Sacramento International Airport
Tarmac Delay Emergency Contingency Plan

Effective Date: February 2022

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Sacramento International Airport (SMF) has prepared this Tarmac Delay Emergency Contingency Plan pursuant to §42301 of the FAA Modernization and Reform Act of 2018. Questions regarding this plan can be directed to Alfredo Cortez at corteza@saccounty.gov. SMF is filing this plan with the Department of Transportation because (1) it is a commercial airport or (2) this airport may be used by an air carrier described in USC §42301 (a) (1) for diversions.

Airport Information

SMF is a medium hub airport located in Northern California. SMF serves as a primary diversion airport for San Francisco, Oakland, San Jose, Reno and Portland airports. SMF has two (2) terminals and thirty-two (32) contact gates. In addition to the gates, parking space for aircraft is available on the terminal apron RON pads and near our cargo facilities.

An Airport Operations Duty Officer is available on a 24/7 basis at (916) 806-5309. Information is also available 24/7 through the Airport Communications Center at (916) 874-0456.

Purpose

This plan describes how to, following excessive tarmac delays and to the extent practicable:

- Provide for the deplanement of passengers;
- Provide for the sharing of facilities and make gates available at the airport; and
- Provide a sterile area following excessive tarmac delays for passengers who have not yet cleared United States Customs and Border Protection (CBP).

Plan to Provide for the Deplanement of Passengers Following Excessive Tarmac Delays

Sacramento County Department of Airports (SCAS) does not own or operate any of the equipment needed to safely deplane passengers from air carrier aircraft; therefore, is unable on its own to provide for the deplanement of passengers. Additionally, airport personnel are not trained to assist in the deplanement of passengers using equipment owned or operated by air carriers or contract service providers.

However, we have requested that each airlines, ground handlers, and Fixed Based Operator (FBO) operation on the airport provide us with a list of the equipment and resources they have for deplaning passengers as well as contact information. We have provided this inventory and contact information to airlines and we will keep this list updated.

Plan to Provide for the Sharing of Facilities and Make Gates Available in an Emergency

The gates at SMF are common use equipped and assigned on a preferential basis to air carriers. We will direct our common use air carrier users to make gates and other facilities available to an air carrier seeking to deplane at a gate to the maximum extent practicable.

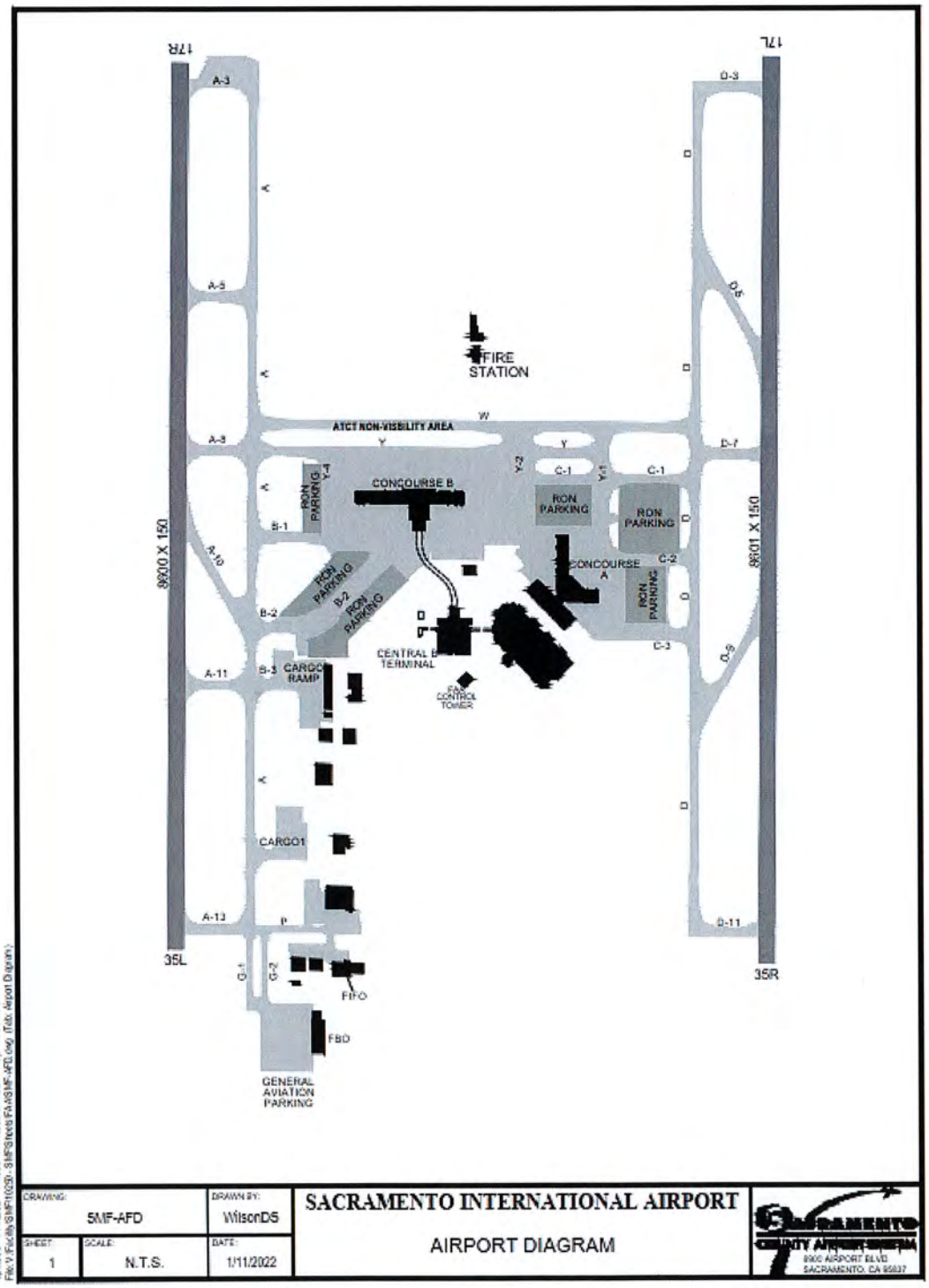
Plan to Provide a Sterile Area for Passengers Who Have Not Cleared United States Customs and Border Protection

