

Atlanta, GA | Wednesday | August 14, 2019

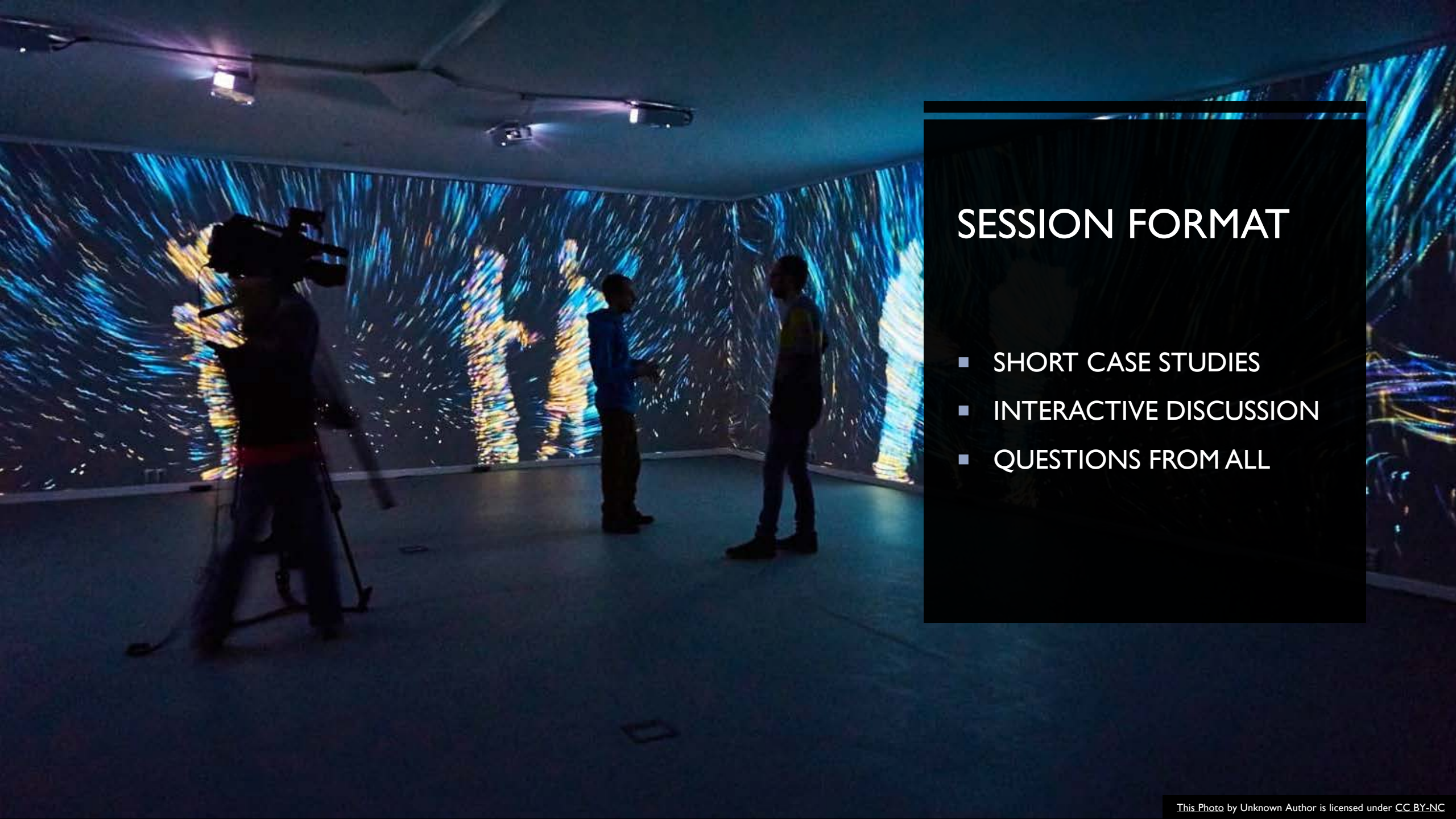


AIRPORTS AND AIRLINES

COLLABORATING FOR SAFETY



**COLLABORATIVE EFFORTS BETWEEN AIRPORTS/AIRLINES
LESSONS LEARNED**



SESSION FORMAT

- SHORT CASE STUDIES
- INTERACTIVE DISCUSSION
- QUESTIONS FROM ALL



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YOUR MODERATOR

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Delta Airlines
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SMS, Risk &
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Seattle-Tacoma Airport
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YOUR PRESENTERS



