



Safety Management System Safety Program Manual





Safety Program Manual



RECORD OF REVISIONS

REVISIONS			
Revision Number	Effective Date	Entered By	Principal Change
rev1.0	03/06/2019	Ron Reichel	Initial Version
rev2.0	05/22/2020	Ron Reichel	Annual Update
rev3.0	06/15/2021	Ron Reichel	Annual Update
rev4.0	05/01/2022	Ron Reichel	Annual Update
rev5.0	06/01/2023	Ron Reichel	Annual Update
rev6.0	12/15/2023	Ron Reichel	Interim Update, FAA Comments
rev7.0	04/01/2024	Ron Reichel	Annual Update
rev8.0	04/01/2025	Ron Reichel	Annual Update
rev9.0	04/01/2026	Ron Reichel	Annual Update

Table 1 Record of Revisions

The following official certifies this document serves as an approved Safety Program Manual (SMS Manual) that supports the safety policies, goals, and practices of an FAA compliant Airport SMS.

Approved: *Cynthia A. Nichol* Date April 1, 2026
Cindy Nichol, Accountable Executive

SACRAMENTO INTERNATIONAL AIRPORT

SAFETY PROGRAM MANUAL

FOREWORD

The Sacramento County Department of Airports' (SCDA's) Mission, Vision and Values are:

Mission: To put people at the center of every trip, every experience, every day.

Vision: To be the most loved airport.

Values:

Start With the Customer: Our customers are our top priority and everything we do should help us in delivering an experience that makes them feel at home.

Make Something Better Today: We refuse to settle for the way things are and see every day as an opportunity to improve.

Collaborate: We are stronger together. We're able to accomplish more for our customers and each other through shared goals and mutual support.

Be Transparent: We communicate internally and externally with unwavering candor, honesty, and respect.

Own It: We are a team of doers. We take pride in what we do, and we take responsibility for the opportunities placed before us.

The Sacramento International Airport (SMF or Airport), Safety Program Manual (SPM) supports the accomplishment of SCDA's Mission, Vision, and Values through the creation of a proactive safety culture. This SPM is intended to be a living document and is available in electronic format to allow for easy access by all SCDA employees and Airport Stakeholders.

To make this SPM as effective as possible, the Airport Manager, Safety and Risk (ASR)¹ accepts recommendations to change this document to provide a method for continuous improvement of the SPM's content. Change recommendations to the SPM may be initiated at any level within the Airport. Proposed changes must be submitted via email using the Document Change Request Form (DCRF) located in Appendix B. DCRF's should be emailed to:

¹ The Airport Manager, Safety and Risk is also referred to as the SMS Manager in this document.

Air-AirportSMS@Sacounty.gov. All proposed changes will be reviewed by the Airport Manager, Safety and Risk (SMS Manager) and the Safety Action Team (SAT). Final approval/disapproval decisions will be made by the Safety Executive Team (SET). SPM DCRF's will be reviewed during the SPM annual review cycle unless exigent circumstances require more urgent action.

Proposed SPM changes must include:

- 1) Statement of the problem being addressed, and
- 2) Synopsis of what the ultimate solution will attempt to achieve and/or avoid, and
- 3) Analysis of why the recommended revision is the most appropriate resolution

Upon completion of required vetting, sequentially numbered changes (such as rev1.0, rev2.0, etc.) will be used to denote changes to the SPM. Changes will be issued with a Summary of Changes cover sheet identifying the specific pages involved. Specific paragraph or section changes may be identified with a vertical line in the left margin, adjacent to the change, in subsequent versions of the SPM.

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Section 1 General Requirement

The application of a systematic, proactive, and well-defined safety program allows an organization producing a good or service to strike a realistic and efficient balance between safety and production. The forecasted growth in air transportation will require new measures and a greater effort from all aviation operators and employees to achieve continuing improvement in aviation safety. The use of a Safety Management System (SMS) at airports can contribute to this effort by increasing the likelihood that airport operators will detect and correct potential safety issues before they result in an accident or incident. In November 2005, the International Civil Aviation Organization (ICAO) amended Annex 14, Volume I (Airport Design and Operations) to require Member States² to have certificated international airports establish a SMS. In 2013, ICAO released Annex 19, 1st edition which was a more comprehensive safety program document. The Federal Aviation Administration (FAA) supports harmonization of international standards and has worked to make U.S. aviation safety regulations consistent with ICAO standards and recommended practices. In support of these efforts, the FAA published a final rule establishing the requirements for Airport SMS on February 23, 2023, with an effective date of April 24, 2023.

As a medium hub airport serving international air traffic, SMF is required to comply with the FAA's Airport SMS rulemaking. Per the requirements of the Airport SMS rule, this SMS Safety Program Manual (SPM) is a stand-alone document that is referenced in the SMF Airport Certification Manual (ACM). On November 15, 2024, SMF's Airport SMS was fully implemented, in accordance with SMF's SMS Implementation Plan (IP). SMS implementation was completed within the required 36 months from the date the Federal Aviation Administration (FAA) approved SMF's IP.

- The SMF Implementation Plan was approved by the FAA on August 4, 2023.
- The SMF SMS Manual (Safety Program Manual – SPM) was submitted to the FAA on August 7, 2023, and accepted by the FAA on November 15, 2024.
- SMF ACM changes required for full Airport SMS implementation were approved by the FAA on November 20, 2024.

² Member States are national governments (countries) who fund and direct ICAO to support their diplomacy and cooperation in air transportation as signatory states to the Chicago Convention (1944).

Keeping this Manual Updated

1. At a minimum, the ASR Section will conduct a review of the SPM annually. The annual review will be communicated to airport County employees and SMS Stakeholder Committee members (tenants) and should take place prior to the Airport's annual Title 14 Code of Federal Regulations (CFR) Part 139 airport certification inspection. The ASR Section may also issue revisions to this SPM as needed. If interim changes are required, the SMS Manager will record these revisions in the Record of Revisions Table of this SPM.
2. The SMS Manager will maintain the official copy of the SMF SPM. The SMS Manager will distribute electronic copies of the SPM via email to all County airport employees and tenants who serve on the SMS Stakeholder Committee when changes occur.
3. Requests for digital (PDF) copies of the SPM can be made by sending an email to Air-AirportSMS@sacounty.gov.
4. On an annual basis or upon FAA request, SCDA will provide the FAA an electronic copy of the current SMF SPM.

Exemptions/Limitations

SMF operates without any FAA issued SMS exemptions or limitations.

Organizational Chart

The SCDA Organizational Chart is depicted in [Section 2.3](#).

Airport Description

SMF is a class 1, medium hub airport owned by the County of Sacramento and operated by SCDA in Sacramento, California.

Records Retention

Records for the SMS program shall be maintained for a minimum period of 60 consecutive months.

Scope and Applicability

SMS has been implemented campuswide at SMF; however, 14 CFR Part 139.401(b), specifies the FAA's Airport SMS regulations only pertain to aircraft operation in the movement area, aircraft operation in the non-movement area, and other airport operations identified in Part 139, Subpart E.

Safety Program Manual

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Section 2 Safety Policy, Objectives and Organization

2.1 Overview

It is vital the communication and support of this program be driven by SCDA Leadership. The SMF Safety Policy reflects the organization's commitment to safety and briefly describes why and how SCDA plans to promote a safety culture throughout all levels of the Airport.

2.2 Safety Policy

Purpose: To define the Director of Airports' commitment to the safety of customers and employees at SMF, within the confines of a delineated SMS approach as defined by the FAA.

Safety Policy Statement: SCDA is committed to the prevention of incidents and accidents that may negatively impact life or safety, while protecting property and the environment, to enable efficient airport operations.

Safety Reporting Policy: The safety reporting process is taught during initial and recurrent badge training. Safety reporting is also discussed in the Airport SMS brochure, available at the badging office. To request additional copies of this brochure, send an email to Air-AirportSMS@saccounty.gov. Below are the instructions for use of the Confidential Hazard Reporting portal.

Every employee and Stakeholder is responsible for communicating any information that may affect the integrity of airport operations. Accidents or criminal activities requiring an immediate or emergency response must be reported by calling or texting 911. Additionally, we encourage the uninhibited reporting of all other potentially hazardous conditions, incidents, and/or occurrences which may compromise the safe conduct of Airport operations by contacting the Airport Communications Center (ACC) at 916-874-0456, sending an email to: Air-AirportSMS@saccounty.gov, or submitting a report through the SMS Confidential Hazard Reporting portal at; https://saccounty.prosafet.com/submission_widget_groups/1. The hazard reporting portal can also be accessed via the SCDA external website at: <https://sacramento.aero/smf>. Once on this site, click the "Contact" tab and select "I have a safety concern" from the dropdown in the "How Can We Help" section. Such communication may be made confidentially.

All SCDA employees, badged tenant employees, Stakeholders, and contractors are encouraged to voluntarily report safety information critical to identifying precursors to accidents and incidents. Reporting safety concerns is essential for reducing accident rates and injuries and leads to the proactive identification of hazards and their associated risks, development of corrective actions, and increased education. In addition, SMF encourages all airport employees to participate in the Airport SMS, including suggestions for changes to this Safety Program Manual, SMS practices, and/or procedures. Changes should be initiated using the Document Change Request Form (DCRF) located in Appendix B, or by emailing the Airport Safety & Risk (ASR) Section at: Air-AirportSMS@sacounty.gov. Improvements to the Airport SMS program may also be introduced in numerous other ways; for example, suggestions can be made by any individual during monthly Safety & Security meetings, the annual assurance audit process, annual SPM revision process, at bi-monthly Foreign Object Debris walks, or SMS promotional/award events.

2.3 Organization Chart

Figure 1 depicts the leadership structure of SCDA. Dotted lines are indirect reports.