SMF has defined sterile areas capable of accommodating limited numbers of international passengers. We will coordinate with local CBP officials to develop procedures that will allow international passengers who have not yet cleared United States Customs and Border Protection to be deplaned into these sterile areas to the extent practicable.

Public Access to the Emergency Contingency Plan

SMF will provide public access to its emergency contingency plan by posting it on the airport website.

Sacramento International Airport
Irregular Operations Plan



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Chapter 1 – Introduction

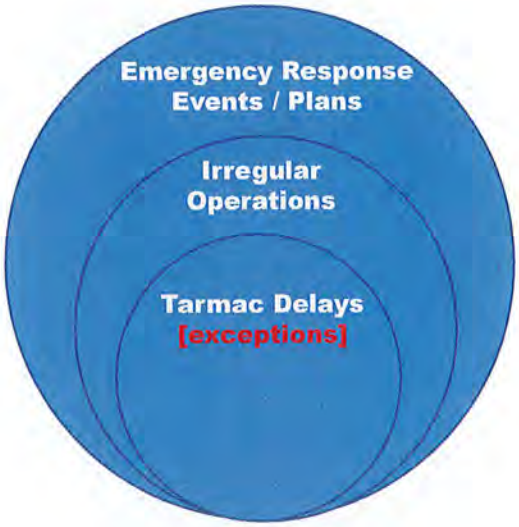
1.1 Purpose

This document provides the coordinated IROPS Contingency Plan for Sacramento International Airport (SMF). It was developed by the SMF IROPS Response Coordination Committee under the sponsorship of Airport Operations.

Membership in the SMF IROPS Response Coordination Committee comprises representatives from each of SMF's aviation service providers. The committee recognizes the importance of individual plans and a coordinated effort by the airlines, airport, Government agencies, and other aviation service providers as essential to successfully minimizing the impact of IROPS Events on passengers. This coordinated contingency management plan provides a common point-of-focus for SMF's coordinated response to IROPS events.

The emphasis for this plan is the identification and documentation of areas of contingency activities of SMF's aviation service providers which require support from one or more service provider organizations.

The Airport Emergency Plan provided the foundation for processes and procedures in this plan. In the AEP an IROPS Event is a special category Emergency Event as depicted by the graphic below.



The Sacramento County Airport System (SCAS) has recognized the importance of the guidance provided by the US Department of Transportation and its Model Contingency Plans to Deal with Lengthy On-Board Ground Delays.

On April 29, 2010, the U.S. Department of Transportation (DOT) imposed a new rule that affects the way airport and airline operators must handle lengthy tarmac delays. Part of the new DOT rule on "Enhancing Airline Passenger Protections" (14 CFR PARTS 234, 253, 259, and 399) states, among other things, that Airlines must adopt contingency plans for lengthy tarmac delays and coordinate with SMF.

Airport Operations has identified the following impacts of the rulemaking:

- Proactive Flight Cancellation (as there is more proactive cancellation, more passengers are delayed in the terminals)
- Improved Communication
- Tracking Delayed Airline(s) on the Ground
- Common Use Airport Gates
- Remote Parking Agreements
- Service and Supply of Remotely Parked Airline
- Deplaning of Passengers from Remotely Parked Airline
- Providing Emergency Medical Support.