CASE STUDIES

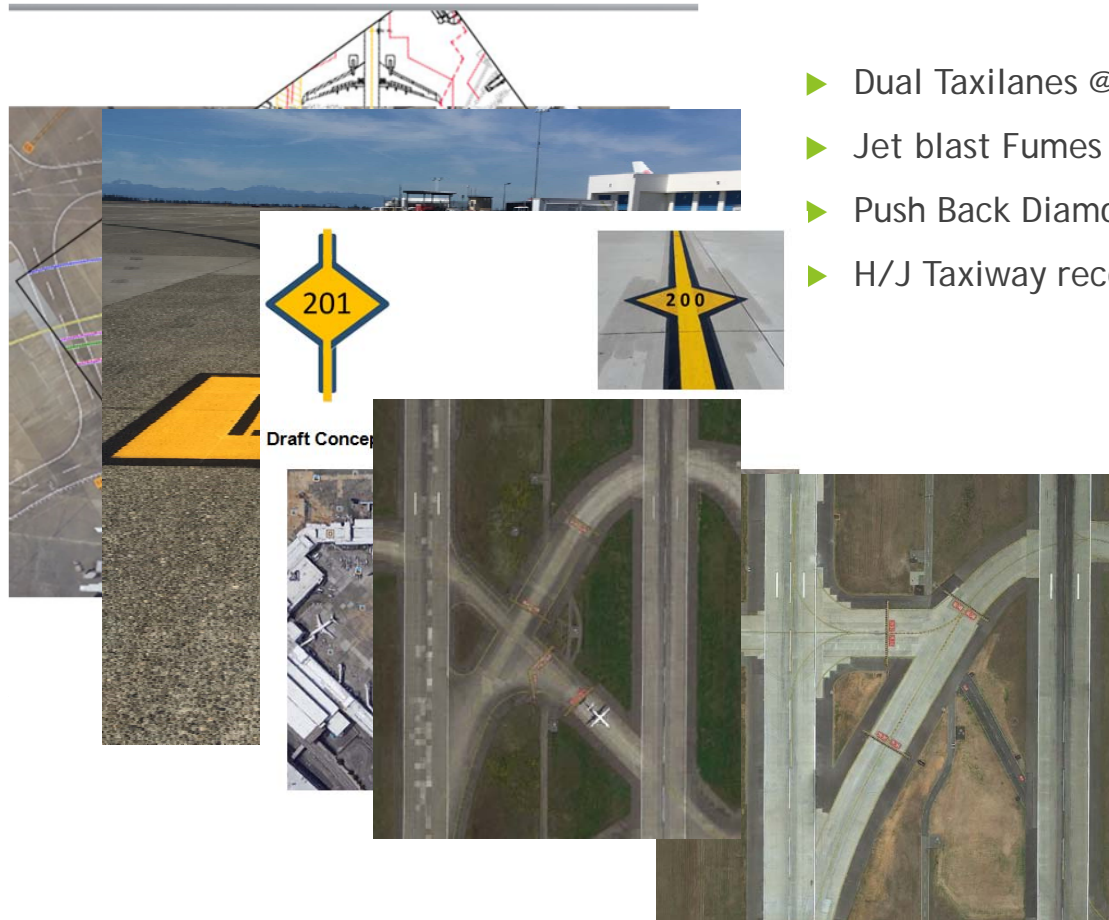


Creating a Collaborative Culture Remote Aircraft Deicing Project

2019 Airport Safety Management Systems Workshop
Atlanta, GA August 13-15

David Crowner, AAE
Senior Manager, Aviation Safety Mgt.
Seattle-Tacoma Int'l Airport

SEA SRM Successes:



- ▶ Dual Taxiways @ N-sat
- ▶ Jet blast Fumes in ARFF
- ▶ Push Back Diamonds
- ▶ H/J Taxiway reconfigure

SEA SRM Successes:



- ▶ Annual WHMP update
- ▶ Lighted X Placement
- ▶ Reduced (underwing) safety Envelope

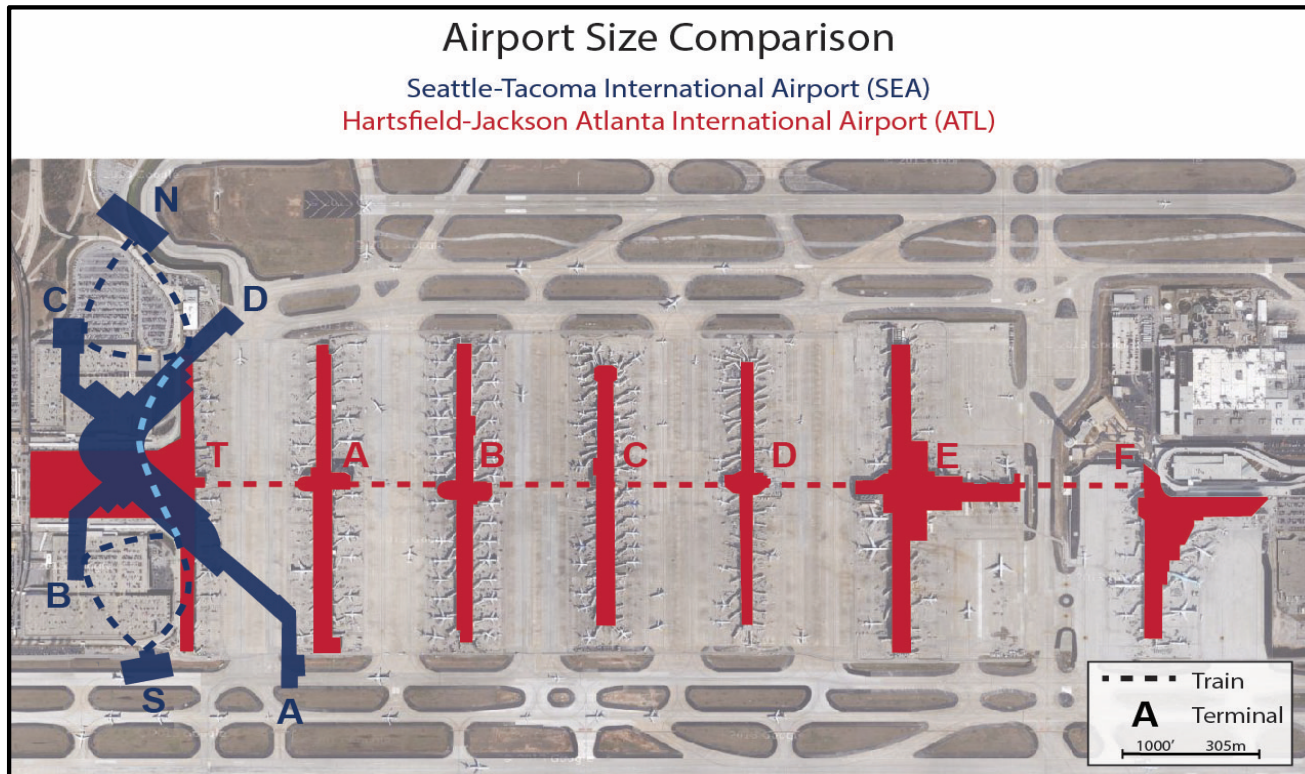


Airfield and Deicing Challenges

- ▶ **Congestion:** (6.21% increase in 2018)
 - ▶ Deicing primarily at gates
- ▶ **Constrained Working Area**
 - ▶ Insufficient space to navigate deicing equipment
- ▶ **Operations Exceed Gate Availability**
- ▶ **Multiple & Competing Use Ramps**
- ▶ **Only limited Areas on IWS system**
- ▶ **Average 3 inches of snow/Yr.**

IWS - (Integrated Water System) SEA's Water treatment system

Perspective: SEA's constrained Area



Remote Deicing Operational Constraints

▶ New Operational Constraints:

