Safety Management System Manual

Salt Lake City Department of Airports

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Salt Lake City International Airport Foreword

The mission of the Salt Lake City Department of Airports (SLCDA or Airport) is to develop and manage a system of airports, owned by Salt Lake City, which provides quality transportation facilities and services to optimize convenience, safety and efficiency for aviation customers. The vision is to achieve excellence and unprecedented customer service by making Salt Lake City among the most convenient and efficient air transportation centers in the world.

Salt Lake City International Airport (SLCIA or SLC) is a public use airport located about 4 miles west of downtown Salt Lake City, Utah. The Airport is a large hub airport with one terminal and two concourses. SLCDA operates SLCIA as well as two General Aviation airports, South Valley Regional Airport (SVR) and Tooele Valley (TVY).

The Airport has established a safety program prior to the Airport Safety Management System (SMS) rulemaking for airports to enhance the Airport's mission and vision. SLCDA has a long history of prioritizing safety and initiated steps towards a SMS program in 2017. Since then and with the introduction of Safety Management System (SMS) into the United States airport systems, SLCDA has grown the SMS program into what it is today.

SLCDA's Safety Policy Statement exemplifies commitment to safety for all users of the Airports as well as a signed and fully endorsed Executive Statement from the Airport Executive Director.

Safety Policy Statement

The Salt Lake City Department of Airports (SLCDA) commits to its employees, tenants, airlines, business partners and passengers to provide a safe and secure environment by supporting a formal safety management system (SMS) that promotes the highest level of safety standards and performance.

It is all airport personnel's responsibility to take ownership and serve an active role by identifying and reporting safety concerns, which will create a culture and atmosphere where safety is the foundation of our organization.

SLCDA provides a safe airport environment that continuously strives to mitigate risk through reporting, data tracking, training and safety program promotion.

All SLCDA leaders actively support and promote SMS while providing resources to ensure a successful program that demonstrates safety as our highest priority.

Executive Statement

Executive Statement

At SLCDA, safety is a core value and the cornerstone of our operations, embodied through our comprehensive Safety Management System (SMS). We are dedicated to fostering a culture of safety, ensuring that it remains at the heart of all our activities.

Through our SMS Program, we continually strive towards the following goals:

- Ensuring a safe and secure environment for our employees, tenants, airlines, business partners, and passengers
- Reducing risks through proactive reporting, data tracking, targeted training, and safety promotion
- Upholding full accountability at every level
- Identifying, reporting, analyzing, and mitigating hazards swiftly and effectively
- Providing the necessary resources to support and strengthen a safety-focused culture

Our commitment to safety guides every decision and action, reinforcing our dedication to continuous improvement and the well-being of all stakeholders.

Bill Wyatt
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Signature Page

This document is approved for use to support the safety policies, goals, and practices of a Safety Management System at Salt Lake City Department of Airports.

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Revision Log

Date of Revision	Pages	Airport Approval By

Distribution

The SMS Senior Manager maintains the official copy of the SMS Manual in the SLCDA network. The SMS Manual will be made available for inspection electronically. On an annual basis or upon FAA request, SLDA will provide the FAA copies of the most updated copy of the SMS Manual.

Copies or portions of the SMS Manual, including revisions and amendments, will be available to all users within the movement and non-movement areas of SLCIA through a SLCDA network location and via email. The SMS Manual can also be accessed on SLCIA's website at: www.slcairport.com/business-services/rules-and-regulations/ Changes to the SMS Manual are managed by the SMS Senior Manager.

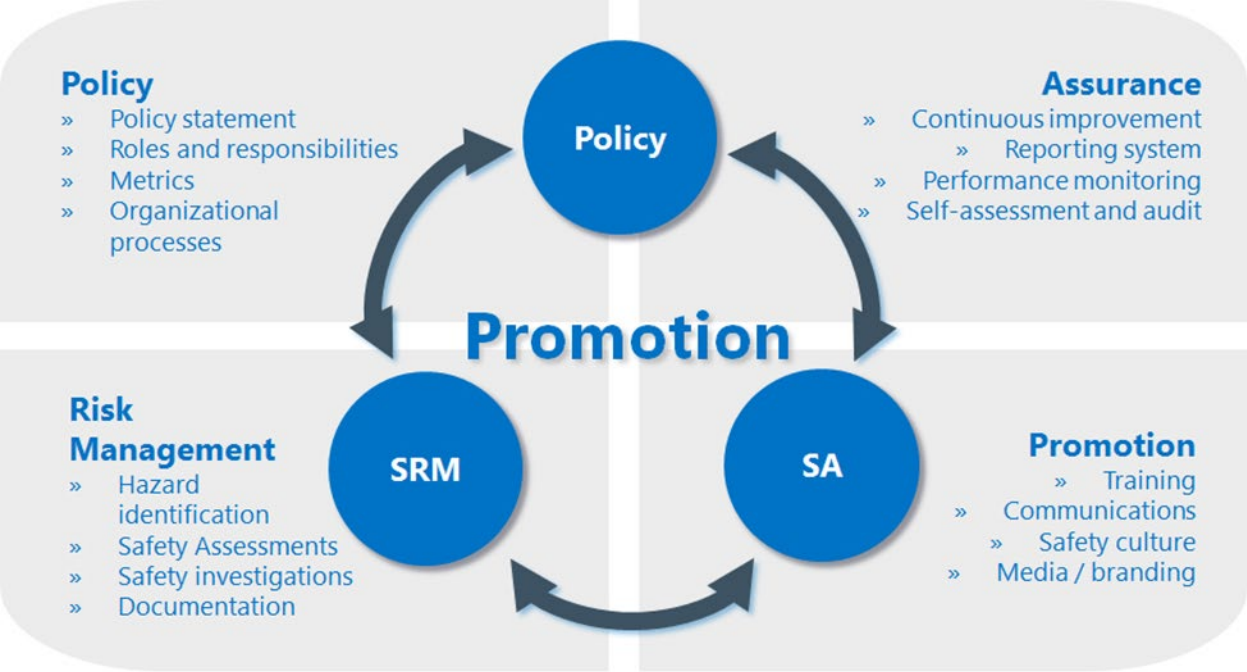
Chapter One: Introduction to Salt Lake City Department of Airports' Safety Management System

1.1 Overview

A Safety Management System (SMS) is a systematic approach to managing safety, including all necessary organization structures, accountabilities, statements, processes, and procedures. SMS is defined in FAA Order 5200.11 as "a formalized and proactive approach to system safety applied through an integrated collection of practices, procedures, and programs through risk management". SMS is process management and is comprised of four core components:

- Safety Policy
- Safety Risk Management
- Safety Assurance
- Safety Promotion

Figure 1-1 Components of Safety Management System



Airport SMS provides SLCDA management with a set of tools to make safety related decisions. SMS also helps identify safety risks associated with airport operations, development, and other changes to proactively address those issues before they result in accidents, incidents, injury, or damage.

Salt Lake City International Airport is a large hub airport serving international traffic within SLCDA's system of airports and is required to comply with the Federal Aviation Administration's (FAA) SMS rulemaking.

1.1.1 The Safety Management System Manual

This Safety Management System Manual outlines the design and operation of SMS at Salt Lake City Department of Airports (SLCDA or Airport). It details hazard identification and analysis procedures to be followed for both routine matters and unusual circumstances that may arise. The content of the SMS Manual will comply with current SLCDA Standard Operating Procedures (SOPs) and Title 14 CFR Part 139 Subpart E.

This SMS Manual is a resource intended for the Airport's executives, managers, safety officials, and employees. The SMS Program includes multiple documents, forms and processes that support the four core SMS components. The SMS Manual outlines relevant documents, processes, roles and responsibilities, and authorities for SLCDA's SMS Program.

The SMS Manual is a standalone document referenced in the Airport Certification Manual. This Manual is prepared and maintained in accordance with Title 14 CFR Part 139 Subpart E.

1.1.2 Basis for Design

The SMS Program outlines standards, processes, procedures, and forms. Development of the SLCDA SMS is founded on guidance provided by a variety of FAA Advisory Circulars (ACs), FAA Regulations, Orders, Memoranda, SOPs, and the International Civil Aviation Organization (ICAO) standards to develop and implement the SMS Program.

