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# **Safety Management System Manual**

**May 1, 2025**

### RECORD OF REVISIONS

REVISIONS			
Number	Effective Date	Entered By	Principal Change
1	5/1/2025	Oren Fallon	Initial SMS Manual

Table 1 Record of Revisions

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## Authorization Form

### Safety Management System Manual Approval

By the signature below, the following official certifies this document serves as an approved Safety Management System Manual that supports the safety policies, goals and practices of a Safety Management System (SMS) at the Reno-Tahoe International Airport.

Approved:  \_\_\_\_\_ Date 5/7/2025

Daren Griffin, A.A.E.  
President/CEO  
Accountable Executive

# Acronyms and Definitions

## Index of Acronyms

ACM	Airport Certification Manual
AOA	Air Operations Area
CAP	Corrective Action Plan
CFR	Code of Federal Regulations
FAA	Federal Aviation Administration
FAR	Federal Aviation Regulations
FOD	Foreign Object Debris/Damage
GSE	Ground Support Equipment
MAP	Mitigation Action Plan
SIDA	Security Identification Display Area
SMS	Safety Management System
SRA	Safety Risk Assessment
SRM	Safety Risk Management
VSR	Vehicle Service Road

## Definitions

### 14 CFR Part 139 – Airport Certification Regulations

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

**Accountable Executive** – A person designated by the certificate holder to act on its behalf for the implementation and maintenance of the airport’s SMS. The Accountable Executive has control of the certificate holder’s human and financial resources for airport operations conducted under an Airport Operating Certificate. The Accountable Executive has ultimate responsibility to the FAA, on behalf of the certificate holder, for the safety performance of operations conducted under the certificate holder’s Airport Operating Certificate.

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

**Air Operations Area (AOA)** – All airport areas where aircraft can operate, either under their own power or while in tow. The AOA includes runways, taxiways and apron areas.

**Airport Owner/Operator** – The entity that is legally responsible for the management and operation of an airport including the fulfillment of the requirements of related laws and regulations.

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

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

**Federal Aviation Administration (FAA)** – The United States government agency with the mission of providing safe and efficient aerospace systems in the overall U.S. national airport system.

**Federal Aviation Regulations (FAR)** – The general and permanent rules established by the executive departments and agencies of the federal government for aviation, which are published in the Federal Register. These are the aviation subset of the Code of Federal Regulations.

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

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

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

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

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

**Mitigation Action Plan (MAP)** – The measures taken to eradicate (remove) a hazard, or to reduce the likelihood or severity of a risk attached to a hazard.

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

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

**Preliminary Root Cause Assessment/Analysis** – An initial investigation into a hazard including interviews, observations and research.

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

**Risk** – The composite of predicted severity and likelihood of the potential effect of a hazard. Risk is assessed at RNO via the RNO Risk Matrix found in this manual.

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

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

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

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

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

**Safety Objectives** – Measurable goals or desirable outcomes related to safety.

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

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

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

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

**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.

**Single Point Failure** – A failure of an item that would result in the failure of the system and is not compensated for by a backup or an alternative operational procedure.

**SMS Committee** – This committee supports the SMS Manager by engaging in discussions concerning the SMS program, including policy changes and updates, SRM, Safety Assurance and Promotion. Committee members will particularly focus on the SRA process and the development of mitigation recommendations.

**SMS Manager**– The individual, or designee, designated by the Accountable or Responsible Executive for administering the SMS.

**SMS Stakeholder Committee** – This committee represents stakeholder tenants/employees who operate in the movement and non-movement areas of the airport and serves as an integral part of the SMS Communications Plan with tenants.

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

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

## Section 1 – Introduction

### 1.1 SMS Manual Purpose

This Safety Management System (SMS) manual provides the framework for Reno-Tahoe International Airport's (RNO) SMS program. This SMS manual establishes a systems approach to safety management which benefits both the safety and business aspects of RNO. It describes the essential components of SMS and incorporates the required elements of Federal Aviation Administration (FAA) policies for airport SMS. This manual contains the organization, responsibilities, standards, policies, processes, and procedures required to implement and operate an SMS at RNO.

### 1.2 Scope

All processes and procedures developed under RNO's SMS apply to the movement and non-movement areas of RNO. At this time, SMS initiatives do not apply to landside operations, including inside the terminal building.

### 1.3 Applicability

All individuals with access to the movement and non-movement areas of the airport must follow the policies and procedures identified in this manual. Every individual with this access has a responsibility for safety. All tenants will ensure that employees with access to the areas identified in Section 1.2 receive proper training or awareness of their roles and responsibilities under the airport's SMS.

### 1.4 Authority

The Federal Aviation Administration (FAA) is committed to improving the safety of air transportation. As the demand for air transportation increases, the impacts of an increase in aircraft movement, added surface operations, changes in air traffic procedures, changes in aircraft fleet mix, and airport construction can increase risks in aircraft operations. Enhanced airport safety management practices can help mitigate those risks. In support of these efforts, the FAA published a final rule establishing the requirements for Airport SMS on Feb. 23, 2023, with an effective date of April 24, 2023.

As a primary hub airport serving international air traffic, RNO is required to comply with the FAA's SMS rule. Per the requirements of the Airport SMS rule, this SMS manual will be a stand-alone document referenced in the Airport Certification Manual. This document will be prepared and maintained in accordance with Title 14, Code of Federal Regulations (CFR), Part 139.403 – Airport Safety Management System Implementation. The SMS program operates under the supervision of the RNO Operations and Public Safety Department. All comments, questions, and concerns should be addressed to the SMS Manager or their designee.

## 1.5 SMS Manual Updates

This manual is intended to be a living document and will be updated on an as needed basis by the SMS Manager. When SMS manual updates occur, all RNO airport employees and tenants on the Airport SMS Stakeholder Committee will be notified by email.

## 1.6 Distribution

The SMS Manager will maintain the official copy of this manual and make it available for inspection, as needed. Copies of this manual are available electronically via the Airport’s internal and external websites. All individuals who have access to movement and non-movement areas at RNO will have the ability to review the SMS manual at one of the above-mentioned locations.

## 1.7 What is SMS?

A Safety Management System (SMS) is a systematic approach to managing safety, including all necessary organizational structures, accountabilities, statements, processes, and procedures. More specifically, SMS is a systematic, comprehensive process for managing risks and safety via a data driven, business-oriented approach. SMS sets goals, implements policies, develops processes, and tracks and measures performance. It concerns itself with organizational safety, rather than strictly conventional health and safety issues. The functional result of SMS is to proactively manage risk, detect, and correct safety hazards before they result in an accident or incident, and reduce the impact/cost of incidents. SMS is a quality management system for safety.

SMS is comprised of 4 components: 1) Safety Policy, 2) Safety Risk Management, 3) Safety Assurance, and 4) Safety Promotion. A brief description of each component is described below.

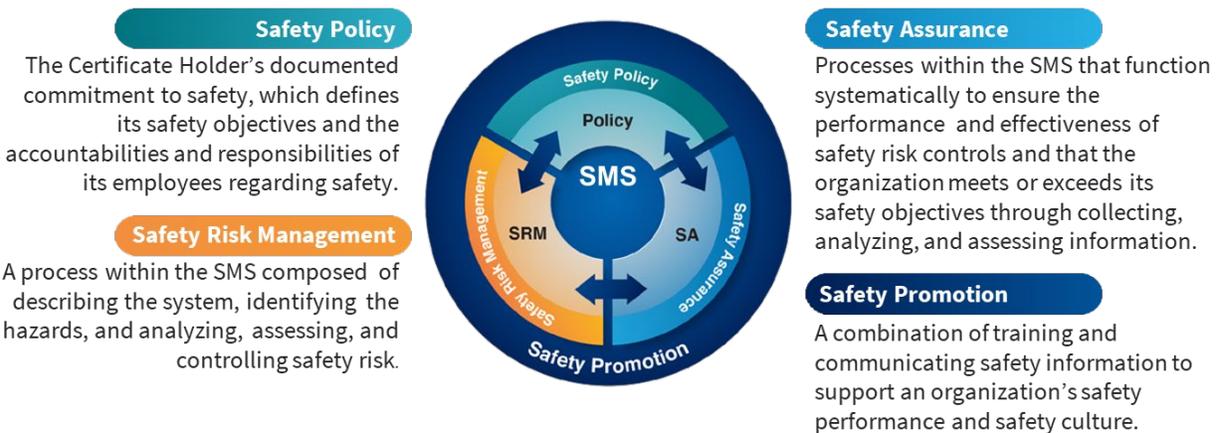


Figure 1 - SMS Components<sup>1</sup>

<sup>1</sup> Federal Aviation Administration. “Four SMS Components”. [www.faa.gov](http://www.faa.gov). 2024

## Section 2 – Safety Policy

### 2.1 Safety Policy Introduction

Safety Policy defines the fundamental approach to managing safety that will be adopted within the organization. The Safety Policy provides the shape and content of the SMS and includes a commitment to safety by Reno-Tahoe Airport Authority's (RTAA) leadership. For RNO to have a successful SMS, it is vital that the communication and support of this system be driven by RTAA leaders.