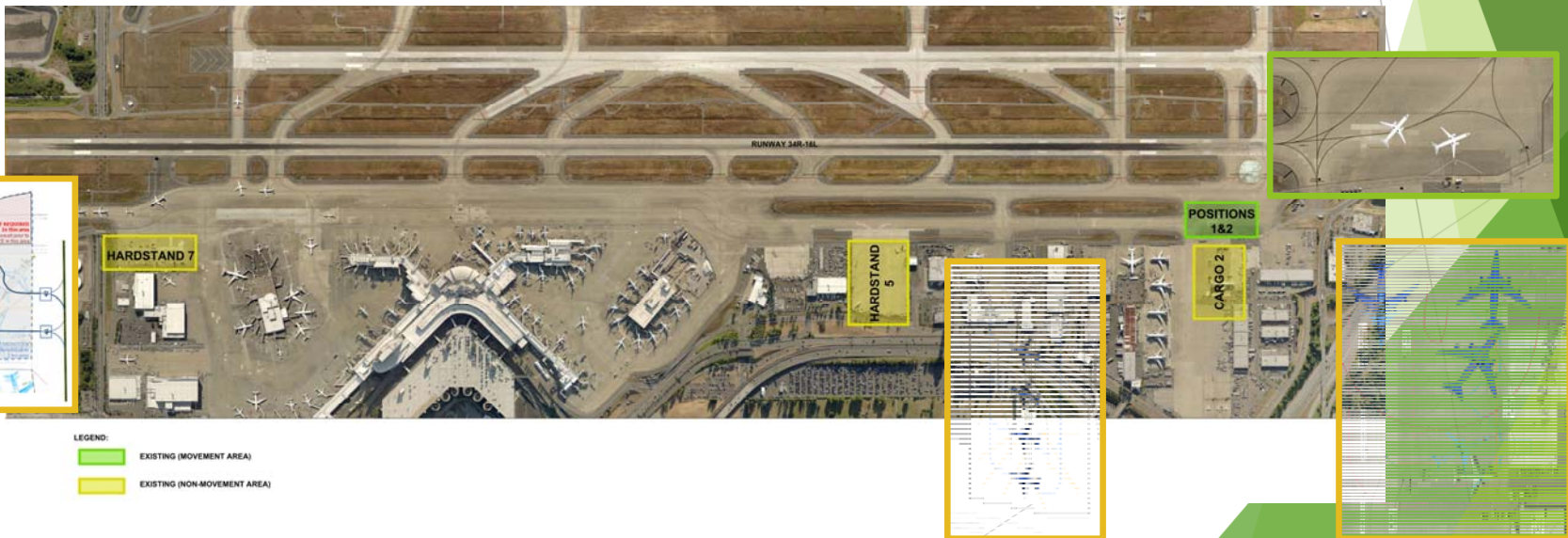
- ▶ Deicing positions limited to ADG III or smaller
- ▶ Taxiway A restricted to ADG III during deicing operations, unless Airport Ops and ATC coordination allows otherwise

▶ Previous Operational Constraints (Controlled):

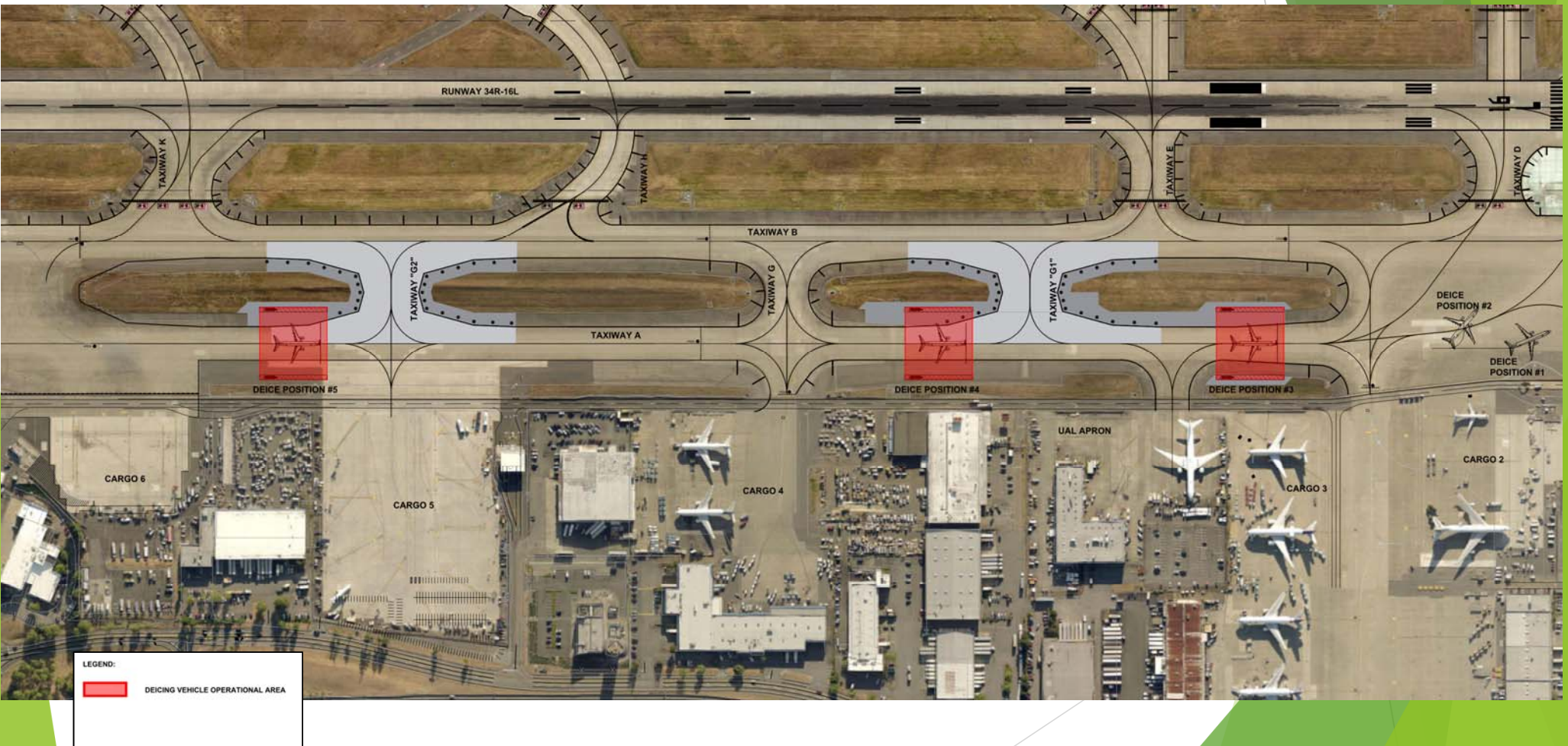
- ▶ Maintain TWY B and Cargo 2/3 entry and exit to accommodate 747-8 aircraft during deicing
- ▶ Maintain TWY G and Cargo 4 entry and exit to accommodate ADG-IV aircraft during deicing
- ▶ Access to Cargo 5 is unrestricted

Current Off-gate Deicing Locations

- ▶ Deicing at Cargo Hardstands 5 and 7
- ▶ Deicing at Cargo 2
- ▶ Area 1 Movement Area Deicing Test Location (two positions) operational in 2017 and 2018



Proposed Deicing Locations



Safety Assessment:

- ▶ FAA ADR Considered Mod To Standard
 - ▶ Deicing within Movement Area is not standard
 - ▶ “If it doesn’t meet standards its not safe”
 - ▶ FAA ATCT Supportive - Maintains Flow & improves efficiency
 - ▶ FAA did not want us to call this a Risk Assessment - Safety Assessment
 - ▶ Jet blast & spacing
 - ▶ Movement & staging of Vehicles
 - ▶ Markings - Use GPMs or clearance bars
 - ▶ Communications
- Memorandum of Understanding
 - AOS on site
 - IDS Leads AMA and Radios
 - Sufficient AMA qualified personal
 - Interconnecting taxilanes




ATCT



Collaboration - it's about Yes, If

You can decide on Taxiway A, IF:

- ▶ We upgrade our Storm Water System to include the taxiway
 - ▶ You agree to pay for the costs to upgrade the system
 - ▶ You Allow such operations to occur on the taxiway
 - ▶ Yes If, you build more interconnecting taxiways
 - ▶ If there is consensus of the need and benefits
 - ▶ Agree to a single deicing provider
 - ▶ You perform a Risk Assessment and mitigate the resulting hazards
- 

Own your own Safety: Its your risk

- ▶ AC 150/5370-2G 1.4.2 Assess Airport Operator's Responsibilities.
An airport operator has overall responsibility for all activities on an airport... .
- ▶ AC 150/5210-20A 2 Applicability
The overall responsibility for the operation of vehicles on an airport rests with the airport operator.

