



DEVELOPMENT OF SAFETY MANAGEMENT SYSTEM (SMS) PROGRAM Scope of Work



Final Draft
Version 2.0
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Laredo International Airport (LRD)
Laredo, TX



Prepared by *RS&H* at the direction of
Laredo International Airport

I PROJECT DESCRIPTION

The Laredo International Airport (LRD, Client, or Airport) will be required to develop a Safety Management System (SMS) Program compatible with FAA's regulations under 14 CFR Part 139. The SMS program will reflect the guidelines set forth in FAA Advisory Circular (AC) 150/5200-37A, *Safety Management Systems for Airport Operators*, as well as other industry guidance, including but not limited to ICAO Document 9859 Safety Management Manual. RS&H, Inc. (RS&H or Consultant) shall provide services for the development of an SMS program, including a Gap Analysis, implementation Plan, training, and SMS Manual that is specifically developed for implementation at Laredo International Airport (LRD) as described below.

It is understood that the Airport desires to develop and implement an SMS program for the entire campus, including airfield, terminal, landside, support facilities, and ancillary infrastructure such as parking. The following tasks summarize the effort anticipated for each task. Meetings, deliverables, and coordination are included throughout this scope of work.

TASK 1 PROJECT INITIATION

The Consultant will generally coordinate with the LRD Project Manager on dates for a kickoff meeting, validation of the scope of work and general expectations on the project regarding communications, deliverables, and protocol.

Task 1.1 Kickoff Meeting

RS&H will coordinate and attend a kickoff meeting designed to familiarize LRD staff and leadership with an understanding of what a Safety Management System includes and the requirements of the Federal Aviation Administration (FAA's) regulations. RS&H's Project Team will attend the meeting.

The meeting will also include a visioning session to enable the Consultant to understand the Airport's goals and requirements for meeting the regulation and develop a schedule, expectations, and objective for completing the project.

It is also anticipated that during this meeting the RS&H Team will present various roles and responsibilities (of the Airport staff) regarding SMS, with the goal of identifying critical roles, such as Accountable Executive, as well as identifying the group of staff members to comprise the SMS Working Group, and a group of stakeholders to comprise the SMS Committee. The

following outlines the various individuals or groups who will be involved in the development and review, or collaboration of the SMS Program:

- The Accountable Executive is the person designated by the airport to act on its behalf for the implementation and maintenance of the airport's SMS. AC 150/5200-37A states, "The Accountable Executive should have sufficient control over human and financial resources for the airport to ensure that sufficient personnel and adequate funding are available to develop and implement the SMS. 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. Ideally, this individual would be one of the following: the Airport Director, the Airport Manager, or the Chief Executive Officer."
- The SMS Working Group will be charged with representing the Airport's best interests during the development of the SMS Program. The composition of the SMS Working Group will be determined in consultations with the Airport Project Manager and Airport Director. RS&H will assist LRD by making recommendations of typical staff positions that should be considered as part of the SMS Working Group.
- The SMS Committee will be a permanent committee charged with ensuring safety goals are met and to enhance communications between stakeholders and the Airport administration with respect to safety issues. It is anticipated that the SMS Committee will include Airport and stakeholder representatives, and that it will be advisory in nature.

Summary notes of the meeting discussion and decisions will be prepared and provided to LRD, including expectations for future meetings and general ongoing project coordination.

TASK 2 IMPLEMENTATION PLAN

To comply with the FAA's schedule and mandate for submittal of Implementation Plans, RS&H will initially conduct the Gap Analysis and Implementation Plan. Subsequent tasks will focus on the completion of other SMS processes, development of the SMS Manual, training and promotion of the program.

Task 2.1 Gap Analysis

RS&H will conduct an analysis of existing safety protocols, processes, and resources to determine the structures and safety tools that exist within the organization. The gap analysis will also detect safety vulnerabilities that exist and suggest additional resources, structures and

safety tools that may be necessary to mitigate safety vulnerabilities and increase operational resilience to hazards.

RS&H will collect and review relevant documentation, including:

- Client Airport Certification Manual and Airport Emergency Plan
- Client safety policies, programs, and procedures
- Airport tenant safety programs

RS&H will coordinate and attend a meeting at the conclusion of this task to outline findings. Brief Summary notes of meeting discussion and decisions will be prepared and provided to LRD.

Attendees: LRD Project Manager, Airport Leadership as necessary, RS&H Project Team

Task 2.2 Implementation Plan Meeting

RS&H will coordinate and attend one meeting with the Client at Laredo International Airport to establish the preliminary goals and objectives, meet with relevant stakeholders who will be involved in the development of the SMS, and develop the overall schedule for implementation. At this meeting, RS&H will also review the Client's files and collect all available information related to the project. It is anticipated that RS&H will have its Project Team attend this meeting. Brief Summary notes of meeting discussion and decisions will be prepared and provided to LRD.