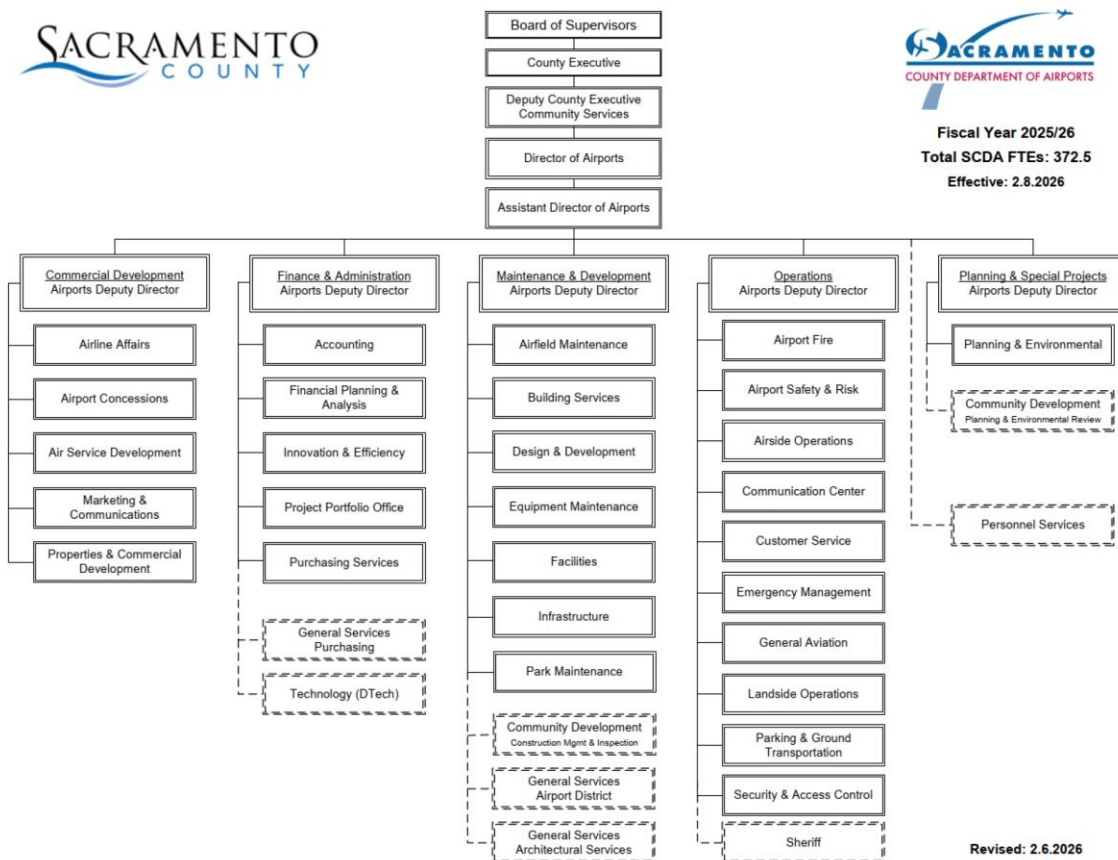


Figure 1: SCDA Organization Chart

2.4 SMS Roles and Responsibilities

2.4.1 SMS Safety Organization: Figure 2 depicts the organizational structure of the SMS program for the Accountable Executive, Responsible Executive, SET, SAT, and SMS Manager. Solid lines represent direct lines of authority, while dotted lines are indirect. Other roles and responsibilities related to the SMS program are discussed in 2.4.2 through 2.4.10 of this section. Individuals should use the SMS email at: Air-AirportSMS@saccounty.gov, to contact Airport SMS directly. Use of

this distribution list ensures that concerns will be addressed in a timely manner if one of the primary SMS contacts is out of the office.

Safety Organizational Structure

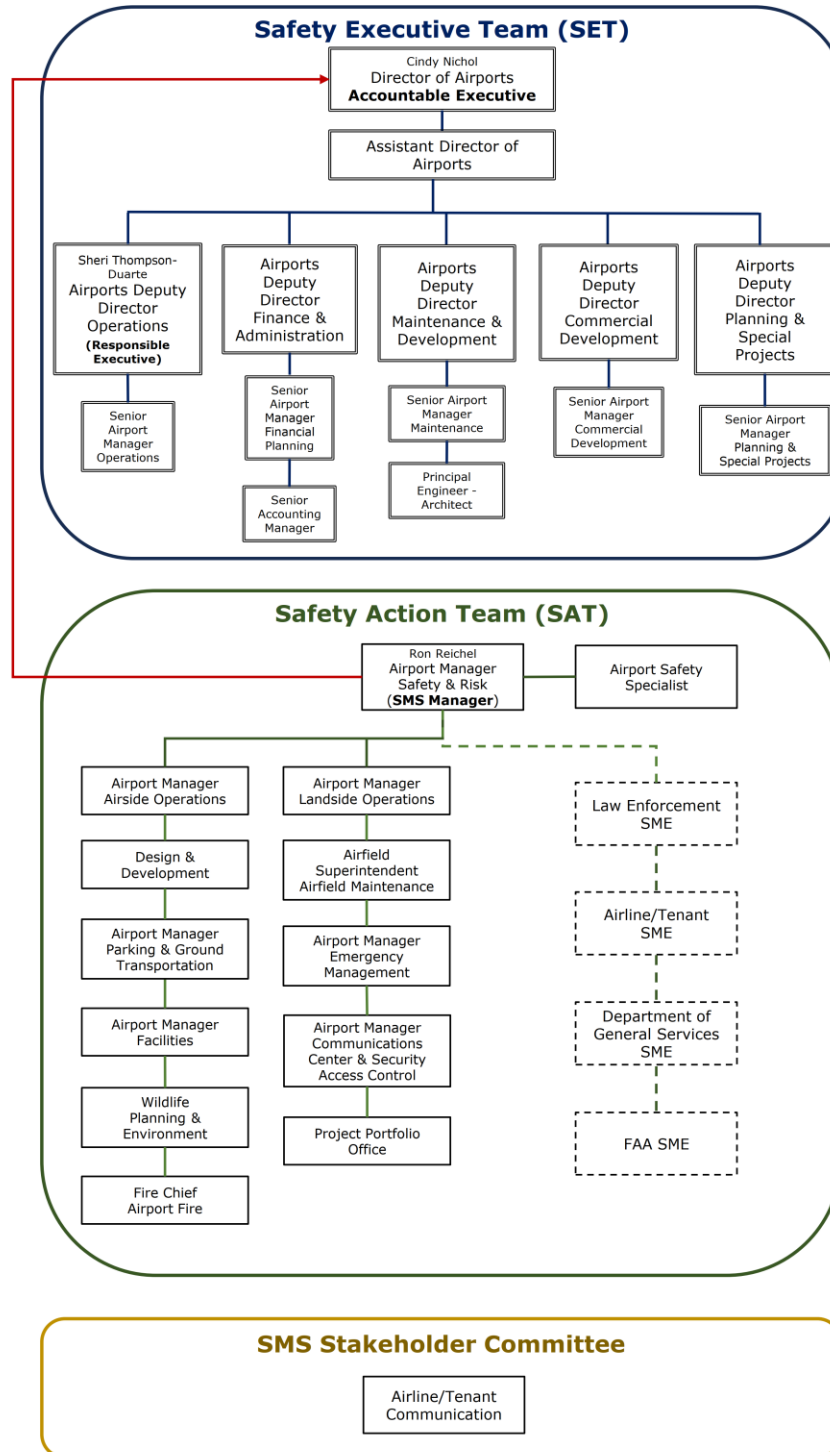


Figure 2: SMS Safety Organization Chart

2.4.2 The Accountable Executive: The Airport Director has overall authority and responsibility for the Airport's SMS Program and is the final authority for the acceptance of hazards assessed as "Extreme Risk" (see Figure 5 in Section 3). The Accountable Executive may delegate program tasks to a designee such as The Responsible Executive but cannot delegate responsibility for safety. The Accountable Executive and/or Responsible Executive manages the SET, comprised of executive management personnel with authority over the Airport's operational and financial obligations. The Accountable Executive specifically approves Safety Policy, the Safety Program Manual, and SMS Corrective Action Plans (CAP's).

2.4.3 The Responsible Executive: The Airport Deputy Director, Operations, reports directly to the Accountable Executive and has overall responsibility for implementing and managing the Airport's SMS processes and procedures and is the final authority for the acceptance of hazards assessed as "High Risk" (see Figure 5 in Section 3). The Responsible Executive may delegate program tasks to a designee. The Responsible Executive (or designee) shares responsibility for management of the SET with the Accountable Executive.

2.4.4 The Safety Executive Team (SET): The SET will:

- a. Support the Safety Policy Statement by providing adequate structure, infrastructure, and resources for the SMS Program;
- b. Approve safety objectives and take actions to meet and measure performance against these objectives for continuous improvement;
- c. Promote a [Just Culture](#); which is defined as "an atmosphere of trust in which people are encouraged, even rewarded, for providing essential safety-related information – but in which they are also clear about where the line must be drawn between acceptable and unacceptable behavior"³.
- d. Implement the procedures and practices required for safety management;
- e. Ensure training is provided to foster an understanding of the importance of safety management and safety assurance; and

³ James Reason, *Managing the Risks of Organizational Accidents*, Ashgate Publishing Limited, 1997, p. 195.

- f. Communicate and actively promote safety management to ensure that awareness and responsibility are instilled within the airport environment inclusive of all County and Stakeholder employees.

In addition, the SET will meet as needed, but a minimum of four times annually, to support the SAT committee and address responses to hazards in a timely manner. They shall actively participate in discussions concerning the SMS, including hazard prioritization and Risk Assessments (RAs) detailing consequences to life safety and continuity of operations, which includes airport operations, environmental issues, and public perception that may impact the Airport. The SET shall make final decisions concerning the approval of all Mitigations communicated by the SMS Manager. New committee members may shadow seated members for at least one RA and Mitigation Strategy as part of on-the-job training. SET member positions are identified in Section 2.4.1, Figure 2.