Risk Assessments = Collaborative Risk Based Decision Making =
Resource Priority & Buy-in

Airport Construction Projects

Airport/Airline Collaboration

AAAE Conference – Aug 2019

Tara Kinnick – Manager, Corporate SMS, Risk, & Ground Safety



Who To Include?

Airline

- Local station personnel
- Safety team
 - Corporate
 - Divisional
 - Local
- Divisional Policies & Procedures
- Corporate Real Estate
- Corporate Security

Airport

- Design
- Safety
- Tower
- Airport Authority

Challenges

Adapting to a constantly changing environment

What's supposed to be there vs. what needs to be moved? "Everything looks out of place"



Noises * Construction debris * Additional constraints * Construction vehicles * Ramp markings



Barriers/fences * Walkways * Construction vehicles * Security

Keys to Success

- ✓ Engage during design
- ✓ Partner through changes
- ✓ Communicate throughout
 - Internal
 - External
 - Remember – receiving communication is just as important as giving it!

Monitor for Effectiveness

- ✓ Actively monitor
- ✓ Solicit feedback
- ✓ Stay close to it
- ✓ Assess the design
 - Construction phase(s)
 - End-state





Airline and Airport Partnership in SMS

Ryan O'Connor – Regulatory Programs & Compliance

August 14, 2019

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Finding the Right Airline Point of Contact

Determining the right contact:

- What do you need (e.g. data pertaining to an event, assistance promoting an upcoming Safety event, subject matter expert (SME) and upcoming Safety Risk Assessment, etc.)?
- What Employee workgroup does it effect?
- What knowledge, expertise, and resources do you require?
 - Knowledge of the local airport, policies, and Employees?
 - Knowledge of specific operational departmental polices and procedures (e.g. Flight Ops, Tech Ops, Ground Ops, etc.)?
 - Knowledge of support departments polices and procedures (e.g. Corporate Real Estate, Procurement, Legal, etc.)
 - Access to resources (e.g. funding, data, etc.)
 - Knowledge of Corporate SMS policies and procedures?
 - What SMS pillar(s) does it involve (Promotion, Assurance, SRM, or Policy)?

You may require involvement from multiple SMEs to achieve your desired goal.

Airline SMS Structure and Partnership

- Each airline structures their SMS teams differently and trains their employees differently on SMS depending on their job function and responsibility
- It will be important for airport management overseeing SMS and local airline leadership as well as corporate and if applicable departmental SMS representatives to meet early in the airport's SMS development to discuss the following:
 - Airline SMS structure
 - What is the chain of command?
 - Who is the best representative from the airline for meetings, data, corporate contacts, funding, risk acceptance, etc.?
 - Who knows what data the airline can share or how to get approval to share?
 - Set ground rules for data sharing (e.g. voluntary reporting information, damage and injury data, internal policies and procedures, etc.)
 - Is there data that can and/or needs to be shared on a regular and recurring basis?

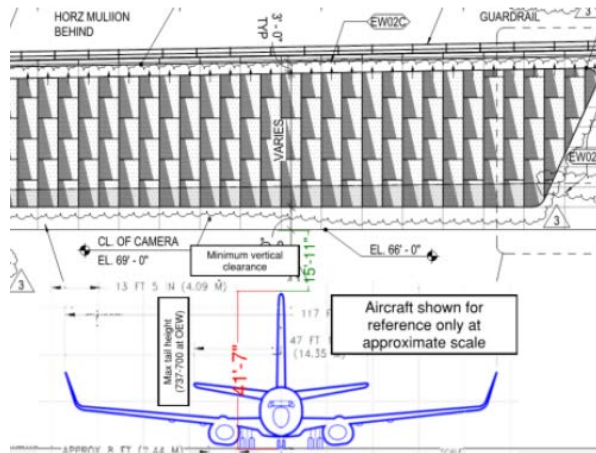
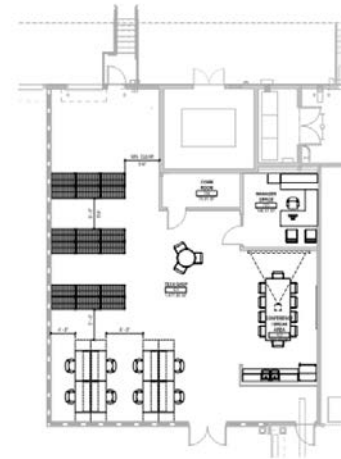
Meetings and Data Sharing

- AC 150/5200-37A recommends that airports host a monthly Safety/SMS committee meeting made up of members of airport departments, tenant organizations, and airport stakeholders.
 - How will these meetings be structured?
 - What SMS related activities will be discussed during these meetings?
 - Will SRM/SRAs be performed and assurance data, promotions materials, and policy updates all be reviewed during the same meeting or will it be dispersed throughout a variety of meetings (e.g. RSAT, SRA breakout sessions, etc.)?
 - Attendee roles and expectations will need to be defined.
- The airlines have their own SMS related meetings. We will need to define what data should be shared and if there is an opportunity for airport participation in these meetings
 - Some examples at Southwest where SMS activities are performed and data is reviewed: GEC, Planned Airport Projects, Facility Tollgates, ESSB, ACMe, etc.