Resources include, but are not limited to:

- AC 150/5200-37, current edition Safety Management Systems for Airports
- AC 150/5370-2, current edition Operational Safety on Airports During Construction
- ARP Standard Operating Procedure 1.00 FAA Evaluation of Sponsor's Construction Safety and Phasing Plans Funded by the AIP or PFC Programs
- ARP Standard Operating Procedure 4.00 Safety Risk Management (SRM) Under the FAA Office of Airports Safety Management System (SMS)
- FAA Order 5200.11 FAA Airports (ARP) Safety Management System (and its associated Desk Reference)
- ICAO Document 9859 Safety Management Manual, Fourth Edition
- ICAO Annex 19
- Title 14 CFR Part 139 Subpart E

Continuously improving safety at the Airport is an elemental process and core purpose of safety management. The SMS Program sets forth a means for the Airport to assess and manage safety performance to maintain and improve SLCDA's high standard for safety in daily operations.

Safety in the aviation industry has been built upon the reactive analysis of accidents, leading to remedial actions intended to prevent the recurrence of those events. The low accident rates in an airport environment have made it difficult to improve the level of safety using a reactive approach. A proactive approach has been developed to concentrate on hazard identification rather than exclusively relying on inspection and remedial actions. SMS is designed to integrate safety into the day-to-day operational environment, and to systematically identify and remediate potential hazards before accidents occur.

1.2 Applicability

All individuals with access to the movement and non-movement areas of the Airport must follow the policies and procedures identified in SMS Manual. Safety isn't just the responsibility of one person or one stakeholder; it involves everyone who works at or with the Airport. This includes Airport employees, contractors, tenants, and any other individuals who may have access to these key areas. By actively participating, each individual helps create a culture of safety.

The SMS framework aims to reduce risks, raise awareness, and continuously improve airport safety through data-driven decisions. When everyone actively participates, the goals of SMS are more likely to be achieved.

SMS uses data to identify safety gaps. The SMS Program is designed to use data trends to inform decisions about training, process improvements or the need for additional equipment or policies to minimize safety risks.

1.3 Scope

The SMS Program will comply with 14 CFR Part 139 Subpart E ensuring coverage of SLCIA's movement and non-movement areas.

SLCIA's Airport Layout Plan (ALP) outlines the areas of responsibility for the Airport and reflects the movement and non-movement areas.

Chapter Two: Safety Policy, Organization, and Objectives

2.1 Introduction to Safety Policy

The Safety Policy component provides the framework for the SMS Program. It outlines the methods and tools for achieving desired safety outcomes. The Safety Policy Statement is composed of a mission, vision, and core values, and is backed by quantifiable SMS objectives or goals. The Safety Policy also articulates management's responsibility and accountability for safety.

The Safety Policy includes roles and responsibilities for the Airport's SMS Program Manager, Accountable Executive, Responsible Executive, and other collateral duties performed by SLCDA employees. The Safety Policy component:

- Identifies the Accountable Executive and Responsible Executives
- Identifies and communicates the organization's safety structure
- Identifies the lines of safety responsibility and accountability
- Establishes and maintains a Safety Policy Statement
- Ensures the Safety Policy Statement is available to all employees
- Establishes and maintains safety objectives

SMS is based on the premise that there will always be hazards and human error. SMS is designed to identify and minimize risk by designing out hazards when possible, and when not possible, then improving the availability of safety-related data to all parties involved. The use of SMS at SLCDA can contribute to this effort by providing avenues for Airport employees to identify and correct potential safety issues before they result in an incident or accident. In return, this will allow SLCDA to balance safety, costs, human resources, and efficiency.

2.2 Safety Policy Statement

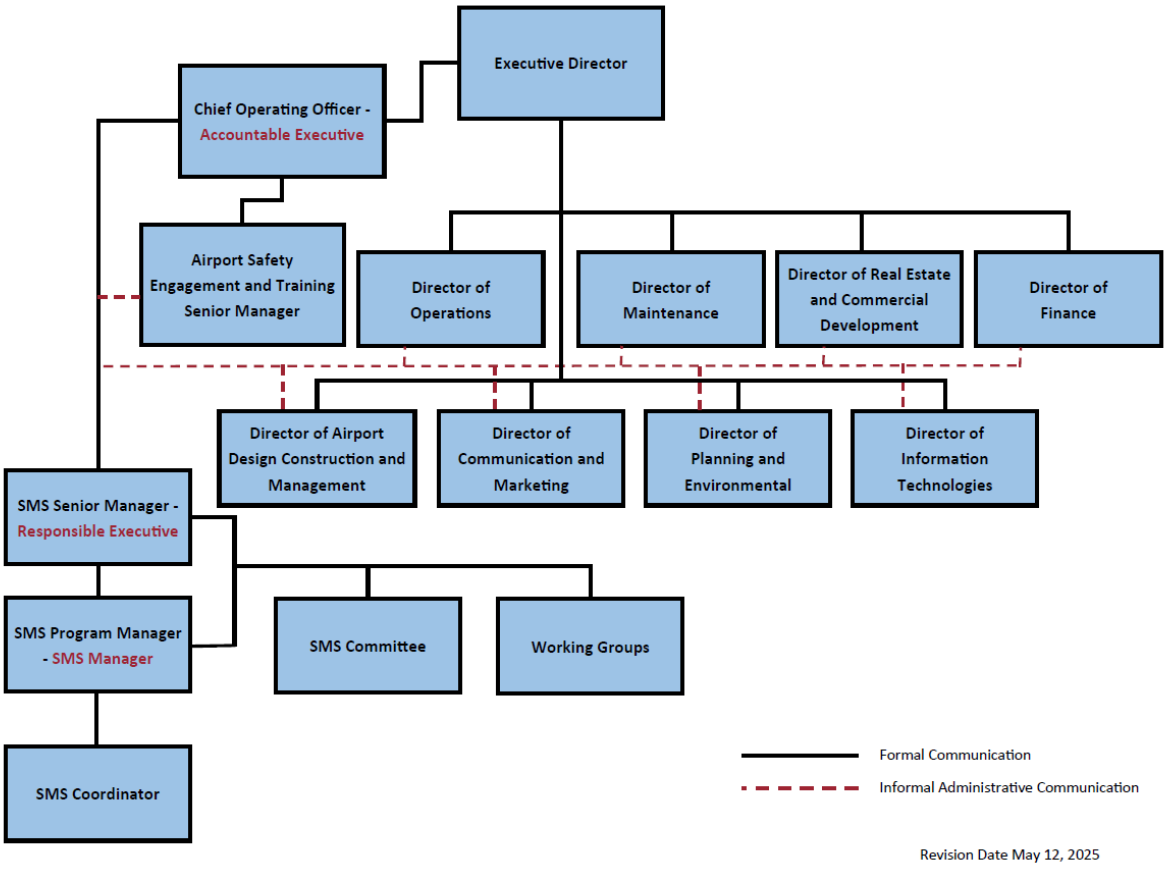
The Safety Policy Statement is a declaration of the organization's commitment to the SMS Program. The Safety Policy Statement empowers SLCDA to fulfill its commitments and demonstrate the organization's strong safety orientation.

SLCDA has adopted a Policy Statement that is in **Appendix B** which is reviewed annually and may be updated from time to time to properly reflect the Airport's ongoing commitment to SMS principles, goals, and responsibilities.

2.3 Organizational Structure

Creating a viable Safety Policy requires assigning safety responsibilities to be consistent with the Airport's existing organizational chart. The organizational chart *Figure 2-1* illustrates the relationship of departments and personnel with respect to the SMS Program. Descriptions of respective roles and responsibilities are discussed in greater detail in Section 2.3.2

Figure 2-1 Organizational Chart



2.3.1 Executive Management

The SMS Accountable Executive for the Airport is the Chief Operating Officer. The Accountable Executive is responsible for the safe operation of the organization and ensures adequate resource allocation, SMS oversight, and supervisory responsibility. The Accountable Executive authorizes the Safety Policy and ensures the SMS has been implemented. In addition, the Accountable Executive represents the commitment of the organization to the SMS Program.

