'll talk to the customer and get the general
21 plan. We write the plan down in AL-Pro, how many passengers, what
22 they're doing, whether or not it's a sling load, stuff like that.
23 We get the customers gear weights and we actually seat the gear on
24 the aircraft if it's a charter. So we'll do the weight and
25 balance distributions unless otherwise specified by a pilot.

1 Like, if it's a large load, sometimes they'll tell us where the
2 gear ended up.

3 And then, we'll put weather on the flights directionally so
4 the pilots know what the weather is looking like that way. The
5 pilots will usually come and check in and sign off on their
6 manifests, unless they are okay and they're already flying.

7 Did that answer your question?

8 Q. Yeah. So back to the weather, then. So the pilot does their
9 own study of the weather, then they kind of -- you study the
10 weather also, too; is that correct?

11 A. We'll put the weather reports on the flights. So
12 specifically with tours, we get hourly calls from dog camp, and
13 the manifests that the pilots are handed have an hourly weather
14 that has directionally plus the weather from dog camp for the last
15 few hours or any pilot reports, so that they can see how it's
16 trending. And, sorry, what was the --

17 Q. So you and the pilot, then, is it kind of a joint decision
18 with regards to weather with going forward that, you know, I'm
19 seeing this as a flight coordinator; I'm seeing this as a pilot,
20 and you kind of come to a joint decision as to yes or no, we're
21 going forward on this? Is that how you guys run it, then, or --

22 A. I believe that operational control is the only person that
23 actually has the authority to release the flight. Everyone else
24 can say no weather-wise. So I have the authority to no-go on
25 weather if it doesn't look good, but I don't have the official

1 authority to release the flight based on weather.

2 Q. So like, for example, if I was a pilot and I saw some bad
3 weather, for example, and I said, hey, I want to go and fly in
4 this. And then, you, as a flight coordinator and you saw that,
5 you can raise your hand and say, hey, no; I think this is a bad
6 idea. You have the ability to do that then?

7 A. Yeah. Usually a conversation is had with Mike Ebel (ph.) as
8 well. He's usually in the mix. We do have, like on-site cameras
9 for like Point Howard and some of the AT&T sites that are good
10 measurements as to what the weather is looking like. And a lot of
11 the customers do get like minute-by-minute updates on what the
12 cams look like.

13 Q. Kind of shifting gears with the planning process, I brought
14 some copies here of the risk assessment for that flight. I'll
15 give you guys all copies so you can see it.

16 So just looking here at the example risk assessment that was
17 done, obviously Mary Wilcock was the one flying that day and this
18 has Mike Rawson listed at the top here. It's got Mike Rawson as a
19 pilot. And being that Mary was flying that day, would that
20 normally be done where you had the pilot's name on here as opposed
21 to the person who's just doing operational control as the pilot,
22 then?

23 A. So this is essentially a general RA for dogs specifically.
24 So we have to fill out one of these in the morning for a.m. and in
25 the evening. And Mike will sign off on E levels for pilots. So

1 he assigns an E level, so a pilot can't be assigned below that,
2 and then checks off for them.

3 Q. So this is more or less like a blanket or general risk
4 assessment for that a.m. or p.m. duration, correct? You guys
5 don't do like individual risk assessments for each flight then?
6 It's just more of a this for the p.m. flights; this is the one we
7 have, and that's it then?

8 A. Yes.

9 Q. And then, the top left-hand side of the aircraft, 279, is
10 that a serial number or is that registration number or --

11 MR. KAIN: Serial number.

12 MS. BOUCHER: Yeah.

13 BY MR. HODGES:

14 Q. So that's not 207-Charlie-Hotel, then?

15 A. No. So we have the operational control box, and as you can
16 see, this is where all the dog camp weather for the day gets
17 placed. And then, where the general weather for tours gets
18 placed, we'll take it and we'll copy and paste into each
19 individual event. So we drag it over, print it out, assign Mike
20 as OC, because he's the one that can sign off on this. And then
21 we fill out everything except for goes and no-goes, and then hand
22 it off to him and he signs off and assigns the E levels.

23 Q. Basically, so I'm understanding correctly, the two parties
24 that are working this would be the flight coordinators, then, and
25 then Mike. Do the pilots, are they involved with this at all? Do

1 they look at this or sign off on it or have a say in it at all?

2 A. The only portion of this -- so they don't get this as a
3 whole, but they do get the weather that's on here and updated
4 hourly. So they don't see the RA itself, unless for some reason
5 they come to the front and look at it.

6 Q. So it's just basically flight coordinators and the DO, for
7 example, whoever's exercising operational control, deals with this
8 then?

9 A. Yeah.

10 Q. Okay. And then, just on the second page here with the
11 different E levels, is that experience level? Is that why you
12 guys call it, E level?

13 A. Yeah. It's different criteria that each pilot is assigned.

14 Q. And so, the top left there for pilot, that's an E level that
15 whoever is exercising operational control assigns for that
16 duration, I guess. So for p.m. dogs, E level 2, E-2, no one can
17 go below that, correct? Is that the understanding?

18 A. Yes. Yeah, no E-1s can be assigned. And unless the weather
19 changed to where it was worse than like 25 knots, for example,
20 then a higher level E level would have to be assigned and it would
21 have to be signed off on.

22 Q. Okay.

23 MR. KAIN: Does that happen often, the weather changes and we
24 have to reevaluate E level?

25 MS. BOUCHER: Not usually, no, for tours. I think I've seen

1 it happen maybe once or twice. If the weather is that bad, I'd
2 say we usually weather cancel, if the ceiling's below 800 feet.
3 It's not normal that we're continuing, but it really depends
4 situationally. But I think I've only seen it happen once where
5 wind has been too high or something of that nature.

6 BY MR. HODGES:

7 Q. So you do these, you know, the a.m. and the p.m. ones. What
8 time do you normally do the a.m., I guess, risk assessment, just a
9 rough estimate? Eight, 9 o'clock in the morning or --

10 A. Around 8:15.

11 Q. 8:15.

12 A. I think I went in at 8:12 this morning. The weather needs to
13 be an hour prior to the flight for tours.

14 Q. So you did an 8:15 for today, for example, and then that one
15 -- that risk assessment will be valid until the p.m. tours start
16 and then --

17 A. Yes. Unless weather changes and we weather cancel, then it
18 stays.

19 Q. And then so, for example, like on the one you did for the day
20 of the accident, it said it ran at 1:25 p.m., the top right corner
21 there, it looks like the weather values about 1318 local, 1320, et
22 cetera, et cetera. So when that's filled out -- it basically
23 stops about roughly 1320-ish or so, the time that was ran, and
24 then is this updated at all after with weather updates or anything
25 like that? Is it formally put in here then?

1 A. Yeah. So we just print it once, and then this weather
2 changes hourly. We update it, and then that's what the pilots are
3 given on the manifest for the next hour. So it'll be updated
4 around 1415, and then 1515, and so on throughout the day. And
5 then dog camp calls within 10 minutes of the hour and that weather
6 goes on there.

7 Q. So it's like a record, then, of the weather history you guys
8 have on here, then?

9 A. Um-hum.

10 Q. Okay.

11 A. Yeah. And the old -- for dogs and IEs, the old values are
12 erased. So we just take that out, put the new METAR point retreat
13 Portland sheet, and then put the new ones on, but dogs we keep the
14 entire record of the day.

15 Q. Okay. And then, kind of going back here to the day of the
16 accident, can you kind of walk me through on your end what you
17 heard and what you saw that day of the accident?

18 A. Do you want just starting at the beginning of the day or --

19 Q. Yeah, sure. That'd be great.

20 A. The weather, we were flying in the morning. Kind of towards
21 the afternoon, it started to get a little worse. I think that
22 Mike was keeping an eye on it. Eventually, Aaron called in a
23 PIREP around, I want to say, 5:17:30, around there, that weather
24 canceled the flight that he had. He and Luke Fledderman turned
25 around, and we canceled that hour.

1 Mary had been sitting up front with me so she heard Aaron's
2 weather report. And then, she and John Gerard Jag (ph.) swapped
3 out. Luke went in -- or Jag went in for Luke and Mary went in for
4 Aaron. And they went up to dog camp just by themselves to pick up
5 the last hour's group. Jag called dogs inbound first, and then
6 Mary called dogs to the ice at 1802. And then her official call
7 came in at 1805.

8 First call was static, and I asked whoever was calling to
9 repeat. Second call, it was a little bit broken, and I think most
10 of what I heard was 3200-foot level on the glacier. By then, I
11 could tell it was Mary. And then, the third call came in and she
12 said that she had crashed on the Herbert and all passengers were
13 okay.

14 After that happened, I started to fill out the EAP and
15 completed the first two pages, and then Mike completed the rest.
16 He sent the emergency email. And I wrote down on pieces of paper,
17 I think, from 1820 on. It was everything I heard on the radio,
18 whether it was myself or someone else communication and how I
19 heard it. And then, I think they were back on the ground 7:10-
20 ish, I want to say, is when everyone was back.

21 I know dog camp did call several times while Jag and Mary
22 were en route, I believe, because they would have taken off around
23 1745, 1747, something like that. They called a couple times to
24 give a weather report about, I want to say, fog. I don't remember
25 exactly what the call was. I think that's about it. I'm trying

1 to remember if there's anything else.

2 Q. So just roughly, then -- I don't have the time here in front
3 of me. Roughly the time of the accident was about 1800 or so,
4 roughly in there somewhere?

5 A. Uh-huh.

6 Q. Once again, I don't have the number and that's okay, but --
7 so, and then she took off about 1745-ish, somewhere in there
8 roughly?

9 A. It's about a 15-minute flight up to dog camp, depending on
10 weather.

11 Q. So at 1745, she took off. And then, looking at this risk
12 assessment for the day of the accident here in front of me, it
13 looks like all the weather times, the latest was 1320 and it
14 hasn't -- I guess there's no updates on here between basically
15 when this thing was ran and when Mary took off, if you see what
16 I'm saying? Because there's like 1318, 1320, 1321 here. And this
17 is shown at 1:25 p.m. Am I looking at that correctly then?

18 A. Do you mean for the general RA or for Mary's flight
19 specifically?

20 Q. So I was understanding that you guys just did one of these --

21 A. Yes.

22 Q. -- for the p.m. flights then?

23 A. Yes. Yeah, so there would have been another one printed and
24 no-goed.

25 MR. KAIN: Or later weather updates.

1 MS. BOUCHER: Yeah.

2 MR. KAIN: After 1320, there should have been at top of the
3 hour 14-, 15-, 16-, and 1700, or just prior to the top of the
4 hour.

5 MR. HODGES: So there was -- so there is a second risk
6 assessment then out there or --

7 MR. KAIN: I don't know the answer to that.

8 MS. BOUCHER: There might --

9 MR. HODGES: And that's okay if you don't know. I'm not
10 trying to put you on the spot. We can always look later.

11 MR. KAIN: There's -- but Ashley, the dog camp is pretty
12 habitual --

13 MS. BOUCHER: Yeah, it's --

14 MR. KAIN: -- and on time and very distinct about -- am I
15 wrong anywhere?

16 MS. BOUCHER: No, they're -- yeah, there were more weather
17 updates after this. They just are not on here due to the fact
18 that this one was signed off.

19 MR. KAIN: When that was printed.

20 MS. BOUCHER: Yeah, and signed off on.

21 BY MR. HODGES:

22 Q. But like you said, though, if you guys get new additional
23 weather reports from dog camp or PIREPs or whatever, you guys come
24 in and add those to this?

25 A. Yes.

1 Q. Is that the policy then, where that way, ideally, this is an
2 updated current document and you can go back and say, hey, at
3 1500, it's showing this; 1600, it's showing this. There's kind of
4 a history of the weather in there?

5 A. Yeah.

6 MR. KAIN: You know, when you key into the fact that this was
7 printed at 1325, we just don't have those other updates on it.
8 But those other updates -- dog camp is pretty dependable on making
9 a top-of-the-hour weather call. In fact, they make that call
10 specifically about 6 or 7 minutes prior to the top of the hour
11 because they know that's a time that the radio traffic is the
12 least and they can get in and get clarity and get heard. So, I
13 mean, they have a pretty distinct understanding of Coastal's off
14 tempo and Coastal's, you know, cyclic nature of the hourly
15 flights.

16 MS. BOUCHER: Oh, I just remembered one more thing that day.

17 MR. HODGES: Sure.

18 MS. BOUCHER: There was a musher on board, Armando or AJ. He
19 opted to stay up at dog camp. So only the cruise ship passengers
20 came down with Dustin, I believe, on recovery. Or no, Dustin had
21 Coastal crew. No, Dustin did have the cruise ship passengers, and
22 then Jag had Coastal crew, because he tried to go back up to grab
23 Armando but Eric said he was done flying for the day. So Armando
24 stayed up at dog camp and then the other five came down.

25 BY MR. HODGES:

1 Q. Okay. So kind of going back to that, then, when you
2 mentioned that Aaron, he made a PIREP about weather. Do you
3 remember kind of what he said and what was described to you from
4 his end?

5 A. Yeah, I think it was ceiling was, I want to say, 600 feet at
6 the 1800 level, and less and less as you get up to dog camp. And
7 the weather was kind of in and out.

8 Q. So Aaron was going up there to pick people up then, correct?

9 A. Yes. He had passengers on board, but he turned around mid-
10 flight with the passengers and said that we should call this hour.

11 Q. So basically he said that he was turning around, coming back
12 to base, because of bad weather then; is that --

13 A. Yes.

14 Q. Okay.

15 MR. KAIN: Or deteriorating conditions.

16 MS. BOUCHER: Yeah, deteriorating conditions.

17 MR. HODGES: Deteriorating conditions, okay.

18 MR. KAIN: And he did have passengers on board.

19 MS. BOUCHER: Yes.

20 MR. KAIN: So there were -- at that point when Aaron turned
21 around, there were guests actually at the camp.

22 MS. BOUCHER: Yes.

23 MR. KAIN: And they had a second set of guests, both Aaron
24 and Luke both had passengers on board.

25 MS. BOUCHER: Yep.

1 MR. STEARS: Where does he sit on this E level?

2 MR. KAIN: Aaron?

3 MS. BOUCHER: E-4.

4 MR. KAIN: Aaron's an E-4.

5 MS. BOUCHER: And Luke is an E-3. They're also carded, too.
6 Carded, and Aaron has -- is long-line and Luke can do short-line.

7 BY MR. HODGES:

8 Q. Now, my understanding is -- correct me if I'm wrong on this.
9 So when Aaron made this PIREP call back to you guys about
10 deteriorating weather conditions, he came back, was he then
11 instructed to leave the helicopter running and then Mary came
12 in --

13 A. Yes.

14 Q. -- and then took off? Okay. So he came in, landed,
15 passengers got off the helicopter, helicopter was still running,
16 and Mary came in and took his seat?

17 A. Yep. She -- I think she grabbed a little bit of fuel and
18 then -- yeah, he stayed running and so did Luke. They both
19 swapped out.

20 Q. Do you know the reason why that Aaron and Mary swapped out at
21 that point?

22 A. Probably just due to weather conditions. Higher E levels to
23 pick up passengers. Sometimes, if we weather cancel and send
24 pilots to pick up groups at dog camp, just depending on weather,
25 it's typically a higher E level that goes up, just experience-

1 wise.

2 Q. So you said that Aaron was a what, an E- --

3 A. Four.

4 Q. E-4. And then what's Mary?

5 A. E-6. And at the time, she was long-line and carded as well.

6 MR. KAIN: Jag and Mary are both E-6?

7 MS. BOUCHER: Both -- yep, they're both the same E level.

8 BY MR. HODGES:

9 Q. Okay. And then, so when Aaron came back did he discuss with
10 you at all like on ground, in person, about the weather at all?
11 Did he make any comments to you about conditions and his decision
12 to turn back around at all?

13 A. I don't remember. I think the next time I saw Aaron was
14 post-Mary's call, so -- because all the pilots were up front after
15 -- came up front after she called in.

16 Q. Did you have any conversations with Mike Rawson at all after
17 -- once Aaron relayed that PIREP back and said, hey, I'm coming
18 back to base because of deteriorating weather, did Mike Rawson
19 have any conversations with you about, you know, we're going to
20 send Mary up there now because of this or --

21 A. I think Mike asked Mary either -- I think, if she could do
22 that dog return, I want to say. There wasn't a conversation
23 between Mike and I that I specifically remember, but I know that
24 Mike and Mary did talk.

25 MR. HODGES: Okay.

1 MR. KAIN: Mary was in operations, though, the time leading
2 up to this, so she was aware of --

3 MS. BOUCHER: She was sitting next to me. I was at that far
4 desk and Mary was sitting next to me.

5 MR. HODGES: So during this whole time she was physically
6 down there --

7 MR. KAIN: She was physically present in ops.

8 MS. BOUCHER: Yeah.

9 MR. KAIN: So she was aware that Aaron had turned around and
10 she was aware of the PIREP that he sent.

11 MS. BOUCHER: I believe I warned -- I think before Mary went
12 out there, I told her that there was potential for a musher to get
13 on board, just because sometimes they get on and --

14 MR. KAIN: And that's common practice, correct --

15 MS. BOUCHER: Yep. Yep.

16 MR. KAIN: That a musher, if there's space available --

17 MS. BOUCHER: Yes.

18 MR. KAIN: -- we'll cycle them in? Because normally the
19 mushers have to pay for -- or the kennel owner pays for --

20 MS. BOUCHER: Crew flights.

21 MR. KAIN: -- crew flights.

22 MS. BOUCHER: He gets a certain amount per month that are
23 allotted and he doesn't pay for.

24 MR. HODGES: Okay.

25 MS. BOUCHER: And then beyond that, but --

1 MR. KAIN: Most of the time, though, if there's a seat
2 available and he has somebody he's trying to cycle for a day off,
3 we'll pick up a musher and bring them back for their downtime.
4 And that's what Armando was on his way down for a day off.

5 MR. STEARS: Basically, you've got the privilege of filling
6 an empty seat pretty much.

7 MR. KAIN: Exactly.

8 MS. BOUCHER: Yep.

9 MR. KAIN: We put them in a middle seat in the back row. We
10 always let the guests, the paying guests, be the ones --

11 MR. STEARS: It's like a standby status.

12 MR. KAIN: Yes, it is. Exactly. And sometimes we're doing
13 that on -- not really short notice, but day of.

14 MS. BOUCHER: Yeah, sometimes the mushers will switch
15 flights, so I just like to warn the pilots because it does -- I
16 think it's just nice for them to know that they have that person
17 getting on board. I know that a musher, the hour or two prior --
18 I think the hour that Mary was picking up, a musher had gone up
19 with that group. So he was just taking that seat that the musher
20 had gone up on because there was an empty seat before. I believe,
21 Autumn went up. And so, she filled that to go up and AJ was going
22 to come down in her spot.

23 MR. KAIN: And that's normal business for us to cycle them
24 into a paying customer flight to help the kennel manager save
25 costs and take care of his people.

1 MS. BOUCHER: Yeah, very common. One's going up on the 11:15
2 today because there's an open seat. That's typically how
3 Sebastian gets them up and down Lake (indiscernible).

4 MR. KAIN: Just for clarity's sake, Ash, you mentioned
5 something about the radio calls. When Jag left, he called leaving
6 dog camp with seven. He was coming all the way back to base.

7 MS. BOUCHER: Yes.

8 MR. KAIN: And Mary called dogs to the ice with seven.

9 MS. BOUCHER: Yes.

10 MR. KAIN: The reason for there's a difference in those calls
11 is they were on a different kind of tour. Jag was recovering --

12 MS. BOUCHER: Just a regular dogs, and Mary was picking up a
13 dogs extended group, which means that they go up to dog camp, have
14 an hour at dog camp, and then are picked up and they go down to
15 the ice for about 10-15 minutes, and then head inbound. So
16 there's a stop --

17 MR. KAIN: They get an additional glacier landing. So the
18 dog camp tour, you can just go to dog camp, get the dog mushing
19 experience and come straight back to the base, or you can get
20 extended ice where we go to dog camp, get the hour with the dogs,
21 and then get one landing on the icy part of the glacier just to
22 get the experience of the glacier. So when she left dog camp, she
23 had intended, you know, if things had been perfect and uneventful,
24 she would have made one more landing on the ice. And that's,
25 hence, the difference in the radio calls --

1 MS. BOUCHER: Yeah.

2 MR. KAIN: -- when they departed dog camp, so -- for
3 clarity's sake.

4 BY MR. HODGES:

5 Q. So I know in your guys' operations manual, it talks about,
6 you know, the pilot and the flight coordinator, that they have to
7 agree that the mission can be conducted safely before the mission
8 begins. And then, after, you know, Aaron made these calls about
9 the PIREP, and, you know, Mike had conversations with Mary about
10 taking this path forward, did you and Mary sit down and have a
11 talk at all about her going up at that point and kind of going
12 over things together?

13 A. No. I believe the only thing that I said to Mary was that a
14 musher might get on board so that she had heads-up on that.

15 Q. Now with the weather observations that come in from the dog
16 camp, with you being a flight coordinator, that's done over radio
17 over -- it's all done on the radio, then?

18 A. Yes.

19 Q. And then, same thing with the person exercising operational
20 control in that same room as you; you're all sitting listening to
21 the same radio, hearing those weather reports come in then?

22 A. Yes.

23 Q. And then, how often are they relayed to you guys in your
24 department for flight coordinators?

25 A. Dogs specifically or PIREPs?

1 Q. Dog camp.

2 A. About 5 minutes prior to the hour every hour, unless we
3 completely weather cancel the day, then it's every other hour.
4 But if we're running dogs, it's hourly.

5 Q. Okay, hourly. Now you mentioned before after the accident
6 happened, you started going through the emergency response plan;
7 you got that kind of started, got the ball rolling on that. And I
8 know you said Mike kind of finished it off and kind of took it
9 from there.

10 A. Yes.

11 Q. I don't know if this was your portion or not, but was there
12 -- did you do anything with -- when you heard there was an
13 accident and there was people on board and the helicopter crashed,
14 did you make any notifications at all to police or hospital at
15 all? Did you make any kind of preemptive notification saying,
16 hey, we just -- something happened up there; we're still kind of
17 working it. Just as an FYI, so you guys are kind of tracking it
18 on your end just in case anything's needed?