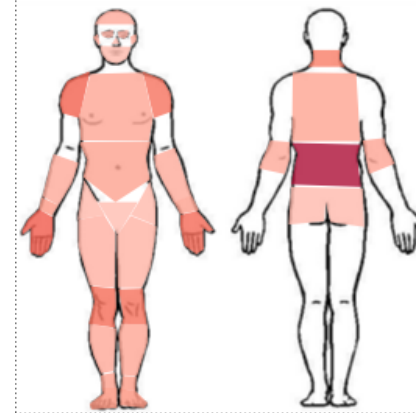
Examples of SWA SMS Meeting Data Reviewed



Proposed Layout



Body Parts Colored by Injuries



Meetings and Data Sharing

- AC 150/5200-37A lists examples such as accident reduction, FOD occurrences, vehicle/pedestrian deviations, etc. for when creating Safety Objectives.
 - Will airline data be expected to be provided?
 - How will this information be shared?
- AC 150/5200-37A states “the airport should provide a system that allows these individuals to report hazards. An airport should develop the kind of system that is best for its operational environment.”
 - How does this interact with the airline hazard reporting systems?
 - The airlines and the airports will want to define how to share information that is reported through the hazard reporting systems that relates to the other.
- There may be an opportunity for the airlines and the airports, potentially in partnership with organizations such as ACI, AAAE, A4A, etc., to set standards for data sharing that ensures consistency and protects proprietary information and employee privacy.
- If done properly, there is a huge opportunity for the SMS partnership between airlines and airports to enhance safety by reducing the potential for injuries of our employees and damage to our assets.