SLCDA has also designated a Responsible Executive. This role will be filled by the SMS Senior Manager who will serve as the primary liaisons with the Accountable Executive to report on SMS. The Responsible Executive is tasked with managing the overall operation of the SMS Program, chairing the SMS Committee, and ensuring that the provisions of the SMS Program are followed. The Responsible Executive is also charged with modifying the SMS Program and SMS Manual as needed, to reflect the evolution of Airport operations and processes.

2.3.2 Safety Roles and Responsibilities

A summary of roles and SMS responsibilities has been developed to outline the expectations placed on employees. Additionally, the SMS Program is supported by dedicated employees who ensure its proper implementation and compliance with regulatory requirements. The Safety Policy works in conjunction with the identified roles and responsibilities of the SMS Team to ensure accountability at all levels of the organization.

All SLCDA employees are expected to perform the following safety functions:

- Comply with SMS SOPs and Policies
- Participate in training
- Provide hazard inputs
- Embrace and support the SMS safety culture
- Collaborate with Department Managers on safety initiatives
- Understand the value of SMS and safe operations

SLCDA also has an Airport Safety and Engagement Team (ASET) that directs the safety efforts for SLCDA employees and is headed by a Senior Manager. ASET directly engages and interacts with the SMS Team.

At SLCDA, the Risk Manager plays a key role in supporting safety initiatives by actively engaging with the SMS Team when appropriate. This collaboration ensures that risk assessments, mitigation strategies, and safety-related decisions are effectively aligned with the organizational goals and regulatory requirements.

Additionally, executive and management staff have specialized roles in maintaining the SMS Program. Table 2-1 shows the SMS-related tasks that should be reflected in the job responsibilities of the individuals identified.

Table 2-1 Roles and Responsibilities

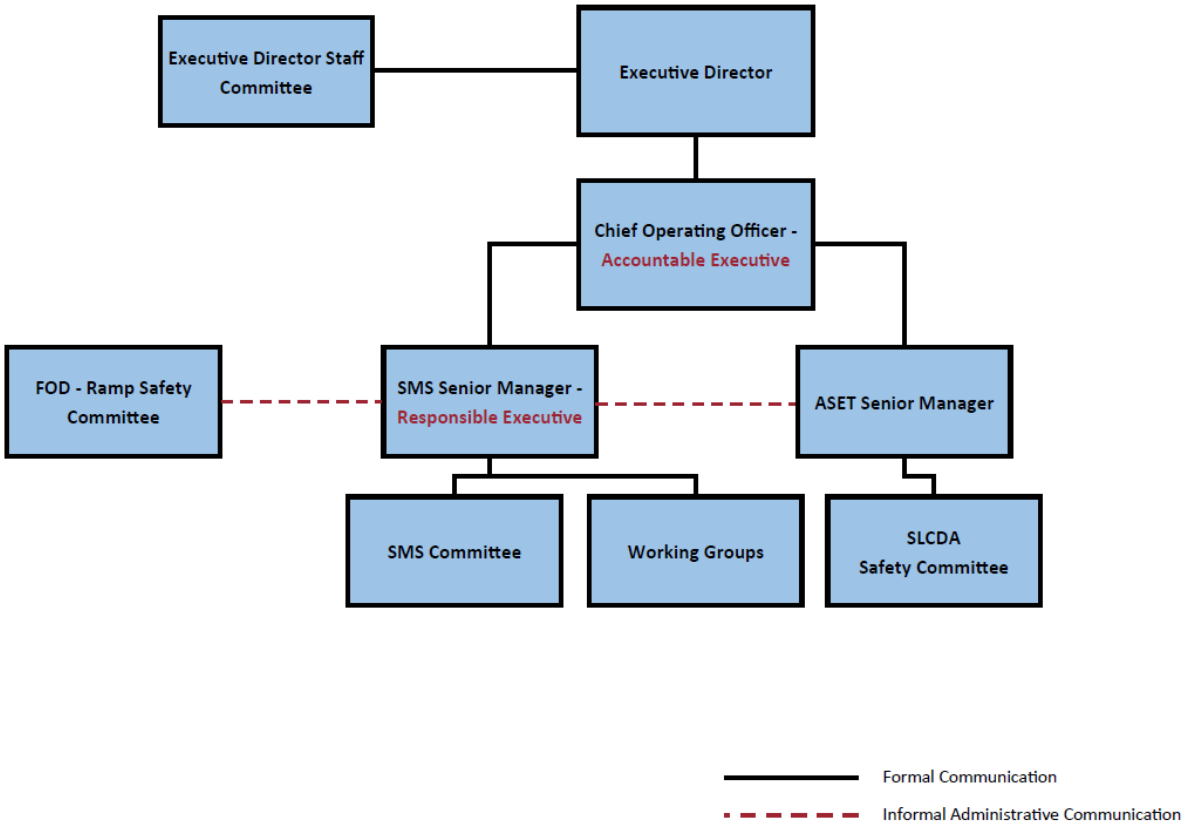
SMS Role	SMS Responsibilities
Accountable Executive – Chief Operating Officer	• **Authority and Responsibility:** Manages overall SMS Program authority, delegating authority to Responsible Executive for effective management of the SMS Program. • **Resource Management:** Ensures financial and human resources are sufficient for effective SMS management. • **Risk Management:** Handles high-risk issues and is ultimately accountable for all unmitigated and residual risks. • **Safety Culture and Communication:** Promotes SMS objectives, goals, and culture. Approves Safety Policy Statement. • **Reporting and Review:** Reviews of safety data quarterly. • **Encouragement:** Fosters a safety-first approach regardless of operational pressures.
Responsible Executive – SMS Senior Manager	• **Leadership and Liaison:** Provide leadership for the SMS Program and act as the primary liaison to the Accountable Executive and ASET Senior Manager. • **Program Objectives:** Establish, review and refine program objectives and goals while ensuring necessary resources to meet them. • **Performance Monitoring and Strategy Adjustment:** Monitor operational safety performance and adjust strategies as required. • **Documentation and Compliance:** Oversee record-keeping and ensure compliance with regulatory agencies. • **Training and Communication:** Develop SMS training plans, evaluations, and communication strategies. • **Industry Monitoring:** Track trends, legal requirements, and industry best practices. • **SMS Manual Maintenance:** Ensure the SMS Manual is updated regularly to reflect changes in regulation, best practices, and organizational needs.
SMS Program Manager	• **Safety Leadership:** Lead investigations, promote a positive safety culture, and oversee the daily operation of the SMS Program. • **Hazard Management:** Manage hazard reports and mitigation strategies. • **Safety Assessments:** Manage and conduct risk assessments and audits, assign the SMS Coordinator as necessary, and track progress. • **Incident Documentation:** Manage documentation of accidents, incidents, and mitigations as it relates to the SMS Program. • **Safety Promotion:** Manage training and safety initiatives for employees and stakeholders, assigning the SMS Coordinator to lead Safety Promotion efforts. • **Collaboration:** Work closely with SLCDA divisions, management, and stakeholders to improve safety across the Airport. • **Data Analysis:** Ensure accurate collection and analysis of data, assigning SMS Coordinator as necessary.

SMS Coordinator	• **SMS Program Implementation:** Assist in the development, implementation, and maintenance of the SMS Program. • **Safety Audits and Assessments:** Coordinate and participate in safety audits, risk assessments, and inspections to ensure compliance with the SMS Program. • **Data Collection and Analysis:** Collect and analyze safety data, identify trends, and generate reports for management. • **Safety Training:** Assist in the development and delivery of SMS training for employees and stakeholders. • **Safety Culture Development:** Help foster and promote a positive safety culture throughout the Airport by engaging with employees and stakeholders. • **Collaboration:** Work closely with SLCDA divisions and stakeholders in support of the SMS Program.
Maintenance Technology Systems	• **System Management:** Management of Maintenance related systems for the Airport, including the Hazard Reporting Portal, Dashboards, Work Orders, Preventative Maintenance, Part 139 Self-Inspections, Inventory, Asset Registry, Inspections, and Reports. • **System Integration and Training:** Ensure proper integration of systems and provide training to all users. • **Coordinate with the SMS Team:** Collaborate with the SMS Team on new reports, inspections, dashboards and other requirements. • **Process Management Assistance:** Assist in managing program processes through technology to enhance efficiency and effectiveness.