2.4.5 The SMS Manager (or Designee): The SMS Manager is the title of the person with delegated day-to-day management responsibility of the SMS. The SMS Manager reports to the Responsible Executive but has direct access to the Accountable Executive for Airport SMS issues. The SMS Manager is the final authority for the acceptance of hazards assessed as “Medium or Low Risk” (see Figure 5 in Section 3); however, mitigation and risk validation decisions must be reviewed by at least one other member of the ASR team prior to closing any hazard reports in these categories. The SMS Manager may delegate program tasks to a designee as necessary. The SMS Manager is responsible for the operational management of SCDA’s SMS program, including updating the SMS Manual and scheduling annual SMS Assurance audits. The SMS Manager will coordinate/oversee all Hazard Reports and ensure proper record keeping from receipt of a report through RA, and monitoring of the hazard, when applicable. The SMS Manager must acknowledge a Hazard Report within 10 business days. The SMS Manager will coordinate among the SAT, SET, and Stakeholder Committee members, including scheduling meetings, preparing, and distributing meeting minutes, and facilitating documentation and communication concerning the SMS.

2.4.6 The Safety Action Team (SAT): The SAT supports the SMS Manager by engaging in discussions concerning the SMS program, including policy changes and updates, Safety Risk Management (SRM), Safety Assurance, and Promotion. Committee members will particularly focus on the RA process and development of mitigation recommendations. Committee members are expected to share their specific expertise concerning the

airport environment in discussions concerning hazards, risks, and potential mitigations. This Committee may co-chair the Stakeholder Committee with the SMS Manager. Participating Airport Sections must assign committee members as needed. Assignments may rotate on a 2-year cycle. New committee members may shadow seated members for at least one Risk Assessment as part of on-the-job training. SAT member positions are identified in Section 2.4.1, Figure 2.

2.4.7 SMS Assurance Evaluator(s): This person(s) shall evaluate the Airport's SMS Program, at a minimum, once per calendar year.

The intention is for Evaluator(s) to assess compliance with FAA SMS regulations and the SMF SPM. The Evaluator(s) should be external from the parties represented in the SAT and SET. The SMS Manager is responsible for assigning and scheduling annual Evaluations. The Evaluator(s) will be responsible for assessing the SMS Program and approving the corrective actions created by the SMS Manager in the CAP, if deficiencies are found. The SMS Manager will submit CAPs to the Accountable Executive for approval.

2.4.8 Airport SMS Stakeholder Committee: This Committee represents Stakeholder tenants/employees who operate in the movement and non-movement areas of the Airport. This Committee serves as an integral part of the SMS Communications Plan discussed in [Section 5.3](#) of this Manual. Members of the SMS Stakeholder Committee are invited to regular meetings and may be invited to participate in RAs and/or FAA 5200.11 Safety Assessments (SAs) along with Airline Headquarters SMS representatives.

Each SMS Stakeholder should dedicate at least one liaison to attend SMS Stakeholder Committee meetings. During these meetings, Stakeholders are encouraged to report hazards brought to their attention by employees for discussion with the Committee. The SMS Manager will also brief Stakeholder representatives on the status of SMS Safety Objectives, Hazard Reports, and RA outcomes. Stakeholders may also play a role in assisting with RAs, should the risk being assessed directly affect their operating area and/or to lend subject matter expertise during an assessment.

2.4.9 All Employees: SMF is committed to the continuous improvement of the Safety Program through proactive risk mitigation. To maintain the highest levels of safety, SMS requires trust and participation from employees at all levels within the Airport campus. All employees at SMF are responsible

for safely performing their duties, reporting unsafe conditions, and responding to requests for information and interviews in support of the SMS Program. Every employee deserves a safe work environment; please help us elevate safety together!

2.4.10 Review of Management Responsibilities: Management accountabilities and responsibilities will be reviewed at least annually during the Assurance Evaluation and the SPM review period. Additionally, proposed changes to management responsibilities related to the SMS program can be made at any time using the SPM Document Change Request Form (DCRF) located in Appendix B.

2.5 Safety Objectives

Safety objectives serve as goals which assist in measuring the effectiveness of the Airport's SMS. The SET approves safety objectives, which have been developed and updated by the SAT. Each of the following objectives should be:

- Effective for at least one calendar year from the Manual's effective date unless otherwise noted;
- Base-lined to facilitate measurement of progress;
- Updated in accordance with their calendar timeline or as SCDA chooses to include additional objectives in the program; and
- Shared with the SMS Stakeholder Committee.

The success of these objectives is dependent upon continuous communication and the building of a strong safety culture with all SCDA and Stakeholder employees. Safety objectives will be tracked, and status will be communicated periodically to SCDA employees and Stakeholders. This data should be used to identify red flags, which can alert SMS about negative trends, prompting proactive intervention. The current Safety Objectives and Goals are listed below. Objectives may be added or removed at the discretion of the SET.

2.5.1 Objectives and Goals:

2.5.1.1 Objective #1: Reduce vehicular failure to yield to aircraft by 25%, by the end of CY 2026, and maintain at or below this level for another three years (to the end of CY 2029). Reference point is the CY 2022

incident rate of 21 vehicular failure to yield to aircraft events, which equates to a goal of 15 incidents per year or less.

Enabling Actions:

- a. Increase training: When new information or root cause is discovered, ASR will update applicable training courses to provide additional insights and examples aimed at increasing safety awareness, with the goal of decreasing failure to yield to aircraft incidents. ASR is also working with Airside Operations to update the Rules & Regulations to include language requiring tenants to provide on the job training for all employees with Airside driving responsibilities.
- b. Increase enforcement: When applicable, ASR may coordinate with Airside Operations to increase enforcement efforts against willful misconduct and repeated offenses, as part of our commitment to Just Culture. For example, ASR obtained leadership approval in CY2026 to update the Rules & Regulations, authorizing Airside Operations to assess fees for companies with 3 or more employee violations of the same type (for example, types of violations include seat belt, speeding, failing to yield to aircraft, etc.).
- c. Increase communication with Stakeholders: Communication will periodically occur with county airport and Stakeholder tenant employees. ASR will track occurrences and provide an analysis of root cause, such as the areas with the highest numbers of violations. If a specific company is experiencing higher rates of violations, ASR may coordinate with Airside Operations and the applicable company leadership to increase awareness and develop strategies for improvement.
- d. Starting in CY2026, the Airside Manager will look at current regulations to ensure they are not overly restrictive. In addition, he will work with his team to communicate what individuals should consider acceptable and unacceptable for Failure to Yield to aircraft violations to improve consistency.

2.5.1.2 Objective #2: Reduce the annual average weight of Foreign Object Debris (FOD) collected by 15%, by the end of CY 2026, and maintain at or below this level for another three years (to the end of CY 2029). Reference point is CY 2022 average weight of 167 pounds/month, which equates to a goal of 142 Lbs./month or less.

Enabling Actions:

- a. Standardize collection: SMF's FOD program tracks FOD by weight as the primary metric. Weights are obtained from three sources: (1) Airside Operations collection; (2) Parks Maintenance daily collections around the Concourses; (3) Bi-monthly concourse FOD walk collections, when applicable. Each component has its own receptacle for FOD collections and FOD is weighed and reported to ASR monthly.
- b. Increase number of FOD buckets/trash bins: During FOD walks, ASR documents damaged FOD buckets and initiates requests for repair/replacement. In addition, ASR coordinates with airline representatives to discuss the need for new trash bins or increased collection of trash to avoid overflowing bins.
- c. Increase participation in FOD walks: ASR continually communicates with Stakeholders to improve and/or sustain participation by creating trusted relationships with tenants and county employees. Snacks are usually provided during FOD walks and photos of participants are taken and included in each FOD walk report.
- d. Create incentives: ASR may provide snacks/donuts for most scheduled FOD walks and under the SMS Promotional program, ASR may also provide awards to Airlines/ground support equipment providers (GSE's) for the cleanest ramp/s and for the "most improved" company based on observations made throughout the calendar year.
- e. Increase communication with Stakeholders: Communication will periodically occur with county airport and tenant employees and when FOD walk reports are created. ASR creates detailed FOD walk after action reports with photos and any applicable analysis of root cause and emails these reports to county employees and Stakeholders. If a specific company is experiencing increases in FOD, ASR may coordinate with Airside Operations and the applicable company leadership to increase awareness and assist with the development of strategies to reverse negative trends, such as smoking in unauthorized areas, discarding food waste on the ramp, etc.
- f. SMF is experiencing growth. In CY2025, aircraft operations increased by approximately 5.6%. Increased operations and construction activity are presumed to be the root causes of increased FOD in CY2025. ASR is monitoring this for possible increases in the Goals associated with the FOD Objective.

2.5.1.3 Objective #3: Increase the use of seatbelts by GSE drivers on the ramp. Objective to be measured by a 25% reduction in the number of Notice of Violations (NOVs) issued by Airside Operations personnel by the end of CY 2026, and then maintain at or below this level for another three years (by the end of CY 2029). Reference point is the CY 2022 incident rate of 15 NOVs issued to GSE drivers for not wearing their seatbelts, which equates to a goal of 12 incidents per year or less.

Enabling Actions:

- a. Increase awareness: Awareness is increased through communication with Stakeholders during GSE audits, Airside Operations encounters, which may result in a warning or violation, at Safety and Security meetings, and via emails to county airport and tenant Stakeholder employees where this objective is discussed monthly.
- b. Increase enforcement: When applicable, Airside Operations will increase enforcement efforts to reduce willful misconduct and repeated offenses as part of the SMS commitment to a Just Culture.
- c. Increase communication with identified repeat offenders: If a specific company is experiencing higher rates of violations, ASR may coordinate with Airside Operations and the applicable company leadership to raise awareness and discuss strategies to reverse negative trends.

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Section 3 Safety Risk Management

SRM determines the need for, or appropriateness of, new or existing risk controls based on the evaluation and quantification of risk. It uses a set of standard processes to formally identify hazards in a proactive manner, analyze and assess potential risks, and design appropriate risk mitigation strategies. When properly implemented, SRM processes also promote productive communication among Stakeholders and a positive safety culture within the airport environment.⁴

The following sections identify the responsibilities for conducting SRM, provide a description of the overall process, and outline the specific tasks that will be undertaken within the SMS to evaluate and mitigate risk. Finally, this section discusses how these processes will be used by SCDA.