Presented to
ACI/AAAE SMS Conference

Delivery truck parking at ATL

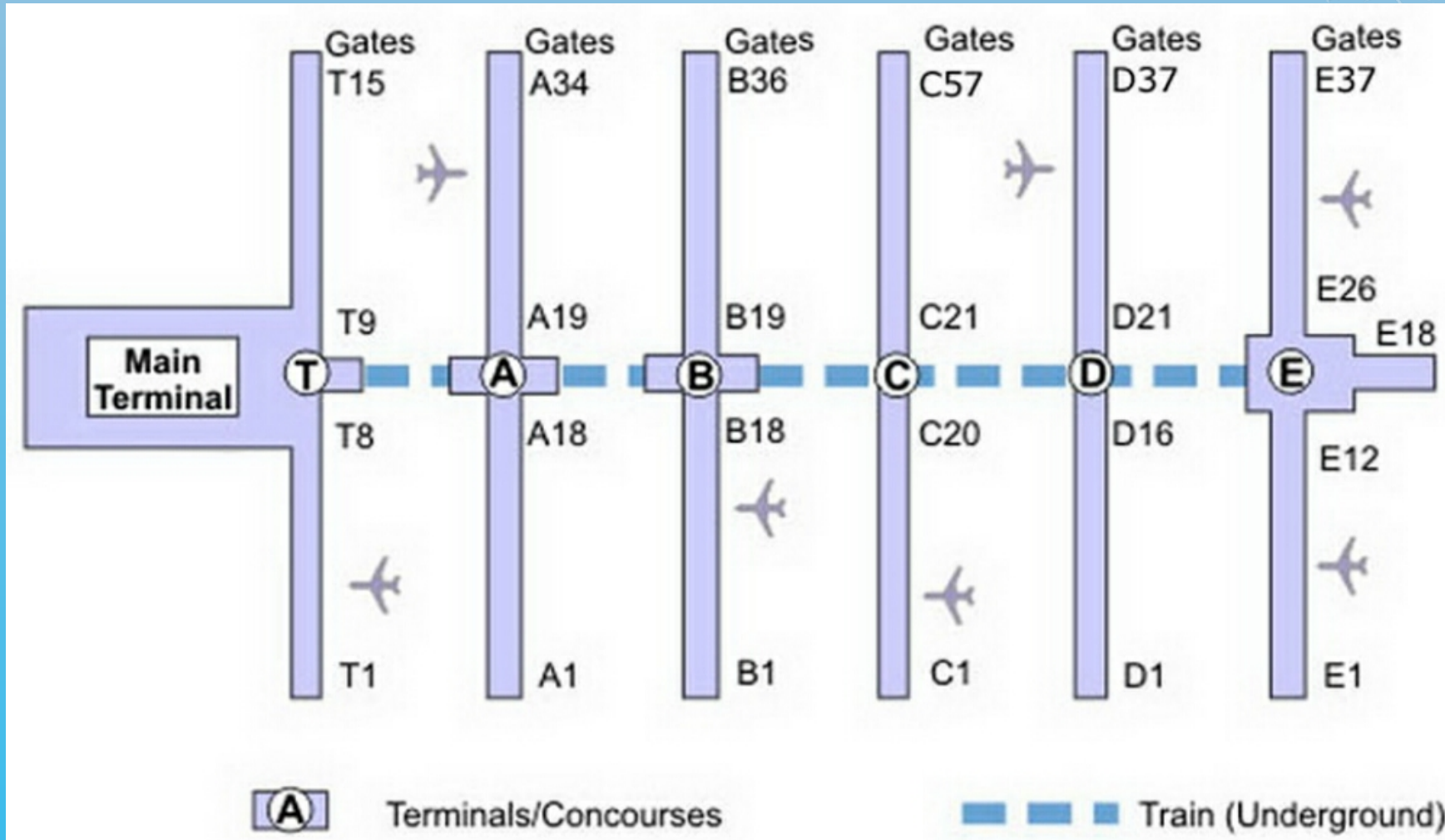
Tuesday, August 14, 2019

By **Scott Ayers, AAE, IAP, ACE**
SMS Manager



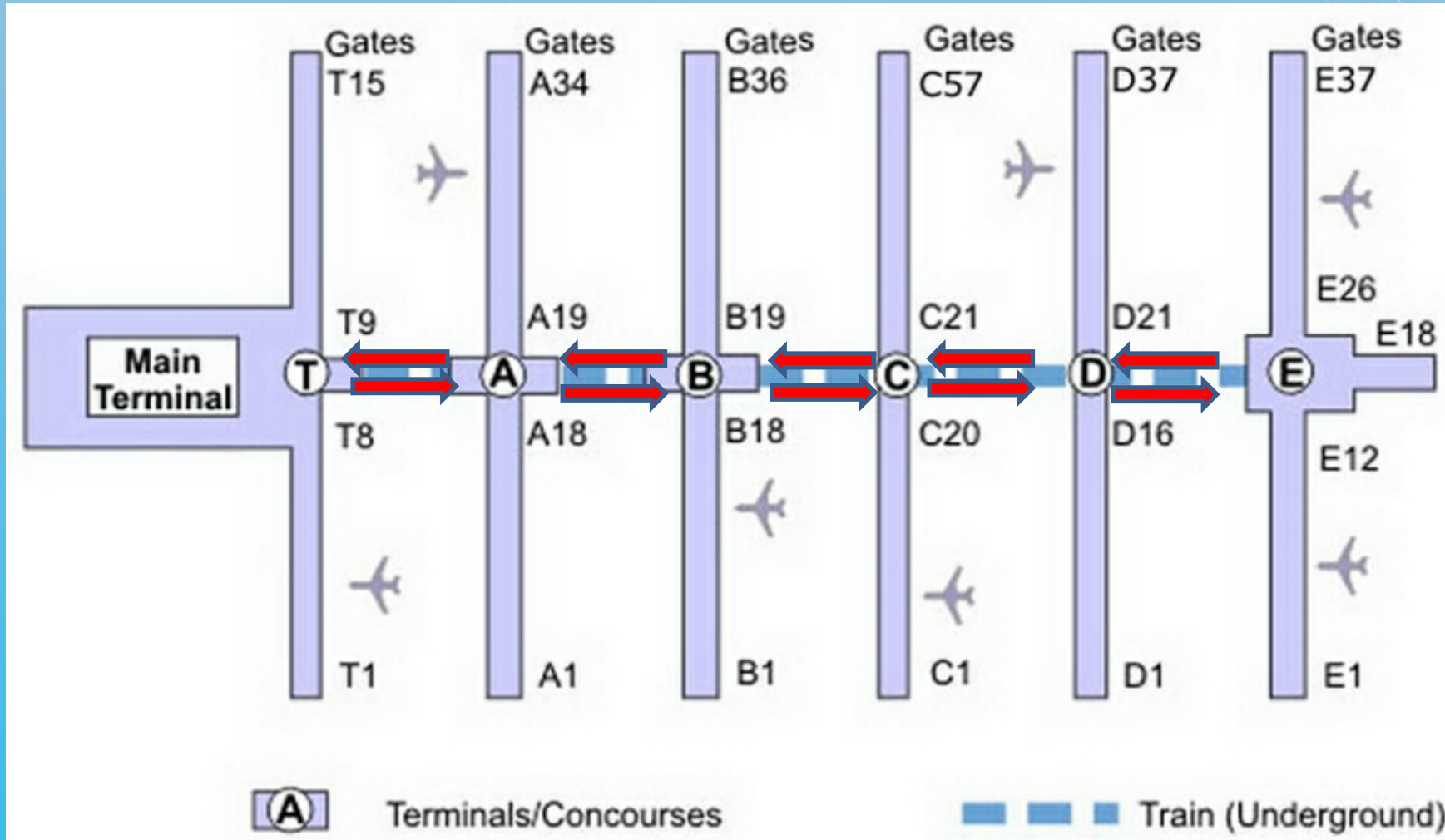
Step 1: Define the problem

Hazard reported: Overnight delivery trucks are parking in medians, creating a physical barrier at intersections



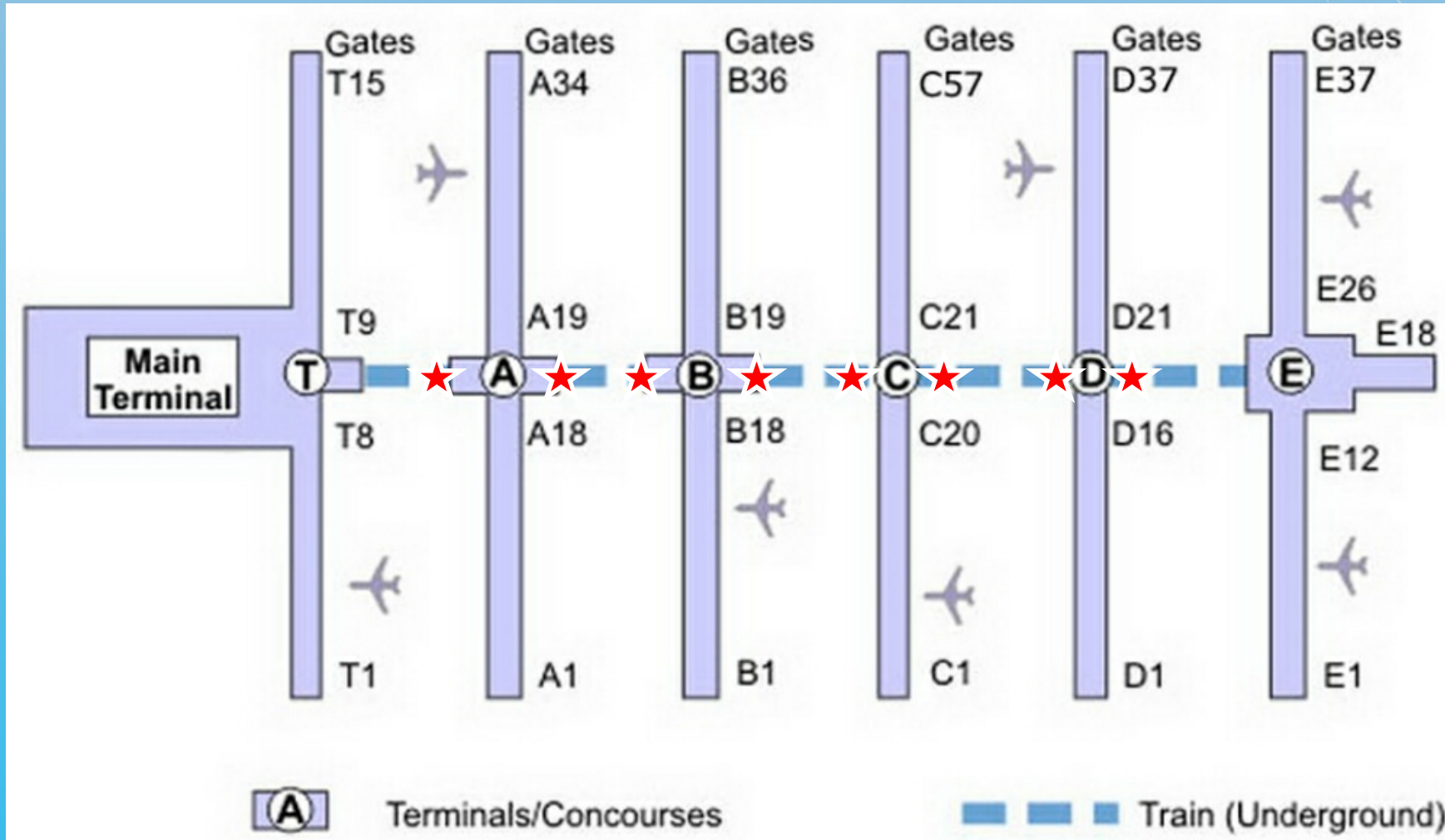
Step 1: Define the problem

Ground traffic on the spine is not required to stop, except to yield to aircraft.



Step 1: Define the problem

Delivery trucks parking in median locations were creating a visual barrier for north/south traffic at the spine intersections.