2.3.3 Committee Roles and Responsibilities

SLCDA has established Committees and Working Groups to support the development of the SMS Program, foster a positive safety culture, and create effective mitigation strategies. The Committees and Working Groups are integral to the risk level requirements outlined in Section 3.4.4. Figure 2-2 shows the organizational structure of the Committees and Working Groups responsible for making safety-related decisions.

Figure 2-2 Committees and Working Groups



Executive Director Staff Committee: A recurring meeting where the highest level of Airport leadership discusses high level topics, including safety related concerns and decisions.

- **High-Level Forum:** Provides a platform for top Airport leadership to stay informed about and address critical safety issues.
- **Reviewing SMS Audit Reports:** Review SMS audit reports to assess safety performance, compliance, and areas for improvement.
- **Promoting SMS Awareness:** Advocates for SMS awareness across the Airport to ensure leadership is engaged in the SMS Program.

SMS Committee: A recurring meeting designed to evaluate the SMS Program and ensure its development aligns with both regulations and the Airport's needs. The meeting is chaired by the SMS Senior Manager and includes leadership from all divisions. The SMS Committee Charter, including member participants and their roles, is attached in **Appendix C.**

- **Strategic Direction and Planning:** Establish and refine strategic direction, goals, and objectives of the SMS Program.
- **Oversight and Compliance:** Provide oversight and governance to ensure adherence to SMS principles, standards, and regulatory requirements.
- **Safety Feedback and Risk Management:** Evaluate and address safety-related feedback, hazards, and recommendations from stakeholders.

- **Culture of Safety:** Collaborate to promote a culture of safety and risk management within their respective divisions.
- **Engagement and Communication:** Monitor and assess effectiveness and engagement through education initiatives and fostering communication throughout SLCDA and stakeholders.
- **Hazard and Mitigation Assistance:** Supports the Accountable Executive in addressing high-level, high-risk hazards and approving proposed mitigation strategies for these hazards.

SLCDA Safety Committee: ASET chairs a monthly Safety Committee that involves non-leadership members from each division within SLCDA and union representation. The SMS Team actively participates in this Committee with ASET.

- **Promotion**: Promote a safe environment for SLCDA employees.
- **Lessons Learned:** Continuously review lessons learned to enhance safety awareness.
- **Best Practices:** Share best practices across divisions to improve safety standards.
- **Employee Input:** Gather valuable input from employees to benefit the workforce.
- **Culture of Safety:** Build a culture of safety through ongoing awareness and training.

FOD-Ramp Safety Committee: SLCDA holds a monthly FOD Ramp Safety Committee through the Airfield Operations division which involves ramp stakeholder management. An Airfield Operations Manager Chairs the Committee, but the SMS Team actively participates. Occasionally the SMS Team may Chair the meeting if the Operations Manager is unavailable.

- **Address Safety Concerns:** Identify and address current safety concerns while gathering feedback and input from stakeholders.
- **Share Safety Information:** Distribute relevant safety topics and data collected through both Airfield Operations and SMS.
- **Stakeholder Involvement:** Promote stakeholder involvement in the SMS Program to help facilitate a safer Airport environment for all.

Working Groups: There is an Airside Working Group that works on mitigations for hazards reported to the SMS Team. The Working Group consists of subject matter experts that are vital for coming up with mitigation strategies. The Working Group Charter, including member participants and their roles, is attached in **Appendix D.**

- **Identification of Hazards:** The Working Group will actively seek out and identify safety hazards.
- **Assessment:** Once hazards are identified, the Working Group will assess their severity and potential impact on safety.
- **Mitigation:** The Working Group will develop and implement strategies to mitigate identified hazards, prioritizing actions based on risk and potential impact.
- **Reporting:** Hazards may be reported to the Working Group through the Airport's SMS or by Working Group Members.

2.4 Objectives

Assessing and tracking the safety of the Airport's operations depends in part on reducing the subjective notion of "safety" to a series of objectives that can be measured. By articulating goals and objectives, it is possible to track hazards, risks, and adverse outcomes in a systematic fashion, and to determine over time whether safety is, in fact, improving.

The current safety goals and objectives can be found attached in **Appendix E** which provides the goals, commitments and objectives defined by Airport leadership. Each goal has specific objectives that reflect expected and measurable outcomes. The objectives are reviewed annually by the SMS Committee and modified as appropriate. The Accountable Executive approves the safety objectives reviewed by the SMS Committee. Overall, the safety goals are oriented toward safety performance and the requirements under Title 14 CFR Part 139.

Chapter Three: Safety Risk Management

3.1 Introduction to Safety Risk Management

Safety Risk Management (SRM) is the second component of SMS. It provides a structured way to identify hazards, assess potential risks, and mitigation strategies for those risks. According to FAA Advisory Circular 150/5200-37A, SRM helps organizations prioritize safety concerns, take corrective actions, and continually improve safety performance.

At the core of SRM is the ability to collect information on hazards, analyze the severity and likelihood of associated risks, and determine necessary corrective actions (if any). SRM adds an extra layer of safety by creating a formal, data-driven process that helps the Airport make informed safety decisions.

SRM is the process of examining a condition, project, or change at the Airport to assess the hazards, risks, and corrective actions using standardized steps. Risk analysis may be conducted by a variety of subject matter experts. These experts weigh in on the potential risk scenarios by using a standardized risk matrix. Then, either individually or as a group, experts analyze the hazards and rank and record the risks for resolution, monitoring, and reporting.

The SMS Senior Manager and Program Manager in collaboration with Airport Operations, Airport Design Construction and Management (DCM), ATCT, and the ADO will be responsible for the oversight of SRM and SRM Panels. The SMS Program will ensure an SRM process is employed as a critical component of the SMS and will be used in daily operations. This includes analysis of varying environments throughout the Airport, identification of hazards associated with daily activities, risk analysis, risk assessment and processes.

This chapter outlines how SLCDA applies SRM in a practical way—through identifying hazards, risk analysis and assessment, and hazard mitigation and monitoring. These techniques will be applied to day-to-day operations, operational changes, and identified projects.

3.2 Reporting and Communications

It is the responsibility of users of the Airport to report hazardous conditions, accidents, incidents, or unsafe actions. If hazards are not reported, they cannot be corrected. All personnel at the Airport play an integral part in maintaining SLCDA's SMS. SRM provides:

- Defined processes for hazard identification
- Formal processes for risk analysis
- Established risk matrix
- Formal classification and prioritization of safety risks
- Determination and documentation of corrective actions (if any)
- Process for ranking and recording risks for resolution, monitoring, and reporting

SLCDA employees and stakeholders may communicate hazards directly to the SMS Senior Manager and SMS Program Manager, SMS Coordinator, Working Groups, or SMS Committee. All SLCDA employes and stakeholders may also report hazards via the Airport's Hazard Reporting Portal which is also available through SLCIA's website at www.slcairport.com/sms. Hazards reported via the Hazard Reporting Portal or directly to the SMS Team will be assigned a tracking number and will be logged in a hazard reporting database.

3.3 Hazards and Triggers

Hazard identification is a critical component of an organization's safety program, enabling the recognition of potential hazards through various means. These include routine inspections, day-to-day operations, accident or incident investigations, root cause analyses, construction activities, operational or management changes, and the analysis of data trends.