3.1 The Six Steps of Safety Risk Management for Formal SAT RAs

3.1.1 Step 1. Describe the System

A system description is a description of the interactions among people, procedures, tools, materials, equipment, facilities, software, the environment, and of available data.

Anything within the movement and non-movement areas can be analyzed for hazards and associated risks. The SRM six-step process is grouped into three defined tasks as depicted in [Section 3.3.2](#), incorporating transition periods versus end/storage periods throughout the course of the SRM process. The system description should, at a minimum, answer the following questions:

- What is the mission associated with the topic (e.g. functions or objective)?
- What organizational structures, procedures, rules, or regulations were involved?
- What type of equipment, hardware, software and/or tools are involved?
- What type of personnel are involved (e.g. operations, maintenance, engineering, etc.)?
- What type of environment is involved (e.g. taxiway, runway, terminal, gate, etc.)?

⁴ FAA Advisory Circular 150-5200-37A

- Where is the hazard/risk located (e.g., movement area, non-movement area, etc.)? Attempt to be as specific as possible: latitude/longitude, airport grid map coordinates, database plot, etc.

3.1.2 Step 2. Identify the Hazards

Hazards can be reported either by self-reporting through the SMS Confidential Hazard Reporting portal posted on the Airport's website (<https://sacramento.aero/>) or by calling the ACC at 916-874-0456, or by dialing 911 if there is an imminent risk to life or property requiring immediate action. Hazard Reports may also be emailed directly to the SMS Section via Air-AirportSMS@Sacounty.gov. The link to this reporting portal can also be found on page six of this manual, under the Safety Reporting Policy section.

SCDA empowers all persons to identify and report perceived hazards using the Hazard reporting processes outlined in Section 2 of this manual and/or in the County of Sacramento's Injury and Illness Prevention Program, Addendum I. The SMS Manager (or designee) must acknowledge a Hazard Report within ten (10) business days. Additionally, the SMS Manager (or designee) will be responsible for validating and/or investigating reported hazards and will determine if a validated hazard requires a full SAT RA or whether mitigations can be developed, coordinated, and implemented by the SMS Section (as detailed in [Section 3.2](#)).

3.1.3 Step 3. Analyze the Risk(s) Associated

The processes for determining risks associated with hazards requiring a full SAT RA are described in the SRM procedure in [Section 3.1](#) and [Section 3.2](#) of this Manual. The SMS Manager and SAT have responsibilities related to this function. The SAT is comprised of representatives from various areas of responsibility within the Airport. The SMS Manager and SAT members should receive training on SRM and assessment categories. Training is further discussed in [Section 5.1](#). The SAT or SMS Manager may temporarily appoint individuals who have subject matter experience in a specific operational area (e.g., electricians, law enforcement, aircraft ground handlers, caterers, Air Traffic Control (ATC), airline pilots, etc.) to ensure the required background and knowledge are available to determine all potential risks associated with identified hazards.

3.1.4 Step 4. Assess the Risk(s)

One of the main tasks for hazards requiring a full SAT RA is to assess the risk(s) pertaining to an identified hazard and classify them according to the risk matrix and guidance provided. [Section 3.3](#) of this Manual details the processes and procedures for assessing the risk(s) associated with a hazard. The determination of priorities for action is based on the acceptability or tolerability of the risk associated with the specific hazard. The findings and recommendations will be reported by the SMS Manager to the SET.

3.1.5 Step 5. Mitigate the Risk(s) (e.g., reduce, monitor and track)

For hazards requiring a full SAT RA, the SAT is responsible for developing mitigation recommendations associated with hazards referred for formal RAs. The SMS Manager and SET will then assess the acceptability and appropriateness of the SAT's recommended mitigations. Upon approval from the SET, the SMS Manager is responsible for developing a formal RA report and working with the applicable Airport sections to implement SET approved mitigations. The process and procedures are detailed in [Section 3.2](#) of this Manual. When hazards do not require a full SAT RA, the SMS Manager is responsible for overseeing the development and implementation of appropriate mitigations, if required.

3.1.6 Step 6. Residual Risk Assessments (e.g., reassessment of risk post mitigation)

The SAT should reassess hazards for residual risk, when applicable (for hazards requiring a full SAT RA). This reassessment should be conducted to determine if approved mitigations are expected to decrease risks to an acceptable level. Additionally, approved mitigations should be placed into monitoring mode to ensure these mitigations have decreased risks to an acceptable level over time and that additional risks have not been introduced post implementation. The SMS Manager and/or SAT will determine the appropriate length of monitoring time. All residual risk acceptance and mitigation actions should be reviewed and approved by the SET.

3.2 SMS Responsibilities and Process Flow

The process chart in Figure 3 below shows an overview of the steps the SMS Manager, SAT, and SET will take when a hazard is reported. The SMS Manager will conduct a preliminary assessment to determine if further action is required. Throughout this process, the SMS Manager,

together with the SAT, may decide the hazard does not require further action at key points in the review, including after receipt, after investigation, or after SAT review.

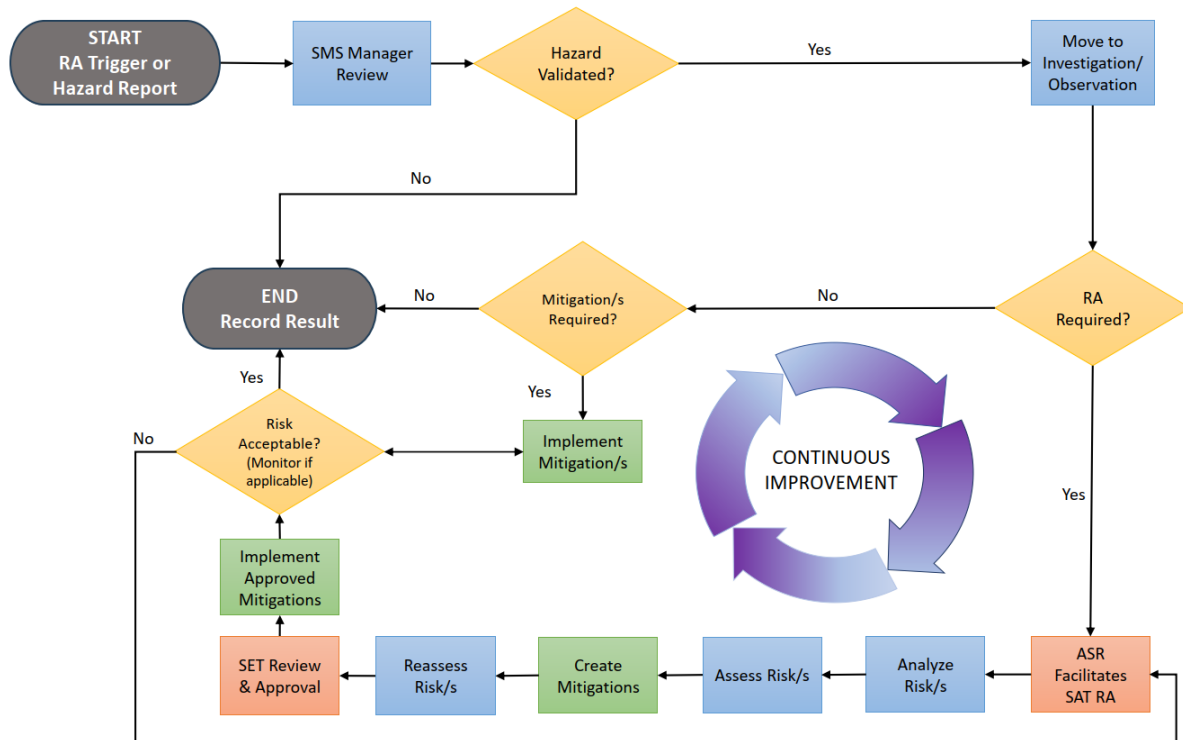


Figure 3 SRM Process Overview

The procedures below contain more detailed information, including responsibilities, sequence, and guidance relevant to the execution of SRM procedures. These tools help guide SMS practitioners through each step of the SRM process from hazard identification/reporting, RA, mitigation implementation, inspection, sign off, and monitoring.

The SMS Manager, or designee, will review all hazard reports received. Hazard reports are maintained in the cloud based SMF Hazard Reporting Portal. This portal is used to document the hazard from receipt, through investigation and mitigation, or other final resolution, as applicable. Reports are created to document Formal RAs and information about RAs is disseminated to county airport and Stakeholder employees. RA reports are maintained in digital format by ASR.

Upon receiving a hazard report, the SMS Manager will:

1. Review the hazard report and decide on action(s) required utilizing a Preliminary Hazard Assessment process, which must include the following:

- a. Verify the hazard (i.e., confirm that this is indeed a hazard);
- b. Review information submitted and ensure it is complete; if not, request further information (if not submitted confidentially);
- c. Decide if a preliminary root cause analysis is required, and who will perform the analysis; and
- d. Coordinate with the appropriate County Section or Airport tenant to assign investigation task(s) to a specific individual, if applicable.

The assigned individual must:

1. Perform preliminary root cause investigation to determine what, when, where, why, and how the hazard was caused.

After receiving feedback on the investigation, the SMS Manager will:

1. Review information uncovered during the investigation to analyze and categorize system factors, if any, that failed;
2. Identify any consequences that may result from the hazard;
3. Record details of hazard(s);
4. Determine if the hazard requires a full SAT RA or whether mitigations can be developed and coordinated by the ASR Section;
5. Convene the SAT to perform a RA if an SAT RA is required;
6. Coordinate with the SAT to develop mitigation recommendations, if applicable;
7. Reassess the risk(s) as needed with the SAT to determine if mitigations are acceptable/tolerable;
8. Investigate mitigation recommendations to determine level of effort, cost, and perceived effectiveness;
9. Report to the SET, for review and final approval of mitigation options, when applicable;
10. Create work orders and assignments to implement approved mitigations, as needed;
11. Ensure post inspection is done when a work order is complete and either accept the work or update corresponding work orders or assignments;
12. When applicable, monitor the Hazard and make further recommendations as needed;
13. Report results to the SET, SAT, and Stakeholder Committees; and,
14. Provide feedback to the individual(s) who reported a hazard (unless submitted confidentially). Of note, the online hazard

reporting portal allows feedback to be sent through the system so this communication can be documented and tied directly to the specific hazard report. In some instances, feedback can occur via emails and these emails will reside in the "SMS Communications" folder. In addition, hazard reports are included on a safety flyer and updates are discussed at the monthly Safety and Security meetings. Reports remain on this flyer until mitigations are complete.

