

## UNITED STATES OF AMERICA

## NATIONAL TRANSPORTATION SAFETY BOARD

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Investigation of:

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SIKORSKY S76B HELICOPTER N72EX

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CRASH NEAR CALABASAS, CALIFORNIA,

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ON JANUARY 26, 2020

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Interview of: ADAM GREEN

Director of Maintenance

Island Express Helicopters

Island Express Helicopters  
Long Beach, CaliforniaThursday,  
January 31, 2020

## APPEARANCES:

DUJUAN SEVILLIAN, Ph.D., Human Performance Investigator  
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FABIAN SALAZAR, Operational Factors Investigator  
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POCHOLO CRUZ, Lead Aerospace Engineer  
National Transportation Safety Board

GREGORY BORSARI, Maintenance Investigator  
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I N T E R V I E W

DR. SEVILLIAN: Okay, on the record.

Adam, my name is Dujuan Sevillian. I'm a human performance investigator with the NTSB. Thanks for coming in today and interviewing with us.

As you know, NTSB develops safety recommendations to prevent future accidents. You're here today because you're an expert and we need your support throughout this investigation.

MR. GREEN: Okay.

DR. SEVILLIAN: What you're seeing today is a result of our party system. The folks in the room are part of the interview so they'll be asking questions.

MR. GREEN: Okay.

DR. SEVILLIAN: We'll do two rounds of questions. At any time during the process if you need clarification or you don't know the answer to a question, just let us know. We'll take periodic breaks if we need to, as well.

Since we're recording this, it'll ultimately become a part of a transcript one day and a part of the public docket.

MR. GREEN: Okay.

DR. SEVILLIAN: So there's no -- we can't offer any confidentiality or anything. Okay. So that being said, I'd like to go around the room, but first I want to say that the FAA is here but they're not here for enforcement. So you'll hear more from our FAA representative, but they're here for safety.

1 MR. GREEN: Okay.

2 DR. SEVILLIAN: All right. So let's go ahead and get  
3 started. Fabian.

4 MR. SALAZAR: Adam, we met. Fabian Salazar. I'm looking  
5 into the operations.

6 MR. GREEN: Okay.

7 MR. RIGSBY: Matt Rigsby, FAA Office of Accident  
8 Investigation. Just to reiterate, no authority, no enforcement  
9 authority.

10 MR. GREEN: Okay.

11 MR. CRUZ: Pocholo Cruz, maintenance investigator.

12 MR. BORSARI: Greg Borsari, maintenance investigator. Of  
13 course we've been working with you.

14 MR. GREEN: Yes.

15 DR. SEVILLIAN: You're allowed one representative. Who would  
16 you like to represent you today?

17 MR. GREEN: That would be Don.

18 DR. SEVILLIAN: Okay, thank you. All right. Let's get  
19 started.

20 INTERVIEW OF ADAM GREEN

21 BY DR. SEVILLIAN:

22 Q. So for the record could you please state your first and last  
23 name with spelling?

24 A. Adam Green, A-d-a-m, G-r-e-e-n.

25 Q. And what's your position title here at IEX?

1 A. I'm the director of maintenance.

2 Q. Can you describe to us your roles and responsibilities as  
3 director?

4 A. As the director of maintenance it's my responsibility to make  
5 sure the aircrafts are maintained per the Federal Aviation  
6 regulations and per the maintenance regulations, to organize the  
7 people that work under me as far as what their duties and  
8 responsibilities are, organize their training and any  
9 discrepancies that come up with the aircraft.

10 Q. How long have you worked for Island Express?

11 A. Coming up 3 years.

12 Q. Okay. And how long in the director position?

13 A. Six months.

14 Q. And can you just give us a brief biographical sketch of your  
15 aviation background?

16 A. I started in aviation in 2007, and I completed the 36 months  
17 of experience and I received my A&P while working at Rotorcraft  
18 Support.