The RNO Safety Policy is comprised of program values and is backed by quantifiable program objectives. Objectives will allow the RTAA to continuously evaluate and assess the SMS and ensure changes are implemented where needed. Additionally, Safety Policy identifies roles and responsibilities of SMS team members and helps to ensure safety accountability at all levels of the organization.

### 2.2 Accountable Executive

The President/CEO of the RTAA has overall authority and responsibility for RNO's SMS. As the Accountable Executive, the President/CEO has sufficient control over human and financial resources to ensure that sufficient personnel and adequate funding are available to implement and maintain the SMS. The Accountable Executive will support the SMS and its initiatives strengthening the safety culture of RNO.

### 2.3 Safety Policy Statement

RTAA leadership is committed to implementing a SMS that enables all its employees, tenants, and airport stakeholders to operate in a safe environment. The Accountable Executive has declared this commitment in the current RNO Safety Policy Statement, included as Appendix A.

### 2.4 Safety Reporting Policy

All individuals operating within the Air Operations Area (AOA) are highly encouraged to voluntarily report safety information critical to identifying precursors to accidents and incidents. Reporting safety concerns is essential for reducing accident and injury rates and leads to the proactive identification of hazards and their associated risks, development of corrective actions, and increased education. In addition, the RTAA encourages all airport employees to participate in the Airport SMS, including suggestions for changes to this SMS manual, SMS practices, and/or procedures.

The RTAA desires to foster a positive "just culture" and encourages open reporting of all safety hazards, incidents, and near misses. The RTAA adheres to a non-punitive policy for safety hazard reporting exempting willful misconduct, malicious acts, or illegal behavior. The RTAA understands that SMS and

other airport operations are managed by humans who occasionally make mistakes. A non-punitive approach to reporting increases everyone's willingness to report hazards or incidents that have occurred. Increased reporting allows the RTAA to gather the most information possible and to identify trends and implement systematic changes.

The RTAA has made confidential hazard reporting available to encourage employees to report all potential hazards, accidents, incidents, or near misses. An online hazard reporting form is made available to all employees and tenants via the following link:

([https://portal.aerosimple.com/safety\\_management/us/KRNO](https://portal.aerosimple.com/safety_management/us/KRNO)) When filling out the hazard reporting form there is an option to remain anonymous if the reporter chooses to. Reporters must consider if they choose to remain anonymous, they may not be directly contacted with any findings or corrective actions taken based on the report they submitted.

## 2.5 Safety Organizational Chart

The organization chart presented in Figure 2 illustrates the SMS management and safety reporting structure. Roles and responsibilities related to the SMS program are discussed in section 2.6.

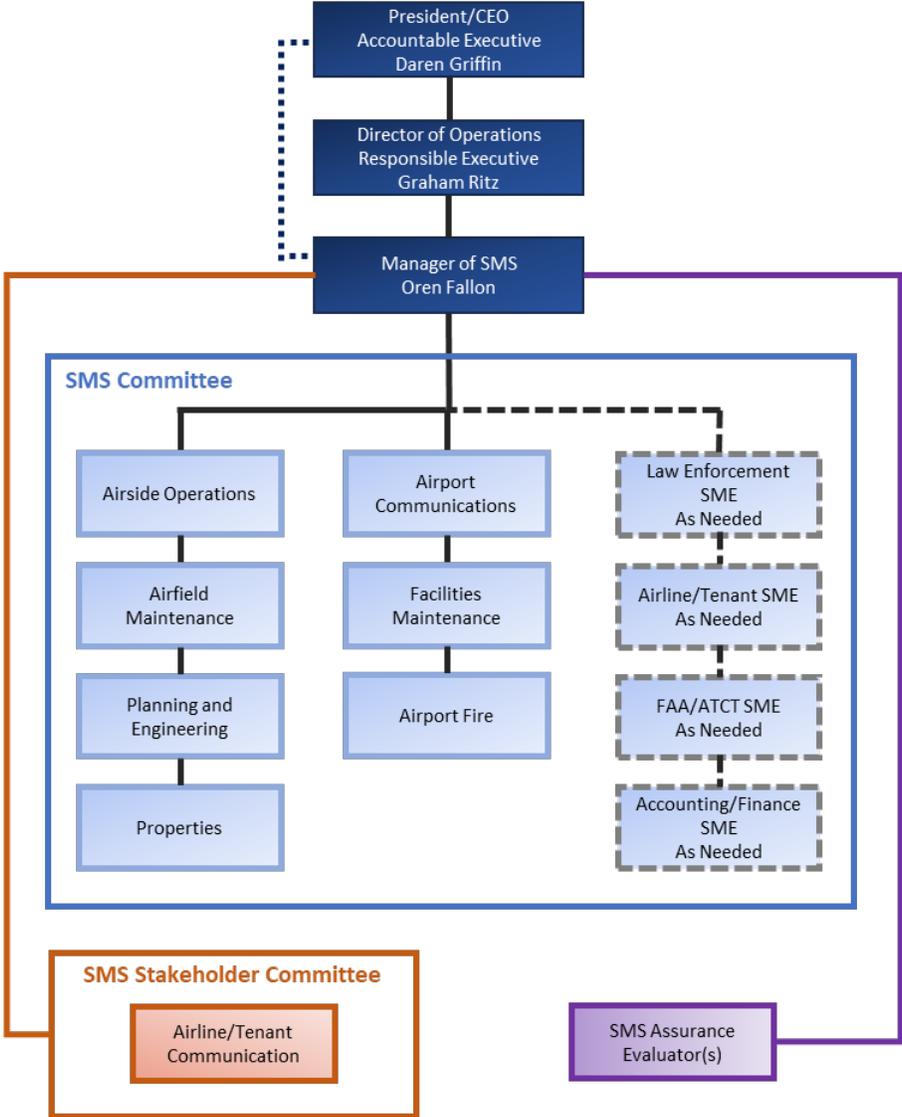


Figure 2. SMS Safety Organizational Chart

### 2.6 SMS Roles and Responsibilities

**Accountable Executive** – The President/CEO has overall authority and responsibility for the SMS. The Accountable Executive ensures the necessary assets and financial support are available for successful SMS implementation, operation, and continuous improvement. The Accountable Executive may delegate task work to a “designee” but cannot delegate the responsibility of safety. The Accountable Executive acts as the final authority for the acceptance of hazards assessed within the Risk Matrix as “Extreme Risk.” The Accountable Executive specifically approves the Safety Policy and this SMS manual. Additionally, the Accountable Executive will review SMS related data as provided by the SMS Manager and will promote and encourage a positive safety culture.

**Responsible Executive** – The Director of Airport Operations is directly responsible to the Accountable Executive for the operation and effectiveness of the SMS, its implementation, and oversight of SMS related activities and initiatives. The Responsible Executive has the authority to ensure the SMS Manager has the resources necessary to manage the SMS. The Responsible Executive acts as the final authority for the acceptance of hazards assessed within the Risk Matrix as “High Risk.” The Responsible Executive will be a “Safety Champion” actively supporting airport safety policies while promoting, encouraging, and monitoring the safety culture at RNO. The Responsible Executive will promote a “Just Culture” by contributing to and supporting “an atmosphere of trust in which people are encouraged, even rewarded, for providing essential safety-related information – but in which they are also clear about where the line must be drawn between acceptable and unacceptable behavior”<sup>2</sup>. Finally, the Responsible Executive will assist in establishing and supporting safety policies and objectives.