3.3 Risk Management (RM)

3.3.1 A three-task RM process consisting of (1) Hazard Identification, (2) Risk Analysis, and (3) Risk Mitigation, as depicted in Figure 4, SRM Tasks, should be utilized for data collection and analysis. Data collected out of reactive processes should be analyzed and assessed first. Data on new hazards across the total system (proactive approach) should be captured as personnel report hazards through the hazard identification process. Data from hazard reports must be documented.

The current records management procedures for SCDA will incorporate the electronic records that have been identified specifically in support of the SRM. The current document management⁵ procedures of SCDA will be used for document control with respect to the SRM procedure and Hazard Identification process. The retention period is 60 consecutive months.

The SMS Manager is responsible for assessing mitigations for their appropriateness and effectiveness after implementation. The SMS Manager is responsible for providing feedback to the SAT and the SET as required.

3.3.2 The SRM process flow of the first five (5) steps discussed in Section 3.1 above are broken into three (3) tasks as described in detail below. The sixth step is to reassess the risk post the identification and/or implementation of mitigations.

⁵ In accordance with Sacramento County policy.

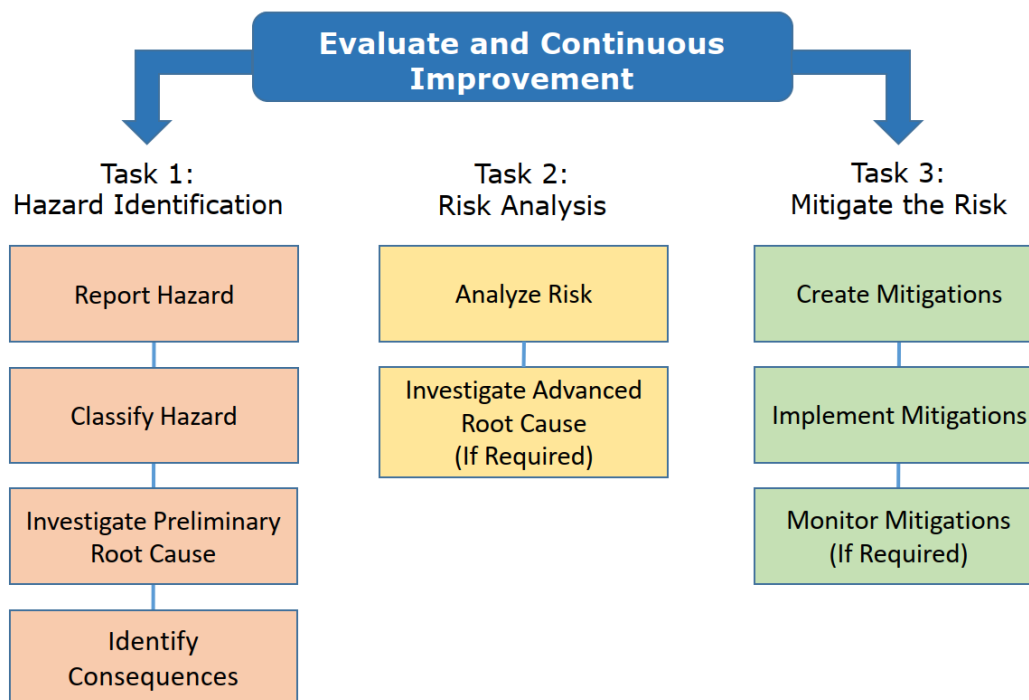


Figure 4 SRM Tasks

Task 1 Hazard Identification

A hazard should be reported and recorded through the SMS Confidential Hazard Reporting portal, emailing the SMS Section, or by calling the ACC. The SMS Manager will determine if the report is a potential hazard that requires initiating a Preliminary Root Cause Analysis or if the report should be closed (no further action required), placed into monitoring, or forwarded to an airport section or tenant for further assessment and action. If the SMS Manager validates the report as a potential hazard, this will be documented in the appropriate SMS database.

The SMS Manager may coordinate with SCDA managers to assign personnel to do the following:

- **Interviews:** Assigned personnel may interview those who filed the initial report, witnessed the hazard, or work in the area where the hazard was reported. Interview findings will be documented.
- **Observations:** Assigned personnel may survey the area where the hazard was reported. The assigned personnel should try to observe the area during similar conditions, time of day, weather, and operations as those present at the time of the report. The

observer may document their findings in any combination of writing, video, or photos, as appropriate.

- **Research:** Assigned personnel may also research a hazard using records such as past reports, safety committee meeting minutes, FAA reports, and other airport interviews where the same or similar hazard(s) may have occurred within the aviation system. Research findings will be documented.

Once investigations are complete, the SMS Manager may identify and implement mitigations or may convene the SAT (for hazards requiring a full SAT RA) to discuss findings and/or may advise and provide information to the SAT via email for Committee member review of the findings. Preliminary Root Cause Analysis should provide the necessary information for the SMS Manager and/or SAT to determine consequences associated with the hazard. There are two (2) categories of consequences that may be assessed:

- **People/Life Safety**
- **Continuity of Operations**
 - Airport Operations
 - Environmental
 - Public Perception (Reputation)

Task 2 Risk Analysis

In Task 2, under the leadership of the SMS Manager, the SAT assesses and analyzes the risk(s) associated with a hazard, using a numerical value for each consequence based on the severity of the consequence and the likelihood of it occurring (for full SAT RAs). The assessment of each Risk will be conducted at least twice. One assessment will plot severity and likelihood for People/Life Safety, and another assessment will be done for Continuity of Operations. The values for each of the two assessments will be plotted on a Risk Matrix Chart (Figure 5). The SAT should reassess risks to determine the residual risk and to analyze any new risks that may have been introduced during mitigation implementation efforts. The SMS Manager will record the findings from the RA.

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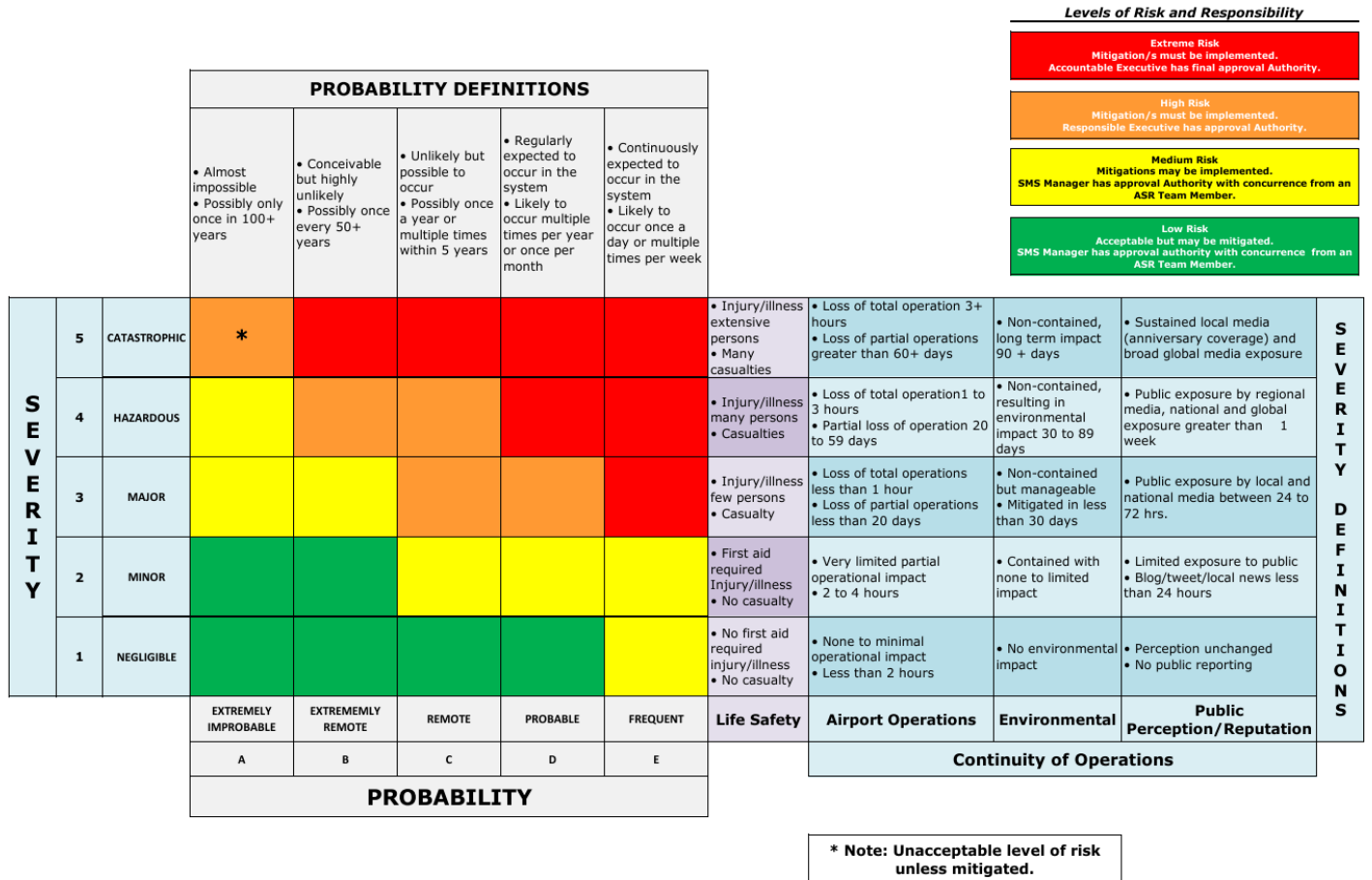


Figure 5: SMF Risk Matrix

Task 3 Mitigate the Risk

In this task, the SAT will discuss the risks associated with the hazard and develop mitigation recommendations. When applicable, the SMS Manager will provide cost estimates and levels of effort for mitigations recommended by the SAT and present this information, along with the SAT proposed mitigations, to the SET for acceptance of risk and/or the approval of items to be included in the final RA report. Of note, final decision authority for the acceptance of risk is determined by the level of risk, and responsibilities are depicted in Figure 5. Some hazards with high-risk conditions may need to be mitigated before the SET approves associated mitigations.