In addition to the DOT imposing the three hour tarmac rule (and significant financial penalties for offending airlines), the new rule also prohibits the largest U.S. airlines from scheduling chronically delayed flights and requires U.S. airlines to designate an airline employee to monitor the effects of flight delays and cancellations, which will affect the passenger experience. In April 2011, the DOT announced new or enhanced airline consumer protections that go into effect in August and September 2011. Three areas of coordination are highlighted:

- Support for deplanement of passengers from aircraft.
- Sharing of facilities / equipment including making gates available.
- Having a sterile area available for passengers who have not yet cleared CBP.

For more information on the DOT Rulemaking: "Enhancing Airline Passenger Protections" see SMF Operations.

It is recognized by Airport Operations that this plan is intended to be a "living document" for continuous improvement. As such, it is anticipated that the plan will be reviewed periodically to incorporate lessons learned from responses to SMF IROPS Events.

1.2 Use of Terms

For the purposes of this document, the term "Irregular Operations Event" (IROPS Event) is intended to describe those exceptional events that require actions and/or capabilities beyond those considered usual by SMF's aviation service providers. Generally speaking, an impact of these events is the occurrence of:

- Unexpected People
- In Unexpected Places
- At Unexpected Times.

The term "customers" as used in this document includes both passengers (as described below) and other non-aviation service personnel such as meeters and greeters who are in the terminal area. The term "passengers" as used in this document includes passengers, service animals in the cabin, and live cargo onboard the airline and in the SMF terminal area.

1.3 Causes of IROPS Events

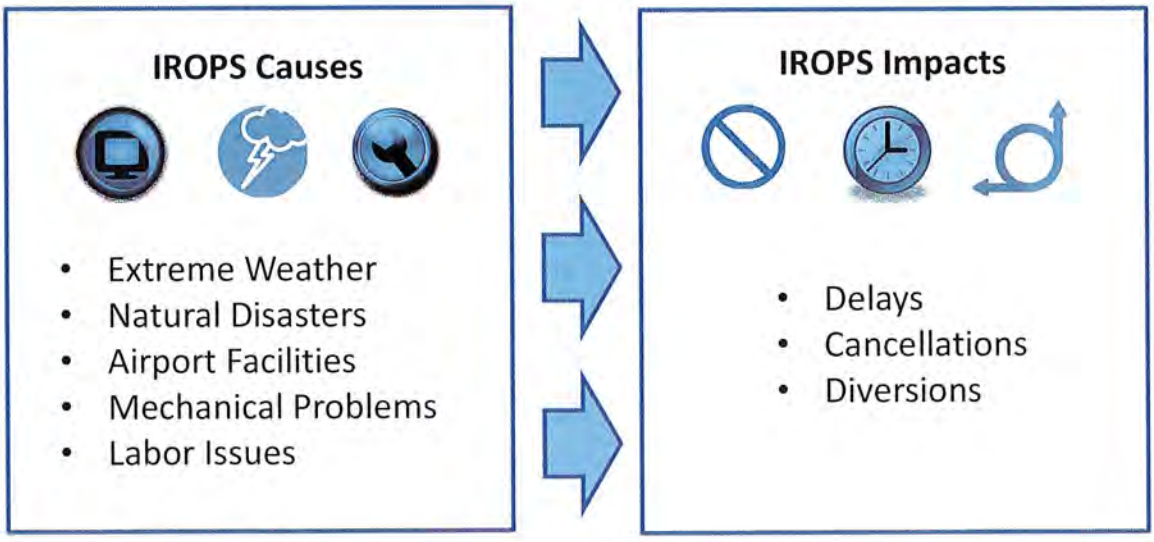
IROPS Events include, but are not limited to, lengthy airline on-board ground delays as defined in the U.S. Department of Transportation's Model Contingency Plan.

Causes of IROPS Events can include extreme weather, natural disasters, airline mechanical problems, cyber threats, public health issues, reduction of airport facility capacity, labor issues, and others. IROPS Events caused by severe weather, air traffic control (ATC) problems, and airport service issues, or airline operation difficulties can affect a single flight or multiple flights at SMF and/or many other airports as well. These delays can involve a single airline or airport such as SMF or many airlines and airports. Most causes of IROPS events are events that take SMF, airlines, diversion airports, and ATC beyond preplanned and scripted procedures; an exception to business as usual. SMF in the past has received diverted flights from SFO, OAK, SJC, RNO and PDX.

1.4 Passenger Needs

Needs of passengers onboard an airline or in the Sacramento International Airport (SMF) terminal during lengthy ground delay or other IROPS events vary and normally require the attention of more than one party.

By understanding the needs of passengers during such delays, SMF, diversion airports, airlines, Government agencies, and other aviation service providers can take appropriate steps to anticipate and address such needs.



See SMF IROPS Contingency Response Plan (Detailed) for a more detailed list of Passenger needs.