19 Q. Do you hold any other licenses?

20 A. Yes, I do. I'm also an IA.

21 Q. Okay. Inspector authorization?

22 A. Correct.

23 Q. Okay. Can you tell me a little bit about that role you have  
24 with being an inspector -- inspection authorization?

25 A. For me it allows us to do any 337s or any of that sort of

1 nature to the aircraft that we operate, above my regular A&P  
2 duties.

3 Q. So if there's a mechanic that is conducting work on a  
4 helicopter and they go through the process, task cards, complete  
5 the work on the aircraft, do you sign off their work?

6 A. Correct.

7 Q. Okay.

8 A. So I will inspect the work and then sign off.

9 Q. Okay. So tell me a little bit about the corporate culture  
10 here at Island Express. What are your thoughts about that?

11 A. Can you be a little -- like how we work together?

12 Q. How you work together, what's your feelings about  
13 communication, safety culture and things like that?

14 A. I feel like we have very open communication within the  
15 company. No matter if it's the president, the director of  
16 operations, I can pretty much get an answer right away in regards  
17 to any issues. I feel like we're a very safety conscious company.  
18 I feel like we make an open effort every day to, you know, be as  
19 safe as possible. We never -- I never feel like we compromise  
20 safety.

21 Q. Who do you report to in the organizational chart?

22 A. The organization chart, Garret Dalton is directly above me,  
23 and then also to the president.

24 Q. And if there -- if you do have any safety issues, what's the  
25 reporting process of those safety -- in communicating those safety

1 issues?

2 A. Generally it would be through an email or through an SMS  
3 program or even a phone call to communicate what the issue is.

4 Q. Can you tell me a little bit more how you interface with the  
5 SMS program?

6 A. The SMS program, we're currently in the process of revising  
7 it to where it's more effective for us. So with the -- like we  
8 will file hazard reports, but as far as like a daily risk  
9 assessment, we haven't completed those because I feel like they  
10 weren't accurate to what we're doing here.

11 Q. What sorts of revisions are you referring to?

12 A. Revisions as far as tailoring the system more to our  
13 operation.

14 Q. Okay. And as far as hazard reporting, do you get a chance to  
15 review hazard reports that come in?

16 A. Yes.

17 Q. Can you give me some examples of some hazard reports that you  
18 review?

19 A. I'm trying to think. Sorry.

20 Q. No, that's fine.

21 A. I can't think of one, I'm sorry, off the top of my head.

22 Q. No, that's fine. Any feedback -- does the company provide  
23 any feedback as far as communication on hazards? Is there any  
24 meetings that you attend?

25 A. Yes, we have a monthly safety meeting in the hangar. We

1 choose different topics. We rotate and we, you know, we come  
2 together as a group and generally spend 30 minutes to an hour and  
3 go over, you know, whether it's an incident that's happened or  
4 recommendation, and we do -- and we do document that, as well.

5 Q. How does the participation look on those meetings, those  
6 monthly meetings?

7 A. It's -- all the maintenance is always participating in those,  
8 and it's signed and documented that way.

9 Q. Can you recall any topics that you reviewed in the last month  
10 safety meeting?

11 A. Last topic was, I want to say it was -- I can, I can give you  
12 -- yeah, it's a lot right now. I can grab the document --

13 Q. No, it's fine.

14 A. -- and show you.

15 Q. That's fine. So the director of maintenance, director of  
16 ops, you guys are right next to each other on the organizational  
17 chart?

18 A. I'm directly below the director of operations.

19 Q. Okay. How is the communication -- do you have any  
20 communication with the director of ops regarding any risks or --

21 A. Yes, we do.

22 Q. And what's the process on how you communicate that?

23 A. The process would generally be in the morning if it's during  
24 like -- kind of like a morning conversations, you know how you're  
25 drinking your coffee. And whatever issues we may have through the

1 day, whether it's getting an aircraft back out into service, you  
2 know, due to these circumstances the aircraft is not going to be  
3 back in service for tomorrow, or things of that nature.