**SMS Manager** - The SMS Manager manages day-to-day responsibilities of the SMS including updates to the SMS manual. The SMS Manager reports to the Responsible Executive but has direct access to the Accountable Executive for FAR Part 139 SMS issues. The SMS Manager may delegate program tasks to a designee as necessary. The SMS Manager is responsible for the operational management of RNO’s SMS program, including updating the SMS manual and scheduling annual SMS Assurance audits. The SMS Manager shall coordinate/oversee all hazard reports and ensure proper record keeping from receipt of a report through risk analysis, mitigation actions and monitoring of the hazard, when applicable. The SMS Manager or designee shall acknowledge a hazard report within 10 business days. The SMS Manager shall provide oversight of the SMS Committee members, and SMS Stakeholder Committee members, including scheduling meetings, meeting minutes, documentation and communication concerning the SMS program.

**SMS Committee** - The SMS Committee supports the SMS Manager by engaging in discussions concerning the SMS program, including policy changes and updates, defining safety objectives, Safety Risk Management (SRM), Safety Assurance, and Promotion. Committee members will particularly focus on the Safety Risk Assessment (SRA) process and development of mitigation recommendations. The SMS Committee will meet at least quarterly. Committee members are expected to share their specific expertise concerning the airport environment in discussions concerning hazards, risk, and potential mitigations. Participating RTAA departments must assign committee members as needed. Assignments may rotate on a 2-year cycle. New committee members may shadow seated members for at least one SRA as part of on-the-job training. SMS Committee member positions are identified in Section 2.5 Figure 2.

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<sup>2</sup> James Reason, *Managing the Risks of Organizational Accidents*, Ashgate Publishing Limited, 1997, p. 195.

**Airport SMS Stakeholder Committee** – This committee represents the airport tenants and other stakeholders who work in the movement and non-movement areas of the airport. Each stakeholder should dedicate at least one liaison to attend the Airport SMS Stakeholder Committee meetings. The SMS Manager shall schedule all Airport SMS Stakeholder Committee meetings which will meet at least quarterly. The stakeholders are encouraged to report on hazards brought to their attention by employees for discussion with the committee. The SMS Manager shall also brief the stakeholders on the status of safety objectives, hazard reports, as well as status of any SRAs and mitigation actions. Stakeholders may also play a role in assisting with SRAs should the risk being assessed directly affect their operating area and/or to lend subject matter expertise during an assessment. This committee serves as an integral part of the SMS communications plan discussed in Section 5.

**SMS Assurance Evaluator(s)** – This person(s) shall evaluate RNO's FAR Part 139 compliant SMS Program once per calendar year. The intention is for Evaluator(s) to assess compliance with FAA SMS regulations and the SMS manual. The evaluator(s) should be external from the parties represented in the SMS Committee. The SMS Manager is responsible for assigning and scheduling annual evaluations. The evaluator(s) will be responsible for assessing the SMS Program and developing a Corrective Action Plan if deficiencies are found. The final plan will be submitted to the SMS Manager or SMS Committee for review and approval.

**All Employees** – The RTAA is committed to the continuous improvement of the Safety Program through proactive risk mitigation. To maintain the highest levels of safety, SMS requires trust and participation from employees at all levels within the airport. All employees at RNO are responsible for safely performing their duties, reporting unsafe conditions, complying with safety regulations and policies, and responding to requests for information and interviews in support of the SMS Program. Every employee deserves a safe work environment and together we can maintain a safe and secure airport environment.

## 2.7 Safety Objectives, Goals, Metrics

Safety objectives serve as goals which assist in measuring the effectiveness of the SMS. Safety objectives are defined by the SMS Committee and approved by the Accountable Executive to guide the RTAA's efforts to continually improve levels of safety performance. These goals and objectives are established and refined annually based on systemic risks, trends, and associated Safety Performance Indicators (SPI). The SPI are used to measure, monitor and assess the trends toward the defined objectives, to verify organizational safety progress and determine the need for further action.

The success of these objectives is dependent upon continuous communication and the building of a strong safety culture between the RTAA, stakeholders, and employees. Objectives and their ongoing status will be shared with the SMS Stakeholder Committee for review and dissemination to their employee work groups. The current RNO Safety Objectives are listed in Appendix B. Objectives may be added or removed at the discretion of the SMS Committee and Accountable Executive.

## Section 3 – Safety Risk Management

### 3.1 Safety Risk Management Introduction

Safety Risk Management (SRM) is a fundamental piece of RNO’s SMS. SRM uses a set of standard processes to identify hazards formally in a proactive manner, analyze and assess their potential risks, and design appropriate risk mitigation strategies. When properly implemented, SRM processes also promote productive communication among stakeholders and a positive safety culture within and around the airport environment.<sup>3</sup>

### 3.2 Hazard Identification

Effective hazard identification is essential to a successful SMS. The information collected during hazard identification processes enables analysis of airport operations to improve safety. The SMS Manager and SMS Committee will gather information from a variety of sources to identify hazards.

Sources used to identify and communicate hazards at the airport can be proactive or reactive in nature. Proactive hazard identification is the preferred approach and can include tools such as:

- Hazard Reporting System
- Part 139 Self-Inspection Program
- Maintenance Log Trend Analysis
- Airport Communications (AIRCOM) Dispatch Log Trend Analysis
- Key Performance Indicator Analysis
- Operational Change Analysis
- Brainstorming and “What If” Sessions
- Hazards Reported in Airport SMS Stakeholder Committee Meetings

Reactive hazard identification occurs following a safety-related event, such as an accident, incident or near miss. RNO performs reactive hazard identification during root cause analysis with the intent of assessing and mitigating existing risks. Reactive hazard identification tools can include:

- Trend Analysis (post-accident or incident reviews)
- Accident and incident investigations and interviews

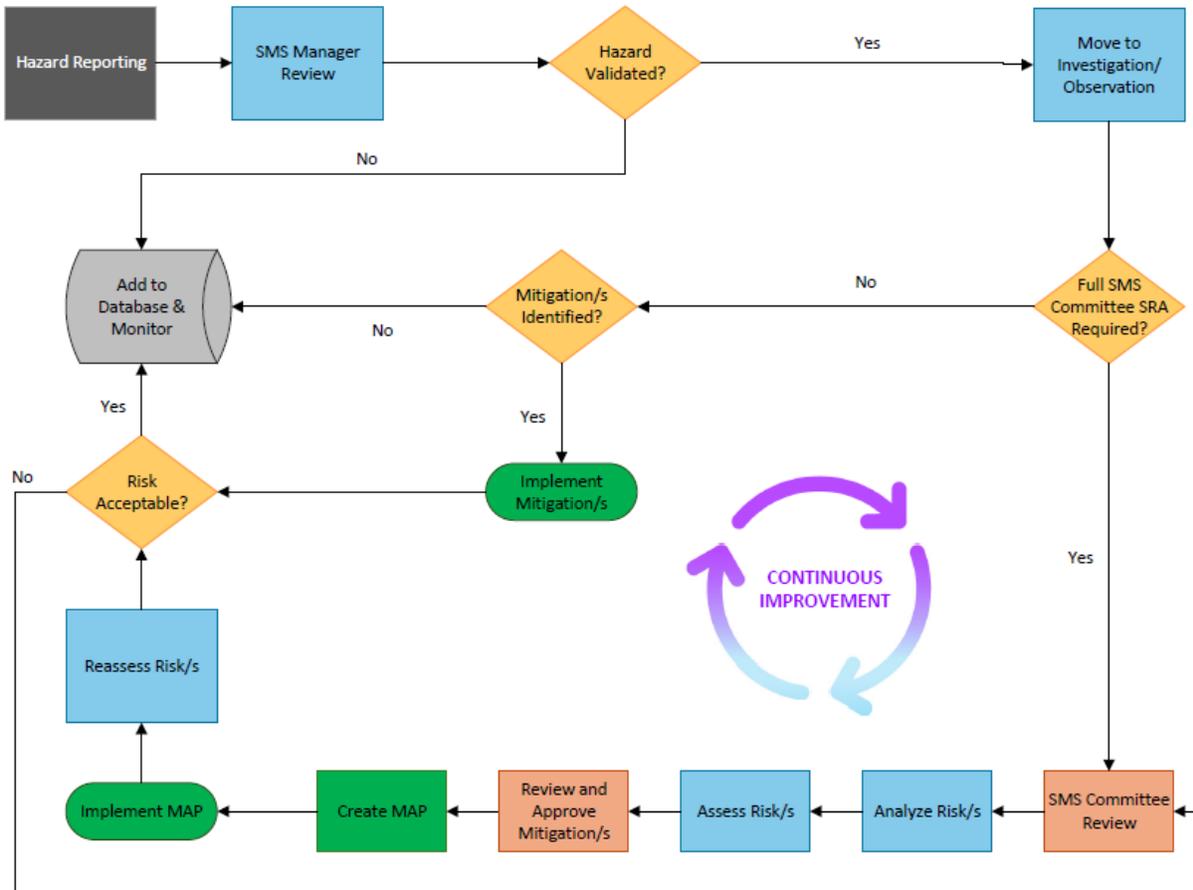
The SMS Manager is responsible for hazard intake and initial processing and determines whether further action under the airport’s SRM processes is required.