1.5 Customer Care

In order to meet passengers' needs as explained in Section 1.4 above, the SMF IROPS Contingency Plan reflects the types of proven approaches from the Customer Care and Comfort (CCC) Program that has been used to elevate customer service throughout the airport environment by incorporating virtually all airport divisions/employees in its approach. Some of these approaches include:

1.5.1 Training: The focal point for emphasizing the importance of a customer care approach to all SMF patrons is through training. All airport employees are trained to promote a high standard of customer service through the CCC program. The SMF IROPS Contingency Plan uses training wherever appropriate to improve customer service

1.5.2 Customer Care and Comfort Kits
A CCC kit is provided to the CCC Representative as a resource to assist in providing pertinent information to airport customers who are affected by an airport emergency or an IROPS event

1.5.3 Communications
The CCC Representative will provide customers with information regarding the situation or emergency response. The CCC Representative will also address customer needs with available resources

1.6 Specific Types of Events Associated with Irregular Operations at SMF

There are two categories of events associated with irregular operations: Airside and Landside. These are detailed below.

1.6.1 Airside Events

1.6.1.1 Departure delays resulting in airline holding on the airfield (including airline on a gate with doors closed and jetway not attached) with passengers on-board for an extended period of time.

1.6.1.2 Arrival delays due to airline holding on the airfield for a gate to open. Arrival delays are usually a result of departure delays where airline are held on the gate instead of on the airfield or when the arriving airline arrives sooner than scheduled.

1.6.1.3 Diversions due to weather or an event at another airport.

1.6.1.4 A significant event in the terminal or landside which would prevent access by arriving or departing airline (e.g., security incident).

1.6.1.5 Runway / construction repair.

1.6.1.6 Power outage.

1.6.2 Landside Events

1.6.2.1 Airline cancellations due to weather, a mechanical issue or air traffic control (ATC).

1.6.2.2 A significant event in the terminal, landside or airside which would prevent access for airline arriving or departing (e.g., security event).

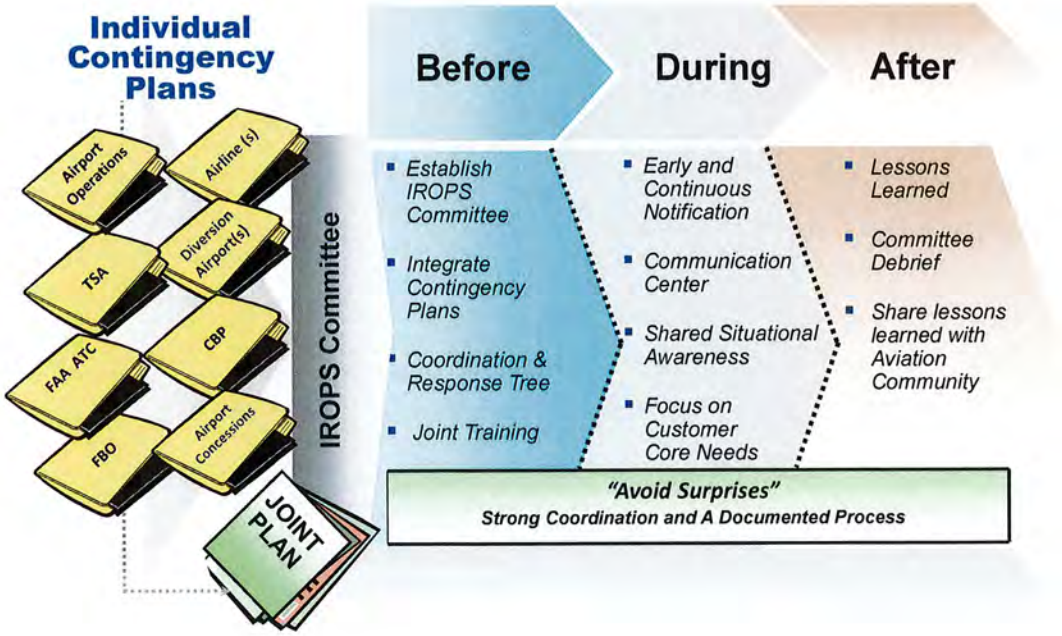
1.6.2.3 A flight cancellation or flight diversion.

1.6.2.4 A facilities issue within terminal areas that would affect airline operations and subsequently result in a significant delay (e.g. power outage).

1.7 Planning for Coordinated Response to IROPS Events

The purpose of the SMF IROPS Response Management Process (shown in the following diagram) is to identify and document actions requiring coordination between two or more aviation service providers.

Figure 1. Response Management Process



Chapter 2 - Before an IROPS Event

2.1 Establishing IROPS Response Coordination Committee

The SMF IROPS Response Coordination Committee has been established following the guidelines of the Department of Transportation's Model Contingency Plan. SCAS Sr. Airport Operations Manager provides the sponsorship and serves as the chairman of the Committee.