19 A. No, I don't believe that I had that portion of the packet. I
20 think Mike made -- Mike made phone calls because at the time I was
21 the only flight coordinator on duty and I had another pilot that
22 used to work up front with me, and so I took the call and started
23 filling out the packet. I filled out the first two pages, which
24 first one is just general information, and then about aircraft
25 tail, number of passengers, lat/longitude, if it's an accurate

1 last ping or like a flipped switch, and nature of the emergency.
2 And then there's briefings on the second page, like Mike Rawson,
3 Mike Wilson, and other people. And then, I believe maybe starting
4 after that, I think there was -- I think the third page is when
5 phone numbers come into play beyond Coastal, but it might be on
6 the bottom of the second.

7 MR. KAIN: I was going to ask your role in that. I think you
8 just kind of defined that EAP, in general, your role as flight
9 coordinator, you typically would be the first person to know --

10 MS. BOUCHER: Yep.

11 MR. KAIN: -- because of you either notice an anomaly on the
12 sat tracker or -- when you said a flipped switch, can you describe
13 -- I know what you mean, but just for the record.

14 MS. BOUCHER: Best example I can give is my first summer, we
15 did an EAP drill. The helicopters are all equipped with emergency
16 switches. If a switch is flipped, sometimes the sat tracker will
17 either -- it will make noise if you have volume on or it turns red
18 and it will say aircraft number flipped emergency switch. And
19 then the pings update so that it's shorter time intervals. I
20 believe it's every 10 seconds or around there. And so, it just
21 kind of lets us know where the aircraft is and that they're in
22 distress so that we can attempt to reach them on the radio.

23 We did a drill like that my very first summer. Aaron
24 actually was the pilot. And so, just the aircrafts are equipped
25 with those. And if in an emergency they flip the switch, then it

1 notifies us. The pings update so that it's shorter time period so
2 we can get a more accurate measure of where they're at
3 specifically. They're normally set at 180 seconds unless
4 otherwise specified by like Forest Service who has shorter time
5 periods. And it just kind of automatically updates things and
6 then it's an instant notification.

7 BY MR. HODGES:

8 Q. You mentioned with so the WebSentinel tracker, you're talking
9 about flipping the switch.

10 A. Uh-huh.

11 Q. You're talking about during emergency situations?

12 A. Yes.

13 MR. KAIN: These are discrete input switches that are not --
14 they're not standard -- they are in Coastal, but they're not
15 required or, you know, they're not standard even for WebSentinel.
16 They have -- the WebSentinel box has three discrete input where
17 you can put these switches. And Coastal led the way with these,
18 and they have three. There's a red, a green, and a yellow. It
19 looks like a street -- you know, a stoplight, if you will.

20 And red, like exactly as Ashley described, they throw that
21 red switch, it changes the border screen on the WebSentinel sat
22 tracker. It centers on that aircraft. You get a pop-up message
23 that says, you know, aircraft tail number such and such has
24 flipped a switch and is emitting an aircraft in distress. It
25 makes an audible warning and it changes the ping rate just exactly

1 as she described.

2 MR. STEARS: So different levels of severity.

3 MS. BOUCHER: Uh-huh.

4 MR. KAIN: Yeah, the red one, the emergency one, though,
5 changes the ping rate. Normally, just exactly as Ashley
6 described, it's 180 seconds for most aircraft, except where we're
7 contractually, for Forest Service and government contracts, we
8 have a shorter ping cycle. But they throw that switch, it
9 automatically changes every to every 10 seconds. So, we start
10 getting, you know, to see where that -- we get better fidelity on
11 where that aircraft location is at until that switch is released.

12 MS. BOUCHER: Because I think specifically in the case of
13 207, the last ping that was recorded was not near the area where
14 she actually landed. It was different because the tracker was set
15 at 180. So that last ping didn't reflect where the aircraft
16 actually --

17 MR. KAIN: So she did not -- for the record, she did not
18 throw the --

19 MR. HODGES: She did not activate the switch, okay.

20 MR. KAIN: -- throw the switch. And something that we're
21 working with Latitude is the -- Latitude Technologies is the
22 company that provides WebSentinel. They're out of Victoria,
23 British Columbia. Because we've had one other anomaly across all
24 of our fleet of aircraft, all three of our companies, we had one
25 other time that an aircraft that wasn't equipped with this

1 discrete switch emitted an emergency signal like that, and we
2 couldn't figure out why, we ran an emergency response drill across
3 all three companies. It was a great drill, but we never could
4 figure out why it emitted a signal because it doesn't have
5 anything inputting to that signal. So we're working with Latitude
6 to possibly see if they can install a G-switch or something like
7 an ELT that has a G-switch that would automatically trip that.

8 MR. STEARS: Inertia switch.

9 MR. KAIN: Right, inertia switch. Exactly.

10 In this case, do you know, did the ELT activate on board 207?

11 MS. BOUCHER: I do not know.

12 MR. STEARS: So would you say that your role in the EAP is to
13 gather that initial information, you know, the first pieces of
14 vital information of the pilot, the passengers, the lat/long, and
15 that?

16 MS. BOUCHER: Yes. That's what I specifically filled out on
17 the form, because I know the lat/long I put was last ping that
18 showed up. You can, I think, right click on any aircraft, even if
19 it's in motion, it'll give you an exact lat and longitude.

20 MR. STEARS: Good. Okay.

21 BY MR. HODGES:

22 Q. Since you've been working here at Coastal as a flight
23 coordinator, you work hand in hand with the operational control
24 folks. Have you ever since you've worked here, have you ever seen
25 situations where the folks who were exercising operational control

1 have ever, you know, asked or requested pilots to fly in, you
2 know, conditions that maybe were not optimal or they felt
3 comfortable in?

4 A. No. I cannot think of any examples. Well, can you -- what
5 do you -- do you mean by like below what's signed off on?

6 Q. Yeah. For example, so if you as a flight coordinator get
7 information that there's deteriorating or bad weather up
8 somewhere; you see that and you know that. And a person in
9 operational control is asking a pilot to go fly in that, and you
10 know that that weather's not the best, that pilot's kind of
11 unsure, uncomfortable about it, have you ever seen management ask
12 people to do that type of stuff here?

13 A. No.

14 MR. HODGES: Okay. Does anybody else have any questions for
15 Ashley at all?

16 BY MR. STEARS:

17 Q. Do you feel like you can express your concerns about the
18 weather, whether it's deteriorating badly, initially bad or, you
19 know, was trending in a direction that you don't think is right?
20 Do you feel like you can express your concerns without any
21 repercussions?

22 A. Yes. Mike is -- in my opinion, I think of Mike very highly.
23 He's very good at being on top of that stuff. He's very good at
24 checking the cams and making sure. So I -- yes.

25 Q. But if you were to say something, you'd feel like he would be

1 like, yeah, right, you know, or just take your opinion or whatever
2 you viewed and take it into consideration?

3 A. Yes.

4 MR. HODGES: Joel?

5 MR. KAIN: No. Thanks, Ashley.

6 MR. HODGES: Do you have any questions for us at all or
7 anything?

8 MS. BOUCHER: I don't believe so, no.

9 MR. HODGES: Okay, well, that's it. And we'll go ahead and
10 stop recording.

11 MS. BOUCHER: Oh, actually, I did have one.

12 MR. HODGES: Sure.

13 MS. BOUCHER: How long does the entire process take? Because
14 I know I leave Coastal August and then I go back to school.

15 MR. HODGES: Usually like an accident like this could take
16 anywhere from 1 to 2 years before everything's finalized and
17 finished. So it's just kind of a rough timeline, not concrete,
18 but usually 1 to 2 years for investigations like this.

19 MS. BOUCHER: Gotcha. And then do you guys make
20 recommendations based on what your findings are or --

21 MR. HODGES: There can be, yeah, depending on what we find.
22 You know, when we do these investigations, we kind of -- we
23 typically say we look at the human, the machine, the environment.
24 We kind of look at those three major areas of, you know, it could
25 be maintenance, weather, operational control, FAA oversight.

1 We've got a variety of different things during all of our
2 investigations, and so it just depends on what we look at and what
3 we find.

4 MS. BOUCHER: Gotcha. Okay.

5 MR. HODGES: So -- all right, cool. We'll go ahead and stop
6 recording at this point.

7 (Whereupon, the interview was concluded.)
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CERTIFICATE

This is to certify that the attached proceeding before the

NATIONAL TRANSPORTATION SAFETY BOARD

IN THE MATTER OF: COASTAL HELICOPTERS
Interview of Ashley Boucher

ACCIDENT NUMBER: ANC17LA025

PLACE: Juneau, Alaska

DATE: July 12, 2017

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.


Wendy C. Cutting
Transcriber

UNITED STATES OF AMERICA

NATIONAL TRANSPORTATION SAFETY BOARD

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Investigation of:

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COASTAL HELICOPTERS

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Accident No.: ANC17LA025

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Interview of: AARON MAUCK

Juneau, Alaska

Wednesday,
July 12, 2017

APPEARANCES:

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National Transportation Safety Board (NTSB)

GARY STEARS, Principal Maintenance Inspector
Juneau Flight Standards District Office (FSDO)
Federal Aviation Administration (FAA)

JOEL KAIN, Corporate Director of Safety
Survey Point Holdings

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I N T E R V I E W

(11:16 a.m.)

MR. HODGES: Okay. We are recording at this point. We're here for the ANC17LA025 interviews in Juneau, Alaska, with Coastal Helicopters. Today's Wednesday, July 12th, 2017. And it is 11:16 local time. I'm Mike Hodges with the National Transportation Safety Board.

MR. STEARS: Gary Stears, principal maintenance inspector with the Juneau Flight Standards Office.

MR. KAIN: Joel Kain from Coastal Helicopters and Survey Point Holdings.

MR. MAUCK: And Aaron Mauck from Coastal Helicopters.

MR. HODGES: And then before we start, does anybody have any objections to us recording this interview?

MR. STEARS: No.

MR. KAIN: No.

MR. MAUCK: No.

MR. HODGES: All right. Today we're going to be interviewing Aaron and we'll go ahead and start.

INTERVIEW OF AARON MAUCK

BY MR. HODGES:

Q. So, Aaron, can you tell me how long you've worked for Coastal for?

A. I first started in 2011, and then it was -- I had a 3-year hiatus where I worked for other companies. I was back in 2015 until present, seasonally.

1 Q. And then prior to coming to Coastal, what did you do prior to
2 that or who did you work for?

3 A. I worked for mostly operators out in Hawaii, where I went to
4 flight school.

5 Q. Okay, cool. And what's your overall aviation background with
6 ratings and times? Just rough estimates on your times.

7 A. I think my total time is 4,500 hours. I've been doing it for
8 11 years, ATP rotorcraft, CFII rotorcraft, and then I've got
9 commercial and instrument single engine fixed-wing.

10 Q. How much instrument time do you have? Just rough estimate.

11 A. What's the minimum for ATP? The 100 hours, something like
12 that? Maybe 103 now, with all the .3's on check rides, but yeah.

13 Q. Have you done any Airbus factory training for the 350 series
14 at all, or --

15 A. I worked for Era Helicopters and I believe theirs was -- I
16 think it was sanctioned by them.

17 Q. Okay.

18 A. It was like the -- yeah.

19 Q. Okay. So with your position here, you're basically like, I
20 guess you could say, sort of like a -- just a line pilot?

21 A. Yeah.

22 Q. Is that the correct term?

23 A. Yeah, that would be correct.

24 Q. And then do you have any additional duties besides being a
25 line pilot here? Do you do anything else outside of --

1 A. Yeah, there's -- I mean, you just sort of generally help out,
2 if helicopters need loading and unloading, or if you need to build
3 sling loads, or just kind of helping out around the hangar.

4 Q. You don't have anything else assigned to you, though, like
5 you're not the --

6 A. Oh, no. No.

7 Q. -- the ground safety representative or --

8 A. No, I don't have any --

9 Q. You're just -- okay.

10 A. Yeah.

11 Q. Okay, cool. And then so you do work or correct me -- I'm
12 sorry. You work part-time right now?

13 A. Well, I'm contract -- I'm full-time contract.

14 Q. Full-time contract.

15 A. So then the contract will be up, but I'm full-time because
16 I'm under contract.

17 Q. So right now while you're under contract, do you work for any
18 other companies at all?

19 A. I do not, no.

20 Q. Okay. So kind of going through the pilot's planning process
21 here, like when you come in and you're going to do a, you know, a
22 glacier tour that day or a dog camp landing, whatever, can you
23 kind of walk me through the planning process with like weather and
24 like analyzing the mission and risk assessment and all that kind
25 of stuff? Can you kind of walk me through how you do it on your

1 end, please?

2 A. Like before we launch?

3 Q. Yes.

4 A. Is that kind of what you're thinking?

5 Q. Yes.

6 A. So, I mean, generally first thing in the morning we will go
7 through -- we have like a briefing that's printed out which has a
8 lot of the local weather and stuff on it. We'll check that. And
9 almost all of us will also get on and check the weather cams and
10 check just general forecasts in the area. And then before we
11 start tours, we generally have a meeting with all the pilots and
12 at least one management and usually one guy from maintenance where
13 we go over previous day's stuff, things that have happened, and
14 then, you know, what's going on today. So it kind of covers a
15 bunch of stuff in there. That's sort of the general before-flight
16 preparation.

17 Aside from that, of course, if there's -- you know, depending
18 upon when the flight is, there's immediately before checking
19 weather cams and checking the weather and --

20 Q. Okay.

21 A. And then getting the manifests and so on. With tours, a lot
22 of this stuff is -- you know, a lot of the seating and weight and
23 balance and all that stuff is done for us, so --

24 Q. Sure. Okay. All right. So, right here, I've got a -- this
25 is a copy of the risk assessment from that day for the p.m. dog

1 flights.

2 A. Um-hum.

3 Q. And so kind of with the whole risk assessment process on your
4 end, do you play any role with that or are you involved with the
5 risk assessment at all, with looking at that and going over that
6 or --

7 A. I mean, we check this, all of this information, like all of
8 this -- weather reports, the pertinent stuff, we're checking this
9 all day long. But, I mean, I don't -- this is done by flight
10 control.

11 Q. Okay. Done by operational control folks then.

12 A. Yeah, operation -- flight control and operation control put
13 these things together. This is just presented to us and then we
14 look at it and then this is the information that we have for the
15 flights. I mean, obviously, if we get something and for some
16 reason you think it's not good, then we don't have to go, but --

17 Q. All right. And then so with the weather observations that
18 come down from the dog camp, usually roughly every hour, how is
19 that -- I know that goes down to the flight coordinators down in
20 that office. And then do they come and get you and tell you --

21 A. No, it gets updated.

22 Q. It just all gets put on there --

23 A. Put into AL-Pro, yeah, and then we just check in AL-Pro.

24 Q. Okay. And then so on the second page here of the risk
25 assessment, we've got the various E levels on the back.

1 A. Uh-huh.

2 Q. What exactly out of the different E levels, E-1 through 6,
3 which one is your rating at the time of --

4 A. When this was, I was E-4.

5 Q. You were an E-4.

6 A. Yeah, still E-4, yeah.

7 Q. Are you still an E-4 right now?

8 A. Yes.

9 Q. Okay. So for yours is, what, 300 feet, 1 mile visibility --

10 A. Uh-huh.

11 Q. -- 500 feet above snow or water?

12 A. Above snow or water, yeah.

13 Q. Okay. So kind of going back to the day of the accident, can
14 you kind of walk me through kind of how you started your day and
15 kind of go from there, please, if you don't mind.

16 A. Yeah. The first thing in the morning there was a photo
17 shoot, actually, up at dog camp, and one of the other pilots was
18 going to fly up with the people and he was going to be the model
19 at the same time. But I did support, so I flew a second
20 helicopter up there with him to get all the people up there.

21 And after we got up there, after we'd been there for -- I
22 can't remember now how long we'd been up there, half an hour, 45
23 minutes, they had done a bunch of the photo work but we saw
24 weather coming up glacier. We saw clouds coming out. We were
25 keeping an eye on it. And after about 10 minutes, we saw it

1 basically coming up and creeping around the sides of the mountain,
2 so we decided that we should cut it short and get out of there.
3 Loaded everybody up, flew down. And sometime after that, after we
4 had left, dog camp called low ceiling and vis. I forget what it
5 was, but it was pretty low.

6 Yeah, and then I was on other jobs. I don't remember what
7 else I was doing that day, but I was flying other jobs. Later on
8 in that day, I got back onto dogs. It may have been because it
9 went to E-2. I took one group up, dropped them off, picked up a
10 group, went back. And then I was bringing another group up to
11 swap out, and that's when I saw the weather was deteriorating. I
12 made a weather call on that one 600 feet above the 1800-foot level
13 on the glacier. That's what I remember because I was making these
14 calls just to see if whether or not we should continue doing IEs
15 as well.

16 Saw things deteriorating. It was kind of swirling around.
17 When you got closer to dog camp, I could see dog camp. So I just
18 did a -- I did a quick kind of flight up to that area just to
19 assess the whole situation. Clouds kind of swirling around. Dog
20 camp was actually -- it looked good up there. It was open, but
21 you could tell things were moving up glacier. I decided it wasn't
22 -- I thought that it could be another situation where even if I,
23 you know, if I dropped people off and swapped them out, new people
24 might get stuck. So I turned around. We called off that hour,
25 returned our people back to base and I suggested that, you know,

1 that they go send somebody else, or just go send somebody up to
2 get these people.

3 By the time I got back, they hadn't launched anybody else, so
4 when I landed and unloaded my people, I was told to keep it
5 running and that Mary was going to get in. And then I got out and
6 she was going to head up there to get the other people out.

7 Q. So when you were up there that last time and you kind of --
8 you made that PIREP then back down here, said, hey, it's
9 deteriorating weather conditions; I'm not going up there, I'm
10 coming back down, was there any chatter with the folks in -- the
11 flight coordinators or operational control about, you know, I'm
12 saying this is bad weather; I'm coming back? Did they question
13 you at all or did they just said, Roger, or --

14 A. No, I've never been questioned when I've -- any time I've
15 said it's bad weather they'll -- even if they disagree, they'll
16 shut it down.

17 Q. Okay. So then you came back -- after you made the PIREP, you
18 came back here to headquarters and you were instructed then to
19 leave the helicopter running.

20 A. Yes.

21 Q. And they said, hey, we're going to send someone else out or
22 what was --

23 A. They just said keep it running for Mary, which is basically
24 their way of saying you're out and Mary's in. So --

25 Q. When that whole situation occurred, between the time you made

1 the PIREP and when you came back and landed, and, you know, you
2 were the one up there, you saw the weather, was it kind of
3 concerning to you at all that, hey, I'm making this call saying,
4 hey, this weather's not the best, and now we're sending somebody
5 else up there to go do this when it's --

6 A. Not really, no. The reason being is it wasn't -- we'll make
7 the call on weather long before it's to the point where we're
8 flying at whatever this half-mile visibility or 300 feet, 1 mile.
9 You know what I mean, this is not good tour weather is what we
10 said. We don't want to -- there's a potential that people could
11 get stuck. It's getting worse. We're not going to fly tours. We
12 could maybe fly other types of operations, not the snow air. So I
13 didn't see that it was so bad that we shouldn't go get the people
14 at the time. That's not what I saw at that point. And that's why
15 I made the suggestion. I said, let's send somebody up to get
16 these other people out of here.

17 MR. STEARS: Before it gets worse?

18 MR. MAUCK: Yeah, or just send some -- yeah, maybe it'll gets
19 worse, maybe it'll get better, but like right now it's bad enough
20 we shouldn't run any new tours up. Let's send somebody up here,
21 then they can assess. Whoever they are, they can -- they'll get a
22 better idea at that point if it's getting worse, if it's getting
23 better, but either way, we'll get them out, or not, if you can --

24 BY MR. HODGES:

25 Q. Now when you went up there, then you had -- when you made

1 that PIREP, you had passengers on board, correct?

2 A. I did, yes.

3 Q. Okay. Now, if --

4 MR. HODGES: Okay.

5 MR. KAIN: I have the advantage of having already had kind of
6 discussion with Aaron about all this, so I'd like to ask a couple
7 questions I thought --

8 MR. HODGES: Sure. Sure.

9 MR. KAIN: -- that I think are relevant.

10 BY MR. KAIN:

11 Q. You had mentioned when we talked before that when you made
12 your PIREP, I think at the 600 -- or at the 1800-foot level on the
13 glacier, ceilings were about 600 feet.

14 A. Uh-huh.

15 Q. You made a mention that at one point, at about the 2400-foot
16 level, you could actually see dog camp.

17 A. Yeah.

18 Q. Thank goodness your passengers couldn't, you know, or --

19 A. Yeah, I was -- yeah, look over there.

20 Q. Right. Right. So at that point, you made a comment to me
21 that you could actually see dog camp and that you felt you could
22 get into dog camp without violating your E-4 level minimums.

23 A. Yeah, easily. I easily could have made it in there without
24 violating my E level minimum.

25 Q. But you felt like what you had seen earlier in the day --

1 A. Yep.

2 Q. -- the deteriorating conditions during the weather or during
3 the photo shoot, you saw a similar trend building and perhaps
4 building more rapidly.

5 A. Exactly. Exactly, yeah.

6 Q. So elected to make that call, say I'm not going to add more
7 people to the mix here.

8 A. Exactly. Like why get those people out and then potentially
9 strand other people? That was kind of my thought.

10 Q. I just wanted to highlight the fact that, you know, the
11 cognitive process that you went through at that point was, yeah, I
12 could get in there, not violate my minimums; however, the trend is
13 down. Again, I think that adds to when you came back to base here
14 and offloaded your passengers, there wasn't an alarm or anything
15 that says, oh, no, we shouldn't go back there and try and -- based
16 on what you had just observed less than 15 minutes before, 10
17 minutes before, you didn't feel there was any issue going back.

18 A. No. If it would have -- I've seen it, I've definitely seen
19 it worse where I'm like, I'm not going in there and I wouldn't
20 suggest anybody else try and go in there.

21 BY MR. HODGES:

22 Q. Right. Okay. So you just didn't want those additional folks
23 getting stranded --

24 A. Yeah, exactly. Yeah, I just -- yeah, exactly, because I was
25 supposed to pick them up. You know, they were expecting to leave.

1 But then I just was, like, well, I got to take these guys back
2 now.

3 Q. Yeah.

4 A. You know what I mean? So let's get these other people out.
5 It's plenty good enough right now to get in there at that point.

6 Q. And then so after you made that PIREP and you came back here
7 to headquarters to drop those folks off, and then it was explained
8 to you -- now correct me if I'm wrong -- that Mary was going to be
9 taking over for you in the helicopter, then, at that point?