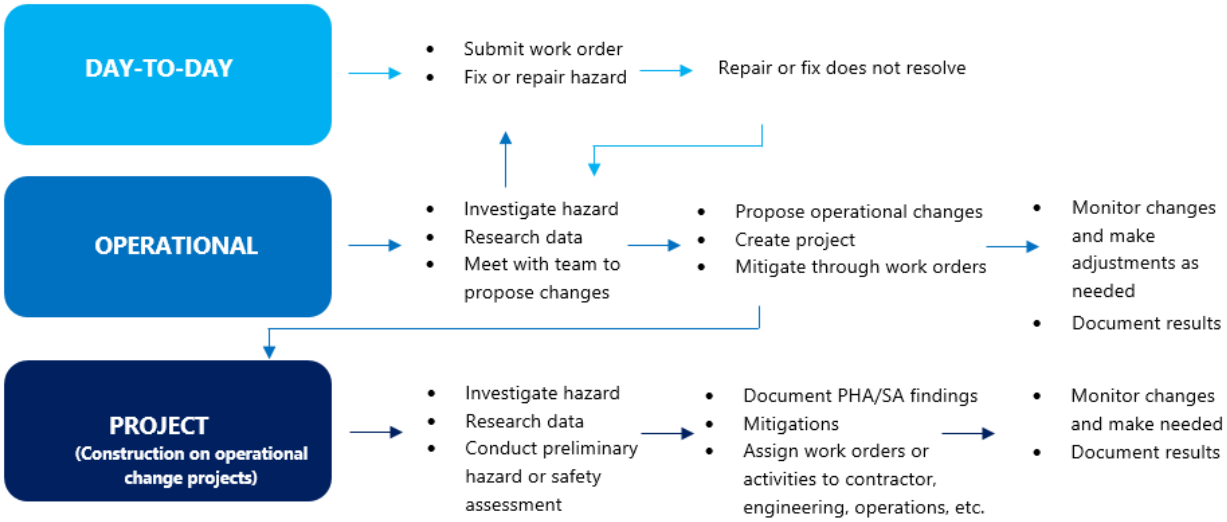
There are two primary methods for identifying hazards: reactive and proactive:

- Reactive hazard identification involves analyzing past events or outcomes, typically in response to an incident that has already occurred.
- Proactive hazard identification, on the other hand, focuses on anticipating risks by collecting and analyzing data and trends before an incident happens. This approach aims to prevent hazards from materializing by addressing them early in the process.

Generally, hazards can be divided into three categories as depicted in Figure 3-1:

- Day-to-day: Hazards that are associated with daily activities and can be resolved immediately
- Operational: Hazards that are part of airport operations and require additional review and analysis or temporary/interim mitigations
- Project: Hazards associated with a specific project, which is defined as a temporary condition that has a beginning and end; projects can include construction, operational changes, process management changes, major maintenance, efforts associated with a new tenant, etc.

Figure 3-1 Hazard Type Identification, Assessment, Mitigation, and Monitoring



Formal and informal means of hazard identification can be used. Risk Assessments are used by various subject matter experts to assess existing controls, determine risk levels, and develop mitigations. Proactive initiation of a Risk Assessment occurs when major changes to operations, personnel, facilities (including construction projects), or policies that fall within SLCDA SMS jurisdiction, are anticipated.

The following proactive hazard identification methods are conducted at SLCDA:

- Self-inspections
- Assessments
- Controls (i.e., elimination, substitution, warning, etc.)
- Hazard reporting and near misses
- Ramp Safety Program
- Construction Area Inspections
- Incident Reports-Safety/Vehicle
- Incident Reports-Airfield
- Incident Reports-Aircraft
- Construction Safety Phasing Plan (CSPP)
- SRM FAA Funded projects

Reactive initiation of a Risk Assessment is required when a known or unknown risk is realized, or an incident/accident has occurred. These various mechanisms are considered “triggers” and can originate from various proactive and reactive sources. A trigger is any recognized criterion that serves to initiate an evaluation, decision, adjustment, or corrective action related to the indicator.

The following triggers may prompt SRM at SLC:

- New projects
- New activities
- New processes
- Changes to procedures
- Changes to processes
- Changes to rules/regulations
- Introduction of new equipment
- Introduction to new facilities

It is important to note that a trigger is intended to attract the attention of decision makers and does not necessarily indicate failure or adverse events. Once a Risk Assessment trigger is identified, the SRM process is initiated. The SRM process is described in Section 3.4.

3.4 SRM Process

The identification of a significant hazard or the introduction of a major operational change may cause an SRM panel to be convened. These types of major changes must undergo a systems and task analysis to identify hazards which will be entered into the SRM for implementation and analysis of controls before introducing the change into the Airport’s operations.

Utilizing SRM increases the level of safety in airport operations, maintenance, and new systems. Any project or operation, regardless of size, may contain hazards integral to the planning and developing stages, or during actual operations. The SRM process defines a standardized and systematic methodology that enables the SMS Program to analyze and assess the potential risk of any activity on the airport. The SRM five-step process is shown in Figure 3-2.

Figure 3-2 Safety Risk Management Five-Step Process

3.4.1 SRM Step 1: Describe the System

To accurately identify hazards, it is necessary to completely describe the system to be analyzed. Describing the system involves identifying the relevant organizational structures, processes, procedures, environmental, operational and physical factors. The purpose of describing the system is to define the environment to identify all the enabling and limiting factors that are associated with potential hazards.

Considering the system as a whole enables identification of individual elements as well as the interaction of the elements. This step serves as the basis for identifying, analyzing, assessing, and mitigating the hazard.

Describing the system also aids in identifying the appropriate subject matter experts to participate in the SRM process. For some simple analyses, an individual or small number of affected individuals is sufficient to complete the SRM analysis. In large or complex situations, individuals from a variety of disciplines may be required to ensure complete analysis of the system. In those cases, formal SRM Panels may be necessary to ensure an adequate assessment of potential risk and risk mitigation.

3.4.2 SRM Step 2: Identify the Hazards

The second step in the SRM process is to identify the hazards. A hazard is anything with the potential to cause injury, damage, or disruption of normal operations. Hazards can exist in various forms and functions throughout any operation. Hazards can be "controlled" or managed and supervised through such activities as operational practices, Part 139 inspections, and preventive maintenance.

If existing controls (activities to manage safety) do not appear to be working as designed, then the resulting hazards should be identified. Identifying hazards involves recognizing any condition or situation that could create adverse safety consequences for the Airport, users, and surrounding community, including operational, personnel, organizational, and environmental factors.

3.4.3 SRM Step 3: Analyze the Risks

Each risk is then analyzed. Analyzing risks involves identifying a credible worst-case scenario as a possible outcome of each hazard, including the potential severity and likelihood of that adverse event. Identifying the worst credible outcome and analyzing the severity and likelihood requires a broad-based assessment made by individuals with expertise in the system involved (as identified in Step 1).

The SRM process assesses each identified risk and determines the severity of the worst credible potential outcome using the severity classification chart. The analysis then classifies the likelihood of that worst-credible outcome occurring. Definitions of severity and likelihood developed for SLCDA are found in Table 3-1 and Table 3-2.

Table 3-1 Hazard Severity Definitions

Severity	Consequences					
	People	Assets	Operations	Environmental	Cost	Reputation
Minimal	• No to minor injuries	• Minor damage to vehicle/facility	• No impact to operations	• Spill is <1 gallon • Nothing in storm drain	• None to minimal budget impact	• No loss of public confidence • No public reporting
Minor	• Injury with first aid to medic response	• Minimal damage to aircraft/vehicle /facility (out of service less than 24 hours)	• Impact to operations with recovery time within 2 hours	• Spill is 1≤25 gallons • In the storm drain, but contained to the Airport	• Minimal budget impact	• May be lowered, but public finds the situation acceptable • Local News less than 24 hours
Major	• Injury with transport to hospital	• Major damage to aircraft/vehicle /facility (out of service 1 – 30 days)	• Impact to operations with recovery time within 12 hours	• Spill is >25 gallons • In the storm drain and impacting local waterways	• Moderat e budget impact	• Significantly lowered with high profile media coverage • Local and national exposure between 24-72 hours
Catastrophic	• Multiple fatalities	• Loss of aircraft/vehicle /facility (out of service more than 6 months or total loss)	• Impact to operations with recovery time more than 24 hours	• Long term environmental cleanup • Non containable significant volume of hazmat • Irreversible damage to natural habitat	• Grave budget impact • $1 million in damage or more	• Shaken to the point where significant members of the public will not use Airport • Sustained local media and broad global media exposure

Table 3-2 Likelihood Definitions

Likelihood	
Value	**Qualitative Assessment**
Frequent	Expected to occur routinely during typical operations or circumstances
Probable	Expected to occur often during typical operations or circumstances
Remote	Not expected to occur, but conceivable during usual operations or circumstances
Improbable	Unlikely to occur during usual operations or circumstances, but not impossible

3.4.4 SRM Step 4: Assess the Risks

Once both severity and likelihood are classified, the next step is to assess the risk using a risk matrix. Each hazard is plotted on the risk matrix to determine the initial risk. If mitigations are implemented, the risk needs to be re-assessed so that the residual risk is documented.