The goal of the Committee is to establish and enhance contingency plans through collaborative decision making. This will ensure that actions result in a unified level of customer care across all SMF aviation service providers during lengthy ground delay events and/or diversions.

2.2 Member Organization and Representatives

Members of the SMF IROPS Committee are shown in Attachment #1: SMF IROPS Response Coordination Committee.

2.3 IROPS Response Coordination Committee Pre-Planning

This Committee that consists of airport stakeholders who may be affected by irregular operations meet a minimum of two times per year. The committee consists of, but is not limited to, the following: Airlines, Airport Operations, TSA, FAA, CBP, primary concessionaire tenants, local law enforcement, and ARFF.

The committee meetings are chaired by Airport Operations or his/her designee and include the overview of requirements and responsibilities of stakeholders involved in irregular operations as well as any changes or updates to specific airline plans or the SMF Plan for irregular operations. The committee meets in the **fall**, prior to the start of winter operations, and again in the **spring**, as the airport approaches the summer travel season and associated weather.

The IROPS Response Coordination Committee Pre-Planning activities focus on:

- Coordinating Existing IROPS Response Plans
- SMF IROPS Events History
- SMF Customer Needs
- Tracking of Delayed Aircraft
- Trigger Events and Communications Plans
- SMF Support for Passengers On-Board, Being De-Planed, and In-Terminal
- Tracking of Equipment Inventory
- People Skills Inventory and Availability

2.4 Airlines' Role

The airlines serving Sacramento International Airport have primary responsibility for their customers. Each is required to have an irregular operations plan that informs SCAS of the procedures that it will have in place to deal with lengthy tarmac delays and long delays inside the terminal.

2.4.1 Airlines are required to have a plan that demonstrates their commitment to:

2.4.1.1 Provide updated information to affected passengers on a regular and frequent basis. (Per every 30 minutes for delayed, diverted or cancelled flights.)

2.4.1.2 Train their employees about the procedures to be followed consistent with the plan.

2.4.1.3 Inform SCAS of significant events.

2.4.1.4 Work collaboratively with SCAS and others to ensure the health and safety of its passengers and to resolve the event.

2.4.1.5 Participate in on-going dialogue with SCAS and others to review and refine this plan in the interest of passenger health and safety.

2.4.1.6 Participate in the SMF IROPS Response Coordination Committee.

2.4.1.7 Participate in After Action Reports and Debriefing Meetings.

2.5 SCAS Role

SCAS is committed to ensuring that the basic health and safety needs are provided to all SMF passengers who are involved in extended delays as a result of irregular airline operations. The airport's response is divided into two major areas: passengers on board airline and passengers in terminals. SCAS performs the following functions and provides the resources described below based on an evaluation and needs assessment by Airport Operations.

2.5.1 On Board Airline

2.5.1.1 Airport Operations tracks and documents each significantly delayed airline. Airport Operations questions the ATC to identify any airline that is not on a gate and is holding for more than 15 minutes as necessary.

2.5.1.2 Airport Operations monitors delayed airline until the delay is resolved.

2.5.1.3 Known airlines that have been diverted to Sacramento International Airport are tracked and monitored by Airport Operations.

2.5.1.4 The SCAS Communications Center establishes a contact name and number for the delayed airline operator. A person authorized by the airline to make decisions regarding the delayed airline is identified. Regular communications and follow-up with the delayed airline operator is maintained by Airport Operations.

2.5.1.5 SCAS coordinates with federal agencies such as Customs and Border Protection (CBP) and the Transportation Security Administration (TSA) for

required activity or service needed by the delayed airline that is within the agency's respective jurisdiction.

2.5.1.6 Airport Operations authorizes upon request and on an as-available basis, a remote area for airline parking and deplaning. SMF offers buses for transporting passengers back to the terminals.

2.5.1.7 Airport Operations coordinates and authorizes the use of available common use terminal gates for delayed airline.

2.5.1.8 Airport Operations works with the airline operator to ensure that basic passenger needs such as water and food are provided.

2.5.2 Inside Terminals:

2.5.2.1 Several SMF Divisions are responsible for monitoring airline efforts to assist passengers during lengthy airline delays while passengers are inside the terminal. SCAS facility managers, media relations staff, and Airport Operations assess the extent to which airlines are meeting passenger needs and the impact of lengthy delays. SMF's actions in the terminals are intended to supplement airline resources. SCAS is prepared to act if passenger needs are being neglected.

2.5.2.2 Airport Operations tracks the potential for airline delays that might be caused by weather, major air traffic control malfunctions, airline system disruptions and / or other major outages or events.

2.5.2.3 Airport Operations provides notifications to senior management of any significant long delay. Airport Operations establishes contact with the airline(s) involved in the delay(s) to request the specifics and extent of the delay(s) and their plans to care for their customers.

