



8426 FM 2004, Santa Fe, Texas 77510

www.Westwindhelicopters.com

(409) 925-7300

July 5, 2017

To: NTSB Investigator in Charge (IIC)

Re: NTSB CEN17FA112 - Post-Accident Safety Initiatives

Westwind Helicopters, post-accident, immediately had a companywide stand down for all operations to insure procedures and processes currently implemented had no contributing factors to this accident.

Upon the review, Operational Memos were immediately distributed to reemphasize policies already in place.

- Ops Memo 17-09 High Density Traffic Area Airspeed Limitation
- Ops Memo 17-10 Use of Portable Electronic Devices

To further enhance Safety Westwind implemented a Flight Operations Quality Assurance (FOQA) program as described in attached file.

- Appendix A. FOQA Introduction Letter to Pilots

Robert M. McCoy
President
Westwind Helicopters, Inc.



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(409) 925-7300

From: Operations

To: All Westwind Pilots

Date: March 09, 2017

Subject: OPS Memo 17-09 High Density Traffic Area airspeed limitation

Effective immediately:

While operating in High Density Traffic Areas and/or areas where there is a presence of bird activity, the following limitations will be followed:

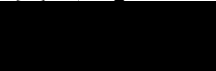
- Airspeed shall be 100 KIAS when below 1000 feet AGL.
- Pulse lights and or landing lights will be on.
- A sterile cockpit environment will be observed. Conversations will be limited to informing the pilot of potential hazards to flight.

NOTE:

A sterile cockpit environment will be observed during takeoffs, landings, while operating in High Density Traffic Areas, when birds are present, or at discretion of the PIC.

Ops Memo 17-09 expires upon notification of the next GOM update.

Best Regards



James A. Roth
Director of Operations
Westwind Helicopters, Inc.

OPS Memo 17-09 High Density Traffic Area airspeed limitation

Date: March 09, 2017

My name and signature on this sheet signifies that I understand the content of this Operations Memo.

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(409) 925-7300

From: Operations

To: All Westwind Pilots

Date: March 09, 2017

Subject: OPS Memo 17-10 Use of Portable Electronic Devices

Effective immediately:

- A. In single engine aircraft, pilots will not operate any portable electronic device at any time while the aircraft engines are operating, or when the rotor blades are turning.

NOTE:

The term “rotor blades are turning” includes rotors that are “coasting down” after the engines have been shut down.

- B. On crew served aircraft, only portable electronic devices authorized by Westwind, may be utilized in the cockpit, and only if operation of that device does not distract the pilot on the controls, or cause a hazard to safety of flight.
- C. No pilot will allow any passenger occupying a front seat to operate any portable electronic device at any time while the aircraft engines are operating, or when the rotor blades are turning, unless the device is essential for completion of a job, for which the flight is intended.
- D. Passengers occupying a back seat may operate a portable electronic device, provided it cannot cause interference with communication or navigation systems, and it is placed in airplane mode or the equivalent to.

Ops Memo 17-10 expires upon notification of the next GOM update.

Best Regards



James A. Roth
Director of Operations
Westwind Helicopters, Inc.

OPS Memo 17-10 Use of Portable Electronic Devices Date: March 09, 2017

My name and signature on this sheet signifies that I understand the content of this Operations Memo.

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Appendix A. FOQA Introduction Letter to Pilots

June 30, 2017

TO: All Pilots
FROM: Bob McCoy
Re: FOQA Program

FOQA Introduction

Flight Operations Quality Assurance for Westwind Helicopters (FOQA) is officially underway. We're currently working on the installation of our new Flight Data Monitoring system, Appareo Vision 1000, and will begin the operational testing of this system. These devices are known as Quick Access Recorders or simply QAR. The data media will be removed from the aircraft daily and uploaded to the FOQA server. The data will then be de-identified and analyzed for operational anomalies focusing on risk and trend analysis. We strongly believe that this program will significantly benefit Westwind Helicopters in enhancing safety. This letter is to further explain to you what FOQA means for all of us.