SLCDA is using the risk matrix shown in Table 3-4.

Table 3-4 Risk Matrix

		Likelihood			
Severity		**Improbable**	**Remote**	**Probable**	**Frequent**
	Catastrophic	**M11**	**H13**	**E15**	**E16**
	Major	**M9**	**M10**	**H12**	**E14**
	Minor	**L5**	**M6**	**M7**	**M8**
	Minimal	**L1**	**L2**	**L3**	**M4**

SLCDA classifies risk into four levels shown on Table 3-5. Each level of risk comes with specific requirements to ensure the appropriate actions, mitigations, and approvals are applied. The four risk levels are:

- Unacceptable Risk – Must be mitigated immediately to an acceptable level.
- Maximum Acceptable Risk – Should be reduced to a lower level through mitigation.
- Acceptable Risk – May be further reduced, but mitigation is not required.
- Acceptable Risk without Restriction or Limitation – No mitigation is necessary.

Table 3-5 Risk Level Requirements

Risk Level Requirements
Extreme Risk
Unacceptable risk. Mitigation must be implemented. Accountable Executive must approve mitigation strategy. Working Group involvement required. Documentation, tracking, monitoring, and management required.
High Risk
Maximum acceptable level of risk. Mitigation should be implemented. Accountable Executive must approve mitigation strategy. Working Group involvement required. Documentation, tracking, monitoring, and management required.
Medium Risk
Acceptable level of risk. Mitigation may be implemented. SMS Senior Manager or Program Manager must approve mitigation. Working Group involvement required. Documentation, tracking, and management required.
Low Risk
Acceptable without restriction or limitation. SMS risk trained Managers and Supervisors can approve mitigations. No restrictions. Documentation of risk required.

3.4.5 SRM Step 5: Mitigate the Risks

Mitigating risks involves identifying steps for reducing severity or likelihood. Any mitigations must be documented and monitored. In this step, management can assign who will be responsible for implementing those steps, based on the functional areas affected. In addition, added mitigations may need to be implemented to control the underlying hazard. The SMS Program Manager will consider the best response options.

Additionally, the SMS Program Manager should assess whether the mitigation has been successful. Monitoring the mitigation's effectiveness can provide short-term impacts and ensure that the steps taken are effective. This information can be applied to change operations and maintenance practices and to build a safety repository that improves safety decisions. The information gathered through mitigation monitoring can also assist with overall airport hazard analysis and trending to revise standard operating procedures or to implement preventive maintenance practices.

3.4.6 SRM Documentation

Following the completion of the SRM process, the SMS Program Manager will document the analysis of the hazard. The documentation should include at a minimum:

1. SRM participants and impacted organizations
2. Definition of the system
3. Hazards identified
4. Risks analyzed
5. Risks assessed
6. Mitigations (if any)
7. Tracking and monitoring of hazards, including responsible person

Items 1 through 6 are combined in a Safety Risk Assessment Worksheet, which is a standardized worksheet found in the SLCDA network. An example worksheet is included in **Appendix F** and may be modified by the SMS Senior Manager or Program Manager as circumstances require. Formal documentation will be stored in the SCLDA network.

3.6 Documentation and Record Retention

All risk assessments conducted by the SMS Team, a SRM Panel initiated by the SMS Team, and Working Groups are documented as required under Title 14 CFR Part 139 Subpart E. All documents are retained in the SLCDA network or in cloud storage.

Chapter Four: Safety Assurance

4.1 Introduction to Safety Assurance

The Safety Assurance component provides the tools and methods necessary to keep the SMS Program aligned with its goals and objectives. Its activities are designed to ensure the system remains effective in mitigating risk. Safety Assurance encompasses the process management functions that assess the ongoing effectiveness of risk mitigations, support the identification of emerging hazards, and systematically builds confidence that the organization is meeting—or exceeding—its safety goals and objectives through continuous improvement. It also is the implementation of a confidential Hazard Reporting Portal.

The SMS Senior Manager will monitor the trends and adjust processes used to monitor the organization's performance in meeting its current safety goals and objectives. The SMS Senior Manager has the responsibility to ensure the requirements laid out in this manual are adhered to and may delegate tasks to other personnel.

The Safety Assurance component contains the following elements:

1. Continuous Improvement
2. Confidential Hazard Reporting Portal
3. Performance Monitoring
4. Assessments and Audits

4.2 Continuous Improvement

SMS requires monitoring safety-related activities and data to determine whether the SMS Program is effective. Continuous improvement involves formal documentation, program-level assessments

and audits to ensure the SMS Program is:

- Meeting defined safety goals and objectives
- Performing as expected
- Documenting risk management activities
- Identifying opportunities for improvement

To meet the goal of continuous improvement, the Safety Assurance component uses a variety of tools to monitor the success or shortcomings of the SMS Program, including formal safety reviews and documentation of accidents, incidents, root cause, and mitigations. The information collected provides a resource to determine whether current practices or mitigations are working as expected.

The following methods may be used to systematically assess the success of the SLCDA SMS Program:

- Audits (includes internal and external)
- Assessments (includes system effectiveness and safety culture)
- Occurrence monitoring (includes recurrence of accidents, incidents, errors and other situations)
- Safety surveys (includes feedback from staff)
- Management reviews (includes senior management and safety committee)

SLCDA conducts the self-inspections listed below in support of SMS activities. Results are recorded upon completion of inspections. The data and information collected through quality control self-inspections provides a resource to determine whether current practices or mitigations are working.

- Ramp self-inspections
- Part 139 self-inspections
- FOD Self-Inspection

4.3 Reporting System

SLCDA has established multiple channels for safety reporting to ensure accessible and effective communication. A key component is the SMS Hazard Reporting Portal, which is available through the SLCIA's public website and accessible to all SLCDA employees and stakeholders. Safety concerns may also be reported directly to the SMS Team as well as members of the Working Group and SMS Committee.

The confidential SMS Hazard Reporting Portal is accessible through a link accessed on the SLCIA's website, www.slcairport.com/sms. This portal allows a safety concern to be reported directly and discreetly to the SMS Team. The Hazard Reporting Portal allows the reporter to supply all the pertinent details of the concern. The reported safety concerns are assigned a tracking number and logged into a hazard reporting database.

All data from hazard submittals and outputs will reside in a single database to assist in compiling Airport-wide reports. The Hazard Reporting Portal is non-punitive and will focus on developing process improvements to minimize the risk of identified hazards. However, this non-punitive policy does not apply to illegal acts or blatant disregard to regulations or procedures.

4.4 Performance Monitoring

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

Data is collected from the following sources to monitor the performance of SMS at SLCA:

- Airport Control Center Logs
- Safety Violations
- Airport Operations Reports
- Part 139 self-inspections
- Ramp self-inspections
- FOD self-inspections
- Airport Hazard Reporting Portal
- Maintenance Work Orders
- Audit Findings
- Surveys
- Program Assessments

Assessments of the SMS Program are conducted at the following intervals:

- Quarterly Evaluations – Focus on compliance with specific a SMS requirement.
- Annual Evaluations – Comprehensive review of the SMS Program to verify Airport-wide compliance with all SMS requirements.

SMS Program assessments will generally be conducted internally by a SLCDA division manager or Assistant Director or externally by another airport or third-party auditor. With the support of the SMS Program Manager, the assessment will collect documentation relating to specific areas to be assessed prior to beginning the assessment.