2.5.3 Monitoring and Coordination

SCAS is responsible for the following functions during long delays for passengers in the terminal.

2.5.3.1 Airport Operations contacts the airline operator to receive regular updates on the delay situation. Airport Operations encourages the airline operator to provide the highest level of customer care for their passengers including, but not limited to, food, water, lodging, rebooking, etc.

2.5.3.2 Airport Operations notifies the terminal concessions about the delays to ensure longer hours are maintained if appropriate. Airport Operations receives a commitment from concession managers regarding extended hours of operations.

2.5.3.3 Airport Operations notifies ARFF about unusual or prolonged delay situations.

2.5.3.4 Airport Operations determines if additional SCAS staff members are needed to assist with providing customer care. Operations calls in additional staff on overtime as appropriate. Airport Operations assigns available personnel (Customer Care and Comfort Program) to assist the airline, as needed, with keeping passengers informed. Airline Operations identifies passengers with special needs, unaccompanied minors and those traveling with small children and informs passengers as to their options for concession services in the terminals. Airport Operations pays particular attention to identifying goods and services that are needed but not available within the sterile area and considers TSA checkpoint operations to ensure that passengers who leave the sterile area are able to access the sterile area (i.e., hold room) when they return.

2.5.3.5 Airport Operations periodically (every 30 minutes) evaluates the delay situation to ensure passenger needs are being provided for. Airport Operations ensures passengers are being updated through public address announcements (or some other means) on the status of the delay.

2.5.3.6 Airport Operations requests additional terminal cleaning support throughout SMF Facilities in areas and restrooms subject to increased use by delayed passengers.

2.5.3.7 Airport Operations insists the airlines be proactive with their action plans to resolve the delay. Request that the airlines provide SCAS with delay time-lines and the options that are being considered.

2.5.3.8 Airport Operations determines the magnitude of the delay problem and attempts to anticipate if it has the potential to expand or to cause significant deterioration in conditions.

2.5.3.9 Airport Operations considers potential media attention and notifies SMF's Media Relations or designee.

2.5.4 Provision of Customer Services – Customer Care and Comfort Program (CCC)

The effect of delays varies from airline to airline, flight-to-flight, and passenger-to-passenger. SCAS monitors and assesses the situation and gauge its response and level of assistance to the circumstances at the time. SCAS works with the airlines to provide access to water, food, and other critical needs for delayed passengers as appropriate. If appropriate, SCAS requests a CCC representative as a resource to assist in information.

Experience suggests that SCAS direct involvement during IROPS events is normally limited due to the rare occasion (*An Exception*) when delays are so extensive that concessions and the airlines cannot meet basic customer service needs. However, since this Plan is scalable there might be instances when a SCAS employee must become directly involved if even a small number of passengers require SMF assistance given the unique circumstances at the time.

The following, to the extent feasible and practicable, may be provided by SCAS in attempting to fill customer service gaps:

2.5.4.1 Request terminal concessions open and able to sell food and beverages.

2.5.4.2 Assist airline operators in finding accommodation for stranded passengers, if appropriate.

2.5.4.3 Assist Airline passengers in accessing checked baggage to retrieve prescription medication or other critical items.

2.5.4.4 Provide passengers with access to restroom facilities

2.5.4.5 Provide passengers with access to medical attention (i.e., ARFF, EMT), including assistance in obtaining prescription medications locally.

2.5.4.6 Provide passengers with access to special needs such as baby formula, diapers, etc.

2.5.4.7 Offer the airline operator assistance with ground transportation logistics including charter buses, if needed.

2.5.4.8 Assist passengers with public ground transportation needs.

2.5.4.9 Escalate customer service problems to the level of management within SMF that is necessary for resolution of the problem if satisfactory results for customer care are not being attained or maintained. If appropriate, SCAS will request a CCC representative as a resource to assist.

2.6 FAA's Role

FAA ATC is responsible for monitoring delays and coordinates with airlines to provide priority treatment of flights which have been impacted by extended delays on the ground and or are impacted by the DOT 3-Hour Rulemaking.

2.7 CPB's Role

Customs and Border Protection (CBP) is responsible for coordinating the availability of staff for delayed and or a diverted international flight.

2.8 TSA's Role

Transportation Security Administration (TSA) Screening services are typically available at:

- Terminal A 0400 - 0030
- Terminal B 0400 - 0130

TSA is responsible for ensuring that plans are in place to have designated checkpoints opened late/early and adequately staffed to support various IROPS events.

Chapter 3 – During an Event

3.1 SCAS Role

SCAS role is as a facilitator of all communications across all service providers. Communication with all aviation service providers is the key to ensuring that everyone is notified of an event in a timely manner, that triggers are understood and that everyone's progress is tracked and monitored effectively. SCAS is primarily concerned with the safety and comfort of its passengers.