Attendees: Accountable Executive, RS&H Project Team, SMS Working Group

Task 2.3 Implementation Plan

Based on the findings of the gap analysis, RS&H will develop a plan and schedule outlining the milestones for implementing the SMS Program. RS&H will assess all items found to be missing or deficient during the gap analysis to determine how to create or modify policies, objectives, procedures, or processes to incorporate the required SMS elements. An Implementation Plan will be developed to outline how, when and by whom those new elements will be incorporated. The Implementation Plan will be completed to meet the FAA requirements.

The Implementation Plan will include a summary of potential software solutions that are commercially available to augment the SMS Program. RS&H shall identify potential software, discuss the relative benefits and disadvantages of each. Analysis of cost and compatibility with the Client's existing information technology infrastructure is specifically excluded from this Scope of Work.

RS&H will coordinate and attend a project meeting at the conclusion of this task to outline findings. Brief Summary notes of meeting discussion and decisions will be prepared and

provided to LRD.

Attendees: LRD Project Manager, Airport Leadership as necessary, RS&H Project Team

TASK 3 SMS MANUAL DEVELOPMENT

RS&H will develop the SMS Manual, as one of the major guiding documents for the Airport's SMS program, outlining the four major components of the program: Safety Policy, Safety Risk Management, Safety Promotion and Safety Assurance.

Task 3.1 Safety Policy

RS&H will assist in the creation of a Safety Policy Statement and assist the Client in designating an Accountable Executive, Responsible Executive, and an SMS Team, who will be instrumental in developing SMS policy under this project. The Safety Policy subtask will include the following elements:

- **Safety Policy Development**

RS&H will work with Airport management to develop a Safety Policy Statement that reflects the Airport's vision and commitment to the SMS program.

- **Roles and Responsibilities**

Roles and responsibilities for key staff members will be outlined and aligned with the current job duties of those individuals. Areas where additional staffing may be required will be identified, along with recommendations for alternative actions if additional staff cannot be justified.

- **Goals and Objectives**

RS&H will assist the Client in developing a set of goals and objectives, and from those objectives determining the initial set of metrics that will be tracked by the processes developed for the SMS Program.

RS&H will coordinate and attend one project meeting during this subtask to ensure Policy development, implementation and documentation is complete. Brief Summary notes of meeting discussion and decisions will be prepared and provided to LRD.

Attendees: LRD Project Manager, Accountable Executive/SMS Manager, RS&H Project Team, SMS Working Group as necessary

Task. 3.2 Safety Risk Management

RS&H will assist the Airport in developing a Safety Risk Management (SRM) process that allows for the early and proactive identification of safety hazards and provides methods to conduct Safety Risk Assessments (SRAs), and define, implement and track mitigations to those hazards. These processes will be integrated to the extent possible with existing processes (if any) in place at the Airport.

- **Hazard Identification**

RS&H will develop appropriate training materials for hazard identification and compile a list of safety indicators. RS&H will assist the Airport in assessing and selecting a non-punitive hazard reporting system and other associated software components. This element will also include data collection that will be used in support of Task 4.

- **Hazard Tracking**

RS&H will assist the Airport with monitoring documentation and reporting processes, providing appropriate training on reactive processes, and assessing the software solution's ability to accomplish this task.

- **Risk Management**

RS&H will conduct up to three in-person SRAs. These will serve to train LRD employees on conducting SRAs, and defining, implementing and tracking mitigations to those hazards. RS&H will conduct three SAs (included in the meeting total referenced below), involving up to five selected staff in the organization and documentation of those processes to enable staff to conduct SRAs independently in the future.

RS&H will coordinate and attend up to three meetings during this subtask to ensure Safety Risk Management development, implementation and documentation is complete. Brief Summary notes of meeting discussion and decisions will be prepared and provided to LRD.

Attendees: LRD Project Manager, Accountable Executive/SMS Manager, RS&H Project Team, SMS Working Group as necessary

Task 3.3 Safety Promotion

Safety promotion is an SMS task defined by FAA guidance that includes training workers on the tenets of SMS as well as methods for encouraging the adoption of a safety-oriented workplace culture.

RS&H will identify areas where modifications to the processes identified during this subtask would serve to extend the applicability of the SMS Program to areas outside of the movement and non-movement areas of LRD and describe the level of effort required to do so.