Once the SET approves one or more proposed mitigations, mitigation efforts will be assigned per instructions provided by the SET at the time of approval.

The SMS Manager should conduct a post completion inspection, if necessary, to ensure the area is safe to reopen or return to normal operations and determine if mitigation efforts were effective and completed according to plan. The SMS Manager will document findings from the post inspection, when applicable.

Based on the specifics of the hazard assessed, the SMS Manager may monitor the hazard and bring it before the SAT periodically to ensure mitigation efforts remain effective. When applicable, the hazard should be reviewed no later than one (1) year after mitigation efforts have been implemented.

3.4 Triggering Events for Full SAT RAs

When one of the Triggering Events contained in Figure 6 below creates a change in airfield infrastructure, the SMS Manager will coordinate with the Accountable Executive and Responsible Executive to determine if a Full SAT RA is required. If a full SAT RA is required, tenants whose operations may be affected by the change should be invited to participate in the RA panel to provide their perspectives and operational knowledge during the assessment. The Airport Director may also direct full SAT RAs when potential hazards or negative trends are identified, operational changes occur, or construction activities may introduce safety issues on the Landside portion of the airport.

Trigger	Description
Construction	Airfield/Concourse/Terminal improvements or expansions; airfield rehabilitation projects; construction of new tower; geometry changes
Operating Procedures	New Operating Procedures or modifications to existing operating procedures
Safety Reports	Safety issues reported by pilots, employees, or tenants; safety issues discovered in daily airfield inspections; accidents or incidents
New Equipment	New passenger boarding bridge or new ramp equipment that requires special consideration

Figure 6, RA Triggering Events

3.4.1 Stakeholder Responsibilities

Airfield Stakeholders are responsible for the safety of their own operational areas and shall comply with Airport SMS policies. Construction and maintenance planning should include briefings with Stakeholders, as necessary, to alert them of potential changes within movement and non-movement areas. Stakeholders are responsible for communicating construction/maintenance plans throughout all appropriate levels within their organization.

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Section 4 Safety Assurance

4.1 Safety Program Measures

Safety Assurance is a critical part of the SMS because it includes processes that help determine the effectiveness of SMS initiatives and the establishment of a Confidential Hazard Reporting program. Safety Assurance is the process management function that evaluates the continued effectiveness of implemented risk mitigation strategies; support the identification of new hazards; and function to systematically provide confidence that an organization meets or exceeds its safety objectives through continuous improvement⁶ (see Figure 7).

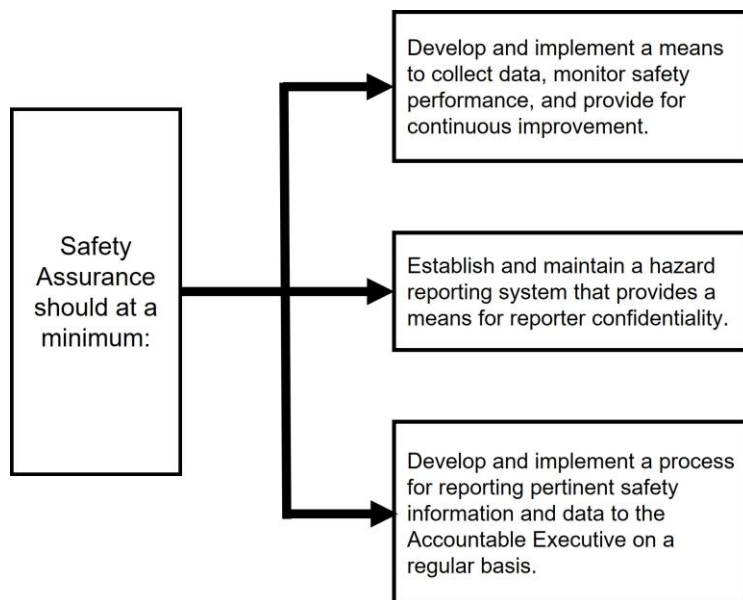


Figure 7: Safety Assurance Diagram from FAA AC 150/5200-37A

4.2 Safety Performance Monitoring

The SMS Manager is responsible for overseeing data collection and analysis to look for safety trends, identify new hazards, and verify compliance with SMS requirements. Data analysis is also used to verify performance with safety objectives.

Data may be collected from multiple sources (the following are examples of sources; this should not be considered an exhaustive list):

⁶ AC 150/5200-37A, Appendix D. Sample SMS Manual

- Daily Airport Communication Center, Computer Aided Dispatch Reports
- Airside Operations Notices of Violation
- Landside and Airside Operations Incident/Accident Reports
- The Airport's Hazard Reporting System

4.2.1 Reporting Safety Information

The SMS Manager reports safety information as needed, and at a minimum monthly, to the Accountable and Responsible Executive. The SMS Manager also meets regularly with County Operations employees and airport Stakeholders (tenants) at scheduled Security and Safety meetings and/or Airline Station Manager meetings.

4.2.1.1 Below are examples of what the SMS Manager reports to the Responsible Executive:

- Number of hazard reports received with summary description of new reports
- Summary of Safety Objective status
- Summary of current projects, open investigations, and/or other responsibilities assigned to the SMS program.

4.2.1.2 Below are examples of what the SMS Manager reports/discusses with Stakeholders and County Airport employees at Security and Safety Meetings:

- a. Safety Policy Statement
- b. How to report a hazard
- c. SMS Safety Objective status updates
- d. Employee recognition, when applicable
- e. Status of any Open hazard reports
- f. Status of hazard reports in monitoring
- g. Upcoming events (e.g., FOD walks, quarterly SMS meetings, etc.)

4.2.1.3 Below are examples of what the SMS Manager reports to the Safety Committees:

- a. SMS Safety Objective status updates
- b. Number of hazard reports received with:
 - Description of reports in investigation

- Summary of reports closed in the previous quarter
- Summary of reports in monitoring
- c. Summary of quarterly safety communications
- d. Status of any open RAs or pending mitigations associated with previous RAs
- e. Status of any ongoing accident/incident investigations ASR was tasked with conducting
- f. Any other information pertinent to SMS (e.g., annual assurance evaluations, SPM annual updates, or any other concerning trends gleaned from data collection efforts)

4.3 Assurance Evaluation

This component includes a SMS program Evaluation to ensure the SMS Manager and Committees have practiced the processes and procedures set forth in this Manual. The Evaluation should also be used to evaluate the effectiveness of goals tied to SCDA's objectives, as documented in [Section 2.5](#) of this Manual. The Evaluator(s) should not be a member of the SAT or SET Committee.

The SMS Program Evaluation is intended to be a proactive audit to ensure a successful program, with a goal of identifying and correcting Program deficiencies. The SMS Manager is responsible for addressing any deficiencies noted during the Evaluation. The SMS Manager will document the findings in a CAP. Deficiencies should be corrected before the FAA's Annual Certification Inspection.

External third-party evaluations may be utilized at the discretion of the Responsible Executive or SMS Manager. Evaluation by a third-party, such as another airport operator or a contractor specializing in SMS, are examples of external sources.

4.3.1 Frequency of Assurance Evaluations

The SMS Manager is responsible for scheduling Evaluations, which should take place at least once every calendar year and be reviewed prior to the FAA Annual Certification Inspection. The Responsible Executive will ensure the Evaluation occurs and is documented. Evaluator(s) are responsible for coordinating with the SMS Manager to ensure any identified deficiencies are resolved and findings are documented.

Each Evaluator must:

- Assess whether the processes are being followed and objectives are being met;
- Review the SRM process and guidance developed to manage risk, as well as the identification and reporting of hazards;
- Check all documentation and recordkeeping of Hazard Identification and RAs to ensure adherence to processes, procedures, and appropriate documentation practices;
- Assess the Safety Assurance procedures and data collection and;
- Assess promotion of the SMS program regarding training, committees, and continuous advancements in adopting safety culture.

4.3.2 Evaluation Corrective Action Plan

Upon receipt of deficient findings from the Evaluator(s), the SMS Manager must prepare a CAP that addresses each deficiency. Once the action items have been implemented, the Evaluator(s) and the Accountable Executive must ensure there is sufficient evidence indicating the deficiencies have been mitigated.

4.4 Confidential Hazard Reporting

The safety reporting process is taught during initial and recurrent badge training. Safety reporting is also discussed in the Airport SMS brochure, available at the badging office. To request additional copies of this brochure, send an email to Air-AirportSMS@saccounty.gov.

The success of the SMS program at the Airport depends on all individuals working at the Airport reporting any perceived hazard without restraint or obstruction.

The main goal of SMS is the prevention of incidents or accidents. This is facilitated through encouraging hazard reporting by any person, for any issue within the airport environment (including the movement and non-movement areas), that is perceived to be a hazard to the safety of employees, contractors, or passengers; could result in damage to equipment or infrastructure; or could harm the environment. The ideal approach is to proactively identify any potential problem or condition (hazard) before it leads to an incident or accident.

4.4.1 Reporting

All individuals working within the Airport environment are encouraged to report hazards. Accidents or criminal activities requiring an immediate/emergency response must be reported calling or texting 911. All other potentially hazardous conditions, incidents and/or occurrences which may compromise the safe conduct of operations can be reported by calling the ACC phone at 916-874-0456, sending an email to Air-AirportSMS@Saccounty.gov, or submitting a report through the SMS Confidential Hazard Reporting portal at; https://saccounty.prosafet.com/submission_widget_groups/1. This portal can also be accessed through the SCDA website ([Sacramento International Airport \(SMF\)](#)). Once on this webpage, click the "Contact" tab and select "I have a safety concern" in the dropdown located in the "How Can We Help" section. Badged Airport employees receive training regarding how to access this SMS Confidential Reporting portal. Such communication may be made confidentially, according to the preference of the reporter. The SMS Manager (or designee) will validate all hazard information. If additional information is required, the SMS Manager may contact the reporter. The SMS Manager will acknowledge Hazard Reports within 10 business days and will indicate the determined validity of the hazard, and will communicate the action(s) taken with respect to the hazard, as described in [Section 3.1.2](#) of this Manual.