3.2 The Airport Operations Manager's Role

The Airport Operations Manager plays a key role in governing the IROPS event response by:

3.2.1 Declaring that "this is an "event" and we are establishing an "incident commander."

3.2.2 Overseeing situational awareness for the WHOLE Airport (including weather, incidents / accidents reports, notification, and monitoring a regional perspective.

3.2.3 Providing operational awareness (including business impact issues / challenges and division readiness)

3.2.4 Reporting inputs such as analysis through decisions, and reports such as status and security

3.3 IROPS Process

The process to successfully handle an IROPS event includes:

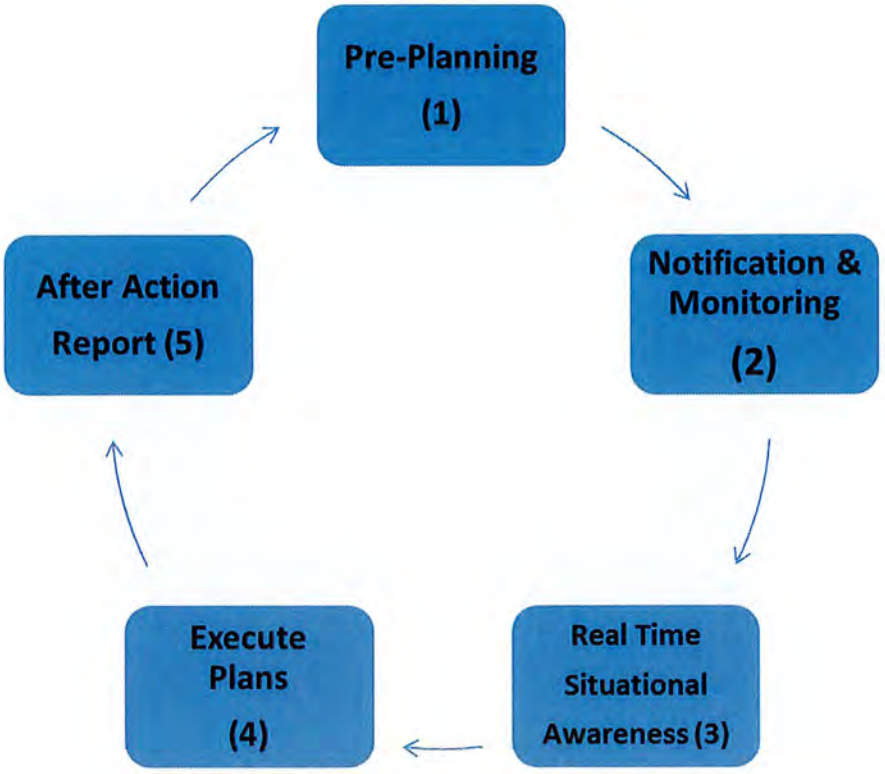
3.3.1 Early Notification of Inclement Weather: This involves gathering data for early warning of conditions which could potentially impact flight status at SMF and the accompanying timely alert notification.

3.3.2 Monitoring and C^3: Continual monitoring of weather conditions and flight status, both in flight and on the tarmac. Following planned Communication, Collaboration, and Coordination (C^3) serves as the foundation to ensure all relevant information is shared between all SMF service providers.

3.3.3 Real Time Situational Awareness: Keeping service providers informed with up-to-date information includes the tracking of inbound and outbound flights for arrival/departure rates; ground stops, and diversions.

3.3.4 Execute Plans: Implementing agreed upon mutual assistance coordination plans and having the necessary skills and resources available.

3.3.5 After Action Report (AAR): Debriefing and Lessons Learned Sessions including recommendations for IROPS Plan and procedure improvements.



3.4 Joint Actions

Joint Actions have been established by SMF aviation service providers to provide the following benefits during an IROPS event:

3.4.1 Effective Tracking of Delayed Aircraft: Airlines and FAA monitor aircraft status in the air and on the ground to provide accurate, complete, and timely information in regard to expected flight delays and developing local situations. Additionally, Airport Operations monitors aircraft status on the ground which helps ensure shared situational awareness during an IROPS Event.

3.4.2 Gates and Equipment Status and Coordination: Early notification of potential situations requiring coordinated support (Initial Trigger Events) ensures available gates, support equipment, concessions staffing, customer service personnel, etc. have been identified.

Chapter 4 – After an IROPS Event: After Action Report

The emphasis during after action reporting focuses on what SCAS and SMF service providers can do better during the next event; not on what SCAS and service providers did wrong.

4.1 Recovery Action

Recovery Action entails returning to normal operations by standing down resources and assessing inventory levels and scheduling equipment maintenance.

4.2 Plans for Reviewing Effectiveness Following an IROPS Event

4.2.1 Each service organization holds a debriefing meeting to review its response to an event. These meetings cover the analysis of communication processes, resources, equipment and technology used as well as staffing efforts. Sample debriefing questions are provided in Attachment 2: Debriefing Questions.