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<sup>3</sup>FAA Advisory Circular 150/5200-37

### 3.3 SMS Responsibilities and Process Flow

The process chart in Figure 3 below shows an overview of the steps the SMS Manager and SMS Committee will take when a hazard is reported. The SMS Manager will conduct a preliminary assessment to determine if further action is required. Throughout this process, the SMS Manager, together with the SMS Committee, may decide the hazard does not require further action at key points in the review, including after receipt, after investigation, or after SMS Committee review.



**FIGURE 3 SRM Process Overview**

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

The SMS Manager, or designee, will review all hazard reports received. Hazard reports are maintained in a cloud based RNO hazard reporting portal. This system is used to document the hazard from receipt, through investigation and mitigation, or other final resolution, as applicable. The SMS Manager will determine if a reported hazard requires a full SMS Committee SRA. For those hazards that go through

the full SRA process, a report will be created and information about these SRAs are disseminated to airport employees and SMS Stakeholder Committee members. Formal SRA reports will be electronically maintained by the SMS Manager, or designee.

Upon receiving a hazard report, the SMS Manager will:

1. Review the hazard report and decide on action(s) required utilizing a Preliminary Hazard Assessment process, which must include the following:
  - a. Verify the hazard (i.e., confirm that this is indeed a hazard)
  - b. Review submitted information and ensure it is complete; if not, request further information (if not submitted confidentially)
  - c. Decide if a preliminary root cause analysis is required, and who will perform the analysis; and
  - d. Coordinate with the appropriate RTAA department or tenant to assign investigation task(s) to a specific individual, if applicable

The assigned individual must:

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

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

1. Review information uncovered during the investigation to analyze and categorize system factors, if any, that failed
2. Identify any consequences that may result from the hazard
3. Record details of hazard(s) into SMS database
4. Determine if the hazard requires a full SRA or whether mitigations can be developed and coordinated by the SMS Manager
5. Lead the SMS Committee through a full SRA, if required
6. Coordinate with the SMS Committee to develop mitigation recommendations, if applicable
7. Reassess the risk(s) as needed with the SMS Committee to determine if mitigations are acceptable/tolerable
8. Investigate mitigation recommendations to determine level of effort, cost, and perceived effectiveness
9. Report to the Responsible Executive, for review and final approval of mitigation options, when applicable. Mitigations that require high levels of effort or have a cost of over \$10,000 will need to be approved by the Accountable Executive.
10. Develop a Mitigation Action Plan (MAP) and create work orders and assignments, as needed
11. Ensure post inspection is done when a work order is complete and either accept the work or update the MAP and corresponding work orders
12. If the risk is still unacceptable after implementing the initial MAP, SMS Committee will create another MAP and corresponding work order(s) until the hazard is deemed acceptable/tolerable
13. Monitor the hazard and make further recommendations as needed, when applicable

14. Report results to the SMS Committee and SMS Stakeholder Committee
15. Provide feedback to the individual(s) who reported a hazard (unless submitted confidentially).

### 3.4 The Six Steps of SRM for Full SMS Committee SRAs

The full SRA process is a detailed application of SRM to a specific concern, identified hazard or suite of hazards at RNO. The full SRA is a prescriptive and intensive process that provides time, focus, and collaboration among a group of stakeholders on a subject. It is important to note that not all identified hazards will require the full SRA. As detailed in Section 3.3, the SMS Manager will determine if a full SRA is needed.

For the identified hazards that require a full SRA, the following six-step process will be followed:

#### **Step 1. Describe the System**

The first step in the SRM process is to describe the operating environment in which the hazards will be identified. The description of the system sets the boundaries for hazard identification. A system description encompasses the interactions among people, procedures, tools, materials, equipment, facilities, software, the environment, and available data. This can also include a change of condition, process or equipment procedure.

Anything within the movement and non-movement areas has the potential to be analyzed for hazards and associated risks. When describing the system, the 5M model will be utilized. The 5M Model is used to deconstruct the proposed change or condition for analysis to distinguish elements that are part of, or impacted by, the proposed change or condition. These elements later help identify sources, causes, hazards, and current and proposed hazard mitigations.<sup>4</sup> The 5M Model analyzes five elements for impacts:

1. Mission – A defined role of the SRM panel, describing, in detail, the operations or change (functions or objective of system)
2. (hu)Man/Person – The human operators or maintainers (e.g. operations, maintenance, engineering, etc.)
3. Machine – The equipment used in the system, including hardware, firmware, software, human-to-system interface, and avionics (what is involved)
4. Management – The procedures and policies that govern the system’s behavior (what rules, regs, processes, and procedures are involved)
5. Media or Environment – The environments in which the system is operated and maintained (e.g. taxiway, runway, terminal, gate, etc. Where is the hazard located? Attempt to be as specific as possible with latitude/longitude, airport grid map coordinates, etc.)

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<sup>4</sup> FAA Advisory Circular 150/5200-37