10 A. Yeah.

11 Q. And the reason for that was because she's a different E level
12 than you?

13 A. I mean, it's not really -- that's what I would assume. And I
14 wasn't -- that process isn't really explained to you at that
15 point, you know what I mean. It's just keep it running for Mary;
16 Mary's getting in.

17 Q. Okay.

18 A. A lot of times, you know, they'll tell you that and they
19 might be on a different job. But I just assumed that, yes,
20 they're going to send a higher -- a more -- yeah, a higher skilled
21 pilot with more experience to go up.

22 Q. So they just told you come back, leave it running, switch out
23 Mary --

24 A. Yep.

25 Q. -- and that's it, then?

1 A. Yeah.

2 Q. Okay. Now I'm not too familiar with the routes you guys
3 take, but the route that you took up and made that PIREP, that's
4 the same route that Mary was coming back down on at the time of
5 the accident; is that correct?

6 A. Yeah.

7 Q. Okay.

8 A. More or -- yeah.

9 MR. KAIN: Minus some lateral displacement.

10 MR. HODGES: Yeah, sure. General area.

11 MR. KAIN: Generally, yes.

12 BY MR. HODGES:

13 Q. And that's the normal route you guys always take egressing
14 and ingressing to the --

15 A. Well, that's the normal route under those weather conditions.
16 If the ceilings are really high, we'll go right over the top and
17 show people the ice field and go down, but if it starts to come
18 down a little bit, then we fly to the toe and fly up the glacier,
19 down and around. So --

20 Q. Okay. And then just going back to the PIREP again, what did
21 you say the visibility ceiling was again when you made that call?

22 A. I didn't give a visibility. I just did -- the only thing I
23 remember testing was at the 1800-foot level it was 600 feet over
24 that area. And then it, you know, as it goes up, the clouds kind
25 of went up with it too. I was down low. But the problem was is

1 there was these swirling clouds, and I mentioned that as well. I
2 said there's a lot of stuff swirling around here. And my guess is
3 that we had that up-glacier wind again that was causing this weird
4 swirling stuff. So there's a little bit above and below; I mean,
5 you could kind of see through it, but I just didn't -- yeah, it
6 didn't look, didn't look good.

7 Q. Do you recall what the wind condition was like at that time?

8 A. Yeah, I don't -- I mean, it had been a mild up-glacier wind
9 all day.

10 Q. Any icing encountered at all, do you recall or no?

11 A. No, it was plenty warm for -- it was really warm, yeah.

12 Q. Okay.

13 BY MR. KAIN:

14 Q. There was another aircraft operating. You guys were not a
15 flight of two, per se, but you were both headed in the same --

16 A. Yeah, Luke was behind me.

17 Q. Luke was behind you and you guys were dialoguing --

18 A. We were, yeah.

19 Q. -- company internal?

20 A. Exactly.

21 Q. As well as sharing --

22 A. Yeah, I was talking to Luke. He was behind me. He asked me
23 -- yeah, at one point he said -- right when I gave the first
24 weather report, he said, what do you think? And that's when I
25 said, I told him, I said, I'm going to -- I think I said, I'm

1 turning around; let's go back. But then he turned around and
2 that's when I kind of went up and did the little loop up there
3 just real quick to see if I could see dog camp, see what was going
4 on up there, so --

5 Q. Right. Okay.

6 A. And then I followed -- I just followed Luke back.

7 Q. Luke back, yeah.

8 A. Yeah.

9 Q. So they weren't essentially a flight of two, you weren't
10 essentially a flight of two --

11 A. No. Yeah.

12 Q. -- but generally headed to the same place, similar
13 timeline --

14 A. Yeah.

15 Q. -- and corroborated your weather, or at least shared
16 information between the cockpits.

17 A. He was like -- yeah, he was kind of letting me -- I was
18 further up the glacier, so he was just letting me make the call up
19 there since I could see more than he could see. So, you know --

20 Q. Okay.

21 BY MR. HODGES:

22 Q. So then when you came back here to headquarters and you left
23 the helicopter running and Mary took over for you, did you guys
24 have any conversation between you and her at all about anything?

25 A. No.

1 Q. It was just kind of a, hey, I'm taking over now, see you
2 later kind of thing? There was no conversation about weather or
3 what was going on?

4 A. Just general, like switching out the helicopters and stuff,
5 making sure it's configured right for her and, you know, like
6 that. So --

7 Q. She didn't say anything about why she was going up there as
8 opposed to you picking the people up or --

9 A. No.

10 Q. Okay. So I know you said that you worked here kind of
11 initially, then left and came back and you kind of -- you have
12 experience working here. Have you ever seen situations where
13 you've seen either, you know, flight coordinators or people
14 exercising operational control asking line pilots to fly in
15 conditions that maybe are not in line with their E level or, you
16 know, conditions that they're not comfortable with? Have you ever
17 seen people been asked to do that?

18 A. Not knowingly. I mean, I know of -- I've been sent out
19 before and when we all thought the conditions were a particular
20 way and you get out and they're not that, but then you just turn
21 around. But I've never felt -- I've felt zero pressure at this
22 place, which is one of the reasons why I like it, because I don't
23 -- like I've landed here on several occasions with -- on tours,
24 I've landed in muskegs because the weather was deteriorating and I
25 had to wait it out for 45 minutes or an hour and came back, and I

1 -- yeah, there's no -- yeah, there's no pressure to fly in
2 anything if you don't want to -- I've shut the day down before
3 because I thought the weather was deteriorating and it wasn't,
4 but --

5 Q. Yeah.

6 A. -- if you make the weather call then everybody sticks to it.

7 Q. And then so do you fly just the 350s or do you fly the 206s?

8 A. Just the 350s.

9 Q. 350s. And they all have radar altimeters in them?

10 A. They do, yeah.

11 Q. Okay. And then do you guys ever have issues with your radar
12 altimeters operating on the glacier? Do you ever get like them, I
13 guess, bouncing back, you know, erroneous readings at all? Does
14 that ever occur?

15 A. Yeah, sometimes that'll happen over snow and -- I think
16 that's pretty common with all rad alts.

17 Q. You get kind of odd readings or incorrect readings?

18 A. Yeah. You can get incorrect readings over snow, and I guess
19 it happens over water, too, but we don't do a lot of our flights
20 over water.

21 Q. So since you've been working here, as you know, Temsco had an
22 accident unfortunately last year in May 2016. On your end as a
23 line pilot working here at Coastal, have you -- anything's been
24 communicated to you at all about lessons learned from that or
25 changes? Have you guys ever had discussions about that accident,

1 about kind of --

2 A. The one in Skagway?

3 Q. Yes. Yep.

4 A. We had discussions about it, but that was back when it was
5 still under investigation. There hadn't been the final report, so
6 there was a lot of speculation at that point.

7 Q. Nothing about like safety improvements or anything like that,
8 that you guys have heard on your end as a line pilot or anything
9 of that nature?

10 A. Directly relating to that?

11 Q. Yeah.

12 A. I'm not sure. I mean, there's always -- stuff comes down,
13 but I'm not sure if it's directly related to that particular
14 incident.

15 Q. Now since this accident occurred here at Coastal, have you
16 changed anything personally how you do business around here day to
17 day with flying or planning, anything of that nature?

18 A. Have I changed anything? I don't think so. I mean, I might
19 be more -- even more cautious of flat light area, but I don't
20 think I've made any sort of conscious decision. I mean, yeah,
21 just kind of --

22 MR. HODGES: Okay. Does anybody else have any questions for
23 Aaron?

24 MR. STEARS: Yeah.

25 BY MR. STEARS:

1 Q. Do you feel like the dog camp personnel that are relaying the
2 weather that in general they're fairly accurate and --

3 A. As accurate as we can get them to be without being pilots and
4 so on or in the -- we've come up with pretty good systems, you
5 know, where we -- I actually just had this discussion with them
6 yesterday.

7 MR. KAIN: Can you describe that, how they make their
8 observations and reports?

9 MR. MAUCK: Yeah, so they have -- we give them landmarks.
10 And we say, if the clouds are here, that's 1,000 feet; if the
11 clouds are here, that's 1200 feet, and so on. And then I think
12 once it gets down to below -- once it gets close to like 500, we
13 don't even really care, you know, if it's 200 or 500 because we're
14 not going to go but -- so we give them these particular landmarks
15 that they can look on various sides.

16 For their upper camp where they're about to move to, we've
17 even got names for them all. So they can just call the names and
18 then we can extrapolate what the ceiling's going to be.

19 BY MR. STEARS:

20 Q. Points that you can make determinations off of?

21 A. Yeah. And they're pretty good. I mean, yesterday, I flew up
22 there and I asked the guys, because I had a whole crew change in
23 there and I asked them, I said, what would you call these
24 ceilings? And they said, we would call this 1200. And I think it
25 was closer to 16, actually, but -- because there was some low

1 stuff stuck on some points, but those are the points that if they
2 see clouds there, they call 1200. So --

3 Q. Do you think they're proactive on keeping up to speed on that
4 type of stuff?

5 A. Yeah, some of them are, the ones that are more -- I mean,
6 keeping up to speed, how do you mean? Like --

7 Q. Just on, you know, being accurate on making the calls and the
8 points where, you know, you're giving them the areas to make the
9 determinations off of. Do you see like they're just trying to
10 keep up on their job on how well they relay the weather --

11 A. Relay the weather information? I think so, yeah. I mean, I
12 haven't had them ever be off by more than a couple hundred feet or
13 anything, so always pretty accurate. They've got little pictures
14 up at dog camp, I think, with the names and elevations where they
15 can see stuff.

16 MR. STEARS: Okay.

17 MR. HODGES: Go ahead.

18 BY MR. KAIN:

19 Q. You made one -- just for clarity's sake again, you mentioned
20 something about IE earlier in your narrative. Just so -- because
21 you'll ask that question later, IE is icefield --

22 A. Oh, icefield excursion as opposed to -- yeah.

23 Q. A dog camp?

24 A. As opposed to a dog sled camp.

25 Q. IE is an icefield excursion, just a landing on a glacier or a

1 glacier experience, as opposed to a dog camp or dogs with extended
2 ice, which would kind of be both.

3 A. Yeah, I think where I brought that up, too, I was talking
4 about whether we should keep doing IEs, because a lot of times
5 it'll close out at dog camp, but we can continue -- the weather is
6 still --

7 Q. Down lower.

8 A. Down lower, we can still have 1500 feet or something --

9 Q. That happens pretty regularly, right, where we'll weather
10 cancel dog camp strictly based on ceiling visibility, but the
11 lower part of the glacier on the ice is actually --

12 A. Yeah, we'll run the icefield excursions, yeah.

13 BY MR. HODGES:

14 Q. So going back to the folks that work at the dog camp.
15 Leading up to the time of the accident, when they make their
16 weather calls down to your headquarters about, hey, we're seeing
17 this, we're seeing that, at that time when the accident happened,
18 did they have the authority to say, hey, this is garbage weather;
19 do not come up here? Do they have that -- did they have that
20 ability, I guess, to make a call for a go/no-go decision based on
21 what they're seeing at their location at the dog camp?

22 A. I don't know if they can say go or no-go.

23 Q. Okay.

24 A. Well, they can't say go. Only OC can say go, right? But I'm
25 not sure if they can just call it off entirely. I mean, I know

1 once they call certain levels, it's just no-go.

2 Q. Okay.

3 A. And they, yeah, they do -- they give us hourly updates, but
4 they will also call if they see stuff moving in. They'll call us
5 and say we -- we get those calls a lot, especially when they get
6 -- we get the fog moving up-glacier, we'll get those maybe halfway
7 or something.

8 Q. So minimum every hour, but additionally, too, if stuff
9 changes, they can call as much as they need to --

10 A. At any time and say, like, we think it's deteriorating, yeah,
11 maybe get these people out --

12 MR. STEARS: Don't go beyond the set routine.

13 MR. MAUCK: Exactly.

14 MR. STEARS: Just keep you guys up to speed.

15 MR. HODGES: Okay. Anybody else have any questions for
16 Aaron?

17 MR. STEARS: I do not.

18 MR. HODGES: Do you have any questions for us, Aaron on
19 anything or --

20 MR. MAUCK: No.

21 MR. HODGES: All right. We'll go ahead and stop our
22 recording at this time.

23 (Whereupon, the interview was concluded.)

24

25

CERTIFICATE

This is to certify that the attached proceeding before the

NATIONAL TRANSPORTATION SAFETY BOARD

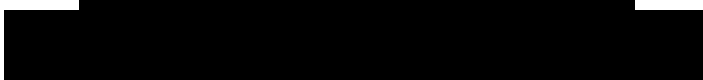
IN THE MATTER OF: COASTAL HELICOPTERS
Interview of Aaron Mauck

ACCIDENT NUMBER: ANC17LA025

PLACE: Juneau, AK

DATE: July 12, 2017

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.


Wendy C. Cutting
Transcriber

UNITED STATES OF AMERICA

NATIONAL TRANSPORTATION SAFETY BOARD

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Investigation of:

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COASTAL HELICOPTERS

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Accident No.: ANC17LA025

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Interview of: MIKE RAWSON

Juneau, Alaska

Wednesday,
July 12, 2017

APPEARANCES:

MICHAEL HODGES, Aviation Accident Investigator
National Transportation Safety Board (NTSB)

GARY STEARS, Principal Maintenance Inspector
Juneau Flight Standards District Office (FSDO)
Federal Aviation Administration (FAA)

JOEL KAIN, Corporate Director of Safety
Survey Point Holdings

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I N T E R V I E W

(3:25 p.m.)

MR. HODGES: Okay. We are recording at this time. This is for the ANC17LA025 in Juneau, Alaska, with Coastal Helicopters. Today is Wednesday, July 12th, 2017. And it is 1525 local. I'm Mike Hodges with the National Transportation Safety Board.

MR. STEARS: Gary Stears, Principal Maintenance Inspector, Juneau Flight Standards Office.

MR. KAIN: Joel Kain, Coastal Helicopters and Survey Point Holdings.

MR. RAWSON: And Robert Michael Rawson, Director of Ops, Coastal Helicopters.

MR. HODGES: And does anybody have any objections with recoding this interview today?

MR. STEARS: No.

MR. KAIN: No.

MR. RAWSON: No.

MR. HODGES: All right. We'll be going with the interview of Mike Rawson right now, and we'll go ahead and start the questions.

INTERVIEW OF MIKE RAWSON

BY MR. HODGES:

Q. How long have you worked for Coastal for?

A. Start with trick questions. Since '94.

Q. '94? Okay. And then how long have you been the director of operations for?

A. Ballpark, say 2002-ish. It's a ballpark. If you want exact,

1 I can find out.

2 Q. And then prior to 2002, were you just basically like a line
3 pilot or chief pilot?

4 A. Chief pilot.

5 Q. Chief pilot, okay. And how long were you chief pilot for?

6 A. So probably about 5 years prior to -- yeah, probably about 5
7 years.

8 Q. Five years?

9 A. Yeah.

10 Q. Okay. And what did you do prior to coming to Coastal?

11 A. I worked a couple of seasons down the road at Temsco
12 Helicopters and, yeah, went -- seasonal down there.

13 Q. Okay.

14 A. Yeah.

15 Q. Okay. And then what's kind of just your overall aviation
16 background with like just roughly total times and certificates and
17 ratings, things of that nature?

18 A. Commercial helicopter, CFI, 10,000 -- a little over 10,000
19 hours, all helicopter.

20 Q. Okay. Instrument rating or --

21 A. Yep.

22 Q. Have you ever attended any sort of Airbus factory training
23 for the 350 series?

24 A. Pilot training that they came here to do, yeah. Not at the
25 factory, but it was factory guys that did training here, yeah.

1 Ground, 3 different -- 2 different years, I guess, and flight 1
2 year.

3 Q. And then you also fly the 206 also; is that correct?

4 A. Correct, yeah.

5 Q. And then can you kind of just go through your day-to-day
6 duties here with your position as director of operations?

7 A. I mean, I guess the biggest one would probably be operational
8 control most days that I'm here, just because that falls on the
9 director of ops. Occasional flying. You know, I'm a check airman
10 as well as a company instructor, also. I don't do a lot of
11 company instruction, but a little bit.

12 Say everything that comes, I guess, with operational control,
13 oversee the operations side, pilots and flight coordinators.
14 Coordinate stuff with maintenance, you know. Yeah, those are kind
15 of general topics.

16 Q. And then besides being the director of operations, do you
17 have any additional duties in the company? Are you like a ground
18 safety manager or anything like that, or do you just do director
19 of operations and that's it?

20 A. Just, I would say, director of operations and I guess manager
21 of our operational control star through the Medallion Foundation.
22 I guess that would be an additional duty. And then pilot as
23 needed or able, I guess. Yeah, but nothing else.

24 Q. And then do you work part-time at any other companies in the
25 area or this is just your only full-time employment?

1 A. No, just here. Just Coastal.

2 Q. Can you kind of walk me through like, you know, just what a
3 line pilot would go through with planning for a typical tour
4 flight out on -- you know, with dog camps or doing icefield
5 excursions? Kind of just walk through the process with like, you
6 know, kind of looking at the mission, what we're doing, looking at
7 the weather, looking at the aircraft, risk assessment, so on and
8 so forth.

9 A. So from the tour side or actually any side, I guess, they
10 arrive in the morning, preflight. We do a paper type of a
11 briefing that goes through, you know, weather issues, missions,
12 kind of an outline of what's going to happen on the day. And then
13 they're just assigned those duties to different flights.

14 Most days, prior to the first tour we do an additional
15 briefing, a sit-down briefing, cover areas that are coming up that
16 day, any, whatever, passenger issues, weird flights that we might
17 have coming, freight going back and forth, say, to a dog camp, how
18 we're going to mix in some of the charter stuff. And they usually
19 give feedback back to me or, I guess, management, you'd say, on
20 any issues they've had in the last day or two, issues with the
21 routes, you know, tower, our ground staff, that kind of thing.
22 And then usually we have a maintenance person in there, too, and
23 they -- you know, just any little squawks or we talk about needing
24 to land a helicopter on our main ramp at the end of the day for a
25 100-hour, or just whatever, communication kind of stuff.

1 Q. Yeah.

2 A. And then, so typically operation control assigns the flights
3 to the pilots. They're watching that program I showed you
4 earlier.

5 And then, from there, you know, they do look at some of the
6 weather in the back. The manifests they're given typically have
7 weather, some standard METAR kind of stuff. When we have the dog
8 camp up, they'll put that on there, pilot reports, that kind of
9 thing, usually -- generally just the last couple hours of those.
10 And then current, for what it's worth, the current METAR kind of
11 thing.

12 Yeah, I mean, I guess, in a nutshell, that would be pretty
13 close. I might be forgetting something, but it's pretty close, I
14 think. Yeah.

15 Q. Okay. And then just kind of looking at a concrete example
16 risk assessment -- this is the one that you initially sent over to
17 me. So did you just -- whether a pilot's doing a tour flight or
18 an icefield excursion or expedition -- excuse me -- do the pilots
19 look at this or go over this with you at all, this document with
20 the go/no-go criterias and the E selection and what's in here? Is
21 that formally sat down with you and gone over?

22 A. Typically, that would be more covered in those briefings that
23 we do earlier in the day. But no, the specific -- when we do the
24 multiple flights to a certain area, we tend to do a blanket risk
25 assessment like the one that I sent, and then we'll redo those as

1 necessary. But in a minimum, we do two of those a day, and then
2 for any changes, weather changes, say, or -- typically it's
3 weather that would necessitate a change in pilots -- we'll print
4 another one. They get the paper copy of the front side of that,
5 but, yeah, typically they don't do an individual risk assessment
6 for every single flight. And a lot of times they're in for
7 multiple flights. It's not just one flight, too, so they wouldn't
8 actually shut down and go reassess or anything.

9 Q. Sure.

10 A. They would just -- they would, yeah, continue on.

11 Q. So with the accident risk assessment, this was the initial
12 one done for the p.m. dogs --

13 A. Uh-huh.

14 Q. -- and then there was -- where is it at here --

15 A. The second page of that, too, is -- yeah.

16 Q. This was the one where Aaron went up there and made a PIREP
17 and then came back.

18 A. No, that's the one where Aaron took the accident people in.

19 Q. You're right. I'm sorry. I apologize. This is the one
20 where Aaron took them in. And then this one here is where
21 Aaron --

22 A. He had people on board.

23 Q. People on board --

24 A. And he made the PIREP and turned around, and the people were
25 removed or unseated from that for the purpose of their refund.

1 But, in essence, the first one with the accident people, they were
2 in dog camp, and then this one, he's taking Group B up. If all
3 had gone well, he would have dropped off Group B, picked up Group
4 A and brought them back.

5 Q. Sure.

6 A. And then been back an hour later, bring C up and bring B
7 back. This one here, this updated weather there in the note
8 section, and there's an hour later dog camp weather at the bottom
9 of the weight and balance there. See the dog camp?

10 Q. Um-hum.

11 A. But just you're missing the people because they've been taken
12 out of the risk assessment for accountability and accounting
13 purposes.

14 Q. Okay. So this was like, I guess, the last one done then.
15 And then when Aaron came back to the ramp and was on the ramp and
16 Mary was sent out, there was a separate one of these done then
17 when Mary was going up, then?

18 A. Correct. We didn't print one out. I guess all parties were
19 kind of there, you know, and we -- I mean, I guess you'd say we
20 kind of did a verbal risk assessment, you know, with the people
21 involved. But no, we did not. There's not like a paper copy.

22 Q. So with the weather observations that come down from the dog
23 camp that are hourly, that's just relayed to you via radio in the
24 operational control room down there, correct?

25 A. Correct. It's one of those radios on the far left is the one

1 connected to the dog -- repeater is what we call it.

2 Q. And so who's typically responsible then for monitoring that
3 radio? Is that normally just the flight coordinators that do
4 that? And then do they -- when they receive that transmission
5 with the weather information, do they come and say, hey, who's
6 ever doing operational control, this is what the dog camp is
7 saying at this hour? Or how does that work with relaying that to
8 the person exercising operational control?

9 A. They would typically take it and put it -- I think I showed
10 you on the screen there. So we have who's listed as OC, and then
11 we just open that up and use just kind of -- there's a note
12 section, and put those -- that weather in there. And that's how
13 this is printed. It's the same thing. So this -- yeah, I guess
14 that's actually what it looks like all day long, is they just keep
15 adding to it. And then they will -- and they're kind of keyed in,
16 I guess, to, you know, if it's -- whatever, we've been 2,000 or
17 some and then all of a sudden they call 1,000 or some. They all
18 think, hey, did you hear that, you know, kind of thing.