FOQA History

FOQA programs were first established in Europe. Eight European airlines have had successful FOQA programs for over 25 years. By the late 1960s, Trans World Airlines (TWA) had begun a program that monitored a limited number of parameters related to approaches and landings. The first Flight Data Recorders (FDRs) captured only five parameters: 1) Airspeed 2) Altitude, 3) Heading, 4) Time, 5) Vertical acceleration. Today's FOQA systems are far superior and record over 150 parameters which provide vital details about flight events and aircraft performance. United Airlines (UAL) implemented the first FAA-approved FOQA program, and four other airlines also started programs between 1995 and 1998. Between 1998 and 2000, seven other airlines followed suit. Today, most of the legacy carriers and many of the low-cost airlines have implemented FOQA.

FOQA Protection for the Pilot

In 1992, the FAA began to promote FOQA programs to U.S. airlines. The biggest hurdle was the protection of the pilot from the company. Westwind Helicopters has fully endorsed our FOQA program and considers it a **non-punitive program**. We will not be looking at individual pilot performance and will use the aggregate FOQA data for trending. In addition, the FAA Administration issued a policy letter stating that the FAA would not use FOQA data for enforcement purposes provided that the airlines met certain requirements. The FAA also views FOQA as a non-punitive program, and they have not deviated from this position. Events such as intentional violations, criminal activities, and accidents are specifically excluded from protection.

The Benefits of FOQA

- FOQA proactively addresses potential problems and risks that might adversely affect our operation.
- FOQA will ensure that we fly safer and more mechanically sound aircraft.
- FOQA data provides information allowing the assessment of the safety and efficiencies of the operational use of our national airspace.



- FOQA establishes a solid safety culture and introduces the most quantitative aviation standard available today because it formulates quality assurance for Flight Operations.
- FOQA makes a powerful statement that we care about passenger and crew safety.
- FOQA programs may also provide data that the FAA can use when evaluating regulatory minimums and new programs.
- FOQA data improves accident investigation by providing a more detailed record of flight events.

The Procedure

Westwind Helicopters aircraft will be equipped with Appareo Vision 1000 Flight Data Acquisition Units. These units have the capability of recording over 150 individual parameters to the QAR during each flight. Of the 150 parameters that are recorded, Westwind Helicopters is currently analyzing less than 25. As time progresses we may find it necessary to include more parameters. The flight data parameters that are currently being analyzed are based on recommendations from Appareo, other FOQA operators, and the aircraft manufacturers. This information is recorded in an internal crash hardened memory unit and data is saved to a SD card as well. Our procedure requires Westwind personnel to download data from each aircraft on a daily basis for those aircraft that are shore based. At this point, the data only consists of ones and zeros until it is uploaded and accessed by the Appareo server at which time the FOQA Data Analyst will have the software to de-identify and run reports and trends.

The FOQA Data Analyst then processes and analyzes the data against industry and company standards that have been established by the aircraft manufacturer and the Westwind FOQA Steering Committee. The data is still de-identified and assigned a unique code number.

If it becomes necessary to determine the crew of a particular flight, then the FOQA Data Analyst will provide the particular data to the Gate Keeper who has the ability to identify and contact the crew.

All de-identified data from each aircraft is archived in the FOQA Office for a two year period. The FOQA Data Analyst along with the Gate Keeper and the FOQA Program Manager will be evaluating FOQA data and working together with the, FOQA Monitoring Team, the FOQA Steering Committee and its Chairman / Advisor (the Chief Pilot) to provide reports as needed.

I would like to extend an open invitation to all of you to embrace this FOQA Program, its training and safety benefits and to help us in our pursuit of continuous improvement. Please feel free to contact myself or the Chief Pilot should you have any questions.

Bob McCoy
President/Director of Operations
Westwind Helicopters, Inc.