4 DR. SEVILLIAN: Okay. All right. That's the questions I  
5 have for now. Fabian?

6 MR. SALAZAR: Just a few.

7 BY MR. SALAZAR:

8 Q. How do you -- on a daily basis, how often do you interact  
9 with operations?

10 A. With operations, pretty much as needed. Whenever the two --  
11 whenever they need me or I need them, I mean, it's basically it's  
12 an open line of communication.

13 Q. Okay. I see director of maintenance wanting you to keep  
14 their aircraft well maintained.

15 A. Yes.

16 Q. And I see operations wanting to get their aircraft out the  
17 door and flying and bringing in revenue.

18 A. Yes.

19 Q. Okay. Do you have scheduling meetings where you're trying to  
20 keep the aircraft in -- as per a certain schedule, and do you have  
21 conflicts with operations because they're trying to fly the  
22 aircraft and you're trying to get them worked on?

23 A. As a company, if we have to miss a flight and not make  
24 revenue due to maintenance, that is how this company is run. I  
25 mean, we -- if it has to sit another day until it's safe to

1 operate or until we get that part or until that inspection is  
2 done, that's how it is.

3 Q. So have you had those challenges where you're talking to,  
4 say, the chief pilot and he wants to fly the aircraft and you need  
5 to get it worked on? You're saying it's an easy transition just  
6 to keep the aircraft --

7 A. Correct.

8 Q. -- in the hangar?

9 A. Correct.

10 Q. Okay. All right. If you -- getting into safety and hazard  
11 identification, if you see a hazard do you -- who do you go to?

12 A. I generally go to Garret, or if it's something with -- I see  
13 on the shop floor, I'll talk to the mechanics or I would go to the  
14 safety officer and bring up whatever topic it is that I feel like  
15 we can make safer -- or whatever the issue at hand is that we need  
16 to --

17 Q. Okay. So you have a lot of options to go to. You can go to  
18 the mechanic, the safety officer or operations. If you go to the  
19 safety officer, does he log these down on a log or do you know --

20 A. I believe --

21 Q. -- what does he -- how does he attack them?

22 A. I believe so, yes. I believe there is a log.

23 Q. Okay. Has he ever assigned you a task, a hazard avoidance,  
24 or a problem to fix? Has he ever asked you to take care of one?

25 A. Yes.

1 Q. Okay. Has he asked you to get it done within a timely manner  
2 and report back to him?

3 A. Yes.

4 Q. The chief pilot, I understand you and he were close?

5 A. Correct.

6 Q. Okay. On a given working day while you guys were  
7 interacting, how were those interactions? I take it friendly.  
8 Were they ever adversarial? Did you guys ever get into arguments?

9 A. No, we were very -- we worked together. I mean, there was  
10 never any friction between us.

11 Q. Okay. No pressure from him to push maintenance so he could  
12 get the aircraft out the door?

13 A. No. He would always say if it takes another day, it takes  
14 another day. I mean, that's --

15 Q. Okay. You ever go on flights with him as part of the  
16 business?

17 A. Yeah, with maintenance flights, yes.

18 Q. Tell us about some of those maintenance flights, if you don't  
19 mind.

20 A. We just had an engine, overhauled engine we put in AStar, and  
21 we went and carried out all the section 8 maintenance checks per  
22 the flight manual, all the operational checks that were required  
23 per the maintenance manual, returned it to service. I mean,  
24 pretty much whatever we asked of -- you know, hey, we'd go over --  
25 before we'd go on a flight, this is what the tasks are that we

1 need to accomplish and we'd go accomplish those tasks.

2 Q. About how many times would you say you'd gone out and flown  
3 with him? Ten or more; 10 or less?

4 A. More -- yeah, a lot.

5 Q. Okay. And they were all maintenance flights?

6 A. Yes.

7 Q. Okay. Did he ever talk to you about the charter flights?

8 A. Sometimes like with scheduling and, you know, where he was  
9 going or what he needed from me to support what he needed to do as  
10 far as the operation.