19 So they will -- yeah, they'll print it out, let us know of
20 any big changes. And then most of the time, you know, yeah, you
21 can hear them on the radio, too, in the dog camp. And they repeat
22 the weather back to them, which helps out with our communication
23 down here, anyway.

24 Q. Now by the time the accident occurred -- do the dog camp
25 personnel have the authority or ability to stop flights due to

1 weather on their end?

2 A. Yeah, I guess we've had some discussion on that in trying to
3 -- in the past, they have, yes. Thinking back now, recently, we
4 haven't had that happen for a little while to where they said,
5 hey, this doesn't feel right; you know, I'm seeing a bad trend or
6 a trend I don't like. And we haven't -- I can't tell you when
7 it's happened last. And, yeah, in the past when they've said that
8 -- obviously they're there, and we kind of heed that
9 recommendation.

10 Q. Okay.

11 A. So I wouldn't -- yeah, sounds like there could have been a
12 little misunderstanding as to whether that's something they should
13 be saying directly, I mean, being very pointed about it. But if,
14 yeah, I mean, if they say they don't think we should bring people,
15 that's -- they have to stay with them if they get stuck up there.
16 So, yeah, I'm usually, if you don't want them, that sounds good to
17 me.

18 Q. And then you said you started working here in 1994. Has
19 Coastal always been doing the dog camp operations with --

20 A. No. And this -- don't quote me on these things. I know
21 we're being recorded. I want to say Blue Kennels, Sebastian, it's
22 maybe the last 7-ish years, guessing, and about 4 years prior to
23 that we did work with a different dog mushing group. So -- and
24 definitely not the whole time I've been here, the dogs. So it's
25 been roughly the last, you know, 11, 12 years.

1 Q. Okay. And then just kind of going back through the day of
2 the accident, can you kind of walk me through what happened that
3 day kind of starting off at the beginning of the day, kind of
4 leading up to the accident, please?

5 A. I don't know if I have any real specifics. I mean, I could
6 look at the day's, you know, what happened on the schedule and
7 probably tell you that's what happened. You know, I don't know as
8 there was any -- you know, anything that happened that day that
9 was out of the ordinary compared to other days. We did -- I mean,
10 you can look back. We had some weather issues with other flights
11 even that day. I think, Mary did -- you know, had to wait for a
12 while on a charter flight. And then that morning -- it was a
13 morning, typically, that Mondays aren't real busy in the morning,
14 tour-wise anyway. Ships tend to come in later in the afternoon,
15 so we tend to do various other things, happened to be doing a
16 photo shoot up there on the glacier with the dog camp that
17 morning. And then they got chased out for weather. Weather
18 improved, they went back up and finished that.

19 So, yeah, that's kind of what I remember of that day. And
20 whether that -- those events in themselves aren't out of the
21 ordinary.

22 Q. So when Aaron was going up there initially and he made that
23 PIREP back and at that point he kind of looked at the weather and
24 kind of said, hey, this is kind of deteriorating; I'm not going to
25 go up there in my current state and came back. Kind of walk me

1 through what happened at that point on your end with operation
2 control. When you heard that PIREP from Aaron and what he said to
3 you, what's kind of going on in your mind at the time?

4 A. Again, it's not -- and it wasn't something that -- it was
5 something that happens on occasion. You know, report comes back
6 that weather's turning down, trending down. With the dog sled
7 stuff, it's like dropping anybody on any one of the sites. You
8 have to consider what's going to happen and come back and get
9 them. So you have to be a little forward-thinking.

10 And, you know, his take was that I just am not confident that
11 here in another hour to an hour and a half that we can actually go
12 get those people or it may deteriorate enough that we can't. Just
13 a guess, kind of a -- I don't know, there's some gut feeling
14 there, I guess. Generally, try to encourage them to be
15 conservative on that. But anyway, so they bring the people back,
16 no problem. Sometimes we have options of converting those people
17 to glacier landings if we have enough helicopters. We didn't
18 elect to do that that day. So they just basically bring their
19 people back, then we kind of reconfigure. And we just sent those
20 same helicopters back up, changed out some pilots and sent two
21 more pilots back up for the dog return is essentially what that
22 was or what we call it.

23 Q. Okay. And then you mentioned swapping out pilots. You know,
24 for example, when Aaron came back and he did a hot swap with Mary,
25 what was the reason for sending Mary up there to pick people up as

1 to just keeping Aaron to go pick people up?

2 A. The two that were up and turned around were -- you know, been
3 here a few years kind of thing. We just kind of upped that to a
4 more experienced set of pilots, I guess. And that was, yeah, just
5 more experienced set of pilots, in theory, usually is a good
6 thing, people that have been around the glacier longer, you know,
7 whatever, seen more weather on the glacier over time, and that
8 kind of thing. So they were available, and so it seemed like why
9 have them stay here and maybe have them fly instead of the other
10 guys. No other personal reason or any other thing.

11 Q. When you made a decision to send Mary to replace Aaron, what
12 did you say to Mary? Say, hey, Aaron's come back; you're going to
13 go fly and this is why, or --

14 A. Not specifically. She was sitting at dispatch, actually in
15 the middle dispatch spot, so she had been kind of helping dispatch
16 a little bit or flight coordinate. And so she was pretty much
17 involved with, you know, just what was going on. So, yeah, we
18 didn't have a long discussion or anything.

19 Q. And so you mentioned before about kind of swapping out the
20 different E levels, where you brought this one group of E levels
21 back and swapped them out with a different group of E levels, more
22 experienced E levels. How often would you say that occurs
23 where -- any kind of operation where that has to happen where you
24 guys have swapped out those E levels?

25 A. I wouldn't even have a guess. It may be something you could

1 look -- spend hours maybe going through and trying to decipher. I
2 mean, I would say it's not uncommon. I mean, we start the day,
3 you know, the risk assessment based on like who do we want to
4 start with up there for one thing. So it's -- I mean, I guess you
5 could, if you look at it that way, it happens every day.

6 MR. KAIN: So it's not uncommon for us to start out a day
7 doing tours at one particular E level and then, due to weather
8 observations at dog camp or en route, change that and say, no more
9 E-1s to dog camp. That happens on a semi-regular basis; is that
10 correct?

11 MR. RAWSON: Or go the other way, yeah. Some days we'll
12 start with a higher E level until we get somebody up there to
13 verify what we know based on cameras and forecasts and dog camp
14 reports and, you know, usually have a conversation with those guys
15 just to --

16 MR. STEARS: Get some validation of what's really happening?

17 MR. RAWSON: Exactly. Is this good? Do you think this is a
18 good time, you know -- I mean, I guess in a perfect world, you'd
19 always send the more experienced people everywhere, but it doesn't
20 happen that way. At some point, you know, you have to have
21 something for people to learn and gain experience, too, so not
22 always the most experienced person does go. I guess you could
23 also argue maybe the most experienced person isn't the best. You
24 have better statistics than we do.

25 BY MR. HODGES:

1 Q. So since you've worked here as the DO, has Coastal or Survey
2 Point, have they -- what training have they given you for doing
3 operational control that you've received at your level?

4 A. I'm trying to think of what would be specific to operational
5 control. I mean, I've been, you know, through Coastal and now
6 Coastal Survey Points. I mean, I get to go to a lot of training
7 courses and stuff. I've done the gamut of HAI courses, you know,
8 training with Alaska Air Carriers, you know, that kind of thing.

9 I mean, I guess some of it would be experience. I guess you
10 could throw that in there. So, yeah, I mean, I guess I've been
11 given -- I don't know if there's really a specific course just you
12 could say on operational control. I guess, you know, safety
13 stuff, human factors. I was a safety manager way back when, I
14 guess, when it was called a manager here, but for a few years.

15 So, I mean, I've received all that type of training. So, I
16 guess all of that kind of factors into it, yeah. And then just
17 experience of what we do, where we go, you know, the customers,
18 the environment. I think I have a bit of a handle on that kind of
19 stuff that I can relay to people, you know, a briefing on specific
20 jobs, that kind of thing.

21 Q. So after the accident occurred and, you know, the flight
22 coordinators and you got wind of what happened at that time,
23 Ashley told me she initiated the emergency response plan. She did
24 some steps and then you took over after a certain point; is that
25 correct?

1 A. Yes. I mean, I would say -- I tend to say we kind of did it
2 together. I mean, there's some stuff still that she's doing, but
3 she was manning the radios more so, and then there's some stuff
4 that I guess in that procedure that I need to do and check off or
5 whatever. So, yeah, we kind of -- when you say passing it off, we
6 were slightly farther apart than you and I are now, but not much
7 further.

8 Q. Okay.

9 A. So it isn't like I took and ran away with it, either. You
10 know, yeah, it was all right in that area.

11 Q. So then when you guys received notification of the accident,
12 you guys were going through the ERP, did you or anybody else, you
13 know, kind of call the local authorities, like police or medical,
14 the hospital, saying, hey, you know, we just had this happen;
15 we've got folks coming down and we're going to be bringing them
16 over? Was that kind of like an advance heads-up given to anybody
17 else?

18 A. We didn't call any medical personnel just based on the
19 reports we had, you know, no injuries. So I guess we took that at
20 face value, so we didn't contact anybody there. We did contact
21 the regional operation -- you know, to meet that requirement, was
22 patched through to your guy. I can't remember the other one of
23 you.

24 MR. STEARS: Sounds right.

25 MR. HODGES: Brice, probably?

1 MR. RAWSON: Yeah. It's on here somewhere. I can't remember
2 now. But anyway, that was really the only contact there with
3 anybody, you know, agency-wise. I guess the FAA was eventually
4 tied in there, too, but nothing as far as, yeah, no medical
5 personnel. We decided to take them to the hospital, ER, just as a
6 precautionary. I think we had to convince a couple of them to go.
7 Yeah, we didn't pursue or go that direction just based on the
8 reports.

9 BY MR. HODGES:

10 Q. I know we've all kind of talked about this before in previous
11 interviews, but since you've worked here at Coastal, have you ever
12 seen passengers have to ever stay the night actually on the
13 glacier due to bad weather?

14 A. I only remember one where they actually stayed there
15 overnight. And I don't remember the year even.

16 MR. KAIN: Was that with Coastal, Mike?

17 MR. RAWSON: Yeah.

18 MR. KAIN: Because there hasn't been one in my five seasons
19 with Coastal and Survey Point, but there was a couple years ago
20 with another operator. I didn't know that Coastal had --

21 MR. RAWSON: I could find out what year it was. Anyway, a
22 few years ago. We've had them stay there, and I don't have a
23 number there either, for extended periods when, the same
24 situation, weather moved in, whatever happened, and we weren't
25 able to get back to get them right away. But only one where we

1 actually -- they spent the night and we had to hook them up with a
2 ship later on.

3 BY MR. HODGES:

4 Q. Yeah, when that happened in the past, did they just basically
5 go live in the same quarters that the dog mushers were living in
6 then? Is that basically what happens?

7 A. You know, I didn't get any specifics, but, yeah, that's --
8 yeah. What I recall of that, they were -- actually, just thought
9 it was great. Yeah, they're just given, whatever, split up some
10 of the quarters and, you know, obviously, they've got food. And
11 then got an extra helicopter ride in the morning to the ship.
12 Luckily, they weren't very far away. But, yeah, that -- what I
13 recall, we didn't get -- like, pass around a thing to fill out or
14 anything afterwards, but that they were pretty happy about the
15 whole thing, really. I would say that wasn't a big deal. If I
16 was venturing a guess, I would guess maybe 10 years ago, somewhere
17 around there.

18 And then, again, the extended times when they've been up
19 there, I can't count those. I mean, that probably happens more
20 than once a year, but I don't know. We could probably pull out
21 some statistics there somewhere, but I don't know it off the top
22 of my head, no.

23 Q. So with -- you know, if you or someone else is exercising
24 operational control, you're at headquarters and I'm a line pilot
25 and I'm going out and doing any sort of tour operation or

1 whatever, what, I guess, external communication devices am I
2 required to carry on me for like emergencies or flight following?
3 I'm not saying, you know, radios in the helicopter. I mean, like
4 on me personally.

5 A. We don't have any requirements, like, you know, like a
6 personal, like a --

7 Q. A handheld radio, a satellite phone, things of that nature?

8 A. We don't give them satellite phones. They're in the
9 aircraft. We do encourage them to have radios. That's not only
10 going abroad, so to speak, but also just on the ramp, just helps
11 with communications, letting people know they have flights, this
12 is what's up. And then, as it did in this case, it comes in handy
13 when you can use your handheld. Yeah, so they are -- they're
14 encouraged. It's not a set policy that they have to have those.
15 Most of the pilots have them and they don't take them off and
16 leave them here, so typically would travel with them.

17 Q. So, for -- back to the risk assessments, then, are risk
18 assessments required for all Part 91, 133, 135 operations then?

19 A. That's what it says is we will do a risk assessment for
20 everything originating out of here, yeah. And then, you've
21 probably read the verbiage, but when we do multiple flights to a
22 certain area, then one will suffice if there's nothing that
23 changes that would affect the flight or -- it's this one, yeah.

24 Q. I was looking at that flight coordinator manual. It talks
25 about that, you know, "The pilot and flight coordinator both

1 acknowledge that the weather meets the pilot's experience level.
2 This is based on weather at base and at the landing site, rather
3 than the weather en route." I guess I want to ask, why is the
4 weather en route not incorporated with that assessment?

5 A. Yeah, we could clarify that. More so, that's some of the
6 wind limits is where that comes from. And I think most risk
7 assessments are the same way. It's the landing and takeoff, you
8 know, and that's going to affect more so, as opposed to flying 5
9 miles away from that one wind site that says it's blowing 40 and
10 you're supposed to be, you know, in the 30-mile range, let's say.
11 But the place that they're actually going is within their -- where
12 they're conducting operations, it's within that wind limit.

13 So, typically, that would -- that's supposed to be for the
14 wind, but I can see how, yeah, reading it that way that, yeah. It
15 doesn't apply to the ceiling or visibility. That depends how you
16 say that, but when you say it the way it's written, yeah.

17 Q. And then, how long has Coastal been involved with the
18 Medallion Foundation for?

19 A. Pretty much since its inception. I don't think Jim was -- I
20 can't remember if he was on the original board or not. But since
21 its inception. And I'd have to pull out a date there.

22 Q. Since Medallion's inception?

23 A. Yeah. Yeah, sorry.

24 Q. And then at the time of the accident, you guys were a shield
25 holder then, correct?

1 A. Yes.

2 Q. Are you guys still currently shield holder with them?

3 A. No. It was in the works to not be a shield holder. It was
4 some of the last audit that they didn't like. And so, I'd have to
5 find out for sure that exact timeline, but technically may not
6 have been a shield holder right at the time of the accident. I'm
7 not sure about the exact date, you know, they put on that.

8 Q. So they -- you guys didn't want to be a shield holder or did
9 they rescind the status on their end?

10 A. They rescinded the status on their end.

11 Q. What was the reason for them rescinding the status of that?

12 A. We were just -- we were delinquent in some of our audits and
13 incorporating some of their new audit points. We just hadn't --
14 basically hadn't gotten to it.

15 Q. So, as of right now, then, time now, you guys are not a
16 shield holder with them?

17 A. Correct.

18 Q. Now when you guys were a shield holder, and Medallion would
19 have process and procedures they would recommend to you, would you
20 guys always take those process and procedures and kind of
21 incorporate them into your GOM? Is that kind of how you guys work
22 with them?

23 A. Not necessarily in the GOM. I mean, it depends where it
24 would apply. But essentially, yeah, the way they work, you need
25 to either -- you need to address every audit point, whether it's a

1 change or show them how you are going to comply with that audit
2 point is a good way to put it. But, yeah, I mean, it's, I guess
3 with any program, you either have to do it or show them why you
4 don't need to do it.

5 Q. Sure.

6 BY MR. STEARS:

7 Q. So you really haven't -- you really didn't run anything that
8 was directly -- you didn't run into an audit point that was
9 directly related to anything that needed to be changed, did you?

10 A. No. Most of these were recent audit points, and I can't
11 quote them off the top of my head. But one thing that takes us a
12 little bit longer, and we're not the only ones either, a lot of
13 the audit points are steered toward the fixed-wing business, and
14 so sometimes it takes us a little bit longer to just go, we don't
15 -- that doesn't really apply here. And so, trying to sort out,
16 meet some common ground, I guess, as to how we're going to do that
17 and make it apply to the helicopter, non-scheduled world.

18 Q. If there was an audit point that did hit on a change for a
19 GOM, would you incorporate that into the GOM, or --

20 A. Yeah, it it's applicable, if it fit, yeah. They typically
21 wouldn't -- I mean, they don't generally go, you know, you need to
22 change this in your manual. They would go, this is what we think
23 you should do. And, you know, we figure out how we're going to do
24 that. But you're right, if that means a change, you know, to --
25 we don't want it to be contradictory to anything that we're doing,

1 you know, that we say we're doing as business.

2 Q. Or if you found something beneficial that you could
3 incorporate, then it would be something to consider?

4 A. For sure, yeah. I think, historically, a lot of the
5 Medallion stuff was left separate from a lot of the, like the GOM
6 type of thing. And in its infancy, you know, it was everybody was
7 kind of learning and figuring out how to do stuff. And slowly --

8 Q. It was made to be separate from the --

9 A. It was in the beginning. And slowly, that stuff is just --
10 it's getting closer to being one, I think. I mean, now -- you
11 know, in the beginning it was like, okay, that's the Medallion and
12 the FAA thing. But, I mean, you guys know that we have a -- most
13 of those procedures that we use. So it's not all one big club
14 yet, but it's getting closer.

15 BY MR. HODGES:

16 Q. So if Medallion, you know, wanted to recommend something to
17 you or say, hey, this is a better way or whatever, you're not
18 required to do that, then, with your program?

19 A. Not necessarily, but you have to answer all of those audit
20 points. And, yeah, I mean, it may be some things -- we've kind
21 of, I guess, as an example, went through like some of the icing
22 programs. You know, they were really key on that, up north
23 especially. But, you know, how do you guys address icing program?
24 Well, we don't fly in icing. So there was a bit of discussion and
25 back and forth.

1 Q. Sure.

2 A. You know, maybe we don't have to have a procedure for icing
3 -- deicing, I should say, because we don't do that.

4 MR. KAIN: Can I help, interject? Sometimes the Medallion
5 audit points come down and there are -- I get deficiency and
6 discrepancy sometimes misconstrued, but when there's a
7 discrepancy, you know, where we're not in compliance with
8 something that might be an audit point, usually we'll open up a
9 dialogue. If it's not -- if the solution's not, like blatantly
10 obvious, or a simple change, or sometimes it's an interpretation
11 of something that was aimed at fixed-wing versus rotary-wing, or
12 how can -- we can come with an alternate means of compliance and
13 we talk with our program manager. We have a program manager
14 within Medallion who is the person that comes down and does the
15 pre-audits before the actual auditors come in. It's usually a
16 third party, somebody else from Medallion, but somebody that we
17 don't see on a regular basis. And we talk about how can we make
18 this fit our model of how we operate, you know.

19 MR. STEARS: What audit points apply to your operation.

20 MR. KAIN: Right. Or in particular, when there's a change
21 and something like, the solution is not obvious to us how we can
22 implement something into an existing training program, existing
23 operations. They're not all in the operations manual. Many of
24 them were entered at maintenance and ground servicing or in our
25 CFIT Avoidance Program, things like that. You know, we have a

1 pretty good dialogue with our program manager about, okay, on the
2 ground, how do we answer the mail to this question? And sometimes
3 that dialogue takes weeks, months to figure out how are we going
4 to do that.

5 You know, the audit point says you're going to do X. Well,
6 it doesn't really fit our model of how we do -- I think I
7 mentioned to you guys earlier, a CFIT, an observation point, you
8 know. We do our CFIT training. We cover all the things that are
9 required for the CFIT program, and then some; quite a bit, a lot
10 of it extensive training. But they added this year, or maybe it
11 was late fall last year -- I can't remember when they actually
12 changed it, but they added, you know, within 45 days of completing
13 CFIT training, you'll do an observation flight. In our -- the way
14 we conduct business, I think that's just difficult to do.

15 I think I mentioned it's oriented, I think, at fixed-wing
16 guys that are flying a route out in western Alaska and, you know,
17 I'm the PIC, but you could ride along with me, have somebody else
18 that's going along that just watches and observes my CFIT
19 decision-making in marginal weather. Here we're -- you know,
20 we're single-pilot aircraft. Sometimes we're in flights of two,
21 possibly even flights of three. Can we -- we'll dialogue with the
22 program manager, can we observe that pilot from another aircraft.
23 You know, can the chief pilot fly, in the flight of two, second
24 guy in the flight, can he provide the evaluation? Does he have to
25 be in the cockpit? What's the literal interpretation of an

1 observation flight? Those types of things we have to dialogue
2 about and figure out how we adjust that to our CFIT program, but
3 that would not necessitate a change to our operations manual.

4 MR. STEARS: Was there ever any discussion on why there isn't
5 any audit points more suited to a 135, 133, 137, 9 or less
6 operation, 10 or more, whatever?

7 MR. RAWSON: I couldn't answer that question. I don't know
8 the answer to that.

9 MR. HODGES: I think some of the issue there is there's not
10 many helicopter operators doing it. Pathfinder has. You know,
11 beyond that, I'm not sure how many other helicopter operators
12 there are. So it's kind of a small pool, I guess, and there's a
13 big list of the airplane guys. And that just happens. There's
14 more airplanes out there than helicopters.

15 MR. STEARS: The whole, I guess you'd say the reason why you
16 didn't continue to pursue the shield wasn't because you were
17 failing on audit points, it was just basically making them --
18 you're trying to understand them and seeing how you could answer
19 them correctly, and it just got to be -- it lapsed.

20 MR. RAWSON: Yeah, and I don't want to put it all on them.
21 It's not -- they're not here to defend themselves either.

22 BY MR. HODGES:

23 Q. But you were trying to make it work.

24 A. We were. We could do it faster, I supposed. I'm sure that's
25 what they would say, and I can't totally disagree with that.