All SCDA employees, badged Airport employees, Stakeholders, and contractors are encouraged to voluntarily report safety information critical to identifying precursors to accidents and incidents. Reporting safety concerns is essential for reducing accident rates and injuries and leads to the proactive identification of hazards and their associated risks, development of corrective actions, and increased education. In addition, SMF encourages all airport employees to participate in the Airport SMS, including suggestions for changes to this Safety Program Manual, SMS practices, and/or procedures. Changes should be initiated using the Document Change Request Form (DCRF) located in Appendix B, or by emailing the Airport Safety & Risk (ASR) Section at: Air-AirportSMS@saccounty.gov. Improvements to the Airport SMS program may also be introduced in numerous other ways; for example, suggestions can be made by any individual during monthly Safety & Security meetings, the annual assurance audit process, annual SPM revision process, at bi-monthly Foreign Object Debris walks, or SMS promotional/award events.

4.4.2 Legal Considerations for Confidential Reporting

If the reporting party wishes to remain anonymous, that party may indicate that preference when using the SMS Confidential Hazard Reporting portal. Although the County cannot guarantee anonymity, it will protect confidential information to the extent permissible by law and applicable County policies.

4.5 Accident and Incident Investigations

Airside and Landside Operations are responsible for creating reports to document accidents and incidents, in accordance with their specific operating procedures. At the discretion of the Accountable or Responsible Executive, the SMS Manager may be directed to conduct a formal investigation. The formal investigation will provide Airport leadership with the probable cause(s), any contributing factors (if applicable), and recommendations identifying mitigation efforts required to remove latent conditions aimed at preventing specific incidents/accidents from re-occurring.

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Section 5 Safety Promotion

5.1 Safety Culture

Safety Promotion consists of actions to create a work environment where SMS objectives can be achieved. One of the key objectives is the creation of a positive safety culture, with all levels of management actively promoting and providing leadership to achieve this culture.

Implementation of a SMS is both an art and a science. Creating a culture that feels motivated and compelled to participate in the SMS can be seen as more of an art because individuals have different values, beliefs, attitudes, and personality styles. While human behavior and change management have been scientifically studied, the manner in which employees are incentivized to participate in an organizational change initiative (e.g. a proactive safety culture) requires developing an accepted case for change, creating a sense of value for change, consistent communication and feedback, training, thoughtfulness, and patience.

SMF fosters a positive safety culture through continuous improvement of the SMS; training; communication; safety promotional awards; data capture and analysis that allows the SMS to identify negative trends and intervene to reverse these trends proactively; Safety Objective tracking, analysis, and communication; and timely response to confidential hazard reporting. Safety culture is not easy to quantify, but an airport will know it is on the right path when people begin to proactively identify and report hazards.⁷

5.1.1 Components of a Proactive Safety Culture⁸

Informed: knowledgeable of the safety management system and the data it produces.

Flexible: adaptable when facing high tempo, risk, or significant change.

Learning: willingness to gain insight from industry and the safety system and implement reforms when applicable.

⁷ AC 150/5200-37A, Section 6.1.1; Reference ACRP Report 1, Volume 2, Page 5.

⁸ Adapted from James Reason, *Managing the Risks of Organizational Accidents*, Ashgate Publishing Limited, 1997, pp. 195-196.

Reporting: willingness to report threats, errors, and experiences (potential hazards), without fear of blame or discipline.

Just: a clear distinction exists between unintentional errors and willful violations with an understanding of acceptable vs. unacceptable behavior.

5.1.2 Just Culture

An effective safety culture depends on how an organization handles safety reports, blame, and punishment. An organization that routinely does not act when hazards are reported, or violations are observed, will discourage employees from making reports. This type of inaction will also lead to normalization of deviance as accepted violations of the rules may become normal daily occurrences.

James Reason's discussion of a Just Culture from his book "*Managing the Risks of Organizational Accidents*" is worth quoting in full:

"Any safety information system depends crucially on the willing participation of the workforce, the people in direct contact with the hazards. To achieve this, it is necessary to engineer a *reporting culture*-an organizational climate in which people are prepared to report their errors and near-misses.

An effective reporting culture depends, in turn, on how the organization handles blame and punishment. A 'no-blame' culture is neither feasible nor desirable. A small proportion of human unsafe acts are egregious (for example, substance abuse, reckless non-compliance, sabotage and so on) and warrant sanctions, severe ones in some cases. A blanket amnesty on all unsafe acts would lack credibility in the eyes of the workforce. More importantly, it would be seen to oppose natural justice. What is needed is a *just culture*, an atmosphere of trust in which people are encouraged, even rewarded, for providing essential safety-related information-but in which they are also clear about where the line must be drawn between acceptable and unacceptable behaviour."⁹

5.2 Safety Training and Education Plan

A well-coordinated training program ties the organization's safety policy and safety practices to positively influence the safety culture. The SMS training program will promote the organization's safety policy and principles throughout all levels of workers within the airport environment.

⁹ James Reason, *Managing the Risks of Organizational Accidents*, Ashgate Publishing Limited, 1997, p. 195.

5.2.1 SET Training

To demonstrate SCDA's commitment to safety, all members of the SET will receive SMS training. This training will address: (a) responsibilities of the SET, SAT, and SMS Stakeholder committees and; (b) describe the requirement for oversight of committee actions to ensure a successful SMS program. This training will be provided for new members and refresher training will occur every 24 consecutive calendar months. Training will be documented.

5.2.2 SMS Manager Training

The SMS Manager training should be provided using an on-the-job type of curriculum and shall address: (a) the overall SMS program and responsibility for management of all aspects of the program; (b) responsibilities of the SET; (c) responsibilities of the SAT, and their role in the SRM process; and (d) the SMS Stakeholder Committee's role in the SMS process. This training will be provided for new members and refresher training will be provided every 24 consecutive calendar months. Training will be documented.

SCDA will provide the necessary curriculum for initial and recurrent training on SMS principles, practices, and implementation as appropriate for the SMS Manager. This training may also include third party SMS courses, such as the USC Viterbi SMS course; American Association of Airport Executives, Airport Certified Employee SMS course; participation in airport industry SMS conferences; or other training that involves SMS principles and practices.

5.2.3 SAT Training

The SMS Manager will provide training for SAT members which addresses: (a) the overall SMS program; (b) the SAT responsibilities in SRM; (c) SET responsibilities and oversight; and (d) SMS Stakeholder Committee's role in the SMS process. This training will be provided for new members and refresher training will occur every 24 consecutive calendar months. Training will be documented.

5.2.4 Assurance Evaluator Training

Any individual identified and appointed as Safety Assurance Evaluator(s) is expected to carry out their Evaluations under the direction of the SMS Manager and Responsible Executive. The SMS Manager will provide an Evaluator training prior to conducting the Assurance Evaluation to ensure the Evaluator(s) is familiar with Safety Assurance Evaluation

methodology and techniques, as well as their respective roles and responsibilities for this Evaluation. Training will be documented.

5.2.5 SMS Training for other SCDA and SMF Stakeholder Employees

Every individual who works within the movement and non-movement areas must understand the expectations and processes in a SMS program. Employees will receive initial and recurrent training tied to the badging process Learning Management System (LMS), that includes a tutorial related to hazard reporting procedures. SMS provides brochures, which are available at the time of initial or renewal of the Security Identification Display Area (SIDA) badge training. If major changes to the SMS program occur prior to an employee's recurrent training, the SMS Manager should provide this information to station managers and SCDA managers for distribution to employees. This training will be tracked through the airport badging office LMS.

5.2.6 Training measurement

The SMS Manager will make training records available to the Accountable Executive, Responsible Executive, Assurance Evaluator, and the FAA, upon request.

5.3 SMS Communication Plan

SMS Communication will be disseminated through all levels of the organization. The Accountable and Responsible Executives will reinforce the importance of SMS and provide perceptions and/or feedback relative to the effectiveness of the SMS Communication Plan to the SMS Manager. Committees are organized and promotional events may be scheduled periodically to promote the SMS program. The SMS Manager is responsible for implementing training, planning Committee meetings, and organizing any promotional events.

In addition, the SMS Manager will coordinate with SCDA leadership to create logos, images, and pertinent messages to promote SMS.

Communication may include, but not be limited to:

- Current events
- A synopsis of recent incidents/accidents or negative trends
- Root causes for incidents/accidents or negative trends (stressing the importance and value of implementing SMS)

- Identification of the Accountable and Responsible Executives and synopsis of their responsibilities
- Identification of the SMS Manager and synopsis of their responsibilities
- What is expected of employees
- What is expected of contractors
- What is expected of tenants and Stakeholders
- Status of the Airport SMS
- Reported hazards and their status
- Changes to the SMS Program, including any changes to SMS Objectives or the SPM
- Status of safety incentive program(s)

5.3.1 Communication Mediums

The following is a non-exhaustive list of potential communication mediums which may be used by SMS:

- Scheduled safety meetings
- SAT RAs
- SMS Stakeholder Committee meetings
- Airline Station Manager meetings
- Website with links to SMS updates/status
- Promotional (incentive) events/safety fairs
- Emails
- Phone calls
- Electronic newsletters
- Printed reports
- Reporting communications
 - Online reporting
 - Phone in reporting

5.3.2 Review of Communication Methods: In addition to the Accountable and Responsible Executive's responsibilities discussed in Section 5.2 above,

communication methods will be reviewed at least annually during the Assurance Evaluation and the SPM review period. Additionally, any County employee or tenant can propose changes to the SMS program at any time, using the SPM Document Change Request Form (DCRF) located in Appendix B.