4.2.2 Members from each organization report findings to the IROPS Committee for further study or incorporation into the IROPS Plan. (Generally this occurs within the first 48 hours following the conclusion of an IROPS Event).

4.2.3 The IROPS Committee disseminates lessons learned or IROPS Plan updates to all aviation service providers.

4.2.4 All aviation service providers incorporate these improvements into business operations, technology, equipment, and training.

4.3 Reviewing Performance following an IROPS Event

4.3.1 Each service organization assesses and analyzes all aspects of response to an IROPS event. This enables each organization to document lessons learned and improve performance by sustaining strengths and correcting weaknesses.

4.3.2 When necessary, service organizations incorporate performance improvements into the IROPS Plan – a living document. Staff is then trained on new procedures, while communications, resources, technology, supplies and equipment is evaluated for updating and restocking.

4.3.3 After Action Checklist. (See Attachment #2: Debriefing Questions) Each service organization conducts a debrief within 48 hours after the event whenever practical for all players who participated in the event.

Chapter 5 – Summary: Communicate – Communicate - Communicate

5.1 Key Success Factors for the SMF IROPS Plan

5.1.1 **The Passenger Experience.** This plan creates the mechanism to assess and improve all aspects of customer service surrounding IROPS events. This includes each service organization's responsibilities before, during and after an event.

5.1.2 **Top-Down Commitment from All Aviation Service Providers.** This plan ensures that all aviation service providers in our region are on board. It is an educational process. This is a living document.

5.1.3 **Manage bottom-up commitment:** This plan helps airport staff and key aviation service organizations see the value in mutual support and shared situational awareness in meeting passenger's needs during an IROPS Event. All staff must have confidence that the customer service approach will be of value and benefit to passengers.

5.1.4 **Intra-Organizational Coordination and Commitment**: This plan assists with getting the intra-organizational support of key aviation service providers on board to establish and enhance customer service approaches through collaborative decision-making – an imperative. This ensures that actions result in a unified level of improved passenger service across all airport, airline and government agency stakeholders.

Attachments

ATTACHMENT #1: SMF IROPS Response Coordination Committee

Organization	Name (Contact)	Alternate (Contact)
Committee Chair	Fred Cortez 916-874-0643 Corteza@saccounty.gov	Reid Smith 916-874-0713 SmithRe@saccounty.gov
Airport Operations		
24/7 Contact Numbers	**Airport Operations:** - **Airside** **916-806-5309** - **Landside** **916-806-5351** **Communications Center** **916-929-5411** **TSA Coordination Center** **916-830-0220**	
Airport Marketing and PR	Scott Johnston 916-874-0190 916-540-6795 JohnstonSc@saccounty.gov	Andrea Sandoval 916-591-9730 SandovalA@saccounty.gov
ARFF	Duty Battalion Chief 916-224-8366 Air-arffbc@saccounty.gov	
Airport Operations	Reid Smith 916-874-0713 SmithRe@saccounty.gov	
Airport Operations	Larry Fleshman 916-874-0773 FleshmanL@saccounty.gov	
Airport Operations	Philip Benedetto 916-874-0711 BenedettoP@saccounty.gov	
SCAS Security	Scott Anderson 916-874-0736 AndersonS@saccounty.gov	
SCAS Properties	Angela Hourigan 916-874-0915 HouriganA@saccounty.gov	
SCAS Properties	Lori Chase 916-874-0917 ChaceL@saccounty.gov	
	Airport Tenants & Concessionaires	
LAZ (parking)	Alex Plefka 916-874-0667 aplefka@lazparking.com	

Organization	Name (Contact)	Alternate (Contact)
HMS Host	Marnie Bula 916-283-2102 916-203-2627 Marnie.bula@hmshost.com	
SSP America	Joe Pucci 916-397-7687 joseph.pucci@foodtravelexperts.com	
Paradies	Brittany McCarthy 916-929-8466 Brittany.McCarthy@vinovolo.com	
Rental Car Representative	Dave McMillan (Avis/Budget) 916-646-7918 408-690-2631	
Government Agencies		
FAA	Tower Manager 916-929-5151 James.f.cassidy@faa.gov	
FAA	Superviser/Controller in Charge 916-664-5866	
TSA	Sid Hanna 916-830-9101 Sid.hanna@tsa.dhs.gov	
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ATTACHMENT #2: Debriefing Questions

The Debriefing Action should encourage input from all participants and stakeholders that is focused on the following:

- What was planned?
- What actually happened?
- Why did it happen?
- What can be done next time?
- What was the most notable success that others may learn from?
- What were the most difficult challenges and how were they overcome?
- What changes, additions, or deletions are recommended to the Irregular Operations Plan?
- What issues were not resolved?