1 Q. So when did they, I guess, rescind the shield, then, from you
2 guys?

3 A. I would have to find the letter. You know, it's an official
4 letter, whatever, between us and them. Off the top of my head, I
5 would say it was after that, but it was --

6 Q. It was definitely after the accident?

7 A. Well, I won't say definitely. I think it was, when, you
8 know, this showed up, the paper that said that, but it was in kind
9 of the works before that, so --

10 Q. Okay.

11 A. But yes, as far as dates, I would have to go research that to
12 come up with a particular date.

13 Q. Sure. Okay. So, as you know, Temsco had an accident last
14 year in May 2016 in Skagway. And on your end as a DO doing
15 operational control, has there been any, you know, safety lessons
16 learned or changes that have kind of permeated down to your level
17 kind of from that accident that you've seen on your end at all?

18 A. With most any accident, just in general, we do discuss those,
19 especially ones that are -- you know, the more relative they are
20 to what you're doing, of course, it does hit home for a lot more
21 people. With those particular ones, like that particular one, a
22 lot of us knew Chris, the pilot, so that makes it even more
23 poignant, I guess. You know, no changes really in policy.
24 Discussions, for sure, you know, about everything. I mean,
25 weather, you know, freight.

1 MR. STEARS: Dogs, dog crates.

2 MR. RAWSON: Decision making kind of stuff, yeah. I can't
3 say that as a result of that one event that there was any line 20
4 added here or anything like that. But, yeah, we're very aware of
5 it and have discussions. Same with the Era one, too, which maybe
6 you're getting to, somewhat similar, you know, snow, flat light
7 kind of stuff.

8 BY MR. HODGES:

9 Q. And then, so who's your current FAA POI right now?

10 A. I'm going to have to defer that to Gary, because it just
11 changed yesterday.

12 MR. STEARS: I'm not sure, but I believe it's Alissa Rojas.

13 MR. RAWSON: That's it.

14 BY MR. HODGES:

15 Q. I should say, I guess, up until the accident, it was Rich?

16 A. Rich Peabody.

17 Q. And how long was Rich assigned to you guys for?

18 A. I would have to look that up as well. We had an interim POI
19 for a little while because he was doing some other duties. It
20 was --

21 MR. STEARS: It wasn't all that long. It was maybe 2 or 3
22 months.

23 MR. RAWSON: Right. Just for a portion of last winter.

24 MR. KAIN: Was that Matt Dahl?

25 MR. RAWSON: Yep.

1 MR. HODGES: So, then prior to Matt?

2 MR. KAIN: It was Rich.

3 MR. STEARS: I believe you had him for a while, because you
4 had Ray, correct?

5 MR. RAWSON: Correct.

6 MR. STEARS: And then when Ray transferred down south, then
7 Rich came on board.

8 MR. RAWSON: I think he was pretty much the next one. I
9 don't think there was any --

10 MR. STEARS: And it was a plug-and-play thing, because Rich
11 came in with experience. He didn't come on as a new inspector.

12 BY MR. HODGES:

13 Q. So you guys didn't have any gaps, then, with inspector being
14 assigned to you? That was pretty much --

15 A. I would say --

16 Q. -- you had somebody here then?

17 A. I mean, I can't say for certain, but I would say no. I mean,
18 yeah, no, there was always somebody on the phone at the other end.
19 We don't talk to them daily, but -- yeah, no gaps that I know of.

20 Q. And then, the 350s you have here and the 206s, they all have
21 ADS-B In/Out capabilities?

22 A. Not the 206s, but everything else does for our fleet anyway.
23 Well, okay, except the (indiscernible). I'm sorry. The yellow
24 352.

25 MR. STEARS: They have ADS-B in as well? And you've reach

1 there and is it just out?

2 MR. RAWSON: Both. They're all still carryovers from the
3 Capstone stuff. But they all do, yeah, even the ones that came
4 along later, I guess.

5 BY MR. HODGES:

6 Q. And then all the 350s and 206s all have radar altimeters
7 installed?

8 A. They do, yeah.

9 Q. And then, with your experience flying up here, do you ever
10 see, I guess, like kind of weird or erroneous indications from the
11 radar altimeters if you're flying over ice or snow or glaciers, do
12 you ever see kind of --

13 A. Yeah, I guess it tends to be a little bit more over snow and
14 water, for sure. And then, just in general, I mean, you can --
15 yeah, we calibrate the things, we go fly, come back and are coming
16 back to the same spot plus 20, plus 50, minus 30, whatever.

17 Q. Now, with all the -- I know you have seasonal pilots and
18 full-time pilots. You get kind of different levels of employment
19 here with your pilots. When they're out, are they all considered
20 salary employees? Or are they based upon the number of flights
21 they conduct in a week? Or how is that --

22 A. They're all on a -- just trying to think. The only salaried
23 yearly, monthly, whatever, I guess it would be, is just Michael
24 and myself. Everybody else is on a daily salary. So you work a
25 day, you get X. But no flight pay. There's no bonus based on how

1 much they fly or how many people they deliver.

2 Q. Doesn't matter if you sit here for a week on the ground with
3 the weather; it doesn't affect your pay then at all?

4 A. No. It's all the same.

5 Q. And then I notice you guys have the Alaska Air Carriers
6 Association Safety Award. What's the criteria for getting that as
7 a, I guess, a recipient?

8 A. There are no accidents/incidents in a year. It's a yearly
9 thing.

10 Q. Okay. Since the accident occurred, has there been anything
11 that you kind of changed personally, how you exercise operational
12 control here? Anything different or kind of looked at or changed
13 with you?

14 A. We're working on some potential changes, I guess. I mean,
15 one, I suppose anybody would be, you know, a little extra
16 conservative after something like that happens, so we've probably
17 canceled flights with a higher -- bigger buffer, I guess, kind of
18 thing. So we don't have anything final yet, but we're looking at
19 potentially changes to risk assessment stuff. Some of that's
20 based on some of the Medallion stuff that we've been trying to
21 catch up on. There's been some discussions with the dog mushers,
22 you know, that kind of thing.

23 MR. HODGES: Any questions?

24 (No audible response.)

25 Do you have any questions for any of us?

1 MR. RAWSON: No, I don't think so. I believe we've talked
2 about it freely enough before. Nothing new.

3 MR. HODGES: All right, we'll go ahead and stop recording at
4 this point, then.

5 (Whereupon, the interview was concluded.)
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CERTIFICATE

This is to certify that the attached proceeding before the

NATIONAL TRANSPORTATION SAFETY BOARD

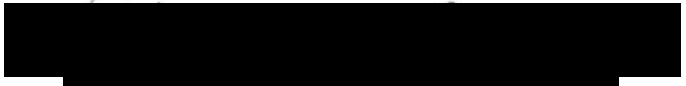
IN THE MATTER OF: COASTAL HELICOPTERS
Interview of Mike Rawson

ACCIDENT NUMBER: ANC17LA025

PLACE: Juneau, AK

DATE: July 12, 2017

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.


Wendy C. Cutting
Transcriber

UNITED STATES OF AMERICA

NATIONAL TRANSPORTATION SAFETY BOARD

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Investigation of:

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COASTAL HELICOPTERS

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Accident No.: ANC17LA025

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Interview of: MARY WILCOCK

Juneau, Alaska

Wednesday,
July 12, 2017

APPEARANCES:

MICHAEL HODGES, Aviation Accident Investigator
National Transportation Safety Board (NTSB)

GARY STEARS, Principal Maintenance Inspector
Juneau Flight Standards District Office (FSDO)
Federal Aviation Administration (FAA)

JOEL KAIN, Corporate Director of Safety
Survey Point Holdings

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I N T E R V I E W

(1:40 p.m.)

MR. HODGES: Okay, we are recording. This is for ANC17LA025 interviews in Juneau, Alaska, with Coastal Helicopters. Today's Wednesday, July 12th, 2017. It is 1340 local time. I'm Mike Hodges with the National Transportation Safety Board.

MR. STEARS: Gary Stears, Principal Maintenance Inspector with the Juneau Flight Standards Office.

MR. KAIN: Joel Kain from Coastal Helicopters and Survey Point Holdings.

MS. WILCOCK: And Mary Wilcock, pilot, Coastal Helicopters.

MR. HODGES: Okay. Before we start, does anybody have any objections with recording interviews?

MR. STEARS: No.

MR. KAIN: No.

MS. WILCOCK: No.

MR. HODGES: All right, today we're going to be interviewing Mary, so we'll go ahead and start then.

INTERVIEW OF MARY WILCOCK

BY MR. HODGES:

Q. How long have you worked for Coastal for?

A. I started April of 2012.

Q. And then, what did you do prior to working for Coastal?

A. I was a flight instructor for Hillsboro Aviation.

Q. Okay, that's down Lower 48 I take it?

A. Just outside Portland, Oregon.

1 Q. And then, what's your overall aviation background with times
2 and ratings and things of that nature?

3 A. Like I said, went pretty much straight from flight school,
4 from instruction, to flying for Coastal. Yeah, commercial rating,
5 helicopter. That's about it.

6 Q. How many hours, roughly, do you have? Just a ballpark
7 estimate. We don't need exact number.

8 A. 4,000.

9 Q. 4,000, okay. You have instrument rating, too?

10 A. Instrument rating, did have CFII. But I haven't kept my CFI
11 updated.

12 Q. Okay. How many interim hours do you have?

13 A. I think simulated and -- simulator and hood time was roughly
14 70-something. I don't remember exactly. I have it written down.

15 Q. And actual?

16 A. No actual.

17 Q. And then, have you attended any sort of Airbus factory
18 training for the 350 series?

19 A. No.

20 Q. And then, you just strictly fly the 350 or do you fly the
21 206s here also?

22 A. Both.

23 Q. Both, okay. So, just with your position here at the company,
24 you're basically considered, like a line pilot; is that correct?

25 A. Yep.

1 Q. Outside of being a line pilot, do you have any additional
2 duties that are assigned to you? Do you do any other positions
3 here or duties?

4 A. No. The first couple winters I worked here, I worked down as
5 a flight coordinator quite a bit during the winters. It's pretty
6 slow here, especially when you're first getting started. So I
7 still always help out in dispatch whenever it's slow, just
8 answering phones or taking reservations or filling out weather,
9 whatever it is.

10 Q. Okay.

11 A. I wouldn't say it's official, but just duties as assigned
12 kind of thing.

13 Q. Sure. And then, so you work full-time then with Coastal.

14 A. Uh-huh.

15 Q. Do you have any part-time employment with any other folks
16 here in the area at all or --

17 A. No.

18 Q. If you could just kind of walk me through the pilot's
19 planning process, like if you come in for the day and you're going
20 to go out and do any sort of tour or whatever. Can you kind of
21 walk me through the process what you do on your end with looking
22 at, you know, looking at the mission itself, where you're going,
23 you know, the weather, the risk assessment things of that nature?
24 Can you kind of walk me through that, please?

25 A. Yeah. So, it sounded like Mike showed you the -- our

1 schedule system a little bit.

2 Q. Yeah. He showed us downstairs a little bit.

3 A. Yeah, so looking at that, that program lists what the mission
4 is, how many people are going, who's going where, how much stand-
5 by you're going to have, if you're doing any slinging, if you're
6 -- if there is anything else required. If there's any HAZMAT on
7 it. They try to, you know, put all that into it. And then, just
8 depending on, if that's first thing in the morning, if you have a
9 first thing in the morning flight, obviously, preflight coming in,
10 checking the weather.

11 The camera system around here is fairly decent between the
12 FAA cams. There's several local companies that have their own
13 camera systems, checking all of those cameras for, you know,
14 whatever's relevant for the mission, wherever you're going, any
15 forecasts for the area, whatever -- there are several mountain
16 weather sites that we use also that, you know, depending on where
17 you're going, wind sites. There's several other -- so checking
18 all of that, and then, depending on what the flight is, if it's
19 either unusual or complicated or haven't done it before or
20 weather's maybe not as good, talk to OC.

21 Usually that's Mike Rawson. He's generally OC around here.
22 And just confirm with them what the -- like I said, either if it's
23 a weather issue or if it's just a planning issue or timing, or
24 whatever it is, just run it by them. And then, you'll actually
25 get the print-off once you're ready to go and everybody's checked

1 in, all the baggage is assigned. Then you'll get an actual, like
2 printed manifest with an RA on the -- risk assessment on the back.
3 Fill that out, order fuel, and then head out.

4 Q. So I don't know if there's an example there or not, but just
5 kind of looking at -- we started going through some of the -- all
6 of us started going through some of the risk assessments that were
7 printed that day. I know there were several that were done. I
8 got a copy right here in front of me on the general p.m. dogs,
9 when that was done for that day. I know there were some
10 subsequent ones done, like with Aaron and such.

11 A. Uh-huh.

12 Q. And then, when you actually went up there to go do your
13 flight, was there a separate one done with you with your
14 information and name on there?

15 A. There was not one printed. We generally don't do that for a
16 return. It was more verbal. I was actually in the office. I was
17 helping answer radios. I was actually doing some of the flight
18 coordinating stuff for about an hour prior to that before I left.
19 So, I was, like answering radios. I knew what the calls had been,
20 what the reports were. We didn't -- like I said, there is not
21 printed one of it, but it was -- I probably entered some of those
22 numbers on there. I knew what it -- I was aware of what it was,
23 but --

24 Q. Now, do you normally, as a pilot -- let's just say you
25 weren't downstairs at the operational control room and flight

1 coordinator, if you just came in one day and you're doing your
2 stuff, are you normally involved with the risk assessment process
3 as an individual pilot? Do you look over this? Do you have any
4 discussions with the person who's doing operational control about
5 the mission and the values and things of that nature at all?

6 A. It's pretty different between the charter side and the tour
7 side, as far as that go. Obviously, the charter side, every
8 mission's unique. It's different. There's a lot more interaction
9 with OC on the charter side. On the tour side, on, like I said, a
10 normal tour, just normal scheduled tour, no. I mean, you will get
11 a manifest that has all the people's names, that has the weather
12 on it, that has any other relevant information, if there's any
13 other stuff coming down, back haul or anything like that. And
14 obviously, if there's any weather issues, there's more
15 conversations with OC. I don't know if that answers your question
16 or not.

17 MR. STEARS: So, for most part, most of the tour flight would
18 be coordinated for you other than you --

19 MS. WILCOCK: Correct.

20 MR. STEARS: -- other than you looking at certain aspects of
21 the flight.

22 MS. WILCOCK: Yep, so all of this weather is on that schedule
23 program. So, all of the PIREPs, all of the reports from dog camp,
24 all of the other pilot reports, they're all -- it's an ongoing
25 list on our online schedule that we can access from any computer

1 around here. So, if you know you're on a flight, if you're
2 scheduled for a tour and it just pops up on the schedule, so if
3 you're doing that 2:15 dog sledding or whatever it is, before you
4 get ready to go, you look. You'd get on the schedule and you'd
5 look at the recent PIREPs, at the recent reports from dog camp,
6 any of the other relevant weather, locals here at the airport, all
7 that kind of stuff.

8 BY MR. HODGES:

9 Q. And so, my understanding is with the dog camp weather
10 observations, they do those every hour?

11 A. Yes.

12 Q. Roughly every hour.

13 A. Roughly on the hour.

14 Q. On the hour. And then, as needed, they can do additional
15 ones, too, if things start developing.

16 A. Yes.

17 Q. Okay. And then, so as a pilot, then, and at the time of the
18 accident, you were downstairs in the operational control room and
19 you were hearing --

20 A. Right, prior to taking off on that flight, yeah.

21 Q. Correct. Yeah, you were able to see all these reports being
22 transferred over to your department then.

23 A. Yeah. There were some other things going on. I was filling
24 out other things, but I was aware of the weather reports, yes.

25 Q. And then, so kind of going back to this, then, with the

1 different E levels, you're an E-6 then, correct?

2 A. Yes.

3 Q. So, your ceiling and visibility is half a mile. And minimum
4 altitude above snow or water is 300 feet.

5 A. Yes.

6 Q. So, with that, then, you know, if I look at, like an E-1, for
7 example, or an E-4, like Aaron, for example, it's got ceiling and
8 visibility values. It's got 1,000, 3 miles.

9 A. Uh-huh.

10 Q. 800 in 2 miles; 500 in 1; 300 in 1. But I get to an E-5
11 level or an E-6, it only has one value for each in there.

12 A. Correct.

13 Q. Is there, you know, any reason why they don't have two
14 separate values like we have up here as opposed to just one value
15 there for the E-5 and 6 levels?

16 A. As far as I know, they just -- they didn't want to put a
17 number on it, a hard and fast number.

18 Q. Okay.

19 A. I mean, obviously, all of those are the standard. As long as
20 the weather meets those standards, there's no requirement to talk
21 to OC. If your weather does not meet those standards, you have to
22 talk to OC. It doesn't mean you cannot do the flight, it just
23 means that you have to talk to OC and get approval and go through
24 some other channels, some other risk assessment before you can
25 actually get approved to go on the flight.

1 Q. Just so I'm clear again, so --

2 A. So, if you were an E-1 and the weather did not meet those
3 minimums, you have to have further discussions before you can go
4 on a flight. You can't go on the flight without talking to OC,
5 without doing some more --

6 Q. Okay. So, if I'm E-6, then, it's a half a mile, I don't have
7 to have any conversations with OC then.

8 A. Not required. I mean, we do. That's pretty standard that we
9 do.

10 Q. Okay. So, if you can kind of just go back to the day of the
11 accident again, kind of walk me through kind of what happened when
12 you came into work that day and kind of up until the accident
13 occurred, please.

14 A. I came into work. I did another flight in the morning.
15 Ended up going down to Snettisham, which is about a half hour
16 south of here, southeast of here. It's a power plant. And there
17 were some guys that needed a ride up to the adit under the lake.
18 Weather wasn't very good. It was kind of in and out, so we
19 actually sat at their quarters, their living quarters there.

20 We landed at their runway and sat for about an hour, hour and
21 a half. We watched the weather, watched it improve pretty
22 rapidly, or, you know, pretty significantly. It got better, so we
23 flew them up there, dropped them off, and then I actually went
24 back and landed, stood by until they were ready to go for about
25 another hour. Went back up and picked them up and transferred

1 them down, came back to Juneau. That was most of the morning.

2 I don't think I did any other flights, except we were helping
3 out in dispatch, like flight coordinators going out on lunch and
4 some other things, some leaving for the day. I was helping out.
5 Got a little busy there for a while with tours, so I was helping
6 answer radios. And I think that was about it up until the time I
7 left on the flight.

8 Q. And then so my understanding is that Aaron was going up there
9 with a group of passengers to take them up there.

10 A. Yes. He and another aircraft, there was two helicopters'
11 worth of people that hour, so the two helicopters were going up.
12 They had been flying. They got up around the glacier somewhere,
13 saw that the weather was moving and decided that they couldn't
14 drop a group off and still be able to get them in another hour and
15 a half, so they turned around with the group that they had on
16 board and came back. They came back and landed, unloaded the
17 people that had gotten the round trip, that hadn't actually gotten
18 out. And I climbed into Aaron's aircraft and another pilot
19 climbed into the other aircraft, another E-6 pilot climbed into
20 the other aircraft, and he and I both went up to do the return.

21 Q. So, the flight that you -- when you got in the helicopter at
22 that point, after Aaron got out and you went up to the dog camp at
23 that point to pick these folks up, the route you took up there, is
24 that the normal route you would --

25 A. Yep.

1 Q. Okay. And then, you know, Aaron made that call. He reported
2 the PIREP because of the weather conditions back to headquarters.
3 And then, correct me if I'm wrong, then Mike Rawson approached you
4 and said that you were going -- asked that you go out there to
5 basically do a hot swap with Aaron --

6 A. Yep.

7 Q. -- to go fly up at that point. And then did Mike say
8 anything else to you at that point about anything about why you
9 were going up there as opposed to Aaron just going up there to
10 pick these people up?

11 A. No, he didn't express it. A lot of times they will -- those
12 dog returns, they will assign an E-6, an E-5 or an E-6, at least a
13 fairly high experience level pilot, somebody who's been here for a
14 few years, to go up and do those returns. That's it. It was
15 never explicitly expressed. That's kind of our standard. I mean,
16 I don't want to say it's standard operating procedure because it's
17 not written anywhere.

18 Q. Yeah.

19 A. It's more just common practice.

20 Q. Is that a common thing, though, where you've seen since
21 you've been working here where, you know, like if I'm an E-3 or an
22 E-4, I'm going up there, and the decision's made, so I'm not going
23 to fly him; I'm going to put an E-6 in. Is that a common thing
24 that's, would you say on a regular basis, that's done here?

25 A. Yeah. I mean, not just to go do a tour, but --

1 Q. For like recovering --

2 A. For recovering.

3 Q. -- people from up there.

4 A. Yes.

5 Q. That is done, okay.

6 A. That's pretty standard, yeah.

7 Q. Okay. So then when Aaron came back here to headquarters and
8 he's in a helicopter and you're going out there to swap with him,
9 did you guys have any conversations about anything at all? About
10 weather or what was going on or why you were going up there as
11 opposed to him or any sort of dialogue you guys had or just kind
12 of a, hey, I'm leaving, type of thing?

13 A. Yeah, like I said, it's -- I mean, it wasn't uncommon for it
14 to happen that way, so there wasn't any extra dialogue, or, you
15 know, any extra conversation about it.

16 MR. HODGES: Yeah.

17 MR. STEARS: So -- sorry.

18 MR. HODGES: I'm sorry, go ahead.

19 BY MR. STEARS:

20 Q. Have you seen any instances where lower level E pilot just
21 came in and swapped out and the higher level E pilot went out and
22 then just came right back and made the determination beyond the
23 lower level that it just wasn't good enough?

24 A. Yeah.

25 Q. Yeah?

1 A. Yeah.

2 BY MR. HODGES:

3 Q. So back when you were downstairs in the ops room and you're
4 hearing weather reports and kind of what was going on with the
5 situation, before, when Mike asked you to go out there to swap
6 with Aaron, did you and Ashley sit down and go over the mission
7 together and look at weather and come to a mutual agreement of
8 what was going on at the time? You guys didn't -- you and Ashley
9 didn't do any sort of sit-down or go over stuff at all?

10 A. No. Like I said, I mean, we had both been receiving the
11 weather reports so she knew that I knew what they were. She knew
12 that I was aware of what was going on.

13 Q. But you guys didn't have any formal sit-down or go over --
14 okay. Okay, so then, once you got situated in the helicopter, you
15 went up your normal route to the dog camp. And going up there,
16 can you kind of explain, you know, ceiling and visibility, kind of
17 what you saw going up there initially?