11 Q. Anything specific about the people that he was taking back  
12 and forth?

13 A. Sometimes maybe who may have been on the flight with him or  
14 something of that nature.

15 Q. Okay. Any war stories did he ever tell you?

16 A. No.

17 Q. No harrowing tales?

18 A. No.

19 Q. No "there I were" stories, "there I was"?

20 A. (No verbal response.)

21 Q. Okay. Do you keep a copy of your training records for the  
22 guys that work for you?

23 A. Correct.

24 Q. And are you responsible for giving them that training?

25 A. Correct.

1 Q. Okay. If they miss the training is there a method for them  
2 to make it up?

3 A. We generally do a year-end training review and we go over all  
4 the different trainings they missed to make sure that we're  
5 required all those -- we have all the required training per FAA.

6 Q. Okay. Who -- on a given year, does OSHA ever come in and  
7 look at your hangar?

8 A. Not yet, that I'm aware. Not since I've been here.

9 Q. Do you have anybody identified to ensure that your hangar is  
10 in OSHA compliance?

11 A. Not that I'm aware of.

12 Q. Do you have fire extinguishers in your hangar?

13 A. Yes. We just passed our fire hazmat safety audit from the  
14 fire department.

15 Q. So the fire department comes in and checks those?

16 A. Correct.

17 Q. Do they give you training on the extinguishers?

18 A. We do the online training for the fire extinguishers.

19 MR. SALAZAR: Okay. All right. That's all I have right now.  
20 Thank you.

21 MR. GREEN: Okay, thanks.

22 DR. SEVILLIAN: Thanks, Fabian.

23 Matt?

24 BY MR. RIGSBY:

25 Q. Adam, I know we talked a little bit about your interaction

1 with the PMI. When was the last time the PMI was in here?

2 A. Right before Christmas.

3 Q. Have you ever gone to him with any issues or has he come to  
4 you with any issues?

5 A. Not any direct issues. I mean, last time he was here I asked  
6 him for -- you know, we were basically just talking. It was an  
7 audit that he was doing on our facility with (indiscernible).

8 Q. Did he give you the results of that audit?

9 A. Not yet, no.

10 Q. Not yet? Okay. Would you say your interaction with -- and  
11 I'll just say principal, so it's POI, PMI and PAI -- is it a good  
12 relationship.

13 A. I would say it's a good relationship, yes.

14 Q. Okay. Maintenance manual revisions, are you -- who's  
15 responsible for that?

16 A. That would be me.

17 Q. How do you ensure that those revisions are current?

18 A. We use an online subscription so whatever we print is the  
19 latest subscription from the manufacturer.

20 Q. Okay. Both for Sikorsky and for --

21 A. Correct, (indiscernible) correct.

22 Q. And any Airbus --

23 A. Whatever Airbus -- yeah, all the manufacturers.

24 Q. Do the tech reps come in --

25 A. Yes, they do.

1 Q. -- from those companies? Okay. Have you ever had factory  
2 training from either Sikorsky or Airbus or --

3 A. I have had factory training but not from Sikorsky.

4 Q. Okay. But for the Airbus?

5 A. Yes, the H135 and then the Bell 205, I've had factory  
6 training, but not for the AS350.

7 Q. Okay. How long have you been with -- between Rotorcraft  
8 Support and Island?

9 A. Going on 13 years in my career.

10 Q. Are the systems and also the maintenance, the way you do  
11 maintenance at RS, I'll just call it, RSI --

12 A. Rotorcraft Support, yeah.

13 Q. Rotorcraft Support. Is it similar to the way that you do  
14 maintenance?

15 A. Correct.

16 Q. Okay. Interaction between yourself and the DO, if there's a  
17 disagreement for, say, ordering a part you feel that needs to be  
18 replaced, has there ever been any pushback and, if there would be,  
19 who would be the third-party decider on --

20 A. The president.

21 Q. Okay. Has that ever happened?

22 A. Not that I'm aware of, no.

23 Q. Have any of the pilots ever pressured you or pressured your  
24 mechanic to accelerate your work scheduled to get something out?