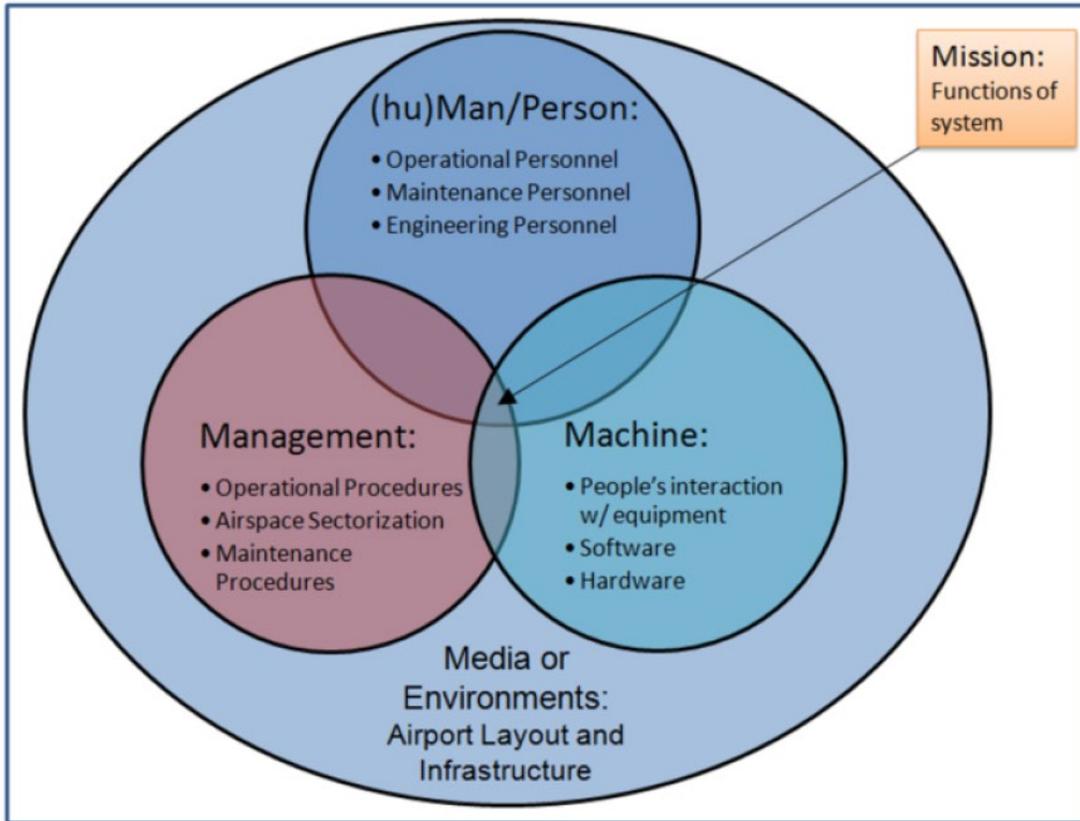


Figure 4 – The 5M Model<sup>5</sup>

**Step 2. Identify the Hazards**

The second step of the SRM process identifies hazards in a systematic way based on the system described in the first step. A hazard is any condition that could foreseeably cause or contribute to an accident or incident.

Hazards can be reported either by self-reporting through the Confidential Hazard Reporting Portal ([https://portal.aerosimple.com/safety\\_management/us/KRNO](https://portal.aerosimple.com/safety_management/us/KRNO)) or by calling AIRCOM at 775-328-6600. Hazard reports may also be emailed directly to the SMS Manager at [RNOSafety@renoairport.com](mailto:RNOSafety@renoairport.com). The RTAA empowers all personnel to identify and report perceived hazards using the hazard reporting processes outlined above. The SMS Manager must acknowledge a Hazard Report within ten business days. Additionally, the SMS Manager will be responsible for validating and/or investigating reported hazards and will determine if a validated hazard requires a full SRA or whether mitigations can be developed, coordinated, and implemented by the SMS Manager (as detailed in Section 3.3).

<sup>5</sup> FAA Advisory Circular 150/5200-37

**Step 3. Analyze the Risk(s) Associated with Each Hazard**

During this stage of the process, the SMS Manager or SMS Committee will consider the worst credible outcome for a given hazard (e.g. what is the worst probable or most likely outcome if the hazard is left untreated). The SMS Manager and SMS Committee members should receive training on SRM and assessment categories. Training is further discussed in Section 5. The SMS Committee or SMS Manager may temporarily appoint individuals who have subject matter experience in a specific operational area (e.g., electricians, law enforcement, aircraft ground handlers, Air Traffic Control (ATC), airline pilots, etc.) to ensure the required background and knowledge are available to determine all potential risks associated with identified hazards.

**Step 4. Assess the Risk(s)**

One of the main tasks for hazards requiring a full SRA is to assess the risk(s) pertaining to an identified hazard and classify them according to the risk matrix and guidance provided. Section 3.5 of this manual details the processes and procedures for assessing the risk(s) associated with a hazard. The determination of priorities for action is based on the acceptability or tolerability of the risk associated with the specific hazard. The findings and recommendations will be reported by the SMS Manager to the Responsible Executive.

**Step 5. Mitigate the Risk(s)**

For hazards requiring a full SRA, the SMS Committee is responsible for mitigation recommendations. The SMS Manager and Responsible Executive will then assess the acceptability and appropriateness of the recommended mitigations. Upon approval from the Responsible Executive, the SMS Manager is responsible for developing a MAP and working with the applicable airport sections to implement mitigations. The process and procedures are detailed in Section 3.3 of this manual.

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

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

## 3.5 Risk Management

A three-task Risk Management process consisting of (1) Hazard Identification, (2) Risk Analysis, and (3) Mitigate the Risk(s), as depicted in Figure 5 should be utilized as a guide for data collection and analysis. Data collected out of reactive processes should be analyzed and assessed first. Data on new hazards across the total system (proactive approach) should be captured as personnel report hazards through

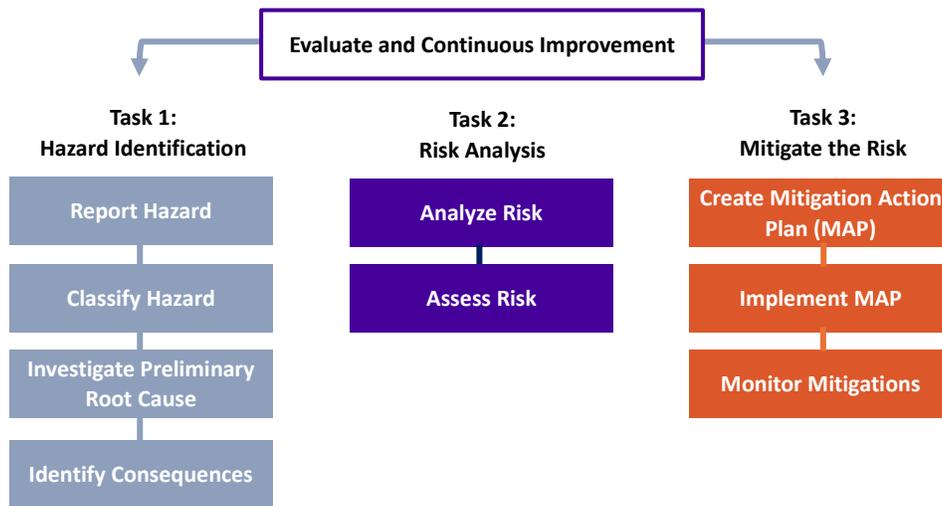
the hazard identification process. Data from hazard reports will be documented and maintained in the SMS database.

The current records management procedures for RNO will incorporate the electronic records that have been identified specifically in support of SRM. The current document management procedures of RNO will be used for document control with respect to the SRM procedure and hazard identification process. The retention period is 36 calendar months.

The SMS Manager is responsible for assessing mitigations for their appropriateness and effectiveness after implementation. The SMS Manager is responsible for providing feedback to the SMS Committee and Responsible Executive as required. Prior to the publication of a formal SRA report, all risks must be accepted at their applicable level.

**SRM Tasks**

The SRM process flow of the first five steps discussed in Section 3.4 are broken into three tasks as described in detail below. The sixth step is to reassess the risk after the identification and/or implementation of mitigations.



**Figure 5 SRM Tasks**

**Task 1. Hazard Identification**

A hazard should be reported and recorded through the Confidential Hazard Reporting Portal, emailing [RNOSafety@renoairport.com](mailto:RNOSafety@renoairport.com) , or by calling AIRCOM. The SMS Manager will determine if the report is a potential hazard that requires initiating a preliminary root cause analysis or if the report should be closed (no further action required), placed into monitoring, or forwarded to an airport section or tenant for further assessment and action. If the SMS Manager validates the report as a potential hazard, this will be documented in the SMS database.

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

- **Interviews:** Assigned personnel may interview those who filed the initial report, witnessed the hazard, or work in the area where the hazard was reported. Interview findings will be documented.
- **Observations:** Assigned personnel may survey the area where the hazard was reported. The assigned personnel should try to observe the area during similar conditions, time of day, weather, and operations as those present at the time of the report. The observer may document their findings in any combination of writing, video, or photos, as appropriate.
- **Research:** Assigned personnel may also research a hazard using records such as past reports, SMS Committee meeting minutes, FAA reports, and other airport interviews where the same or similar hazard(s) may have occurred within the aviation system. Research findings will be documented.

Once investigations are complete, the SMS Manager may identify and implement mitigations or may convene/email the SMS Committee (for hazards requiring a full SRA) to discuss findings. Preliminary root cause analysis should provide the necessary information for the SMS Manager and/or SMS Committee to determine consequences associated with the hazard. There are four categories of consequences that may be assessed:

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

The SMS Manager will document hazard consequences for full SRAs. This transitions from Task 1, Hazard Identification, to Task 2, Risk Analysis.