18 A. Ceiling and vis were -- en route was really good. It was
19 plenty high ceiling and visibility wasn't really an issue. There
20 was two of us and the other helicopter was in front of me. It was
21 -- it moves really fast around here, especially up on the glacier
22 up there. And it's, I mean, you look one direction and you can't
23 see anything. You look the other direction, you can see 10 miles.
24 I mean, visibility's a wide range.

25 And it moves across and as you're headed up, yeah, it looks

1 like you can't go, and then you get up farther and all of a sudden
2 the cloud's on the other side. It's really -- I don't know that I
3 could put a number on any of it. It just -- it was, you wait 5
4 minutes, en route 5 minutes and the weather's changed completely.

5 I mean, there's a few clouds hanging around. They were
6 moving around. We followed the left side up the wall, left side
7 up towards the glacier. Went over into dog camp. You could -- I
8 mean, you could see dog camp. Like I said, there was a few clouds
9 moving around.

10 We -- I slowed down to let the helicopter in front of me have
11 plenty of room. He went into dog camp. I came in behind him.
12 These people were -- we were both sitting at dog camp. He had his
13 people loaded and he was headed off down glacier while I was still
14 loading, so he was quite a ways -- 2 or 3 minutes, at least, ahead
15 of me in the whole process.

16 I picked up from dog camp. Headed from the dog camp out to
17 the wall, basically due northwest of the dog camp, followed the
18 wall down. There's kind of an area where it makes a pretty sharp
19 corner down glacier. There was clouds that looked more like fog
20 down to the glacier at that point. And so, I was turning around
21 or made the decision to turn around to head back to dog camp and
22 wait. And that's the last thing that -- like I said, the last
23 thing I remember consciously making a decision was to turn around.

24 Q. So when you depart from dog camp with the personnel on board
25 and you're heading out of there, maybe after the camp, what would

1 you say the weather was, ceiling, visibility?

2 A. It's so hard to put a number on it. I mean, like I said, it
3 was so varied. I mean, it wasn't any one ceiling. You know,
4 there wasn't a solid -- I mean, there was probably an overcast
5 layer out there somewhere that you could consider a ceiling. But
6 it was -- yeah, like I said, I just -- there's nothing you could
7 consider a ceiling with clouds. There's some clouds above -- like
8 you could see the rock wall, that there's some clouds above it.
9 And then there was some stuff down glacier.

10 I mean, it's hard to tell what the visibility was down
11 glacier. It was partly because I was facing up glacier. Couldn't
12 see behind me. Up glacier was fairly white. But that's not
13 unusual. We don't ever take off up glacier. There's no
14 references. I just, like I said, there's --

15 Q. Yeah, so you don't really have a number then for what it was
16 when you took off then?

17 A. Like I said, it's so hard to describe a number. I mean,
18 there's nothing you could call a ceiling. I mean, some of the
19 clouds were at a couple hundred. Some areas, you could see 1,000
20 -- you know, you could see the top of the rock wall 1,000 feet up.
21 It just -- you know, in very small sections. There just was no --
22 there wasn't a ceiling, or there wasn't a relevant ceiling. I
23 mean, there was a ceiling, but it was, you know, a couple thousand
24 feet, I want to say.

25 Q. Was there any precipitation at the time you took off from dog

1 camp at all or --

2 A. I don't think so.

3 Q. No?

4 A. No. No, because I don't remember that being -- it wasn't an
5 issue on the windshield or anything like that, no.

6 Q. So when I was talking to a couple of the passengers, some
7 passengers gave me statements that when they were up there at the
8 dog camp waiting for you guys to come in, they were told that, you
9 know, Aaron -- they didn't know it was Aaron. They said a
10 helicopter came up there and turned back around because of weather
11 and that they -- several passengers from the dog camp personnel,
12 that you were coming up there because you knew how to fly
13 instruments. And they specifically used the term instruments.
14 So, I don't know --

15 A. What?

16 Q. -- if you got wind of that or do you know how that was made
17 at all, that comment?

18 A. That's the first time I've ever heard that. We don't fly
19 instruments.

20 MR. KAIN: It was a passenger that said that?

21 MR. HODGES: Yeah.

22 BY MR. HODGES:

23 Q. A couple of passengers made a statement that they were told
24 that you were coming up there because you could fly instruments
25 where Aaron was more of a visual flyer is what they were told.

1 A. No.

2 Q. Okay. And so then when you're going down the glacier, you
3 have some folks on board. And you, at that point made the
4 decision to turn back around to dog camp, then, because of the
5 weather conditions?

6 A. Yep.

7 Q. I mean, I know it's kind of hard to, you're saying put a
8 number on this, but obviously, that kind of caught you. You said,
9 hey, this is bad. I've got to turn around, and at that point --

10 A. So, there's a corner where you basically, like I said, if
11 you're kind of following the wall, the wall comes out and then you
12 have to make a fairly sharp corner to head down glacier. Coming
13 up to that corner, I couldn't see down glacier at all. There was
14 fog at that corner. You couldn't see across the glacier. You
15 couldn't see down the glacier. I mean, you know, obviously, when
16 that -- like I said, when the terrain, like I said, makes a corner
17 like that, you can't see past it. You know, you can't see down
18 without getting around the corner at all, and I couldn't, so I
19 turned around.

20 I don't -- I mean, like I said, there was -- it was low
21 clouds probably sitting on the glacier at that point, down at that
22 corner. Where I was, at the time, I had the whole rock wall right
23 off my right side, 7-, 800 feet before the clouds just right
24 exactly where I was at. Like I said, I didn't have much
25 visibility, which -- or, like I said, I could see to the corner,

1 but I couldn't see past the corner, so I didn't go up to that
2 point.

3 Q. Sure.

4 A. I turned around before I got there.

5 Q. Okay. So then, when you got there, you made the decision to
6 turn back around at that point. And then, what happened after
7 that?

8 A. Honestly, I don't -- I don't know. I had made the decision
9 in my mind, I was turning around, and it impacted the snow. I
10 don't -- I don't know how it hit. I don't know what hit first. I
11 don't -- it happened fast.

12 Q. Okay. So it made an impact and then next thing you know --

13 A. It was upside down.

14 Q. -- you guys are upside down. Then you're getting out of the
15 helicopter at that point.

16 A. The engine was still running. I mean, blades weren't. It
17 was upside down. But engine was still running. Tried to pull the
18 fuel control lever back. It didn't -- it was stuck or it wouldn't
19 move. I pulled the fuel control. That didn't stop it
20 immediately.

21 Q. The FFCL was stuck?

22 A. Yeah.

23 Q. And then the fuel shutoff was stuck?

24 A. No, I pulled the fuel shutoff. I pulled the fuel shutoff,
25 but it didn't shut it off immediately. I turned the master switch

1 off, the master battery switch off, and it -- that killed it. And
2 then got out. Everybody else was able to get out on their own.

3 I think the passenger behind me was having trouble. She
4 couldn't get her seatbelt, but she was suspended from her seatbelt
5 and larger. I didn't spend a whole lot of time digging around
6 trying to find the seatbelt latch. It was on the other side of
7 her, so I just -- I cut the seatbelt. I had a pocketknife on me.
8 And she got out.

9 We were standing on the snow. I had a handheld radio that
10 ended up in the snow right next to the helicopter and I called
11 down on the radio. I mean, like I said, everybody else was able
12 to get out on their own. Made sure that nobody was injured. I
13 think initially, the only thing that -- I think one of the ladies
14 told me she had hurt her finger, and that was the only initial
15 reported injury at the time.

16 Q. So just the one lady, then, had issues getting out of the
17 seatbelt, which you cut it; then just the one lady?

18 A. Yeah. I mean, the actual seatbelt probably works. Like I
19 said, it was just she was a little bit larger --

20 Q. Sure.

21 A. -- and it would have been buried and I just -- I wanted to
22 help her out. I didn't want to --

23 Q. Sure, yeah. So, once you guys got out of the helicopter and
24 everybody's kind of out and accounted for at that point, and you
25 called over to the dog camp for assistance --

1 A. I made a call to the hangar, but it was on our dog frequency,
2 our dog camp frequency, so they overheard.

3 Q. Okay.

4 A. Told them where I was at, everybody was okay. Like I said,
5 dog camp overheard and they sent a couple of camp personnel down
6 on snow machines to find out where we were. And took them a while
7 to -- at that point, visibility was -- had come down again. That
8 little bit of fog that had been sitting at the corner kind of
9 moved up a little bit, so there wasn't -- so they -- it took them
10 a little bit to get over to us.

11 And then, they took one passenger back right away, the one
12 who, like I said, had hurt her hand. They got a couple of their
13 actual sleds, their dog sledding sleds and came back for everybody
14 else and brought them back to camp.

15 Q. So once you guys were all outside of the helicopter there,
16 kind of everybody standing there, hey, we're all accounted for,
17 we're all real good, you know, after you made that phone call for
18 assistance, did you have to deploy any sort of survival kit items
19 for anybody or any kind of --

20 A. I had cut myself trying to -- little bit of adrenaline going,
21 had cut my hand, probably on my pocketknife. I don't actually
22 know what I cut it on. It was a fairly clean, smooth cut. I can
23 only assume that's what it was. But it was -- I was trying to
24 help people and it was bleeding everywhere, so I was just trying
25 to keep it under control, so I pulled the first aid kit out from

1 the -- it's normally up in the nose of the helicopter. I pulled
2 that out and just used some Band-Aids to keep it from making too
3 much of a mess.

4 Q. You didn't, like use any sort of cold weather gear or
5 anything of that nature for any of the passengers?

6 A. Nope. They were all okay, and it was a fairly -- or a
7 relatively short time. I mean, it was all accessible. It was all
8 in the cheek. I knew where -- it would have been easily
9 accessible if we needed to. We just -- we weren't there long
10 enough. And they had been up at the dog sledding camp and were
11 relatively dressed for it. I think by the time they actually got
12 on the sleds and got up to camp, I'm guessing they were probably
13 starting to get a little cold by the time they got up there, just
14 after the adrenaline wore off a little bit.

15 Q. Did you do anything with the ELT at all? Did you --

16 A. I did not, but that's because I had made contact almost
17 immediately with our hangar.

18 Q. And then also, I'm not a 350 person, but I understand that
19 you guys have that WebSentinel system where if a pilot requests --

20 A. I switched the red switch, but before I had my radio --
21 before I saw my radio sitting there, I flipped it, but it sounds
22 like it didn't go through.

23 Q. Okay. So then with you then, you just had your handheld
24 radio on you, then, correct?

25 A. Yes.

1 Q. Obviously cell phones don't work up there I assume. So the
2 only com device you had on you personally was just the --

3 A. Was just a handheld.

4 Q. -- handheld radio?

5 A. Yes.

6 Q. Now, you guys do have satellite phones in the helicopters,
7 correct?

8 A. Yes, but they're integrated into the system, so they --
9 they're antenna-based. It's not just a box. It's an actual
10 antenna. It's integrated in the system --

11 Q. And they have to have -- they can only have power, then, if
12 the helicopter's powered; is that correct?

13 A. Correct.

14 Q. So if there's an accident, then, and there's no power, you
15 can't use the sat phone. Is that your understanding?

16 A. Depending on the nature of the accident, yeah. I mean --

17 MR. KAIN: If aircraft power was still available, it'd --

18 MS. WILCOCK: If aircraft power was still available and if
19 the antennas were still attached.

20 MR. KAIN: And on the top side of the aircraft.

21 MR. HODGES: Okay.

22 MR. KAIN: But they're not removable like a handheld.

23 MR. HODGES: Okay.

24 MR. KAIN: They're hard-wired. And they're through the dash
25 panel, aren't they?

1 MS. WILCOCK: The actual, like --

2 MR. KAIN: The phone itself is down there.

3 MS. WILCOCK: It's not a -- it's through the radio system, so
4 you're just like you're wearing a headset, like the hand piece is
5 on the floor, but it's just for type-in buttons, and you're
6 actually -- you can do it in flight and the rest of it -- it's on
7 the audio --

8 MR. STEARS: The control's right on the cyclic?

9 MS. WILCOCK: It's just like a radio. It's just, you know,
10 you have options for your VHF, your FM, and your satellite phone.
11 And so, you just on your audio panel, you can select your sat
12 phone and you can make it --

13 MR. KAIN: Still have (indiscernible) --

14 MR. STEARS: Do you guys have, like the NAT box or something
15 similar?

16 MR. KAIN: I think that's what it's called, yeah. And that's
17 what I was getting at. It's dash --

18 MR. HODGES: Integrated.

19 MR. KAIN: You have to select it and then --

20 MS. WILCOCK: It's integrated to the audio system.

21 MR. KAIN: -- you can use the keypad down here to dial, you
22 know, so if she were to call out, she could call out from that or
23 a call --

24 MS. WILCOCK: Like I said, we can do it in flight if you're
25 flying somewhere or whatever because it's all -- like I said,

1 there's nothing outside of your normal systems.

2 BY MR. HODGES:

3 Q. So, you know, you were the one that was up there. We weren't
4 up there, but kind of based off of what happened, I mean, was this
5 more of a flat light situation that occurred or, you know, bad
6 weather? You know, what's kind of your assessment of what
7 happened that day with -- once you kind of started to turn around
8 and --

9 A. I mean, flat light was definitely -- I mean, it was very flat
10 light up there. It's snow-covered terrain and overcast and, yeah,
11 I mean, I don't --

12 Q. When you were up there -- you know, my understanding is with
13 radar altimeters, sometimes you get erroneous readings with the
14 ice and snow.

15 A. Yeah.

16 Q. Do you recall when you were flying down from dog camp about
17 getting any sort of erroneous readings from your radar altimeter
18 while doing your cross-check at all or anything of that nature?

19 A. I mean, I don't know whether they were erroneous, you know.

20 Q. Yeah.

21 A. It's like I said, it was very hard to tell visually. Like I
22 said, that's why we use reference against the rocks. But I don't.
23 Like I said, from experience and through training and talking to
24 other pilots, have realized that they're not accurate over snow,
25 especially over snow over ice. They will -- I mean, it seems like

1 they'll pick up crevasses and things like that. So, they're
2 not --

3 Q. It's not as accurate as flying over, you know, out here, for
4 example.

5 A. Correct.

6 Q. So, going back to the day of the accident -- you know, the
7 day of the accident, prior to that, do you have any issues with
8 fatigue at all, sleeping or anything of that nature?

9 A. No.

10 Q. No --

11 A. I think I had regular sleep schedule. I'd been working a
12 regular schedule. I'd have to look back at when my last day off
13 was or whatever, but nothing outside of the -- a normal day, I
14 wouldn't think.

15 Q. Okay. And then personal life, no marriage problems or deaths
16 in the family or anything of that nature?

17 A. No.

18 Q. Okay. And since you've worked here at Coastal, have you ever
19 experienced or seen other individuals ever kind of feel any sort
20 of pressure from any folks in management with regards to flying
21 in, you know, conditions that are not optimal or bad? Have you
22 ever seen that since you've been here?

23 A. I mean, I struggle with that term, because there's always
24 pressure to go do something. I mean, if there was no expectation
25 of you to go do a job, you wouldn't be going to do a job in the

1 first place. I mean, there's always some -- like I said, I think
2 -- I struggle with that word. I don't know how to say, no, of
3 course there's no pressure. If there was no pressure, we wouldn't
4 be flying.

5 Q. Yeah.

6 A. I mean, that means nobody wants to go fly. That means we're
7 not flying in the first place. So there's always some. I don't
8 think there's any excessive pressure. I don't think there's any
9 pressure beyond your comfort zone. I think you can always say no.
10 I don't think that there's -- I don't think anybody, especially in
11 the management here, would have a problem if you said no to a
12 flight. If that answers.

13 Q. So with -- not with the management, and just kind of -- you
14 know, you know all the pilots that work here and all the folks
15 that do the flying. Would you say that with your peers here, is
16 there any sort of kind of self-induced pressure with, hey, I'm a
17 pilot; I've got to get this mission done; it reflects upon me?
18 Have you seen that kind of here in the culture at all or --

19 A. Not much, and especially not on tours. I mean, we're all
20 pretty aware of -- you know, it's a little bit different with
21 people recovery; there's people stuck up there.

22 Q. Yeah.

23 A. There's a certain, you know, and it's not necessarily
24 expressed. It's not overt. It's just there's a little -- there
25 is, just the nature of it. There's people stuck up on the

1 glacier.

2 Normal tour? No, I think we're all very, very aware that
3 there's no need, we can always turn around, even if you get all
4 the way out there, even if you flew the entire way and we have to
5 refund all the flight time, it doesn't matter.

6 Q. Okay. Since you've been working here, have you ever been a
7 part of or seen other situations where, you know, folks are up
8 there at the dog camp doing their little tour, expedition thing,
9 and they've had to stay out there overnight or for extended
10 periods of time because of weather? Is that --

11 A. I think we had people stay out there a few hours. I know at
12 least there's two other dog camps, obviously, with the other
13 companies, the other helicopter companies, that I know Era at
14 least once has had to leave people there overnight. And I don't
15 know about Temsco.

16 MR. KAIN: I think the last time it happened was about 3
17 years ago. It was Era. It was a Monday, and it was the Norris
18 Glacier, and they also had people stuck at Taku Lodge. Wings
19 Airways had folks stuck up there. That night, there was about 69
20 overnight guests on the glacier. That was probably 3 -- that was
21 probably '14, I think, when that happened.

22 BY MR. HODGES:

23 Q. But nothing here with Coastal then, since you've been here,
24 then?

25 A. Definitely not since I've been here.

1 Q. Okay.

2 A. And not that I know of. Like I said, I think we've had
3 people stuck for a couple hours, but not more than that that I
4 know of.

5 Q. And just kind of with the operation here as a whole with
6 Coastal Helicopters with, you know, ops and safety and maintenance
7 and everything kind of tied in as one big entity, what would you
8 kind of describe the safety culture as here?

9 A. I think it's relatively good. I mean, I don't have -- got
10 very limited experience. Like I said, basically I came straight
11 to Coastal from flight school, so I don't have a lot of -- I can't
12 compare it to other things, but like -- I feel like you can always
13 say no, like the company will back you up. And sometimes there's
14 customers that will apply pressure, but the company, I feel like,
15 would always back up a decision not to do it and try to find some
16 other way -- you know, either wait it out or find another route or
17 re-rig a load or whatever it was that we needed to do to -- or
18 just wait, whatever. From the company's side, I don't think
19 there'd be any repercussions to saying no.

20 Q. I'm sure you heard about the accident Temsco had last year in
21 Skagway back in May 2016. And since -- I know that accident
22 happened a year ago and it's still under investigation, but have
23 you heard anything on your end with, you know, lesson learned or
24 changes here at Coastal that has been kind of permeated down to
25 your level at all?

1 A. No.

2 Q. And then since the accident occurred, obviously, you're still
3 out flying here, doing your normal duties. Have you changed
4 anything how you personally fly and how you do business here?

5 A. I'm a lot more conservative at the moment. I'm sure that's
6 just natural. But, yeah, just -- especially over snow conditions
7 -- or, you know over areas of snow over glaciated. There's a lot
8 of that around here. There's a lot that you just -- I mean, it's
9 Alaska. We live right behind an icefield. There's a lot of
10 places that we go to that are surrounded by snow. But just a lot
11 more cautious about what altitudes I'm at or what route I'm
12 taking, or just more aware of it, or saying no, I can't go into
13 there right now or whatever it is.

14 Q. And then kind of just going back real quick to the -- when
15 you left dog camp and going back down towards headquarters, or in
16 that last portion when the passengers got on board and you were
17 departing out of dog camp going down the glacier, did you have any
18 conversations at all with the passengers? Did they ever say
19 anything to you about anything? Was there any dialogue in the
20 aircraft at all about anything?

21 A. I don't remember honestly, but I don't think -- I think when
22 they first got in, we were still sitting at dog camp, I asked them
23 how they were doing or something or if they had a good tour,
24 whatever it was, but I was not focused on them. I was focused on
25 flying. I wouldn't say it was a sterile cockpit, but it was

1 pretty quiet.

2 MR. HODGES: Anybody? Gary?

3 MR. STEARS: Yeah, I got a couple questions.

4 BY MR. STEARS:

5 Q. Yourself and the other aircraft when you went up there, were
6 you calling off individually or was that considered a flight of
7 two or --

8 A. I think when we left here, we were a flight of two. When we
9 were out over the glacier, I slowed down and let him get ahead of
10 me, gave him room to maneuver without having to think about me,
11 you know, if he needed to turn around, if he needed to do
12 whatever.

13 Q. Maintaining a safe separation.

14 A. Yeah, like I said, I slowed down quite a bit so that he had
15 plenty of room. And like I said, on the way down, he was quite a
16 ways ahead of me, so it wasn't an issue.

17 Q. All right. Is it -- so, do you feel that there was proper
18 separation maintained between the two of you?

19 A. Yes.

20 Q. All right. Do you think that the dog camp personnel relaying
21 weather conditions could be trained more in flat light and gray
22 light conditions a little bit better? Or if at all, any versus
23 just giving precip, fog, and ceiling heights? Do you think that
24 that could factor into any prevention in the future?

25 A. I mean, I'm not sure what there is to train them on other

1 than telling us it is flat light, but most of the time, we know
2 that if it's overcast, that it's going to be flat light. I mean,
3 there's just not -- I'm not sure exactly what you would train them
4 on. Like I said, yeah, there is flat light or it isn't. I mean,
5 there's not -- unless there's something else you're thinking of.

6 Q. No. Yeah, you've pretty much answered it. And I guess on
7 the way back when you said the weather was changing so much, and
8 it happens all the time and it happens quick, would you consider
9 that to be, like patchy?

10 A. Patchy for sure.

11 Q. Okay, all right.

12 A. Just, like I said, little things of clouds just moving
13 around. I mean, it wasn't real windy. I mean, like wind wasn't a
14 factor, I wouldn't say, but enough to move -- like I said, you
15 know, one minute you've got -- or, you know, in one spot you've
16 got 1,000 feet, you can see almost to the tops of the rock wall,
17 and the next, you know, and there's a cloud kind of over here and
18 then there's not over here. I mean, there's just not -- and as we
19 were sitting on the glacier for a while, you could see all the way
20 up the rock wall when we first got out of the helicopter, and then
21 I think I called and told them don't come up here right now,
22 because the cloud that had been down at the toe had come up and
23 you couldn't see anything. And then, 10, 15 minutes later, you
24 could see all the way down to the bottom of the glacier. I mean,
25 it was just -- it's so -- it's just really varied around here,

1 especially up there.