25 A. No.

1 Q. If one did, who would you go talk to?

2 A. I would talk to Garret, the director of operations; I would  
3 go to Phil, the president.

4 Q. Okay. The maintenance test flights, how long is -- say for  
5 an AS350, how long does a maintenance test flight take?

6 A. It depends on the test.

7 Q. Okay. Is there an average; 30 minutes?

8 A. I mean, to complete -- after the engine check with all the  
9 checks, I mean, we felt that it was safe to put at least an hour  
10 of flight time on it before returning it to service.

11 Q. Okay.

12 A. To comply with all the required checks.

13 Q. Sure.

14 MS. RIGSBY: I'm done.

15 DR. SEVILLIAN: Thanks, Matt.

16 Pocholo?

17 MR. CRUZ: Nothing from me.

18 DR. SEVILLIAN: All right. Greg?

19 MR. BORSARI: I do have just a couple questions.

20 BY MR. BORSARI:

21 Q. You know, we talked a little bit about the Sikorsky manuals,  
22 the (indiscernible) manuals revision process. Is there anything  
23 in the manuals that you've run across that you felt could be  
24 improved on from the manufacturer?

25 A. I felt honestly -- I feel honestly that all the manufacturers

1 that we deal with have made strides in a positive direction for  
2 the mechanic website interface. I mean, I feel it is pretty user  
3 friendly now compared to when they introduced it many years ago.

4 Q. Okay. All right. So do you have a method in place -- you  
5 know, like there's definitely an error in the manual, you know,  
6 for whatever reason you print it out and you go out and it's not  
7 right. Is there a method to report that back to the manufacturer?

8 A. I believe in the manuals they do give you a sheet to submit  
9 to them if you do find something that you believe is in error.

10 Q. Okay. Have you ever run across that?

11 A. No, I haven't.

12 Q. Okay. So that's like the Sikorsky or the Airbus or  
13 (indiscernible) manuals. All three, I'm talking (indiscernible)  
14 with them because of the accident helicopter.

15 A. Yes, sir.

16 Q. The accident helicopter had a number of major alterations  
17 accomplished throughout the years. Those had individual  
18 instructions for continued airworthiness. Some may apply to  
19 maintenance. How are those to work with? How have you found them  
20 to work with?

21 A. So far I haven't had any issues. We track all those  
22 inspections on our -- from those -- if there is an ICA item from  
23 the 337, and then refer to whatever manuals or documents that we  
24 need to get, to refer to the information to perform the  
25 inspections on them.

1 Q. So you have those loaded into a tracking system?

2 A. Correct. Yeah, we track the inspections and then we have the  
3 manuals downloaded.

4 MR. BORSARI: All right. That's all I have.

5 DR. SEVILLIAN: Thanks, Greg.

6 Garret?

7 BY MR. DALTON:

8 Q. You mentioned there was some safety meetings (indiscernible),  
9 would the safety manager be present for those?

10 A. Sometimes, yes; sometimes, no.

11 Q. And if he wasn't present, would he be informed as to what  
12 went on? Is there minutes kept?

13 A. There is minutes kept.

14 Q. I think Fabian asked about -- I'm not sure if it was Fabian,  
15 I believe it was Fabian, about had the safety manager ever  
16 assigned you a hazard and like a timeline to get it completed and  
17 stuff like that. Do you have an example of how you do that?

18 A. One that we're working on currently is -- we're working on  
19 tool control from (indiscernible) our toolboxes.

20 Q. The maintenance test flights, it depends how long they take  
21 depending on what was accomplished in the maintenance. And you  
22 mentioned after an engine it would be possibly 1 hour. Has the  
23 company ever said go put some more time on it, even though you've  
24 accomplished all the safety tests; hey, just go fly it for some  
25 more time?