### **Task 2. Risk Analysis**

In Task 2, under the leadership of the SMS Manager, the SMS Committee assesses and analyzes the risk(s) associated with a hazard, using a numerical value for each consequence based on the severity of the consequence and the likelihood of it occurring (for full SRAs). Each risk will be assessed for severity and likelihood in all four of the above consequential categories. The values for all assessments will be plotted on a Risk Matrix Chart (Figure 6). The SMS Manager will record the findings from the SRA.

# Reno-Tahoe International Airport Safety Management System Manual

Consequence				LIKELIHOOD						
People	Facility	Environmental	Reputation							
					Expected to occur less than every 100 years	Expected to occur once every 10 – 100 years	Expected to occur about once every year or 2.5 million enplanements	Expected to occur once every month or 200,000 enplanements	Expected to occur more than once a week or 50,000 enplanements	
					Extremely Improbable	Extremely Remote	Remote	Probable	Frequent	
Multiple Fatalities	Unplanned Surface or Facility Closure, Loss of Total Operations >24 Hrs	Comprehensive wide spread environmental damage or permanent impacts to environment	Large-scale National or International Coverage	SEVERITY	Catastrophic	H14	E19	E20	E22	E25
Single Fatality or Multiple Injuries	Unplanned closure of Non-primary Surface or Facility, Partial Loss of Operations > 48 Hrs	Significant environmental damage or long-term impacts to the environment (>1 yr)	Considerable National Impact with Media Coverage		Hazardous	M9	H15	H17	E21	E24
Serious Injury or Health Effect	Operational Disruption of 12 – 48 Hrs	Moderate environmental damage or short-term impacts to the environment (<1 yr)	Local Reno Area Impact with Media Coverage		Major	M8	M10	H16	H18	E23
Minor Injury or Health Effect	Temporary Operational Disruption of < 12 Hrs	Minor environmental damage or localized de-minimis impacts to environment	Internal RNO Impact, No Media Coverage		Minor	L2	L4	M11	M12	M13
No Injuries or Health Effects	No Operational Impact	No Environmental damage	No Operational Impact		Negligible	L1	L3	L5	L6	M7

### Levels of Risk and Responsibility

<b>Extreme Risk</b> Unacceptable risk level. Mitigation(s) must be implemented. Accountable Executive approval is required.
<b>High Risk</b> Max accepted risk level. Mitigation(s) must be implemented. Responsible Executive approval is necessary.
<b>Medium Risk</b> Acceptable risk level. Mitigation(s) may be implemented. SMS Manager approval is necessary.
<b>Low Risk</b> Acceptable risk level without restriction or limitations. SMS Manager approval is necessary.

**Figure 6 RNO Risk Matrix**

### Task 3. Mitigate the Risk

In this task, the SMS Committee will discuss the risks associated with the hazard and develop mitigation recommendations. The SMS Manager will provide cost estimates and levels of effort for mitigations recommended by the SMS Committee and present this information, along with the SMS proposed mitigations, to the Responsible Executive for decision related to acceptance of risk and/or the approval of items to be included in the MAP. Of note, final decision authority for the acceptance of risk is determined by the level of risk, and responsibilities are depicted in Figure 6 above. Some hazards with high-risk conditions may need to be mitigated before the Responsible Executive approves associated mitigations. Additionally, mitigation of less hazardous events when resources allow, will help develop a pro-active safety culture in hazard identification.

Once the MAP is approved, mitigation efforts will be assigned, as appropriate, with descriptions of the efforts to be accomplished and the timeframe for completion.

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

The SMS Manager should monitor the hazard and bring it before the SMS Committee periodically to ensure mitigation efforts remain effective. The timelines for monitoring and reassessment should be established after the MAP is complete and mitigation strategies have been approved by the Responsible Executive. In general, the hazard should be reassessed no later than one year after mitigation efforts have been implemented.

### 3.6 Triggering Events for Full SRAs

When one of the triggering events contained in Figure 7 below creates a change in condition or operation, the SMS Manager will determine if a full SRA is required. If a full SRA is required, tenants and stakeholders whose operations may be affected by the change should be invited to participate in the SRA panel to provide their perspectives and operational knowledge during the assessment. The SMS Manager may also direct full SRAs when potential hazards or negative trends are identified, operational changes occur, or construction activities may introduce safety issues on the airport.

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

**Figure 7 SRA Triggering Events**

### 3.7 Safety Change Management

Safety Change Management involves a methodical strategy for anticipating and taking proactive measures in response to changes at RNO. These changes encompass various aspects such as

construction, infrastructure, organizational adjustments and design modifications. Effective change planning requires close collaboration with the SMS Manager to ensure adherence to RNO's SMS and safety regulations, thereby safeguarding the airport. During any phase of change planning, execution and completion-prioritizing safety is critical due to the inherent risks posed to employees and equipment.

Safety change management reaches any entity that is planning a measurable change at RNO (ex. construction, design, movement of established structures). All significant changes at RNO will be assessed for compliance with FAA rules and applicable laws. Significant changes are any changes that could cause or contribute to injury, death and/or damage to or loss of equipment, and/or is deemed significant by the SMS Manager.

Throughout the planning, design, construction and change processes there are multiple project milestones where the SMS Manager should be consulted. These milestones include:

- Reaching 30% Design Completion – Requires a meeting to review initial thoughts from SMS Manager for items that need to be considered prior to initiation of the change. Project documents will be reviewed to ensure compliance with RNO SMS, 14 CFR Part 139, and local and state laws. A site visit may also be required as determined by the SMS Manager.
- Reaching 60% Design Completion – Requires a full SRA conducted by the SMS Manager, or designee. The SRA will assess risks associated with the change and may generate mitigation actions.

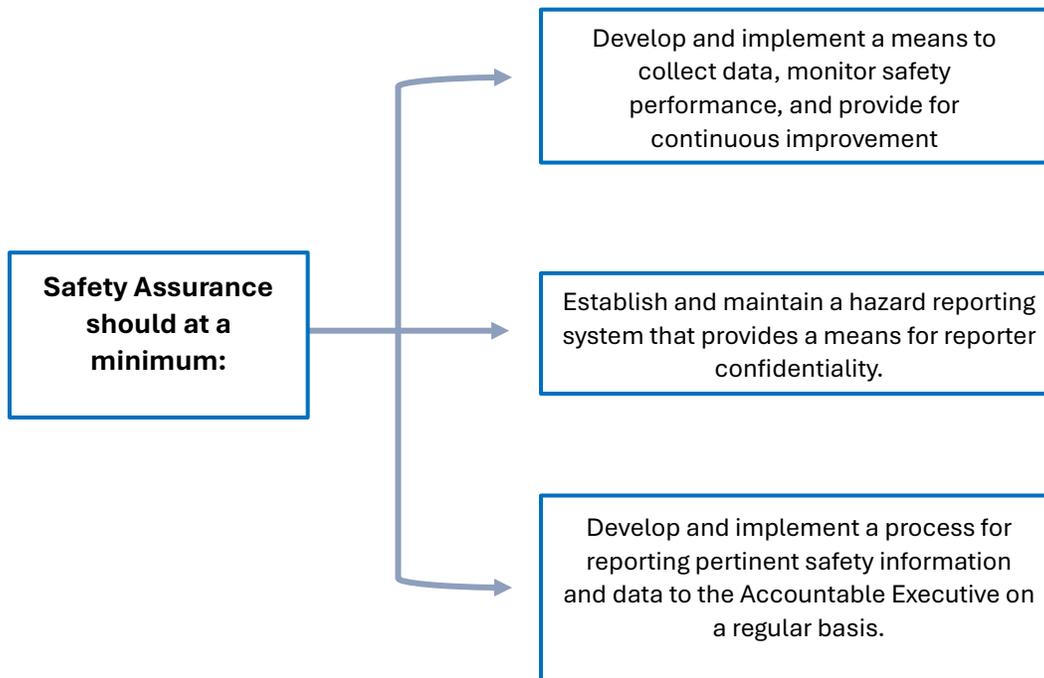
### 3.8 Stakeholder Responsibilities

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

## Section 4 – Safety Assurance

### 4.1 Safety Assurance Introduction

To effectively focus on the principle of continuous improvement, SMS requires a strong and comprehensive assurance program. Safety Assurance evaluates the continued effectiveness of implemented risk control strategies and supports the identification of new hazards. Hazard reporting can be emphasized in both SRM and in Safety Assurance. Safety Assurance is a critical part of the SMS, because it includes processes that help determine the effectiveness of SMS initiatives and the establishment of a confidential hazard reporting program.