2 Q. Now, when you were on your way back, and you got to the
3 corner and you saw that it was closed in, and you made the
4 determination you didn't want to go any farther and you wanted to
5 turn -- do you remember if you banked right or banked left?

6 A. I would have banked right.

7 Q. You banked right.

8 A. I mean, it -- I would have turned towards the rocks. I
9 wouldn't --

10 Q. To maintain a visual reference.

11 A. Yes.

12 MR. HODGES: So, you did turn towards the rocks?

13 MS. WILCOCK: Oh, for sure.

14 MR. HODGES: Okay.

15 MS. WILCOCK: Yeah, absolutely.

16 BY MR. STEARS:

17 Q. And what point in the turn do you feel that -- was it
18 immediately afterwards? You know, I'm just trying to get a sense
19 here of --

20 A. I honestly don't know. I mean, it's been a while, but even
21 thinking about it afterwards, I honestly don't -- I remember
22 making the decision to turn around.

23 Q. And that was it.

24 A. And then I don't -- and then we were upside down.

25 Q. And it happened so fast.

1 A. It just -- I wish I had more answers.

2 MR. STEARS: That's all I got.

3 MR. HODGES: Joel?

4 MR. KAIN: No.

5 BY MR. HODGES:

6 Q. Just one last kind of follow-up question for you, with the
7 different E levels on here. Not to beat a dead horse or anything
8 like that, but, you know, let's just say I was an E-2, which is
9 800 feet and 2 miles and that's my limitations. I can't go below
10 that with my E level.

11 A. Right.

12 Q. And then, you know, you're an E-6, which is half a mile. So,
13 Aaron was E-4. He went up there, came back down. You were sent
14 up as an E-6, a half a mile. You know, with passengers in the
15 back, half a mile with those type of conditions, have there ever
16 been discussions about that kind of stuff? Or, you know, we're
17 flying and, you know, half a mile and visibility's this, ceiling's
18 this, we got a bunch of people in the back, and they can also see
19 that and, you know, document and capture that. Has that ever been
20 a concern at the company here, about -- you know, as opposed to
21 saying hey, well, you know, instead of doing something like an E-6
22 level, maybe we should do something like a 500, 1, so there's that
23 barrier there for people in the back, I guess?

24 A. I mean, I want to say, we wouldn't do tours basically in
25 that. We wouldn't -- it's a little different with people recovery

1 on the glacier. I mean, there's already people up there. I mean,
2 the group before had to turn around. I mean, basically, we had
3 already said it's not good enough to do tours. The other thing
4 is, those E-6 levels -- like those E levels correspond across
5 everything that we do. I mean, not just icefield tours.

6 Q. Sure.

7 A. Not, you know, so it's trying to come up with one broad
8 category that covers everything everywhere. You know, there's
9 some things you do, some areas where a mile is not, you know,
10 depending what you're doing, but up on the glacier in those light
11 conditions, that's not really, you know, it just -- but like I
12 said, you know, it's hard to make one set of rules that applies to
13 every situation. I mean, there's just so much different, varied
14 terrain up here. And that was the compromise that we had come up
15 -- this has been in place before -- since before I was here.

16 Q. Sure.

17 A. But this was apparently the compromise that they came up with
18 was this system that -- and it was never -- the first couple of E
19 levels maybe were kind of geared towards tours, but beyond that,
20 it's not really geared towards tours. It's just -- and again, you
21 know, I mean, it just depends, like because we do a lot of heli-
22 skiing, which is also in fairly snow-covered terrain. You would
23 never, ever -- we have different minimums for heli-skiing. You
24 would never go out heli-skiing in half-mile. I mean, you just --
25 you wouldn't.

1 Q. Yeah.

2 A. It just, like I said, just because those are on paper doesn't
3 mean that you have to fly down to those. That if it's a mile
4 doesn't mean I have to go flying as an E-6. That's not what it
5 means, and that's not the way it should be interpreted, I guess.

6 MR. HODGES: You guys have any other questions at all?

7 MR. STEARS: No, I'm good.

8 MR. HODGES: Do you have any questions for us on anything?

9 MS. WILCOCK: I can't think of any.

10 MR. HODGES: We'll go ahead and stop recording at this point.

11 (Whereupon, the interview was concluded.)
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CERTIFICATE

This is to certify that the attached proceeding before the

NATIONAL TRANSPORTATION SAFETY BOARD

IN THE MATTER OF: COASTAL HELICOPTERS
Interview of Mary Wilcock

ACCIDENT NUMBER: ANC17LA025

PLACE: Juneau, AK

DATE: July 12, 2017

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.


Wendy C. Cutting
Transcriber

UNITED STATES OF AMERICA

NATIONAL TRANSPORTATION SAFETY BOARD

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Investigation of:

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COASTAL HELICOPTERS

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Accident No.: ANC17LA025

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Interview of: JOEL KAIN

Juneau, Alaska

Wednesday,
July 12, 2017

APPEARANCES:

MICHAEL HODGES, Aviation Accident Investigator
National Transportation Safety Board (NTSB)

GARY STEARS, Principal Maintenance Inspector
Juneau Flight Standards District Office (FSDO)
Federal Aviation Administration (FAA)

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I N T E R V I E W

(4:30 p.m.)

MR. HODGES: Okay, we are recording. This is for ANC17LA025 interviews in Juneau, Alaska, with Coastal Helicopters. Today is Wednesday, July 12th, 2017. And it is 1630 local. I'm Mike Hodges with the National Transportation Safety Board.

MR. STEARS: Gary Stears, Principal Maintenance Inspector, Juneau Flight Standards Office.

MR. KAIN: And Joel Kain, Director of Safety, Coastal Helicopters and Survey Point Holdings.

MR. HODGES: And does anybody have any objections to us recoding this interview?

MR. STEARS: No.

MR. KAIN: No.

MR. HODGES: All right. We're going to be interviewing Joel today.

INTERVIEW OF JOEL KAIN

BY MR. HODGES:

Q. All right, Joel, how long have you worked for Coastal Helicopters for?

A. This is my fifth season, so over 4 years. I'm in my fifth season as the director of safety for Survey Point and for Coastal.

Q. And then the whole time you've worked for Survey Point, that company, have you always been the director of safety then, or did you have other jobs within the company?

A. Within Coastal specifically or -- actually, I worked at

1 Temsco for a year prior to that, so it's my sixth year actually
2 with Survey Point Holdings in some capacity. I worked in
3 Ketchikan only for about a year, really on the ramp and in the
4 front office, a little over a year before I took the job as the
5 director of safety.

6 Q. Okay.

7 A. So with -- my role with Coastal Helicopters has always been
8 in safety.

9 Q. Safety, okay. And then what's your overall -- let me back
10 up. Excuse me. And what did you do prior to Temsco, then?

11 A. I was in the military for 25 years.

12 Q. What's your overall aviation background with rating and
13 certificates and just rough estimate of time?

14 A. I have a commercial rotorcraft ticket. I also have a
15 commercial instrument ticket. And I have just under 2,000 total
16 hours, predominantly all Blackhawk and Cobra AH-1 time.

17 Q. Okay, cool. And then the various helicopters that fall under
18 Survey Point Holdings, are you rated in any of those at all?

19 A. I am not type-rated in anything that we own currently, with
20 the possible exception, I can -- I have an OH-58 rating, an older
21 version of the 206; not what we currently have here, but I have
22 experience flying the military version of OH-58 Alphas and
23 Charlies.

24 Q. Okay. And what are your day-to-day duties then with you
25 being the director of safety?

1 A. The number one thing I do is I run our hazard identification
2 program. We have -- about a year and a half ago, we started with
3 the PRISM suite of software. And I manage -- I'm assistant
4 administrator for Survey Point and for all three companies for our
5 hazard identification risk management processes. I work with the
6 directors of operations and general managers. I have it set up.
7 It's a pretty unique structure. We can file all of our hazard and
8 incident reports online either through web-based or app. They
9 only have iPhone apps or iPad apps at this point. Two of the
10 three companies also do flight risk assessments on there.

11 I advise the CEO -- I work directly for the CEO of Survey
12 Point Holdings, who happens to be also the president on paper --
13 the president for Coastal Helicopters, Temsco Helicopters, and
14 NorthStar Trekking. So he's the accountable executive officer and
15 I work directly for him. I do reports monthly to him on all the
16 hazards and incidents. Then I identify those, push those out to
17 the companies.

18 I run the quarterly safety council meetings for the parent
19 company, Survey Point Holdings, and I run monthly meetings for the
20 other companies. NorthStar Trekking, we do the monthly meetings
21 May through September, and then we go to a quarterly meeting after
22 that just because of the tempo drops off so much. Coastal and
23 Temsco, we do our best to continue on a monthly basis for safety
24 committee meetings at the company level. I do those meetings for
25 all three companies and include the agendas and minutes and

1 facilitate those meetings.

2 I also coordinate all the -- I usually coordinate most of the
3 external audits such as TOPS. NorthStar Trekking and Temsco are
4 TOPS members. That's the Tour Operators Program of Safety. We do
5 an annual audit with those programs, which we just finished back
6 in the third week in June. Coastal does one external audit other
7 than Medallion at least annually. That was the Teck audit, which
8 is a Canadian mining corporation, and they were just here as well,
9 the very last part of June. I help with that.

10 I travel around, do ramp checks, ramp observations. I help
11 with the training of ground staff. A lot of young kids come to
12 work for us seasonally, you know, high school kids as well as
13 college kids, that may or may not have any experience with
14 helicopters, and we teach them just fundamentally how to be safe
15 and how to manage passengers in and around the aircraft while
16 they're loading and unloading and, in some cases, refueling.

17 Temsco does their own refueling by the ground staff. Coastal
18 has its own wholly owned subsidiary, Coastal Fuel, that does the
19 refueling here. And Coastal Fuel also handles the refueling at
20 NorthStar Trekking. So each of the three companies is just mildly
21 different in how they operate. It took me a couple years just to
22 figure all that out, so the subtle differences.

23 Q. And then outside of being the director of safety, do you have
24 any other additional duties with Survey Point Holdings?

25 A. No, nothing. Safety's my main function.

1 Q. Okay. And then do you work part-time at another company
2 anywhere?

3 A. No.

4 Q. You're full-time with Survey Point Holdings?

5 A. Survey Point Holdings, only full-time employment.

6 Q. And with the safety structure at Coastal Helicopters, I know
7 we kind of talked about this before, that they have a position for
8 a director of safety but it's currently vacant, which then would
9 report to you as the corporate director of safety; is that
10 correct?

11 A. Yes. They've had a company-level safety manager. The term,
12 I think, director of safety has been used for that position, too.
13 So safety manager/director of safety at the company level, they've
14 had that position filled -- from the time I took the job with
15 Survey Point Holdings for the CEO, that position was filled --
16 it's been filled by two different people. Unfortunately, the
17 second one resigned last August, so August of this year will be a
18 year without anybody filling that role. So I've had to kind of
19 step into that role a little bit more aggressively than I had in
20 the past. Where I could focus more on NorthStar and Temsco, I now
21 have to focus equally on Coastal as well.

22 Q. And then which -- the senior management of Survey Point, it's
23 Bob Berto and Ethan Berto. And then can you kind of explain their
24 positions?

25 A. Sure. Bob Berto is the CEO of Survey Point Holdings. As

1 such, he's also the accountable executive officer for all three of
2 our Part 135 certificates. Ethan is titled, I would say, the vice
3 president of Survey Point Holdings. And as such, he is a very
4 close advisor to Bob and quite probably will be the eventual
5 replacement at some point down the road. But he is -- I take
6 daily direction from the both of them, in essence. If Bob's not
7 around, Ethan is certainly a sounding board that I go to.

8 Q. Are both Ethan and Bob either helicopter pilots or mechanics,
9 that they come from that background?

10 A. No, neither are. Strictly businessmen. Very acute aviation
11 sense and knowledge but not rated pilots, no.

12 Q. I know we kind of talked about this before, but with the
13 companies that are under Survey Point Holdings, you know, we have
14 only one that's a Medallion Foundation member, which is Coastal.
15 And then the Tour Operators Program of Safety members are Temsco
16 and NorthStar Trekking. I guess I wanted to ask is, how come with
17 those three companies, like if they're all -- there's no
18 synchronization, I guess. They're not all TOPS or they're not all
19 Medallion. It's kind of a mix, I guess, with the three. I guess
20 what's the reason for that?

21 A. That all evolved before I became part of the organization.
22 Temsco and NorthStar Trekking is part of TOPS. They were original
23 founding members of TOPS from 21 years ago. It was around 1995
24 that they started the discussions; around January of '96 that they
25 set up the first bylaws and the actual program of safety which

1 started this process, and they've both been members of that since
2 1996.

3 Coastal's involvement with the Medallion Foundation I think
4 began in around 2001 or 2002. I could be off on that by a year or
5 two. But at that time when Coastal began its participation in the
6 Medallion Foundation, it was not yet owned by Survey Point
7 Holdings. It was a later acquisition for Survey Point Holdings,
8 and the decision was, I believe partly from a diversification, is
9 that to not have everybody involved in the same program; and
10 second, to not change what was already working for an
11 organization. So they were already down the path of Medallion
12 participation to some degree at the time that they were acquired
13 by Survey Point Holdings and it was elected to not force them into
14 some sort of change that wasn't at the time warranted.

15 Q. Now with your position as the director of safety for Survey
16 Point working with the companies below you, NorthStar and Temsco,
17 do you, in your position, have the ability to -- I don't want to
18 say force anything, but if you wanted to come down to NorthStar
19 and say, hey, you know, from a safety perspective, I want you guys
20 to start doing this, do you have the ability in your position to
21 make them do that since you're at that corporate level safety
22 stuff?

23 A. That's a great question. I would say that I probably have
24 that authority empowered from the CEO. The way I handle the job
25 and the position, though, is I would not do that without making it

1 known how or why. I wouldn't flex that muscle. I would steer
2 them towards that. And I don't want to say I would use the CEO's
3 authority, but I think I've earned enough respect between the
4 three companies that I could come down and make those suggestions
5 and we could have a dialogue about why that should or shouldn't
6 happen.

7 Q. Do you ever get pushback from any of the companies below you
8 with initiatives you're trying to do with different risk
9 assessments or policies? Do you ever get pushback at all from
10 those folks?

11 A. Absolutely. But that's -- you know, in my opinion, it's
12 effective leadership. You know, when you get pushback, you
13 dialogue about why, you find common ground, and you either find an
14 alternate solution or you just -- you continue working moving
15 forward. And I would say there's been pushback from all three of
16 the companies at some point about some sort of endeavor or change
17 to things. But in most cases I think we've successfully worked
18 through almost all of them, you know, where we get buy-in
19 eventually and I think -- personally think that safety is more
20 about buy-in. You know, if people buy into the process and the
21 program, then they're going to be more apt to follow the rules or
22 follow the guidelines or follow their own policies if they buy
23 into why they exist in the first place.

24 MR. STEARS: Do you think that the employees, the full-time
25 employees of these different companies, recognize your position

1 and realize why it's needed?

2 MR. KAIN: I'd like to say yes. I think for the most part
3 the year-round, full-time folks do recognize the position.
4 Sometimes the seasonal, you know, the seasonal ground stuff, I may
5 not interact with them as much or as often as I do with maybe even
6 more so with seasonal pilots. I do interact with them as much as
7 I can. But the year-round folks, I'm here year-round. I'm here.
8 I don't live here. I live in Ketchikan, but I am here probably
9 half to two-thirds of the time during the summer season and here
10 at least probably 1 week a month throughout the wintertime as
11 well. So I'd like to think, yes, that they recognize the position
12 and they know that I work for the higher headquarters as well.

13 BY MR. HODGES:

14 Q. We've kind of talked before about safety management systems.
15 And you guys do have one in place, then, for Coastal?

16 A. This is always a sore subject for me because nobody has
17 clearly defined what the standard for a safety management system
18 is. There's not a regulatory requirement for one at this point
19 for Part 135 operators. If you use the guideline of FAA's Part 5
20 guidance along with the IS-BAO toolkits and the IHST, the
21 International Helicopter Safety Team, and U.S. Helicopter Safety
22 Team, I would say we're working or constantly working towards
23 that. I think we have the majority of the elements of a safety
24 management system in place. The hardest parts about that are
25 documenting that, taking credit for what you already do and,

1 again, documenting it. And again, I ask everybody that asks me
2 that question, what is the clearly defined standard? Is there --
3 there's nothing out there that says I can cross -- check these
4 blocks and you'll have an approved SMS program, because I don't
5 think there is an approved SMS program for Part 135 operators.
6 There are accepted SMSs for Part 135 operators, but there isn't a
7 defined standard that says "Thou shalt do these 119 things and
8 you'll have an approved" --

9 MR. STEARS: Well, from what I understand is that you --
10 there is guidance on how to build an SMS program.

11 MR. KAIN: Absolutely.

12 MR. STEARS: And an SMS program isn't approved; it's
13 accepted.

14 MR. KAIN: Because the approval standard --

15 MR. STEARS: Because it's your program.

16 MR. KAIN: Right.

17 MR. STEARS: It's not ours.

18 MR. KAIN: Right. Yeah. So we're working towards that
19 constantly. I mean, it's not -- I don't see that as being an end
20 state so much as a work in progress, that you get to a certain
21 level of corporate, company, and individual level buy-in,
22 policies, programs, and procedures that are all in place that
23 people recognize as part of it and then document that and the
24 training. And I think the big thing that's probably the hardest
25 part is the internal evaluation program or the internal audit

1 program truly meet what is generally accepted as an SMS product.
2 Coastal is further along in that process than the other two
3 because we do have a defined internal evaluation program. It's
4 part of the Medallion Shield Program.

5 BY MR. HODGES:

6 Q. And then kind of in your position looking down at the three
7 companies below you, would you say that the safety culture between
8 those three companies is different or is it the same or --

9 A. It's different. It's clearly different. And it's based on
10 several things, the first of which is scope and scale. One of our
11 companies has three times as many aircraft, four bases in four
12 different towns. The other two companies are both smaller and
13 have one base.

14 Interestingly, all of the companies put 20 to 30 percent of
15 their fleet out on contract and issues. And that number stays
16 pretty constant depending on, you know, whether you have 6
17 aircraft, 12 aircraft, or 37 aircraft, about 20 to 30 percent of
18 our fleet goes out and does other work other than tours and stay
19 right around base. And I think just the geographic nature, the
20 dispersed operations, and obviously the age of the companies and
21 kind of their market defines their culture. So I would say
22 they're not all at the same place as far as culture is concerned.

23 Q. And then with the three companies, correct me if I'm wrong on
24 this, but with Temsco, there is no director of safety, that the
25 base managers are basically responsible for safety; is that

1 correct?

2 A. This year we implemented in our -- we kind of rewrote our
3 safety manual and I wrote in a position in the safety manual
4 called the base safety manager. And in the case of Juneau, it is
5 the base manager who is filling that role as base safety manager
6 as well. In the case of Skagway, I have a lead pilot who is
7 filling that role. So we opted to -- we're kind of trying to push
8 duties down to somebody other than the base manager, but we
9 haven't got there yet in all of our bases. And in Petersburg, we
10 only have one guy, so he's it.

11 Q. And then with NorthStar, is that the same thing, too, having
12 a base manager as the safety manager?

13 A. Right now, I've been using the director of operations as my
14 base safety manager, and that's partly because their safety manual
15 is under revision still. We haven't completely revised it.

16 He also, just due to other personnel changes, he now has a
17 new chief pilot, which he has a stable chief pilot that he hadn't
18 had. We'd had three guys in 4 years fill the chief pilot role and
19 so the DO was having to fill some of that as well. This year with
20 a consistent chief pilot, he's been able to kind of work as the
21 base safety manager as well.

22 So those base safety manager positions are really just a
23 conduit for information. They're the ones that I reach out to, to
24 help action hazard reports, safety reports, incident reports, go
25 back to if there's more investigation or additional questions that

1 need to be asked or answered, that's who I typically go to.

2 Q. Do you feel like, I guess, overall at Survey Point, that with
3 Temsco and Coastal and NorthStar, if you had an actual separate
4 full-time director of safety position and that's all they did,
5 would that benefit things, in your opinion, if you guys had kind
6 of three separate guys kind of reporting at the corporate?

7 A. It probably would. It probably would. I like the way it is
8 right now because I don't have everything where I want it to be.
9 You know, I'm still working on culture and climate. And I have a
10 lot of pride in how far we've come, what we've done, and I want to
11 see it through to hopefully an FAA letter of acceptance on our SMS
12 programs. You know, that would probably make life a lot easier
13 for me, at least from a dissemination of information, you know,
14 minutes and things from meetings and stuff. I spend a lot of time
15 just doing agendas and minutes and dissemination of information
16 and coordinating with people.

17 Q. Okay. And we kind of talked about this before, but with the
18 accident in Skagway last year with Temsco and then kind of with
19 the lessons learned and changes from a safety aspect, what has
20 been kind of implemented since then kind of across the board with
21 the three companies?

22 A. We've had a really renewed push to pay attention to and do
23 our flight risk assessments. I was pulling up some data earlier
24 on my iPad here about flight risk assessments. Just this year
25 alone in Temsco, just this calendar year, we've already done 1,532

1 categorized risk assessments. And I can do a statistical analysis
2 on those. I can look at, you know, what are our highest risk
3 factors. That's really been probably the biggest push.

4 We were just implementing that last year, in the spring of
5 '16. We actually test drove the system from about April -- or
6 January to April, and then went live right at the start of the
7 season. So it was still relatively new in May of last year. And
8 it was obviously just kind of focused at the tour level. We've
9 pushed that.

10 I have great buy-in from our corporate management as well as
11 Temsco's senior management on the flight risk assessments, so now
12 we're doing them across the board. Our guys in the field are
13 doing them if there's not already a government form or government
14 risk assessment being done. Are we getting 100 percent? Probably
15 not, but we're far better than we were -- you know, leaps and
16 bounds beyond where we were last year. Also to the point that we
17 just recently had the lead pilot and one of the senior pilots in
18 Skagway contacted me and said, hey, we're not seeing the level of
19 elevated risk missions this year that we saw last year and we've
20 had some marginal weather conditions; we think we should propose
21 some changes to the risk assessment.

22 So they were basically looking at these risk factors, risk
23 category factors, and saying, this isn't working for us like we
24 expected to, so let's make some revisions. So they made some,
25 what I would say, conservative recommendations and conservative

1 revisions to the flight risk assessment process. I thought they
2 were exceptional. And I welcome that feedback, because that's
3 something that you guys on boots on the ground can only give me.
4 I can't do that myself when I'm not there 24/7.