Step 2: Analysis

Panel of all stakeholders was held – resulted in red risk rating

Airlines (DL/WN/UA)

Safety

Ground Handlers

Maintenance

DOA

Concessions

Operations

Planning/development

Security

Properties

Safety

ATL had a “no parking in median” policy in place

Had not been enforced due to lack of alternate solution

Long term solution (centralized distribution center) had been identified – no ECD

Short term solution needed to be put in place immediately

Proposed solutions

1. Close down a gate on each concourse nightly to allow for delivery truck parking.

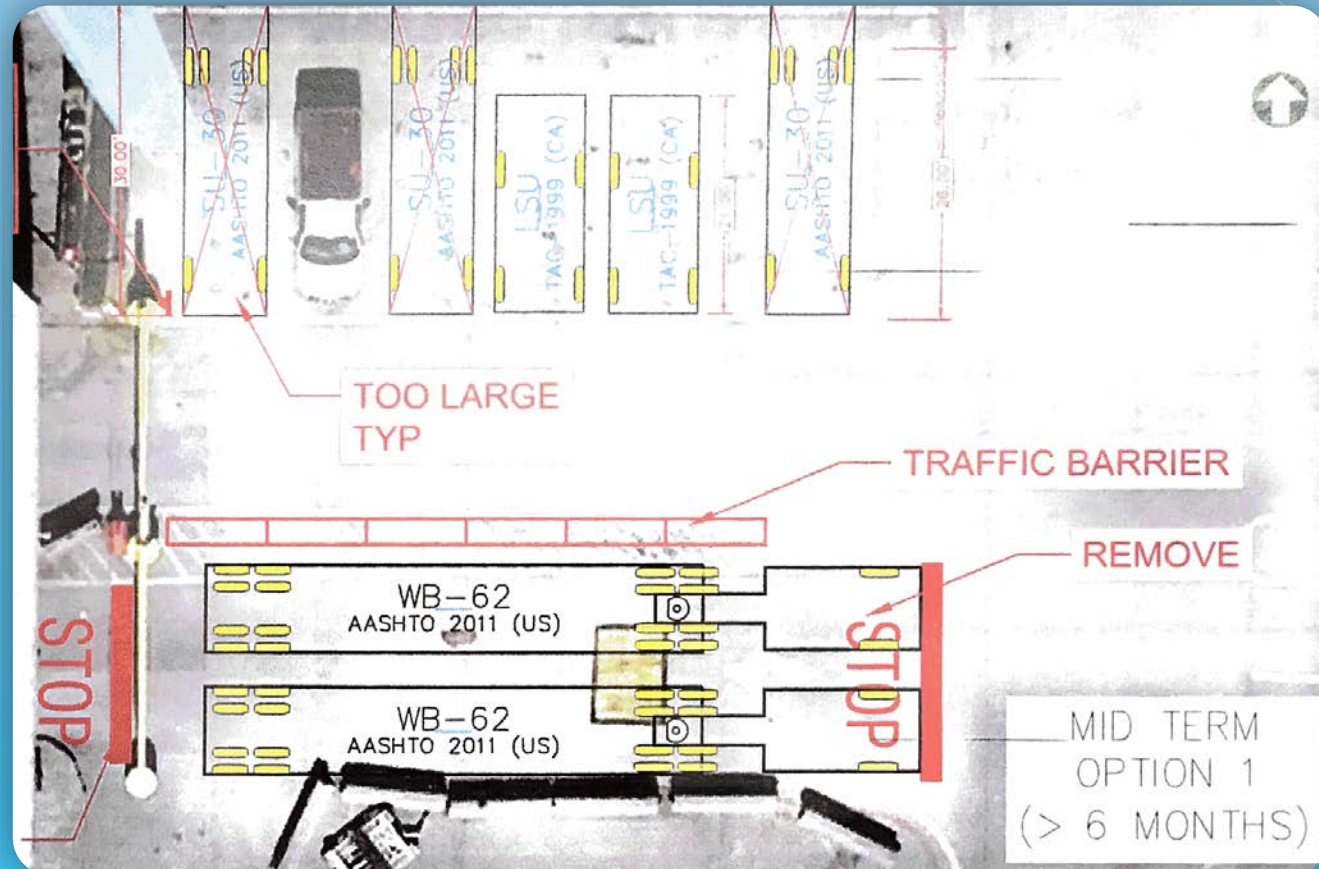
Problem: This is a significant disruption to the Delta operation. Gates on each concourse cannot be guaranteed. This is not a viable solution.

Proposed solutions

2. Close down one drive lane nightly for parking. Designate company vehicle parking spots as parking only for smaller delivery trucks.

Problems:

- This will have significant impact to operations for all operators.
- Employee bus, baggage delivery, etc. relies on this roadway and cannot be shut down nightly.