4.5 Reporting Safety Information

The SMS Program Manager reports safety information as needed, and at a minimum monthly, to the Responsible Executive/SMS Senior Manager and Airport stakeholders. The SMS Senior Manager will in turn meet regularly with the Accountable Executive and SMS Committee.

Below is a list of what the SMS Senior Manager reports to the Accountable Executive:

- Number of safety concerns reported with:
    - Summary of validated reports
    - Summary of reports closed
    - Summary of reports being monitored
- Status of mitigations
- Summary of status of safety objectives and goals
- Audit and evaluation findings

Below is a list of what the SMS Senior Manager reports to the SMS Committee:

- Number of safety concerns reported with:
    - Summary of validated reports
        - Description of validated reports

    - Summary of reports closed
    - Summary of reports being monitored
- Risk Assessments in progress
- Status of mitigations
- Summary of status of safety objectives and goals
- Summary of safety communications

Chapter Five: Safety Promotion

5.1 Introduction to Safety Promotion

The Safety Promotion component serves as a critical component for the SMS program by establishing training and communication practices to manage and prioritize safety within the organization. It encourages a positive safety culture through communication, information sharing, training, and education. These actions create a work environment where the SLCDA Safety Policy and objectives can be attained. Leadership is required to promote safety culture throughout SLCDA and stakeholders. In addition, media and branding help distinguish the SMS program from other safety initiatives and encourage voluntary participation in SMS activities.

The Safety Promotion component is composed of the following elements:

1. Training
2. Communication
3. Safety Culture
4. Media and Branding

5.2 Training

Ensuring training is provided to all employees regardless of their level in the organization demonstrates management's level of commitment to the SMS Program. The level of safety training should be appropriate to the individual's responsibility and involvement in the SMS.

The SMS Senior Manager and SMS Program Manager are responsible for developing, implementing, and updating the SMS Training program to ensure that all Airport badge holders receive adequate SMS Training. SMS Training progress will be tracked to ensure training is reaching all SLCDA employees and stakeholders. Additionally, *Training Report Cards* at the end of each SMS specific training session will allow feedback on whether the training is successful by measuring clarity and relevance of the training material.

SMS Training is conducted to ensure compliance with 14 CFR Part 139 Subpart E: as shown on Table 5-1. The frequency of training and the retention of records will meet regulatory requirements.

Table 5-1 SMS Training

Training Type	Required Audience	Frequency	Delivery Method
Introductory SMS Training – Safety awareness and hazard reporting	All personnel who receive an Airport badge	Upon hire and every 24 consecutive calendar months thereafter	Included in Airport badge training
New Hire Orientation – Safety awareness	All new SLCDA employees	Upon hire	Conducted by SMS & ASET Teams
SMS Training – Responsibilities to the SMS Program, including hazard reporting, safety promotion, and safety risk management	SLCDA employees with responsibility in SMS implementation and oversight – includes SMS Committee and Working Group	On an as needed basis, but at a minimum of once every 24 consecutive calendar months	Conducted by the SMS Team
SMS Part 139 Training – Hazard reporting and roles within the SMS Program	Airfield Operations and Airfield Maintenance	On an as needed basis, but at a minimum of once every 24 consecutive calendar months	Conducted by the SMS Team

5.3 Communication

One of the key elements to facilitate Safety Promotion is communication. The information chosen to circulate and how it's circulated plays a large role in defining the safety culture of the organization. Employees are encouraged to bring up safety issues with their supervisor and colleagues. The discouragement of safety reporting and communication, whether tacit or explicit, will not be tolerated. Communication may take several different forms and there is potential for crossover in external and internal communications. Table 5-2 reflects the types of communications utilized at SLCDA.

Table 5-2 Safety Information Communications

Communication Type	Purpose	Method
Safety-Critical Issues	Immediate safety concerns requiring urgent attention	Mass Notifications – AdHoc emergency notifications, emails, texts, phones, radios
General Safety Information	Updates on safety trends, procedures, and best practices	Safety Bulletins, newsletters, emails, and stakeholder meetings
Stakeholder Engagement	Monthly or more frequent discussions on safety	Stakeholder meetings, training events, FOD walks, safety events

All safety communications are documented and stored in a SLCDA network location for 12 consecutive calendar months.

Appendix A: Definitions and Acronyms

Accountable Executive – An individual designated by SLCDA to act on its behalf for the implementation and maintenance of the Airport's SMS. The Accountable Executive is responsible for the safe operation of the organization and ensures adequate resource allocation, SMS oversight, and supervisory responsibility. 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 the Airport that contains the facilities necessary for the operation of aircraft. This includes runways, taxiways, taxilanes, and ramps.

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.

Control – Anything that mitigates the risk of a hazard's effect. There are three types of controls:

- Validated – Unambiguous, correct, complete, and verifiable
- Verified – Objectively determined to meet the design solution
- Recommended – Have the potential to mitigate a hazard or risk, but are not yet validated as part of the system or its requirements

Corrective Action – Actions taken to address identified safety concerns or deficiencies and ensures compliance with safety objectives and improves safety performance. Corrective Action are reviewed periodically to assess their effectiveness.

Credible – Refers to a specific system state and sequence of events supported by data and expert opinion that clearly describes the outcome. It implies that it is reasonable to expect the assumed combination of extreme conditions will occur within the operational lifetime of the 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 Reporting Portal – A system that allows individuals to report hazards anonymously.

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

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

Mitigation Strategy – Measures implemented to reduce the severity and/or likelihood of identified risks. Mitigation strategies may include procedural changes, operational controls, additional training, or physical modifications to airport infrastructure to ensure safety risks are managed effectively.

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).

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; however, the inability to quantify or the lack of historical data on a particular hazard does not preclude the need for analysis.

Risk Assessment – A systematic, comprehensive evaluation of a change, operation, system, or safety issue. It includes risk analysis but also evaluates whether the identified risks are acceptable and what actions should be taken to mitigate them.

Risk Matrix – A tool used in the Safety Risk Management (SRM) process to classify hazards based on their severity and likelihood of occurrence. The matrix helps determine whether a risk is acceptable, requires mitigation, or is unacceptable and must be addressed before operations continue.

Root Cause – The fundamental reason for the occurrence of a hazard, incident, or accident. It is the underlying issue that, if addressed, would prevent the recurrence of the problem.

Safety Concern – Any condition, behavior, situation, or factor that poses a potential risk to the health, well-being, or safety of individuals or groups. A safety concern may not risk to the level of a hazard.

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.

Stakeholder – Refers to any individual or group that has an interest or role in the airport's operations and safety processes. Stakeholders share the responsibility of ensuring operational safety and are involved in various safety-related activities, such as hazard reporting and compliance with safety related policies and procedures. This includes:

- Employees: All personnel working at the airport under Salt Lake City Department of Airports (SLCDA).
- Tenants: Organizations or businesses operating within the airport premises.
- Contractors: External parties engaged in various operational activities at the airport including construction.
- Other Individuals: Anyone with access to the movement and non-movement areas.

Worst Credible Outcome – Defined as the most severe consequence that is reasonably foreseeable from a hazard or event, taking into account the system's state and existing controls. It is not necessarily the absolute worst possible scenario, but rather the most damaging outcome that is realistically achievable given the circumstances.

Acronyms

AC	Advisory Circular
ACM	Airport Certification Manual
AOA	Aircraft Operations Area
AMA	Aircraft Movement Area
ARFF	Aircraft Rescue and Fire Fighting
ATCT	Air Traffic Control Tower
CAP	Corrective Action Plan
CFR	Code of Federal Regulations
COO	Chief Operations Officer
FAA	Federal Aviation Administration
N/A	Not Applicable
NTSB	National Transportation Safety Board
SIDA	Security Identification Display Area
SLCDA	Salt Lake City Department of Airports
SMS	Safety Management System
SRA	Safety Risk Assessment
SRM	Safety Risk Management

Appendix B: Policy Statement

Salt Lake City Department of Airports – SMS – Safety Policy Statement

The Salt Lake City Department of Airports (SLCDA) commits to its employees, tenants, airlines, business partners and passengers to provide a safe and secure environment by supporting a formal safety management system (SMS) that promotes the highest level of safety standards and performance.

