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NATIONAL TRANSPORTATION SAFETY BOARD

Washington, D.C.

Air Methods Corporation Safety Manual
Chapter 1
Administration / Safety Organization and Responsibility
(6 pages)

CHAPTER 1

ADMINISTRATION / SAFETY ORGANIZATION AND RESPONSIBILITY

1.1 POLICY

Air Methods Corporation supports all requirements of law regarding safety and intends to provide all employees with a safe and healthful working environment. Furthermore, it is the Company's intent of to eliminate accidentally caused injury to personnel and damage to equipment and property and lead the industry in safety performance.

Great care has been taken to assure that this manual is not contrary to any applicable federal or state regulations, the General Operations Manual, or Operations' Specifications. However, errors do sometimes occur despite all efforts. If you find such a conflict the regulations, certificate, or operations' specifications will take precedence. You are required to bring any such contradiction to the attention of the Corporate Safety Manager for correction.

1.2 PURPOSE

The Air Methods Corporation Safety Manual establishes guidelines for our Safety Management System. Its intent and purpose is to broaden knowledge of safety principles, safety practices and provide fundamentals useful in the safety function.

1.3 GOALS

- To provide a safe and healthful working environment for all employees;
- To prevent aircraft accidents;
- To track, trend, and mitigate safety errors;
- To minimize damage and severity of injury resulting from aircraft accidents;
- To prevent damage or injury to non-Company property or personnel as a result of aircraft operations;
- To incorporate flight safety planning into all Company flight activities;
- To reduce insurance costs;
- To reduce operating costs and increase operational capability by eliminating damage to Company aircraft;
- To develop and enforce minimum standards for safe operation of Company aircraft;
- To provide safety training for all employees;
- To identify and eliminate hazardous conditions.

1.4 SCOPE AND APPLICABILITY

- A. This Manual prescribes minimum standards for safe operating practices for all Air Methods personnel and operations.
- B. The contents of this manual apply to all Air Methods employees.
- C. This reference manual shall be a tool for all Company personnel following corporate policy for safety management and accident prevention.

- D. Deviations from the provisions of this reference manual will require a request for waiver with full justification in writing to the Director of Safety and/or Corporate Safety Manager and the appropriate Divisional Senior Vice-President.

1.5 OPERATIONAL PROCEDURES/ACCIDENT PREVENTION

- A. Managers must ensure compliance with required prevention procedures and establish necessary requirements to ensure the safety of personnel for which they are responsible. Ultimately, overall responsibility for accident prevention rests with management.
- B. Accident prevention programs are developed to deal with accident problems common to all Company programs to ensure efficient accident prevention and reduce redundant effort. These prevention programs include, but are not limited to the following:
1. Monthly Safety Conference Calls;
 2. Safety Audits;
 3. Safety Visits;
 4. Safety Bulletin Boards and Reading Files;
 5. Aviation Mishap Reviews.
- C. Risk Management procedures will be used by all Company personnel to identify and control hazards in our system, facilities and operations during the planning stage. These procedures will take precedence over activities that rely on detecting accident causes after an activity is operational or after an accident has occurred. Please refer to the Risk Management Chapter in this manual for further reference or procedure.
- D. All line managers will apply available resources against hazards on a priority basis. ***If it isn't worth doing safely, it just isn't worth doing!***

1.6 RESPONSIBILITIES

- A. Executive Management Team shall be held accountable to:
1. Promote the Safety Management System and motivate personnel to perform safely.
 2. Enforce Safety Management System policies, procedures and directives through strong, determined leadership.
 3. Participate in safety activities, including the monthly safety conference call.
- B. Corporate Safety Manager shall:
1. Be directly responsible and accountable to the Director of Safety, Air Methods Corporation. The Manager will maintain close liaison with the Divisional Senior Vice Presidents, and the Director of Operations.
 2. Provide and maintain the structure for the Company's Safety Management System.
 3. Serve as principal staff advisor, technical consultant and coordinator in planning, organizing, directing and evaluating all Company Safety Management System elements.
 4. Provide for and assist in establishing and implement plans, policies and procedures for all Company safety related activities.
 5. Interpret safety policies, procedures, and guidelines.
 6. Provide technical and professional assistance to eliminate or control unsafe behaviors and environments.
 7. Assist Director of Operations and the Flight Standards Department in developing safety aspects of training.