**Figure 8 Safety Assurance Diagram from FAA AC 150/5200-37**

### 4.2 Safety Performance Monitoring

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

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

- Daily AIRCOM Computer Aided Dispatch Reports

- Airside Operations Notices of Violation
- Airside Operations Incident/Accident Reports
- Daily Operations Log
- The Airport's Hazard Reporting System

### 4.3 Reporting Safety Information

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

Below is an example of what the SMS Manager reports to the Accountable Executive and/or the Responsible Executive:

- Number of hazard reports received with summary description of new reports
- Summary of safety objective status
- Summary of current projects, open investigations and/or other responsibilities assigned to the SMS section

Below is an example of what the SMS Manager reports/discusses with stakeholders and airport employees at safety meetings:

- Safety Policy Statement
- How to report a hazard
- SMS safety objective status updates
- Employee recognition, when applicable
- Status of any open hazard reports
- Status of hazard reports in monitoring
- Upcoming events (e.g. FOD walks, SMS meetings, SMS promotions, etc)

Below is an example of what the SMS Manager reports to the Safety Committees:

- SMS safety objectives
- Number of hazard reports received with:
  - Description of reports in investigation
  - Summary of reports closed in the previous quarter
  - Summary of reports in monitoring
- Summary of quarterly safety communications
- Status of any open SRAs or pending mitigations associated with previous SRAs
- Status of any ongoing accident/incident investigations airport SMS was tasked with conducting
- Any other information pertinent to SMS (e.g. annual assurance evaluations, SMS manual annual updates, or any other concerning trends gleaned from data collection efforts)

## 4.4 Assurance Evaluation

This component includes a SMS program evaluation to ensure the SMS Manager and committees have practiced the processes and procedures set forth in this manual. The evaluation should also be used to evaluate the effectiveness of goals tied to RNO's objectives, as documented in Appendix B of this manual. The evaluator(s) should not be a member of the SMS Committee.

The SMS evaluation is intended to be a proactive audit to ensure a successful system, with a goal of identifying and correcting deficiencies. The SMS Manager is responsible for addressing any deficiencies noted during the evaluation. Upon receipt of deficient finding, the SMS Manager must prepare a Corrective Action Plan (CAP) that addresses each deficiency. Deficiencies should be corrected before the FAA's Annual Certification Inspection.

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

## 4.5 Frequency of Assurance Evaluations

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

Each evaluator must:

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

## 4.6 Confidential Hazard Reporting System

The success of RNO's SMS is dependent on all individuals working at the airport reporting any perceived hazard without restraint or obstruction. The safety reporting process is presented during initial and recurrent badge training. Safety reporting is also discussed in the RNO SMS brochure, available at the

badging office. To request additional copies of this brochure, send an email to [RNOSafety@renoairport.com](mailto:RNOSafety@renoairport.com).

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

## 4.7 Reporting

Every employee and stakeholder is responsible for communicating any information that may affect the integrity of airport operations. Accidents or criminal activities requiring an immediate or emergency response must be reported by dialing 775-328-6999 or 911. Additionally, the RTAA encourages the uninhibited reporting of all other potentially hazardous conditions, incidents and/or occurrences which may compromise the safe conduct of airport operations by calling AIRCOM at 775-328-6600, sending an email to [RNOSafety@renoairport.com](mailto:RNOSafety@renoairport.com), or submitting a report through the Confidential Hazard Reporting Portal at [https://portal.aerosimple.com/safety\\_management/us/KRNO](https://portal.aerosimple.com/safety_management/us/KRNO). The hazard reporting system can also be accessed via [www.renoairport.com](http://www.renoairport.com). Badged airport employees receive training on how to access the hazard reporting portal.

The SMS Manager will validate all hazard information. If additional information is required, the SMS Manager may contact the reporter (if contact information was provided). The SMS Manager will acknowledge hazard reports within ten business days and will communicate the action(s) taken with respect to the hazard, as described in Section 3.4 of this manual.

All RNO employees, badged airport employees, stakeholders and contractors are encouraged to voluntarily report safety information. Reporting safety concerns is essential for reducing accident rates and injuries and leads to the proactive identification of hazards and their associated risks, development of corrective actions and increased education. In addition, the RTAA encourages all airport employees to participate in the airport's SMS, including suggestions for changes to this manual. Changes to the SMS can be requested by emailing [RNOSafety@renoairport.com](mailto:RNOSafety@renoairport.com). Improvements to the SMS may also be initiated by other means such as suggestions by any individual during safety meetings, the annual assurance audit process, annual SMS revision process, at FOD walks or SMS promotional/award events.

## 4.8 Legal Considerations for Confidential Reporting

If the reporting party wishes to remain unnamed, that party may indicate that preference when using the Confidential Hazard Reporting Portal and their personal information will not be recorded. Due to

state and/or federal laws, the RTAA cannot guarantee anonymity, but pledges to protect confidential reports to the extent permissible by law.

## 4.9 Accident and Incident Investigations

Airside Operations is responsible for creating reports to document accidents and incidents, in accordance with their specific operating procedures. At the discretion of the Accountable or Responsible Executive, the SMS Manager may be directed to conduct a formal investigation. The formal investigation will provide airport leadership with the probable cause(s), any contributing factors (if applicable), and recommendations identifying mitigation efforts to remove latent conditions, in order to prevent a given incident/accident from recurring.

## Section 5 – Safety Promotion

### 5.1 Safety Promotion Introduction

Safety Promotion is comprised of training, communication, and other actions to create a positive safety culture within all levels of the workforce. Promotion serves as the essential link between regulatory requirements and their practical application within the airport environment. Safety Promotion ensures that the delivery of a required safety system still resonates with users and enhances engagement.

### 5.2 Safety Culture

Safety culture is the set of values, attitudes and perceptions that employees share about safety in their organization. Safety promotion includes measures aimed at fostering a workplace conducive to achieving the objectives outlined in the SMS. A fundamental objective within this framework is cultivating a robust safety culture, wherein leadership at all levels actively champions and guides efforts toward its establishment.

It is essential to distinguish between *safety culture* and *safety climate*. While safety culture reflects the deeply ingrained values, attitudes and beliefs shared by individuals within an organization, safety climate pertains to the current perceptions and attitudes about safety within the workplace. It is imperative to ensure alignment between the two, as discrepancies can undermine the effectiveness of safety initiatives.

The value of SMS development hinges upon its effective implementation. An airport dedicated to safety actively seeks input from all stakeholders and works to customize its program to address the specific requirements of its constituents. Implementation requires a deliberate approach acknowledging diversity in values, beliefs and personalities.

RNO strives to foster a positive and collaborative safety culture, consisting of five interacting components:

1. Just Culture - RNO fosters a Just Culture by limiting impediments to free-flowing communication and through a policy of non-punitive hazard and issue reporting. RNO supports a non-punitive approach to reporting in order to increase each individual's willingness to report. Increased reporting allows RNO to gather the most information possible and to identify trends and implement systematic changes. A critical aspect of Just Culture is the delineation between errors and violations, with the expectation that willful misconduct or reckless behavior will not be tolerated.
2. Informed Culture: RNO generates an informed culture through the creation and distribution of SMS training and the promotions materials and methods described in this section. RNO strives to

provide consistent, thorough, and frequent communication about all SMS activities to the largest number of RNO employees and stakeholders possible.

3. **Flexible Culture:** RNO believes in continuous improvement in SMS. The RNO SMS program is structured to adapt and change to incorporate additional items, activities, or stakeholders and to eliminate structures, programs, and processes that are not effective.
4. **Learning Culture:** RNO promotes learning from all safety-related experiences and communication and collaboration among all SMS stakeholders to foster system-wide improvements.
5. **Reporting Culture:** RNO permits anonymous reporting of safety-related information through the hazard reporting portal in order to increase participation in reporting. RNO also promotes other methods of reporting safety-related information as detailed in Section 4 of this manual. RNO is fully committed to gathering data and information to the greatest degree possible and leveraging data to improve safety.