The Safety Promotion subtask will include the following elements:

- **Training**

RS&H will develop appropriate SMS training modules, tailored to three job levels: Executive, Management, and LRD Staff. RS&H will conduct training sessions for the Executive and Management level staff and prepare a script for the development of a training video for all badge holders. The script will be suitable for use in the production of a video, such as may be provided through AAAE's Interactive Employee Training program. It is anticipated that this level training will be incorporated into the Airport badge training process. All training modules will be appropriate for the Airport to use in new employee orientation as well as annual recurrent training. All training modules will be archived electronically to allow them to be used as training materials for future staff.

- **Promotional Activities**

Promotional materials will be developed to solicit cooperation and enthusiasm among employees. RS&H will provide the Airport with up to five alternatives to serve the promotional purpose and will research the approximate cost to produce and distribute each alternative. Actual design, production and procurement of promotional items will be the responsibility of the Airport to contract and obtain and are not included in this Scope of Work.

RS&H will coordinate and attend up to two project meetings during this subtask to ensure Safety Promotion development, implementation and documentation is complete. Brief Summary notes of meeting discussion and decisions will be prepared and provided to LRD.

Attendees: LRD Project Manager, Accountable Executive/SMS Manager, RS&H Project Team

Task 3.4 Safety Assurance

RS&H will provide methods for ensuring the continuing improvement of the SMS. Those methods will include safety performance monitoring, management of change, and measurement of the performance of the SMS itself. The Safety Assurance subtask will include the following elements:

- **Investigation Capability**

RS&H will create monitoring documentation and reporting processes, providing appropriate training on reactive processes, and assessing the software solution's ability to accomplish this task. Training the documentation and reporting processes is intended to occur in a single training session in which the selected Airport employees attend.

- **Safety Analysis Capability**

RS&H will assist the Client with developing methods to refine Safety Assessment methodology and criteria, documentation, and reporting processes for proactive processes, assessing software solutions for tracking hazards, and integrating proactive methods with reactive measures.

- **Self-Assessment and Audit**

RS&H will assist the Client with developing processes for internal self-assessments and internal evaluation, documentation and reporting processes, providing appropriate training on reactive processes, and assess the software solution's ability to accomplish this task. This task will also develop audit procedures for use by the Airport in monitoring the program using a third-party auditor.

RS&H will coordinate and attend one project meeting during this subtask to ensure Safety Assurance development, implementation and documentation is complete. Brief Summary notes of meeting discussion and decisions will be prepared and provided to LRD.

Attendees: LRD Project Manager, Accountable Executive/SMS Manager, RS&H Project Team, SMS Working Group as necessary

TASK 4 SAFETY REPORTING AND DATA COLLECTION SYSTEM(S)

Task 4.1 Safety Reporting and Data Collection System(s)

RS&H will recommend methods for ensuring the continuing improvement of the SMS. Those methods will include safety performance monitoring, management of change, and measurement of the performance of the SMS program. It is anticipated that safety reporting and data

collection systems will utilize existing information flows within the organization to the extent possible. Acquisition of any software is not included in this scope of services.

RS&H will identify areas where modifications to the processes identified during this task would serve to extend the applicability of the SMS Program to areas outside of the movement and non-movement areas of LRD and describe the level of effort required to do so.

The reporting and data collection systems will include the following elements:

- **Safety Risk Management**

Hazard identification and reporting, hazard tracking, escalation, identification of responsible parties, integration of airfield construction SRM requirements.

- **Safety Assurance**

Mitigation tracking, reporting results of self-audit, reporting results of audit, tracking compliance with Part 139 SMS elements, reporting on objectives.

- **Data Collection**

Non-punitive reporting, daily inspection hazard identification, work order analysis

- **Safety Training**

Record management for staff SMS training, including recurring requirements.

- **Safety Promotion**

Analysis of Airport staff participation, monitoring promotional activities.

RS&H will coordinate and attend one project meeting at the conclusion of this task to outline findings. Brief Summary notes of meeting discussion and decisions will be prepared and provided to LRD.

TASK 5 DOCUMENTATION

Task 5.1 Training Materials

RS&H shall prepare the training materials and reports outlined in the tasks above, as well as the various forms, outlines and standard operating procedures as may be required to implement the SMS. Materials will be submitted in draft form to the Client for review. Upon receipt of written review comments from the Client, RS&H shall incorporate comments as appropriate.