8. Prepare progress reports of safety activities and other safety reports, studies and audits on a monthly, quarterly, and annual basis.
9. Provide material and training for base Safety Managers and program personnel.
10. Conduct safety surveys and inspections of Company operating sites to monitor Safety Management System compliance and performance.
11. Assist the base Safety Managers, Program and Base Managers in investigations, analysis and incident causation on site.
12. Maintain proficiency in regulatory, OSHA, and manufacturer requirements.
13. Maintain a safety publications and reference library and provide same information to the field. See Appendix B.
14. Review and analyze AIDMOR forms as they are received and provide a timely report to users. Provide management with review results and recommendations as pertinent to safety of flight incidents.
15. Maintain and encourage objectivity in assessing or evaluating operations, maintenance, fuel quality, dispatch, personnel and the requirement for anonymity with regard to safety matters.
16. Fulfill other duties as assigned by the Director Of Safety, Air Methods.

C. Regional Aviation and Regional Maintenance Directors shall be held accountable to:

1. Ensure compliance with all Company safety and occupational health policies.
2. Operate an effective safety and accident prevention program to include the following elements:
 - a. Aviation Safety Management System;
 - b. Occupational Safety and health programs.
3. Maintain a safe, healthful work place.
4. Provide equipment that works safely.
5. Take prompt action to correct any unsafe act, condition or situation.
6. Integrate safety systems into all areas of operations and to all levels of employees by:
 - a. Delegating specific aviation safety assurance and safety responsibilities and authority to the Program Aviation Managers, Aviation Service Managers, Program Maintenance Managers and Lead Mechanics, as applicable.
 - b. Reporting incidents and accidents to the Corporate Safety Manager promptly.
 - c. Implementing approved recommendations resulting from incident reports (AIDMORs), hazard reports, Root Cause Analyses, safety audits and other safety-improvement projects promptly.
 - d. Instructing supervisors and employees regarding safety responsibilities.
 - e. Providing safety training for supervisors, employees, customers and others using our aircraft.

D. Chief Pilot and Certificate Compliance Evaluators shall be held accountable to:

1. Maintain, review and be familiar with safety, technical and operating data on aircraft makes and models and support equipment operated by Air Methods.
2. Identify and correct the cause(s) of all unsafe or potentially unsafe acts or conditions to prevent an incident.
3. Promote safety and motivate personnel to perform safely.
4. Identify and correct any person with an improper regard for safety.
5. Use measurement and control tools, such as reports and inspections, to enhance safety performance.
6. Suspend any operation for safety reasons.
7. Assure all pilots comply with the Safety Management System.
8. Motivate and encourage satisfactory pilot safety performance.
9. Ground any pilot for deficient flight or safety reasons.
10. Cancel any flight for safety reasons.

11. Identify, report and promptly correct unsafe or potentially unsafe acts or conditions, to include the cause(s) to prevent an incident or accident.
12. Assure all pilots performing maintenance check flights are qualified and familiar with current maintenance procedures.
13. Train pilots to assure aircraft are deemed airworthy prior to being returned to service.
14. Provide training to pilots in safety of flight matters.
15. Assure pilots follow technical and airworthiness directives affecting aircraft and flight safety.

E. Base Safety Managers shall:

1. Be appointed by the Corporate Safety Manager, or the Aviation Services Manager in the case of a single base program.
2. Hold at minimum a monthly safety meeting with all Air Methods personnel as dictated within the parameters of their administration and submit the minutes of those meetings to the Corporate Safety Manager.
3. Establish and maintain a current Safety Bulletin Board.
4. Establish and maintain an adequate supply of current safety-related forms.
5. Establish a FOD prevention program IAW Company FOD concerns.
6. Maintain a current reference file of aviation safety literature available to all program personnel. See Appendix B.
7. Provide an example of proper behavior, and practice incident/accident prevention at all times.
8. Observe aircraft refueling, maintenance, operations and personnel training to detect and correct unsafe practices or procedures.
9. Take part in mandatory safety surveys and inspections.
10. Instruct employees in safe work procedures and further evaluate performance with consideration given to safety practices and procedures.
11. Report safety deficiencies to the Corporate Safety Manager, or Aviation Services Manager, in the case of a single base program, immediately.
12. Be sure personal protective equipment is available, operational and in use.
13. Provide assistance and participation as required in the investigation of incidents and/or accidents on site and assist in determining the cause(s) and implement steps to prevent reoccurrence.