### 5.3 Safety Training and Education Plan

A well-coordinated training program ties the organization's safety policy and safety practices to positively influence the safety culture. The SMS training program will promote the organization's safety policy and principles to all levels of employees within RNO's airport environment. Below is the training plan documenting the different levels of SMS training required based on an employee's SMS responsibilities. The SMS Manager will make training records available to the Accountable Executive, Responsible Executive, Assurance Evaluator, and the FAA upon request.

#### **RNO Senior Leadership Training**

To demonstrate RNO's commitment to safety, members of the RNO senior leadership staff will receive SMS training. This training will address: (a) their responsibilities as they pertain to the promotion and understanding of the SMS, (b) metrics and reports regarding safety items and pressing safety related matters at RNO, (c) status of SMS annual objectives and their associated goals. Executive-level training will occur annually.

#### **SMS Committee Training**

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

#### **Assurance Evaluator Training**

Any individual identified and appointed as Safety Assurance Evaluator is expected to carry out their evaluations under the direction of the SMS Manager and Responsible Executive. The SMS Manager will provide evaluator training prior to conducting the assurance evaluation to ensure

the evaluator(s) is familiar with the evaluation methodology and techniques, as well as their respective roles and responsibilities. Training will be documented.

#### **RNO Employees and Airport Badge Holders**

Every individual who works within the movement and non-movement areas must understand the expectations and processes in a SMS. Employees will receive initial and recurrent safety awareness training tied to the SIDA badging process that includes a tutorial related to hazard reporting procedures at RNO. Additionally, a SMS informational pamphlet will be provided at the time of initial or renewal SIDA badge training. This training will be tracked through the airport badging office training system.

## **5.4 SMS Communication Plan**

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

Communication may include, but not be limited to:

- Current events
- A synopsis of recent incidents/accidents or negative trends
- Root causes for incidents/accidents or negative trends (stressing the importance and value of implementing SMS)
- Identification of the Accountable and Responsible Executives and synopsis of their responsibilities
- Identification of the SMS Manager and synopsis of their responsibilities
- What is expected of employees
- What is expected of contractors
- What is expected of tenants and stakeholders
- Status of the Airport SMS
- Reported hazards and their status
- Changes to the SMS Program, including any changes to SMS Objectives or the SPM
- Status of safety incentive program(s)

#### **Communication Mediums**

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

- Scheduled safety meetings

- SMS Committee SRAs
- SMS Stakeholder Committee meetings
- Airline Station Manager meetings
- RNO Website with links to SMS updates/status
- Promotional (incentive) events/safety fairs
- Emails
- Electronic newsletters

### **Review of Communications Methods**

In addition to the Accountable and Responsible Executives' responsibilities, communication methods will be reviewed at least annually during the assurance evaluation and the SMS manual review period.

Additionally, any RNO employee or tenant can propose changes to the SMS at any time by contacting the SMS Manager at [RNOSafety@renoairport.com](mailto:RNOSafety@renoairport.com).

## **5.5 Safety Incentive Programs**

The purpose of the incentive program is to encourage involvement in SMS and reward those who positively contribute to the safety culture. Examples of incentive rewards include items such as food, airport tours, clothing (vests, jackets, etc.), or other SMS promotional items. Awards may be featured at Airline Station Manager meetings and/or in electronic newsletters. Other types of potential incentives are listed below:

### **FOD Walks**

- Coordinated FOD walks with stakeholder participation; results may be advertised via email and/or at SMS stakeholder meetings.
- Awards to airlines or GSEs with the cleanest ramps.

### **Recognition Examples**

- SMS promotional products provided to individuals who make validated hazard reports that result in one or more mitigations that reduce potential risks of accidents or incidents
- On-the-spot recognition of a "safe act" witnessed by any employee and reported to SMS for validation
- Individual safety certificates and awards may be given to those who show extraordinary adherence to SMS, display exceptional safety acts and acts as an example for the promotion of a safe culture

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## Section 6 - Appendices

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## Appendix A – RNO Safety Policy Statement



Box 12490, Reno, NV 89510 | 775-328-6400 | [www.RenoAirport.com](http://www.RenoAirport.com)

### Reno-Tahoe International Airport Safety Policy Statement

At Reno-Tahoe International Airport (RNO), safety is our highest priority and a core value guiding all aspects of our operations. We are dedicated to not only complying with applicable regulations but also, whenever possible, exceeding those standards. Reno-Tahoe Airport Authority (RTAA) leadership is fully committed to implementing a comprehensive Safety Management System (SMS) that enables all RNO employees, tenants, and stakeholders to operate in a safe environment.

RNO's SMS will formalize processes to proactively and systematically identify hazards, analyze and mitigate risks, and ensure continuous safety improvement. An integral part of SMS is our reliance on each individual to participate in and improve safety practices as part of their daily work activities. Safety must be the primary focus in all airport business endeavors.

RTAA leadership will provide the necessary policy direction, resources and environment for a successful SMS. In partnership with tenants and airport stakeholders, RTAA employees will implement and maintain the SMS.

RNO is further committed to:

- Continuously striving to improve safety standards throughout the airport
- Encouraging hazard reporting by all employees to ensure that all safety concerns, hazards, accidents, and near miss incidents are known. Safety reporting shall be a non-punitive communication tool, exempting willful, malicious, or illegal conduct
- Identifying hazards, assessing their risk, and developing and implementing mitigation strategies in partnership with airport stakeholders
- Promoting a culture where safety is everyone's responsibility and ensuring all employees are aware of their responsibilities and accountabilities in the execution of and participation in the SMS
- Communicating safety trends and progress made as an airport community
- Regularly reviewing SMS performance, identifying areas for improvement and maintaining open channels for feedback from employees and stakeholders

By working together, we will maintain a safe and secure airport environment for all who use or work at the Reno-Tahoe International Airport.

A handwritten signature in black ink, appearing to read "Daren A. Griffin".

Daren A. Griffin, A.A.E.  
President/CEO  
Reno-Tahoe Airport Authority



## Appendix B – SMS Objectives

### Objective #1

Develop a computer-based training solution to establish SMS knowledge base in all new badged airport employees and at least 50% of existing badged airport employees by June 30, 2026.

Enabling Actions:

1. Computer-based training: SMS Manager will work with a training vendor to create a computer-based SMS training program for all airport employees. Once created the training will be conducted on an existing computer-based training system during the initial and recurrent training sessions required of SIDA badge holders.
2. Printed SMS Handout: In addition to computer-based training, a SMS informational pamphlet will be created to hand out after completion of the initial and recurrent badge training.

### Objective #2

Fully implement the use of a confidential hazard reporting system by December 31, 2025 to encourage the reporting of all safety hazards, accidents, incidents and near misses. Beginning to gather data in the hazard reporting system will enable the airport to develop and monitor appropriate Safety Performance Indicators.

Enabling Actions:

1. Hazard Reporting System Setup: SMS Manager will work with Aerosimple to configure the SMS module within their software solution. The configuration of the module will be specific to RNO to include the RNO hazard categories and the RNO Risk Matrix.
2. Communication of Hazard Reporting System: Once implemented, Airport employees will be notified of the new hazard reporting system multiple ways. The reporting system will be emphasized during initial and recurrent SIDA badge training, to include both computer-based training and a written informational pamphlet. Additionally, employees will be notified of the new system by email, during tenant safety meetings, and with promotional flyers.

### Objective #3

Create the SMS Committee and SMS Stakeholder Committee and hold a minimum of three meetings each by June 30, 2026.

Enabling Actions:

1. SMS Committee: SMS Implementation working group members will coordinate the recommended participants for the SMS Committee. Committee members should be some of the first personnel to receive SMS familiarization and Specialized SMS training. Initial meetings may focus on SMS and SRM education, policy and objectives discussion, and discussion surrounding future full SMS Committee SRAs.

2. SMS Stakeholder Committee: SMS Manager will work with tenants to communicate the creation of this committee and its proposed meeting schedule. Initial meetings will focus on SMS education and emphasize the usage of the confidential hazard reporting system.