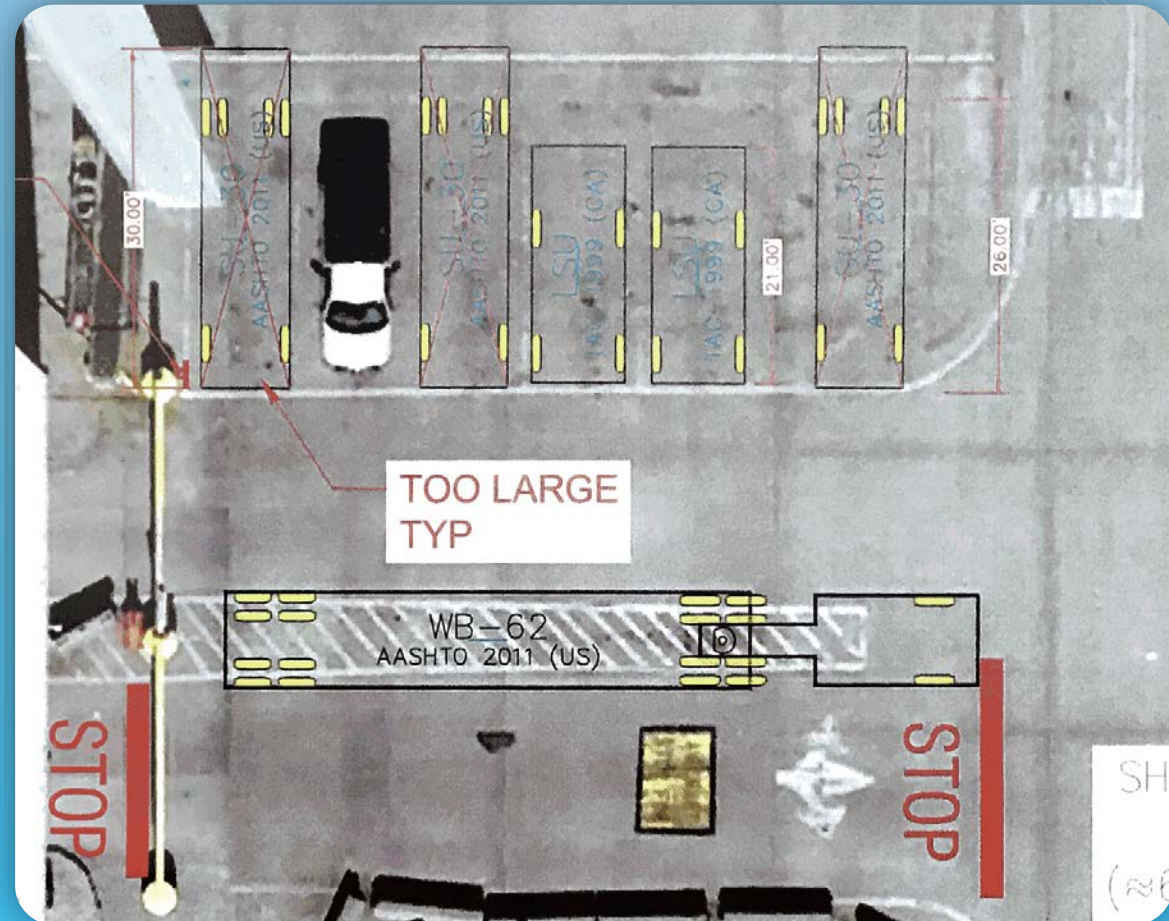


Proposed solutions

3. Allow parking on median. Place a STOP bar and/or flagman at the front bumper of the truck, stopping spine traffic at the intersection. Designate company vehicle parking spots as parking only for smaller delivery trucks.

Problems:

- This stop bar would have to be effective 24/7 for consistency. Traffic would back up beneath the concourse, and operations would be impacted.
- How would flagman option work during inclement weather?
- Designated parking for smaller trucks in this location could result in damage to aircraft parked in the adjacent gate.



STEP 3: MITIGATION

Mitigation 1

Barriers were put in place to prevent unauthorized parking



Mitigation 2

Designated parking spots for daytime use by smaller delivery trucks



Mitigation 3

- Trucks larger than 26' are prohibited from daytime deliveries.
- Gate space on each concourse is designated for truck parking from 11p-5a nightly.

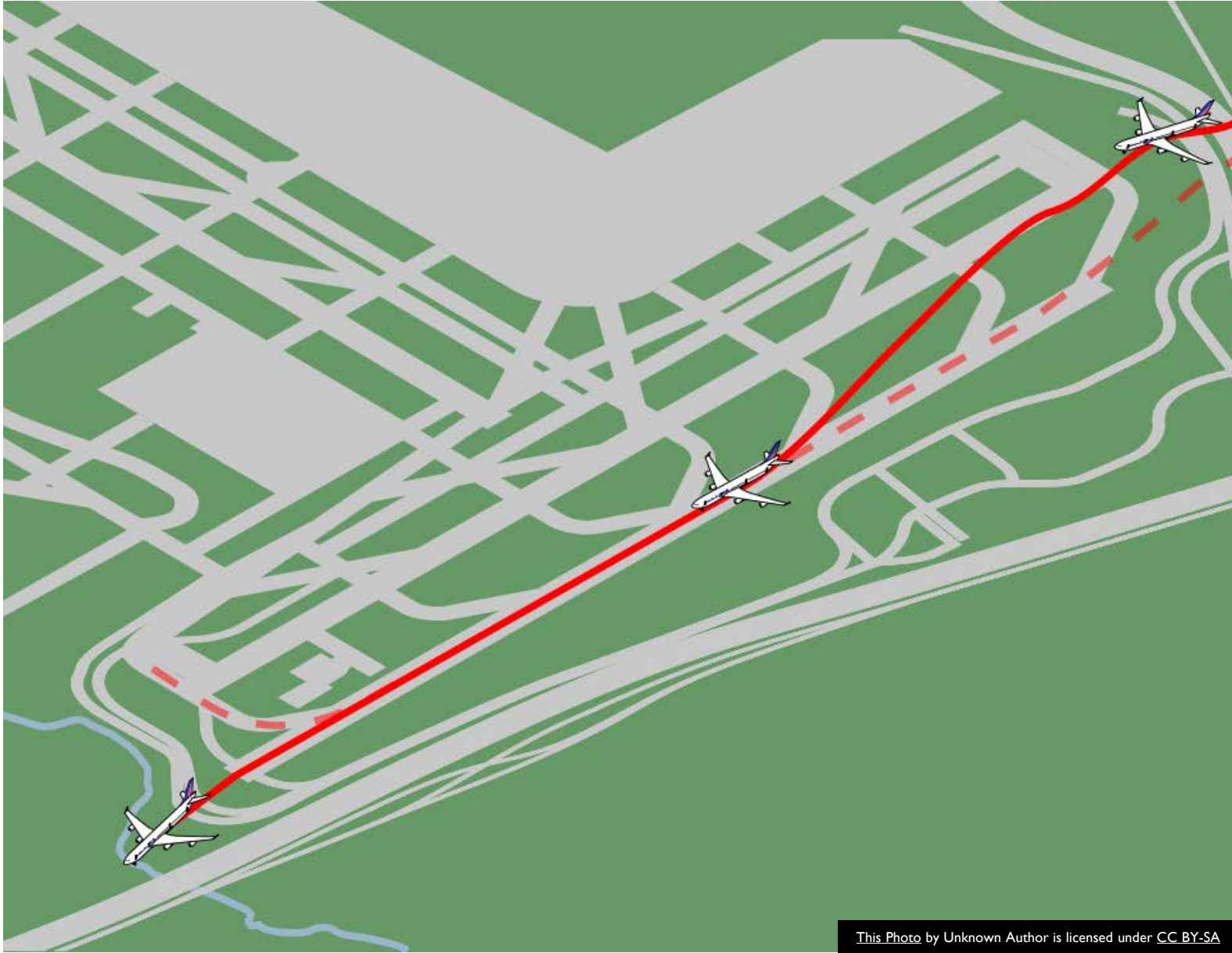


Step 4: Monitor for effectiveness

- Mitigation was put in place for 60 days monitoring period.
- Even through significant IROPs, there were no reports of inability to provide gate space for parking.
- Delta solicited feedback from the affected employees – all positive.
- ATL DOA solicited feedback from DOA employees – all positive.
- Funding for marshal agents was secured by DOA (place/remove cones; answer questions/gate cleanliness).

Lessons Learned

1. Persistence is key – Don't give up on the solution.
2. Explore every option. When that doesn't work, re-explore!
3. Collaboration – SMS drives all stakeholders to collaborate on a solution.
4. Think outside the box. Be creative. Be brave.
5. This is not about blame, it is about solutionizing. Every stakeholder needs to take ownership/responsibility of their piece of the topic and the related tasks that lead to a solution.



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DISCUSSION

THANK YOU!

Questions & Answers

2

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Questions?



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