5 So I took their recommendations. I ran it through the
6 system. I looked at it. I said, these are all conservative.
7 They would categorize risk a little bit higher, you know, and
8 elevate reports earlier due to pilot experience and degraded
9 visual environment, things like that. And then I ran those
10 changes through the director of ops, was able to do -- to be able
11 to show them, you know, from statistics why this wasn't working.
12 And I said, my recommendation to you, as the DO, senior vice
13 president and DO, is that you approve these. And he took a look
14 at them the same day, said, yeah, these all make sense. We had a
15 phone call to make sure that understood it, and then I was able to
16 make the changes. And the very next day, they marched off with
17 some revisions to their flight risk assessment.

18 And so, you know, a 1-day turnaround and I had ability to get
19 proposed changes -- maybe a little bit more than a day, but once I
20 started actioning it with the DO's approval, I made the changes
21 and I told them that, you know, I can't possibly make those
22 changes without input from the field. And we stressed that again
23 in the next company safety meeting as well that we welcome those
24 kinds of comments from the field that this isn't working for us or
25 this -- we'd like to revise something.

1 Q. Okay.

2 A. So, additionally -- you said other changes that came out of
3 the 2016 May incident. I'd say the flight risk assessment was
4 probably the biggest one. One of the other ones which we had was
5 a recommendation about dog crates and flying of dogs as cargo. We
6 spent a fair amount of time last year trying to come up with a
7 lightweight version of the dog kennels, crates. Have not been
8 successful in doing that yet. Therefore, we put in a -- we only
9 flew -- we limit ourselves to 10 dogs, where we had been flying 12
10 dogs. And using a general rule of thumb of the dogs being about
11 50 pounds per, we assumed that that lightened our cargo load by
12 100 pounds per load.

13 It was, you know, it was -- I don't want to say it was well
14 received by the dog camp as well as us because it meant more
15 flights. It meant, you know, more blade time, more fuel, but it
16 was the right thing to do until we can find a lightweight solution
17 to the dog crates, you know, something under 200 pounds for 12 --
18 200 pounds of crate and kennel assemblage for the dogs. We also
19 secured the dog crates differently than we did in the past. Where
20 we had two straps in the past, we went with four.

21 Obviously, the weather decision-making has been an issue, but
22 you know, we combat marginal weather virtually all year round.
23 It's the nature of how can we best function; how do we make
24 better-informed decisions? So not really as a fallout of the May
25 '16 accident, but more from the May '17 rollover here, we formed

1 like an informal working group on improving weather decision-
2 making.

3 And I have my notes from our first meeting here. Well,
4 actually, we met with the CEO and all of our directors of
5 operations across our three companies. And then I actually hosted
6 a meeting with the FAA FFAST team from the local FSDO joined us,
7 as well as Era Helicopters from down the channel. They're not
8 owned by Survey Point. They're obviously corporate, Era
9 Helicopters. But we operate in the same environment and when one
10 of us suffers an incident like that, we all suffer, professionally
11 as well as financially.

12 So we had a great meeting back in the middle of June, so it
13 was about 3 weeks after the incident. And some of the things we
14 talked about there are -- we grouped it into short-term solutions
15 and long-term solutions. The short-termed solutions defined as
16 things we can impact today with a change of policy, procedure, or
17 process, and the long-term ones were material solutions or
18 programs with longer lead times and the commitment of resources to
19 aid in decision-making.

20 So the short-term solutions we talked about were more
21 frequent reminders to pilots of best practices and policies;
22 reinforcing a policy of company weather minimums and actually
23 adhering to them; discussing weather with pilots prior to launch
24 and instituting possible delays; increase communication between
25 operators that fly in the area, and that included Era and Wings

1 Airways and other people that we communicate with. We go to some
2 of the same places some of the fixed-wing operators go to and we
3 can better share that information with them.

4 The fifth one, which is kind of important in this case, is
5 better training in weather observations for our camp personnel.
6 We also included with that providing a forecast to camp personnel
7 and training them to read it, such as a METAR report. If you look
8 on these risk assessments, there's a METAR report on each of those
9 that's the most current weather just prior to departure. We can
10 do a better job of training our dog camp personnel to actually
11 read that, because if you're not familiar with reading a METAR it
12 may not make sense to you. There's an element of having to know
13 how to read that. We're working on doing that with our dog camp
14 folks.

15 Then the long-term solutions, there were three that we're
16 looking at right now. The first one, which you guys hit earlier
17 on in a previous discussion was the camp's preparedness to retain
18 passengers. We're looking at, you know, comfort items -- food,
19 sleeping bags, tentage -- about putting together a packet or a
20 pallet at each site that just sits on the side and it's there if
21 we need it. And it's -- we have our lead guide at NorthStar
22 Trekking is putting together a wish list for what it would take to
23 palletize for up to 24 passengers. So that was kind of our goal.
24 We figure that's four aircraft worth or two flights of two. What
25 would it take to make 24 people comfortable for overnight? And

1 we're looking at that. We should have probably initial estimate
2 for that by the end of July.

3 Along with that, somebody brought up the pilot preparedness
4 as well. I watch our pilots sometimes jump out there in what I
5 would say would be shoes inappropriate for being on the glacier.
6 You know, if you were to get stuck out there, and some of them do
7 carry a little overnight bag with little -- you know, something in
8 the bag, but we're looking at pilot preparedness as well. Don't
9 take off if you don't expect to spend -- possibly spend the night
10 out there.

11 An area we've had real success in is the temporary weather
12 camera solutions. I've been working with Nupoint Systems out of
13 Vancouver, British Columbia. And we have one camera right now
14 that is on loan. We're test-driving it for 60 days. I think
15 we've already made our decision that it's useful. But we have a
16 satellite-based camera off the toe of the Herbert Glacier, which
17 we didn't have a week ago. It went up about last Saturday. And
18 it sends hourly photos right now across the toe of the glacier
19 looking back towards Lynn Canal. And we've been able to make some
20 of our weather decisions before even launching an aircraft based
21 on what that camera shows us.

22 They are cost-effective, I think. We're looking at maybe
23 implementing more of those across the Juneau Icefield in areas
24 that support us. We're also planning to -- I have not yet
25 addressed it with Walter Combs and Mike Criss of the FAA about

1 possibly even hosting those images to the FAA webcam sites for
2 Alaska. They have other ones that are hosted by third-party
3 entities on there now, so we're looking at how do we become one of
4 those.

5 And a last area is weather monitoring stations. There's some
6 technological solutions out there that might -- there's two
7 different ones, like Lufft and Davisnet, that both have weather
8 monitoring capabilities that we can send back with those digital
9 images that will tell us wind velocity, direction. What we're
10 really looking for is temperature and dew point. We get the
11 temperature right now, comes back with the camera as is. So if we
12 can get wind velocity, direction, dew point, temperature, maybe
13 even some other, you know, barometric trends or something like
14 that, we're looking at how can we make better-informed decisions
15 in dispatch and in operational control before we ever put anybody
16 out to risk.

17 So those are the changes that maybe not all the rest of the
18 pilots and everybody sees going on at operational control level
19 and higher.

20 Q. Okay. And then my last question: Since the accident
21 occurred back in May, has there been anything that you have
22 changed personally with how you conduct your duties as the
23 director of safety here at all?

24 A. I'm physically present here at Coastal a lot more than I was
25 before, not because I feel like they needed it so much as I feel

1 like I needed to divvy my time equitably, and maybe I hadn't been
2 doing that enough. And we have spent a lot of time with the
3 Coastal management team looking at ourselves and looking at the
4 root causes of this accident. We have some -- we have a couple of
5 root causes that we think and we're working on solutions.

6 I think you may have asked enough questions about them, but
7 we're looking at, you know, weather reporting from dog camp being
8 more specific, more precise, helping them to be able to read a
9 METAR report and figure out, yeah, that this is why the trend is
10 down; this is why it's changing. We have a westerly flow, up-
11 glacier winds, whatever the case may be. Getting better
12 observations from them, more timely, and having them speak up.

13 And then other ones, we're looking extensively at our own
14 internal company minimums about whether, for our E-1 through E-6
15 level pilots, do we have the weather minimums for those set right?
16 We haven't made a final decision on those, but I think we're
17 reassessing those. We've also reassessed whether, you know, if a
18 lower E level pilot turns around and we opt to send a higher E,
19 more experienced pilot out, do we automatically default to the
20 most experienced person in the company? And if we do, does that
21 put any adverse pressure on the people that are behind that
22 person? Or do we default to somebody that's more experienced but
23 not the most experienced person and have them leave that and see?

24 We talk a lot about internal and external pressures as well.
25 We've tried very much or very hard to remove any external pressure

1 from the pilots that they feel that they've got to get these
2 people off the ice. That's not coming from the corporate side of
3 things. And brought the CEO up -- actually, he brought me. The
4 night of the accident we were here about 4, 4½ hours later, we
5 were actually in the building. And then we met with all the
6 pilots the following day to discuss that pressure's not coming
7 from me, that it's just a tour; the business and the work will be
8 there tomorrow; the industry will bring us more customers the
9 following day. To remove some of that pressure. And if we also
10 remove the pressure that, hey, the camps are prepared to hold
11 these people overnight, you know, that you don't have the Snidely
12 Whiplash syndrome, I've got to rescue the fair maiden. They don't
13 have to -- anything we can do to make that go/no-go decision about
14 aeronautical factors and not some other external pressures.

15 BY MR. STEARS:

16 Q. That brings me to the question I wanted to ask you. Do you
17 feel that the employees understand, or slash, know what risk is
18 and how it directly relates to them? Do you think they have a
19 grasp on that?

20 A. I think it depends upon their position. I do. I think the
21 pilots clearly do.

22 Q. A good example is Aaron, for instance. I mean, he flew up
23 there and he made the determination that he wasn't willing to
24 accept a potential risk by dropping people off. He called it
25 right then and there.

1 A. Correct.

2 Q. And that potential risk is something that more often than not
3 you people are willing to accept because they don't quite
4 understand what risk is itself. So they're more apt to accept it
5 down the road instead of thinking about right now, what are the
6 implications of my actions right now? Is it going to reduce the
7 risk or am I just accepting a higher risk later?

8 A. That's a great point about Aaron and his decision, and Luke,
9 the other pilot that was behind him. They made a great decision.
10 I think because -- I'm not sure that everybody has the same -- we
11 all don't have the same tolerance for risk either.

12 Q. But you understand what I'm leading at, right?

13 A. I do, absolutely. And I don't -- I think that that takes
14 time and exposure, and probably just a lot of discussion to talk
15 about. You know, risk just really boils down to probability and
16 severity.

17 Q. Yeah, and that's something you could probably use in your E
18 structure. And in my mind, you know, Aaron might as well be an
19 E-6 because he was willing to make that determination of not being
20 able to fly.

21 A. I'm not part of the committee that determines E levels. I
22 don't know whether they want me part of that or not because I tend
23 to be on the more risk averse side. I think as the safety manager
24 or safety director, that's my job is to be a bit more of the risk
25 averse type. But without those guys that go out there and fly

1 these things, I mean, we wouldn't be in business. And my safety
2 bubble is bigger than most people's as far as bad weather. And I
3 am an instrument-rated pilot with probably close to 100 hours of
4 actual weather time, and I know I don't like it. So in a fully
5 dual-engine instrument-rated aircraft, it's still not fun.

6 MR. HODGES: Any more questions?

7 MR. STEARS: That was all I had.

8 MR. HODGES: You got any questions for us, Joel?

9 MR. KAIN: No. I appreciate your guys' time for spending it
10 with us.

11 MR. STEARS: Yeah, thank you for the time.

12 MR. KAIN: Yeah, thank you.

13 MR. HODGES: All right, we'll go ahead and stop recording
14 then.

15 (Whereupon, the interview was concluded.)
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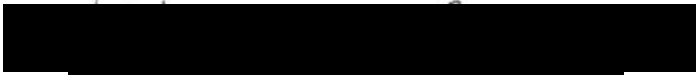
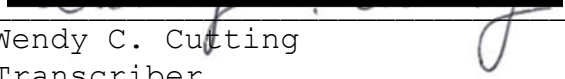
IN THE MATTER OF: COASTAL HELICOPTERS
Interview of Joel Kain

ACCIDENT NUMBER: ANC17LA025

PLACE: Juneau, Alaska

DATE: July 12, 2017

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.

Wendy C. Cutting
Transcriber

UNITED STATES OF AMERICA

NATIONAL TRANSPORTATION SAFETY BOARD

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Investigation of:

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COASTAL HELICOPTERS

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Accident No.: ANC17LA025

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Interview of: DUSTIN CARROLL

Via Telephone

Thursday,

August 31, 2017

APPEARANCES:

MICHAEL HODGES, Aviation Accident Investigator
National Transportation Safety Board

MICHAEL RAWSON, Director of Operations
Coastal Helicopters

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By Mr. Hodges		4

I N T E R V I E W

(9:40 a.m.)

MR. HODGES: Okay, we are recording. This is for the ANC17LA025 interviews in Juneau, Alaska, with Coastal Helicopters. Today is Thursday, August 31st, 2017. It's 1:35 p.m. local. I'm Mike Hodges with the NTSB, and I've also got Dustin Carroll, who is the chief pilot for Coastal Helicopters, and Mike Rawson, who is the director of operations for Coastal Helicopters.

Mike and Dustin, do you have any objections to recording this interview?

MR. RAWSON: No.

MR. CARROLL: No.

MR. HODGES: Okay. All right. We'll go ahead and start with the questions for Dustin then.

INTERVIEW OF DUSTIN CARROLL

BY MR. HODGES:

Q. All right, Dustin, how long have you worked for Coastal Helicopters for?

A. Coming up on 11 years.

Q. Okay, 11 years. And then during that time how long have you been the chief pilot for?

A. For almost 4 years.

Q. Four, okay. And what did you do prior to Coastal Helicopters?

A. Prior to Coastal, I was a pilot for Temsco for one season, and then I was a flight instructor and pilot in Seattle for

1 Classic Helicopters for 2 years prior.

2 Q. Okay. And then with your background with certificates and
3 ratings, what do you have?

4 A. Commercial helicopter.

5 Q. Do you have instrument rating, too, or --

6 A. No. Negative.

7 Q. And then have you ever attended any Airbus factory training
8 for the AS350 series?

9 A. I have.

10 Q. And then with your position there as a chief pilot can you
11 kind of just walk me through like your day-to-day duties as the
12 chief pilot there, please?

13 A. Day to day, we're basically in charge of scheduling, can be
14 assigned operational control. It generally goes between Mike
15 Rawson and myself. But a lot of it's scheduling, assigning
16 flights, and then doing -- in charge of training, hiring.

17 Q. Okay. And then do you have any additional duties besides
18 chief pilot? Do you do any maintenance or safety or anything of
19 that or are you just strictly chief pilot?

20 A. No maintenance or, you know, safety.

21 Q. Okay. And then do you hold part-time employment in any other
22 companies in the area?

23 A. Negative.

24 Q. Can you just kind of walk me through the pilot's planning
25 process, like, you know, with looking at weather, doing the risk

1 assessment, looking at the mission and the load and things of that
2 nature? Can you kind of just walk me through a general process,
3 please, on that?

4 A. Generally, well, we do a morning briefing that's compiled by
5 our flight coordinators that has the current weather, weather
6 forecast for the day, a few other pertinent information like tides
7 and such on it. And then each pilot, when they come in, they
8 do -- they read and sign off on that.

9 And then we have -- whoever is available, we do a daily
10 meeting in the summertime with the -- generally with the tour
11 pilots but if charter pilots are available, they'll do it as well;
12 but a lot of times they're assigned to flights prior to that
13 meeting happening.

14 And then we'll have a risk assessment form for each flight
15 that's assigned to the pilots that has, again, the up-to-date and
16 more current weather relevant for that particular flight along
17 that route, whatever weather data we have available.

18 And then we -- whoever is operational control at the time is
19 generally looking at pertinent weather cameras and any information
20 we have there as well. And anything that we see that is relevant
21 we'll pass on to the pilot, and make sure they're aware of what
22 cameras are available in the area. And so prior to the flight,
23 that's generally how weather's passed on to the pilots.

24 Q. Okay. And then with the risk assessment process, that's
25 something that's jointly done with the flight coordinator and then

1 the pilot, and then that completed one goes to the DO; is that
2 correct?

3 A. With our risk assessment, if -- there are a number of
4 criteria that are signed off on there. They have a -- if it's
5 within the pilot weather qualifications, they've been to the area,
6 they're familiar with it and everything, then it doesn't
7 necessarily need to be signed off by operational control. But if
8 there's anything that's below their weather minimums or if it's an
9 area that they haven't been to, then they would need an additional
10 sign-off, which depending on what the exact criteria -- or the
11 item that needs to be signed off, there's different people that
12 are allowed to sign that off, but most of it goes to operational
13 control at the time.

14 Q. Okay. And then with the dog camp out there, how are the
15 weather observations relayed from the dog camp, you know, to like
16 a line pilot.

17 A. They're called in to our flight coordinators via radio and
18 then they are -- they input them into our scheduling program, AL-
19 Pro. And then, from there, they're printed off on the risk
20 assessment form and manifest. So when the pilots are -- when the
21 flight is manifested, it's printed off on there and handed to the
22 pilots prior to the flight.

23 Q. All righty. And then you said -- how often are those sent
24 over, then, those observations from the camp?

25 A. The observations from the dog camp itself come in every hour

1 or as they -- sometimes it'll be more often if the weather's
2 changing quickly. If they see a change in the weather from the
3 last observation, then they will fill out an additional
4 observation, but at a minimum once per hour.

5 Q. Okay. And then with your individual E level as a chief
6 pilot, what level are you?

7 A. E-6.

8 Q. And then that's just half a mile and clear clouds; is that
9 correct, for E-6 for minimums?

10 A. Correct, correct.

11 Q. And then the date of the accident that happened, were you
12 there at Coastal at the time when it happened or were you off-site
13 or --

14 A. I was at Coastal. Yes, I was here.

15 Q. And then were you a part of the flight at all with helping
16 out with it by any chance, or no?

17 A. I was not.

18 Q. And then since you've worked at Coastal here, you know, both
19 just as a line pilot and as a chief pilot, do you ever feel
20 pressure from management to fly in poor weather conditions or have
21 you seen that happen to other employees there at Coastal?

22 A. No, I have not.

23 Q. And then I know you mentioned before you've worked at other,
24 you know, companies. You know, how would you rate the safety
25 culture here based off your prior experience here at Coastal?

1 A. You know, I do feel it's an excellent safety culture. I
2 think it's really become a bigger emphasis in the last 5 years
3 being here. I think it's -- yeah, we continue to strive to
4 improve it, but I feel overall that it's very healthy, a good
5 safety culture.

6 Q. Okay. Then since you've worked here as a chief pilot, what
7 training have you been given for your operational control duties
8 and responsibilities?

9 A. I mean, it's all in-house, and most of it's directly with
10 Mike Rawson, with our DO.

11 Q. Okay.

12 A. And, you know, we work very closely together and have -- it's
13 kind of -- it's been an ongoing process and, you know, it's just
14 something that we continue to work on and strive towards, you
15 know, having a uniform process for it. But, yeah, it's all been
16 in-house.

17 Q. And then I'm sure you're familiar with the Temsco accident
18 that happened last year in Skagway. And, you know, being that
19 Temsco and Coastal are under the same umbrella with Survey Point
20 Holdings, has there been any lessons learned or changes
21 implemented at Coastal since that Temsco accident happened last
22 year?

23 A. I don't know if there's been anything, a direct change from
24 it. I think that, you know, we're aware of the experience of that
25 pilot and some of the conditions surrounding it. I think there's

1 still a lot of questions to be answered. But I can't think of any
2 single direct change that we've made.

3 Q. And then since the accident happened here with Coastal, has
4 there been anything that you've done that you've changed
5 personally with how you fly as chief pilot or exercise operational
6 control on your end?

7 A. Yeah. I think the biggest thing is that we have our E level
8 and our weather minimums, and, you know, we -- that tells us an
9 absolute minimum, but we encourage personal minimums be higher in
10 certain conditions, certain situations. And I think that, you
11 know, we have to encourage people to, you know, not -- set their
12 personal minimums and, you know, there's conditional -- there's
13 certain conditions such as flat light and changing weather and
14 that sort of thing where those aren't minimums that you
15 necessarily are going to fly to in all conditions. And I think
16 that's kind of what you learn with experience here is that -- you
17 know, just more reasons to turn around in weather that's higher
18 than those minimums, and just to encourage that more.

19 I think -- I hope and I feel that no one feels pressure to
20 fly in the inclement weather, but I think we need to continue to
21 encourage people or reward them for not doing that, for turning
22 around prior to that and staying out of it. So, you know, a
23 little bit of that, but as far as just trying to, you know,
24 encourage the safety culture and --

25 Q. Okay.

1 A. I think it's easy for people to lose sight of that over time
2 and just kind of -- you know, obviously with the dog camp, in
3 particular, just to remind people at that time that, you know, if
4 people are up there, they're fine. They're safe. They can stay
5 there. We don't need to get them out. It's not an emergency.

6 Q. Yeah.

7 A. So just really trying to drive that home at the time. I
8 mean, I know we've said it in the past and sometimes I think it's
9 easy for people to get caught up in the moment. So, you know,
10 just to give that reminder more often, and at that time that, hey,
11 if it doesn't look good, either land and wait or turn around, come
12 home. You know, if you get up there and the weather changes, you
13 just stay there. That's not a big deal. So, I think that's
14 probably the biggest thing.

15 MR. HODGES: Okay. All righty. That's all I had for
16 questions.

17 Mike, did you have any questions for Dustin at all?

18 MR. RAWSON: No.

19 MR. HODGES: Okay. And then, Dustin, did you have any
20 questions for me?

21 MR. CARROLL: Nope. Not for now.

22 MR. HODGES: I'll go ahead and stop recording at this time.

23 (Whereupon, the interview was concluded.)
24
25

CERTIFICATE

This is to certify that the attached proceeding before the

NATIONAL TRANSPORTATION SAFETY BOARD

IN THE MATTER OF: COASTAL HELICOPTERS
Interview of Dustin Carroll

ACCIDENT NUMBER: ANC17LA025

PLACE: Via telephone

DATE: August 31, 2017

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.



Wendy C. Cutting
Transcriber