It is all airport personnel's responsibility to take ownership and serve an active role by identifying and reporting safety concerns, which will create a culture and atmosphere where safety is the foundation of our organization.

SLCDA provides a safe airport environment that continuously strives to mitigate risk through reporting, data tracking, training and safety program promotion.

All SLCDA leaders actively support and promote SMS while providing resources to ensure a successful program that demonstrates safety as our highest priority.

Appendix C: SMS Committee Charter

Safety Management System Committee Charter

Purpose

The Safety Management System (SMS) Committee provides guidance to the SMS Program by delineating its goals and objectives, providing strategic direction, incorporating feedback, and facilitating the promotion of SMS initiatives within their respective divisions. Committee Members are a cross-functional group of SLCDA leadership and subject matter experts.

Scope

The scope of the SMS Committee encompasses an array of responsibilities aimed at guiding, overseeing, and advancing the SMS Program within SLCDA. Committee Members may be tasked with participating in SMS working groups, Safety Risk Management panels, investigations, mitigations, and safety promotions.

Responsibilities

1. Establishing and refining strategic direction, goals, and objectives of the SMS Program.
2. Provide oversight and governance to ensure adherence to SMS principles, standards, and regulatory requirements.
3. Evaluating and addressing safety-related feedback, hazards, and recommendations from stakeholders.
4. Collaborating to promote a culture of safety and risk management within their respective divisions. **5.** Monitoring and assessing the effectiveness and performance of the SMS Program, implementing necessary adjustments and improvements.
6. Serving as advocates for SMS awareness and engagement through education initiatives and fostering communication throughout SLCDA and stakeholders.

Committee Members

Sumi Spurlock	Chair – Safety Management System Senior Manager
Rotating	Vice Chair
Pete Higgins	Accountable Executive – Chief Operating Officer
Treber Andersen	Director of Operations
Dusty Bills	Assistant Maintenance Director
Nate Bolander	Airport Facilities Assets Manager
Matt Brown	Assistant Operations Director – Airfield
Cary Burnett	Airport Operations Manager – Parking
Paige Christensen	Principal Planner
Ronnie Cowlishaw	Assistant Director – Design and Construction Management
Candace Deavila	Airport Operations Manager – Airfield
Byron Gray	Airport Special Systems Manager
Heidi Harward	Assistant Operations Director – Terminal/Landside
David Huff	Airport Operations Manager – Airfield
Isaiah Jones	Airfield Electrical Supervisor
Teresa Klassovity	Airport Operations Manager – Terminal/Landside

Dave Korzep	Assistant Operations Director – Security/Emergency Management
Tony Lau	Project Manager – Design and Construction Management
Erik Nawrocki	Airport Fleet Manager
Michael Piggott	SMS Program Manager
David Rauch	Airport Operations Manager – Airfield
Lorin Rollins	Airport Finance Manager
Kevin Staples	Airport Environmental Program Manager
Jordan Tatton	Airport Operations Manager – Terminal/Landside
Mark Thygerson	Airport Risk Manager
Dave Tingey	Airport Maintenance Operations Support Manager
Natalie Warner	Airport Safety, Engagement and Training Senior Manager
Bryan Warren	Senior Communication and Marketing Manager
Shawn Wiest	Assistant Manager – Airport Real Estate and Commercial Development

Frequency

The SMS Committee convenes every quarter unless there is a pressing operational requirement for cancellation or significant scheduling conflicts affecting the majority of members.

Communication Guidelines

Communications with Committee members will be done either through Committee meetings, email correspondence, or verbally. Documentation during Committee meetings is required.

Adoption Date: July 23, 2024
Revision Date: April 25, 2025

Appendix D: Working Group Charter

Airside Working Group Charter	

Purpose

The purpose of this Working Group is to identify, analyze, assess, and mitigate safety hazards within the Airside area of the Airport. These hazards may be reported through the Airport's Safety Management System (SMS) or by Working Group Members. The Airside area encompasses aprons, movement areas, and most locations within the Airport Operations Area (AOA), excluding the terminal building itself.

Scope

The selection of group members is based upon their subject matter expertise, areas of authority, and commitment to the promotion of Safety. Group members identify, assess, and mitigate safety hazards within the Airside area. Any hazards observed outside of the Airside Working Group's jurisdiction shall be promptly referred to the appropriate entity responsible for that jurisdiction. The anonymity of the reporter of all hazards shall be maintained unless an accident or criminal action is involved.

Responsibilities

1. Identification of Hazards: The Working Group will actively seek out and identify safety hazards within the designated Airside area.
2. Assessment: Once hazards are identified, the Working Group will assess their severity and potential impact on safety.
3. Mitigation: The Working Group will develop and implement strategies to mitigate identified hazards, prioritizing actions based on risk and potential impact.
4. Reporting: Hazards may be reported to the Working Group through the Airport's SMS or by Working Group Members.

Core Group Members

Michael Piggott	Chair – Safety Management System Program Manager
Sumi Spurlock	Co-chair – Safety Management System Senior Manager
Matt Brown	Assistant Airport Operations Director, Airfield
Dave Tingey	Airport Maintenance Operations Support Manager
Candace Deavila	Airport Operations Manager, Airfield
Tony Lau	Engineer VI
Paige Christensen	Principal Planner
Shawn Wiest	Airport Tenant Relations Coordinator

Frequency

Working Group Members convene monthly unless there is a pressing operational requirement for cancellation or significant scheduling conflicts affecting the majority of members.

Communication Guidelines

To ensure proper documentation of actions taken by Working Group Members in mitigating hazards as outlined in the SMS Manual, all correspondence outside of the Working Group meetings shall include the SMS chair and co-chairs. All meetings shall also be documented in Meeting Minutes and available to all members.

Adoption Date: January 15, 2025
Revision Date:

Appendix E: Safety Goals and Objectives

Goal	Objectives
Maintain or exceed Part 139 regulatory compliance requirements	• Strive for zero airfield discrepancies during Part 139 inspections year over year • Maintain FOD program designed to reduce FOD throughout airfield and ramps
Increase motivated and accountable badge holders that participate in the SMS program	• Maintain attendance at 80% or greater at safety related meetings • Increase number of badge holders that have completed SMS related training year over year • Increase number of hazard reports/near miss reports through SMS by 10% in 2025
Improve safety performance in operational areas	• Reduce instances of accidents/injuries year over year • Maintain response time to initial hazard investigation to less than 24 hours on average • Increase in safety related audits to capture additional data points

Appendix F: Safety Risk Assessment Worksheet

Safety Risk Assessment Worksheet		
Facilitator	**Date**	
Triggering Event	**New Hazard or Ineffective Risk Control** **Operational or System Change**	
Hazard Name	**Hazard ID**	
Location		

Background
As an airport certificated under 14 CFR 139 *Certification of Airports* and receiver of AIP/PFC grants, the Salt Lake City Department of Airports (SLCDA) is obligated to operate the airport and all facilities necessary to serve aeronautical users in a safe and serviceable condition. Under these obligations, SLCDA has a duty to carry out a safety risk assessment (SRA) in accordance with the safety risk management process. The findings of the SRA are documented in a Safety Risk Management Document (SRMD) and submitted to SLCDA Division management and/or SLCDA SMS Committee for review. Final approval is required by the affected SLCDA Division management. This SRA does not conclude a final approval.

General Process Description

System Description
Describe the system or Operation that is being added, changed, reviewed:
Describe the Equipment – What resources are used to perform the task?

Identify the Stakeholders – Who is performing the tasks and how do they interface with other employees?
Describe the Environment or Facilities – What is the operating environment?
Policy/Procedures – What are the related tasks being performed by people within the affected areas?
Additional Comments
Summary

Facilitator Signature	
Name	Date
Signature	

Hazard Identification & Risk Assessment

Task: Identify Hazards, Assign Risk, and Mitigation Actions

Hazard	Hazard Description	Causes	Existing Controls	Potential Consequences	Risk Assessment			Recommended Mitigation	Residual Risk
					Severity	Likelihood	Risk Result		
1									
2									
3									
4									
5									