F. Pilots and mechanics will:

1. Follow sound flight and maintenance principles, procedures and safe practices during all flight and maintenance operations.
2. Make on-the-spot corrections of unsafe conditions when possible and appropriate.
3. Promptly report incidents or accidents to the Aviation Manager, Maintenance Manager and Base Safety Manager.
4. Maintain an attitude of constant professionalism, alertness and absolute intolerance of potentially unsafe acts or considerations.

H. All Air Methods Corporation employees will:

1. Always perform his or her duties with primary concern for safety and quality. **Safety first, Safety last and Safety always in the performance of any task.**
2. Always give priority to the safety of our customers, employees, equipment and property.
3. Promptly report any unsafe act, or potentially unsafe act, or condition to his or her immediate Supervisor or Safety Manager.
4. Correct any unsafe act, condition or situation on-the-spot when possible.
5. Follow all prescribed safety policies, regulations, procedures, and directives.

1.7 SAFETY COUNCIL

- A. The Air Methods Corporation Safety Council will consist of the following members:
1. Chairman – Director of Safety
 2. Coordinator – Corporate Safety Manager
 3. Members – Director of Operations, Chief Pilot, Pilot Training Managers, Director of Maintenance, Representative from the Aviation Support Services Division, The Corporate OSHA Coordinator, The Corporate Risk Manager.
- B. Purpose of the Safety Council is to seek methods to improve the Safety Management System, encourage safe practices and to provide accident prevention and safety recommendations to the Executive Management Team. Recommendations will be prioritized by level of risk exposure.
- C. The council shall meet quarterly, or at the request of the Chairman.
- D. Minutes shall be brief and to the point and published to convey the Council's findings and recommendations to the CEO.
- E. With approval of the CEO, procedures and recommendations of the council will be adopted as Company operating guidance and procedures and will be incorporated into the General Operations Manual/Safety Manual.

1.8 ROOT CAUSE ANALYSIS PROCESS

An efficient Safety Change Process is an integral part of an effective Safety Management System. Critical to that process is the administration of investigations into causal factors, analysis of the findings of those investigations, and implementing defenses to prevent reoccurrence of such events. Air Methods has established the Root Cause Analysis (RCA) process as its means of administering safety changes.

The RCA process is triggered when one of the following events occurs:

- Any AIDMOR required mandatory report. (FAA, NTSB, AMC)
- Damage to aircraft or injury to persons.
- When trend analysis identifies a hazard.
- When requested by operations or maintenance managers.

The decision to conduct a Root Cause Analysis rests with the Director of Safety. Having decided that an event warrants a RCA, he will then determine whether it will be conducted by a member of the Corporate Safety Office, or by someone else (i.e. a Regional Aviation Director, Regional Maintenance Director, Program Aviation Manager, etc.).

Once a Root Cause Analysis is initiated, the appropriate Senior Vice President, The Director of Operations, and the Director of Maintenance will be notified. They will likewise, be notified at the conclusion of the RCA. The findings and recommendations contained in a RCA are a matter of record, and as such are discoverable.

The Root Cause Analysis will be reviewed by the Director of Safety. That RCA (to include recommendations added by the Corporate Safety Office) will then be reviewed by the Root Cause Analyses Review Board. The RCA Review Board is chaired by the Director of Safety. A representative of the Corporate Safety Office will attend as secretary. Other members will include the Director of Operations, the Director of Maintenance, the Chief Pilot, a representative

from the Aviation Support Services Division, a Representative from the Human Resources Division, and any other representative the Director of Safety feels would provide expertise.

The results from the Root Cause Analyses Review Board will be forwarded to the appropriate Senior Vice President for review and consideration of the Board's recommendations. If the recommendations of the Review Board are to be implemented, the Senior Vice President will (within 14 days) respond to the Director of Safety. In that response, he will address each recommendation with the action he proposes to take. That action will include the scope of the new policy/or policy change, the scope of the new procedure/ or procedural change, identification of an accountable manager, and the establishment of a timeline for implementation. Upon implementation of that change, a copy of the policy and its effective date will be forwarded to the Director of Safety. If, however, the recommendations of the Review Board are not to be implemented, the Senior Vice President will (within 14 days) respond to the Director of Safety. In that response, he will provide justification for that decision.