5.4 Safety Incentive Programs

The purpose of the incentive program is to encourage involvement in SMS and reward those who positively contribute to the safety culture. Examples of incentive rewards include items such as food, airport tours, clothing (vests, jackets, etc.), or other SMS promotional items. Other types of potential incentives appear below:

5.4.1 FOD Walks

- Coordinated Ramp FOD walks with Stakeholder participation; results may be advertised via email and/or at safety meetings.
- FOD cleanup with employees and Stakeholders.
- Awards to Airlines/ground support equipment providers (GSE's) with the cleanest ramp/s.

5.4.2 Recognition

- ASR will provide Swag to individuals who make validated hazard reports that result in one or more mitigations that reduce potential risks of accidents or incidents.
- On-the-spot recognition of a "safe act" witnessed by any employee and reported to SMS for validation.

5.4.3 Annual LifeSaver Lunch

- Lunch with Airport Senior Leadership provided to individuals who have made an impactful Hazard Report.

Appendix A Acronyms and Definitions

Acronym List

AC	Advisory Circular
ACC	Airport Communications Center
ACM	Airport Certification Manual
CAP	Corrective Action Plans
CFR	Code of Federal Regulations
CSPP	Construction Safety Phasing Plan
DCRF	Document Change Request Form
FAA	Federal Aviation Administration
FOD	Foreign Object Debris/Damage
GSE	Ground Support Equipment or GSE providers
ICAO	International Civil Aviation Organization
RA	Risk Assessment/Analysis
RM	Risk Management
SA	Safety Assessment
SAT	Safety Action Team
SCDA	Sacramento County Department of Airports
SET	Safety Executive Team
SIDA	Security Identification Display Area
SMF	Sacramento International Airport
SMS	Safety Management System
SPM	Safety Program Manual
SRM	Safety Risk Management

Definitions

14 CFR Part 139 – Airport Certification Regulations

Accountable Executive – An individual designated by the certificate holder to act on its behalf for the implementation and maintenance of the airport's Safety Management System. The Accountable Executive has control of the certificate holder's human and financial resources for airport operations conducted under an Airport Operating Certificate. The Accountable Executive has ultimate responsibility to the FAA, on behalf of the certificate holder, for the safety performance of operations conducted under the certificate holder's Airport Operating Certificate.

Accident – An unplanned event or series of events that results in death, injury, damage to, or loss of equipment or property.

Airfield/Airside – The portion of an airport that contains the facilities necessary for the operation of aircraft.

Airport Safety Management System (SMS) – An integrated collection of processes and procedures that ensures a formalized and proactive approach to system safety through risk management.

Corrective Action Plan (CAP) – Is the strategy to approaching deficiencies found during an Evaluation in the [Assurance Section 4](#) and a plan to effectively ensure actions are taken to eliminate the deficiency.

Federal Aviation Administration (FAA) – The United States government agency with the mission of providing safe and efficient aerospace systems in the US National Aerospace System.

Hazard – A condition that could foreseeably cause or contribute to: (1) injury, illness, death, damage to or loss of system, equipment, or property, or (2) an aircraft accident as defined in 49 CFR 830.2.

Hazard Assessment – A systematic, comprehensive evaluation of a change, operation, system, or safety issue.

Incident – An occurrence other than an accident, which affects or could affect the safety of airport operations.

Just Culture – A Just Culture fosters an atmosphere of trust in which individuals are compelled to report hazardous conditions and systemic errors. It is an environment where individuals understand the organization’s safety goals are focused on proactive identification of systemic errors and the identification of causal factors throughout the entire organization. A critical aspect of Just Culture is the delineation between errors and violations, with the expectation that willful misconduct or reckless behavior will not be tolerated.

Likelihood – The estimated probability or frequency, in quantitative or qualitative terms, of a hazard’s effect.

Movement Area – The runways, taxiways, and other areas of an airport that are used for taxiing, takeoff, and landing of aircraft, exclusive of loading ramps and aircraft parking areas.

Non-movement Area – The area, other than that described as the movement area, used for the loading, unloading, parking, and movement of aircraft on the airside of the airport (including ramps, apron areas, and on-airport fuel farms).

Preliminary Root Cause Assessment – An initial investigation into the hazard including interviews, observations, and research.

Responsible Executive – A direct report to the Accountable Executive designated to carry out duties and task work of the SMS.

Risk – The composite of predicted severity and likelihood of the potential effect of a hazard.

Risk Analysis – The process whereby a hazard is characterized for its likelihood and the severity of its effect or harm. Risk analysis can be either quantitative or qualitative analysis; however, the inability to quantify or the lack of historical data on a particular hazard does not preclude the need for analysis.

Risk Assessment (RA) – The process by which the results of safety risk analysis are used to make decisions. Often this is a multidisciplinary review and documentation conducted by a panel of experts. It is the process of combining the impacts of risk elements discovered in risk analysis and comparing them against some acceptability criteria. Safety risk assessment can include consolidating risks into sets that can be jointly mitigated, combined, and then used in decision-making.

Risk Mitigation – Any action taken to reduce or eliminate a hazard's effect.

Runway – A defined rectangular area at an airport designated for aircraft to land and take-off.

Safety Assurance – The process within SMS that functions systematically to ensure that performance and effectiveness of risk controls or mitigations and that the organization meets or exceeds its safety objectives through the collection, analysis, and assessment of information.

Safety Evaluation – Procedures to monitor performance based upon safety objectives, SMS requirements, or initiatives, tied to Safety Assurance.

Safety Action Team (SAT) – This group supports the SMS Manager by engaging in discussions concerning the SMS program, including policy changes and updates, SRM, Safety Assurance and Promotion. Committee members will particularly focus on the RA process and the development of mitigation recommendations.

Safety Executive Team (SET) – Provides approval of SMS actions and policies, and oversight of the SAT. The SET actively participates in discussions concerning SMS, including hazard prioritization and Risk Assessments (RAs) detailing consequences to life safety, continuity of airport operations, environmental issues, and media perception that may impact the Airport. The SET will make final decisions concerning the acceptance of Mitigations associated with formal RAs.

Security Identification Display Area (SIDA) - The SIDA is a portion of an airport, specified in the airport security program, in which security measures specified in this part are carried out. This area includes the secured area and may include other areas of the airport. See 49 CFR 1540.5.

Safety Objectives – A measurable goal or desirable outcome related to safety.

Safety Policy – The certificate holder's documented commitment to safety, which defines its safety objectives and the accountability and responsibilities of its employees regarding safety.

Safety Promotion – The combination of training and communication of safety information to support the implementation and operation of an SMS in an organization.

Safety Risk Management (SRM) – A process within the SMS composed of describing the system, identifying the hazards, and analyzing, assessing, and controlling or mitigating the risk.

Safety Management System Manager (SMS Manager) – The individual, or his/her designee, designated by the Accountable or Responsible Executive for administering the SCDA SMS program.

Severity – The consequence or impact of a hazard’s effect or outcome in terms of degree of loss or harm. Severity is determined by the worst credible outcome.

SMS Stakeholder Committee - This Committee represents Stakeholder tenants/employees who operate in the movement and non-movement areas of the Airport and serves as an integral part of the SMS Communications Plan with SMF tenants.

System – An integrated set of constituent pieces that are combined in an operational or support environment to meet a defined objective. These pieces include people, equipment, information, procedures, facilities, services, and other support services.

Validation – The process of proving the functions, procedures, controls, and safety standards is correct and the right system is being built (that is, the requirements are unambiguous, correct, complete, and verifiable).

Appendix B SPM Document Change Request Form (DCRF)

Sacramento International Airport Safety Program Manual  		DOCUMENT CHANGE REQUEST FORM (DCRF) Tracking ID: Short Title: Date:	
Purpose: This form is to be submitted by airport stakeholders to request changes to the Safety Program Manual (SPM) for the Sacramento International Airport. Changes shall be submitted through an airport employee's direct supervisor or manager, who will forward them to the Airport SMS Manager (via email at: Air-AirportSMS@Sacounty.gov) for vetting and final review. Note: Change recommendations to the SPM may be initiated at any level within the Airport campus. All proposed changes will be vetted by the Airport SMS Manager and Safety Action Team. Final approval/disapproval will reside with the Safety Executive Team. If you have any questions regarding how to properly complete this form, contact the safety department using the email above.			
Name:	Employer:	Phone:	Email:
Changing Document: Safety Program Manual		Section Requesting Modification: (chapter, section, paragraph, etc.)	
Current Verbiage: Statement of Problem: Synopsis of Solution: Recommended Change (how would you reword the identified Section):			
Employee's Supervisory/Management: ☐ Concur ☐ Non-Concur Remarks:			
Airport SMS Manager: ☐ Concur ☐ Non-Concur Remarks:			
SAT: ☐ Concur ☐ Non-Concur Remarks:			
SET: ☐ Concur ☐ Non-Concur Remarks: SMS Manager Final Remarks:			

Appendix C Safety Policy Statement, Signed by the AE

Department of Airports
Cindy Nichol
Director



County of Sacramento

Divisions
Operations & Public Safety
Finance & Administrative Services
Commercial Development
Planning & Special Projects
Maintenance & Development

Inter-Office Memorandum

Date: February 25, 2026
To: Cindy Nichol
Director
From: Ron Reichel 
Airport Manager, Safety & Risk

Subject: *Signed SMS Safety Policy Statement*

Director Nichol,

Per Title 14, Code of Federal Regulations (CFR), Part 139.402(a)(2), the Federal Aviation Administration (FAA), Safety Management System (SMS) regulations require the Sacramento International Airport (SMF) Safety Policy Statement to be signed by the Accountable Executive.

The FAA has requested SMF comply with this requirement by placing a signed copy of the SMF Safety Policy Statement as an Appendix in the Safety Program Manual (SMS Manual).

The SMF Safety Policy Statement is:

SCDA is committed to the prevention of incidents and accidents that may negatively impact life or safety, while protecting property and the environment, to enable efficient airport operations.

Approved by: 
Cindy Nichol, Accountable Executive/Airport Director