1 A. Yes.

2 Q. Okay. Has the company ever said let's get this done as  
3 quickly as we can so we can get it back in service, just get the  
4 maintenance checks done and get it back on the ground and we'll  
5 get it flying?

6 A. No.

7 MR. DALTON: Okay. That's all I have.

8 DR. SEVILLIAN: Thanks, Garret. So we'll start the second  
9 round of questioning. I don't have any questions for this round.

10 Fabian?

11 BY MR. SALAZAR:

12 Q. Adam, as far as your workload goes, okay, for any given day,  
13 how satisfied are you with the work you're expected to do?

14 A. Sorry. Can you repeat that question for me?

15 Q. As far as the workload that you have on any given day, how  
16 satisfied are you with that workload?

17 A. I'm satisfied with it, yes.

18 Q. You don't feel overworked or underworked?

19 A. I mean, there's always some days -- there's always  
20 challenges, but that's what we're trained to do, how to deal with  
21 those situations.

22 Q. Okay. But compared to what people are making in shops around  
23 the area here and where you live, are you satisfied with your  
24 compensation?

25 A. Yes.

1 Q. Overall satisfied -- overall satisfaction with working here  
2 at Island Express?

3 A. Yes, I'm satisfied.

4 MR. SALAZAR: Okay, that's all I have.

5 DR. SEVILLIAN: Thanks, Fabian.

6 Matt?

7 BY MR. RIGSBY:

8 Q. Do you have any repairmen that work under you?

9 A. No, we're all licensed mechanics.

10 Q. All licensed. Is that a policy?

11 A. It's just something that we try and stick to.

12 Q. Okay, but not written down?

13 A. It's not a written policy, no.

14 Q. Okay. What about policy on rental parts, rental engines,  
15 rental components and things like that?

16 A. Just as long as they're from an authorized vendor then yes,  
17 then we could use those options if needed.

18 MR. RIGSBY: Okay, that's it.

19 DR. SEVILLIAN: Thanks, Matt.

20 Pocholo?

21 MR. CRUZ: None.

22 DR. SEVILLIAN: Greg?

23 MR. BORSARI: Couple more real quick here.

24 BY MR. BORSARI:

25 Q. You know, some of the requirements to maintain, you know, an

1 aircraft in an IFR-capable condition, like transponders and other  
2 equipment that have to be recurrent, you know, like 24-month  
3 requirements, do you have shops that you use or do you do it in  
4 house?

5 A. Work is performed at Rotorcraft Support.

6 Q. Okay.

7 A. Or there is a service at a vendor on the airport that we have  
8 used for the AStars.

9 Q. Okay, all right. But you do track that?

10 A. We do track that also.

11 Q. Okay. That's all. Just curious.

12 MR. BORSARI: That's it.

13 DR. SEVILLIAN: Thanks, Greg.

14 Any other questions?

15 MR. BORSARI: No.

16 DR. SEVILLIAN: Okay.

17 MR. SALAZAR: Can I follow up on that? Just for the record,  
18 so your aircraft are capable and they're in compliance with the  
19 24-month IFR requirement?

20 MR. GREEN: Okay.

21 MR. SALAZAR: Okay.

22 DR. SEVILLIAN: Any other questions? Any other questions?

23 All right. So that concludes the interview. Are there any  
24 questions that we should have asked you that we didn't?

25 MR. GREEN: I believe I answered everything.

1 DR. SEVILLIAN: Any other individuals you'd like us to speak  
2 with?

3 MR. GREEN: You've spoken to everyone that I know of.

4 DR. SEVILLIAN: Okay, thank you.

5 Off the record.

6 (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:               SIKORSKY S76B HELICOPTER N72EX  
                                      CRASH NEAR CALABASAS, CALIFORNIA,  
                                      ON JANUARY 26, 2020  
                                      Interview of Adam Green

ACCIDENT NO.:                   DCA20MA059

PLACE:                           Long Beach, California

DATE:                            January 31, 2020

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.



---

Christy Behlke  
Transcriber