Task 5.2 Gap Analysis

RS&H shall prepare and produce a draft Gap Analysis for Client review. Upon receipt of written review comments, RS&H shall incorporate the comments as appropriate and produce a final Gap Analysis. The Consultant shall provide 5 copies of the final Gap Analysis to the Client for distribution to agencies and for the Client's internal use. Electronic copies of the document in Portable Document Format (PDF) will also be prepared and used whenever possible to minimize the number of paper copies.

Task 5.3 Implementation Plan

RS&H shall prepare and produce a draft Safety Management System Implementation Plan for Client review. Upon receipt of written review comments, RS&H shall incorporate the comments as appropriate and produce a final Safety Management System Implementation Plan. The Consultant shall provide 5 copies of the final SMS Implementation Plan to the Client for distribution to agencies and for the Client's internal use. Electronic copies of the document in Portable Document Format (PDF) will also be prepared and used whenever possible to minimize the number of paper copies.

Task 5.4 SMS Manual

RS&H shall prepare and produce a draft Safety Management System manual for Client review. Upon receipt of written review comments, RS&H shall incorporate the comments as appropriate and produce a final Safety Management System Manual. The Consultant shall provide 5 copies of the final SMS Manual to the Client for distribution to agencies and for the Client's internal use. Electronic copies of the Document in Portable Document Format (PDF) will also be prepared and used whenever possible to minimize the number of paper copies.

TASK 6 PROJECT MANAGEMENT

The Consultant shall ensure all analysis and documentation is completed by qualified individuals or subconsultants and shall complete the efforts according to the schedule identified in Phase I. This task will include internal team coordination as well as coordination with the LRD staff as needed, beyond regular meetings identified in previous tasks. This task includes the overall project management of the SMS with the Client and FAA.

II MEETING AND PRESENTATIONS

The following list summarized the number and type of meetings by task anticipated to be completed.

- » Task 1.1 Kickoff Meeting (1)
- » Task 2.1 Gap Analysis Meeting (1)
- » Task 2.2 Implementation Plan Meeting (1)
- » Task 2.3 Implementation Plan Meeting (1)
- » Task 3.1 Safety Policy Meeting (1)
- » Task 3.2 Safety Risk Assessments (3)
- » Task 3.3 Safety Promotional Training (1)
- » Task 3.3 Promotional Materials (1)
- » Task 3.4 Safety Assurance Meeting (1)
- » Task 4.1 Safety Reporting Meeting (1)

III DELIVERABLES

For each of the deliverables identified, the Consultant will provide a Preliminary Draft for Airport review and comment, followed by a Final Draft. The Final Draft would be submitted by LRD to the FAA for their review and comment. A Final document would include the incorporation of any edits or changes from the FAA for the FAA's final approval.

- » Meeting Notes
- » Task 3.3 Promotional Materials (PDF or original formats if needed for production to be completed by LRD)
- » Task 5.1 Draft and Final Training Materials (no FAA review required)
- » Task 5.2 Preliminary Draft, Final Draft and Final Gap Analysis
- » Task 5.2 Five (5) hard copies and One (1) Electronic Copy (PDF or original formats if requested) of Gap Analysis
- » Task 5.3 Preliminary Draft, Final Draft and Final SMS Implementation Plan
- » Task 5.3 Five (5) hard copies and One (1) Electronic Copy (PDF or original formats if requested) of SMS Implementation Plan
- » Task 5.4 Preliminary Draft, Final Draft, Final SMS Manual
- » Task 5.4 Five (5) hard copies and One (1) Electronic Copy (PDF or original formats if requested) of SMS Manual

IV PROJECT SCHEDULE

The Tasks outlined in this Scope of Work are arranged in an order that is intended to make most efficient use of staff time. However, during the course of the project some Tasks may be delayed or accelerated based on prerequisites, enabling activities, or other requirements. Therefore, the

Tasks may not be completed in the order stated. Any changes in the order of deliverables will be coordinated in advance with the Airport. Project schedule will be finalized during negotiation of the project but will comply with the deadlines required per FAA AC 150/5200-37A.

V ASSUMPTIONS AND EXCLUSIONS

Include any Client Responsibilities and/or Client Expectations in the Assumptions list below.

The following assumptions have been made for this Scope of Work:

- » Airport operational statistics, incident reports and similar data will be provided by the Airport.
- » No design will be completed as part of this scope of work.
- » No software will be procured as part of this scope of work.
- » LRD will be responsible for producing all videos to be used for training materials. RS&H will provide written scripts.
- » LRD will be responsible for producing printed promotional materials. RS&H will provide electronic files for printing of production of graphics materials.

VI PROFESSIONAL SERVICES FEE AND FEE TYPE

RS&H's compensation for the services provided in herein will be based on the lump sum amount as detailed on the attached Project Proposal (Attachment A).